



USAID
FROM THE AMERICAN PEOPLE

RAISE PLUS

USERS' MANUAL

RAISING RURAL AND AGRICULTURAL INCOMES WITH A SUSTAINABLE ENVIRONMENT

Updated September 2009

This publication was produced for review by the United States Agency for International Development. It was prepared jointly by the RAISE PLUS Consortia: Abt, ARD, DAI, Fintrac, and Weidemann Associates.

RAISE PLUS

USERS' MANUAL

Updated September 2009

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

- I. An Introduction to RAISE PLUS 1**
 - What is RAISE PLUS?..... 1
 - Can RAISE PLUS be Used for Crosscutting Programs? 1
 - How Much Will RAISE PLUS Cost? 2
 - Can RAISE PLUS Help Me Develop a Strategy and Prepare a Task Order?..... 2
 - What Expertise Can I Tap Through RAISE PLUS? 2
 - Is the Mission or Bureau COTR in Charge of the Task Order and Budget?..... 2
 - How Easily Can I Use Local Firms, Organizations, and the NGO Community?..... 2
 - How Can I Use the Small Business Set Aside Award?..... 2
- II. How do I Contact the USAID/W COTR or CO?..... 4**
- III. RAISE PLUS Primary Subject Matter Areas..... 5**
 - A. Strategic Planning and Policy Analysis..... 5
 - B. Sustainable Production..... 6
 - C. Enterprise and Market Development..... 8
 - E. Other Technical Support Services..... 11
- IV. Important RAISE PLUS Contract Provisions..... 13**
 - A. Type of Contract: A To May Be Either a Cost-Plus-Fixed-Fee (CPFF) or Firm-Fixed-Price (FFP) Type..... 13
 - B. Payment of Fixed Fee (Applicable Only To CPFF Task Orders)..... 13
 - C. Role of the RAISE PLUS COTR..... 14
 - D. Role of Task Order COTR..... 14
 - E. Performance-Based Contracting..... 14
 - F. Funding of Task Orders 14
 - G. Grants 14
 - H. Commodity Procurement..... 15
 - I. Environmental Compliance..... 15
 - J. Organizational Conflict of Interest (OCI)..... 15
- V. What is the Selection Process for Awarding Task Orders?..... 16**
 - A. Selection Factors (See Section V(E) – pg. 13 for Threshold Levels)..... 16
 - B. Optional Selection Criteria..... 16
 - C. Fair Opportunity..... 17
 - D. Request for Task Order Proposal and Thresholds..... 17

E.	Cost/Business Management Proposal for Task Orders (Required).....	19
F.	Awardee Selection.....	19
G.	Fair Opportunity Exceptions.....	20
H.	Classified Task Orders.....	20
VI.	How Should a Statement of Work (SOW) Package be Prepared?	21
A.	Contents in a Scope of Work for Either a CPFF or a FFP Type Task Order.....	21
B.	Key Personnel.....	22
C.	Listing of Personnel.....	22
D.	Performance Monitoring Plan.....	22
VII.	Important RAISE PLUS Management Provisions	23
A.	Acceptance of Goods/Services/Reports.....	23
B.	Contractor Performance Evaluation.....	23
C.	Reporting Requirements.....	23
D.	Payment Office.....	24
Annex 1:	Illustrative Functional Labor Categories.....	25
	Agricultural Sector Specialists	25
	Natural Resource Management Specialists.....	30
	Rural Sector Specialists	32
	Institutional Development Specialists	35
	Communications Specialists.....	36
	Administrative and Logistical Specialists	37
Annex 2:	Contractors and Subcontractors.....	39
1.	Prime Contractor: Abt.....	39
2.	Prime Contractor: ARD.....	41
3.	Prime Contractor: DAI.....	44
4.	Prime Contractor: Fintrac	43
5.	Prime Contractor: Weidemann Associates.....	46

I. AN INTRODUCTION TO RAISE PLUS

WHAT IS RAISE PLUS?

RAISE PLUS is a technical assistance mechanism that is designed to enable USAID missions, bureaus, and the Department of State to rapidly access top-notch technical expertise to support broad economic growth programs which include agriculture and natural resource elements of policy reform, economic growth, sustainable natural resource management, environment, and institutional governance. RAISE PLUS started with a contract ceiling of \$480 million and was originally effective from February 28, 2005 through February 27, 2010. On August 30, 2007, an increase in the shared contract ceiling for the four large contracts by \$600 million to \$1.080 billion was authorized by EGAT in order to handle a larger than expected volume of task orders. On September 23, 2009, a twenty-four month no cost extension to the four large contracts and a twenty-nine month extension with a \$20 million ceiling increase to \$40 million to the one small business contract was authorized by EGAT in order to provide continuity of contract services related to agriculture and natural resource management. The Office of Agriculture has been and is planning to replace the RAISE PLUS IQC with a competitively awarded multiple award follow-on IQC. However due to delays in the long-term acquisition planning by the agency to meet its agricultural technical assistance requirements, as of September 2009, such competitive acquisition activities are still in the design stage. These unanticipated delays led to a situation where the current RAISE PLUS IQC would have expired before a new agriculture-related contracting mechanism would be available to meet the agency's requirements. Therefore the subject extension is necessary to avoid significant disruption to the agency's mission.

The ordering period for this contract is now from February 28, 2005 through February 27, 2012, subject to the following condition: upon execution of a multiple award follow-on mechanism incorporating this IQC scope of work or a portion thereof, new Task Orders containing a scope of work falling within both this IQC scope of work and the scope of work of a follow-on mechanism shall be placed under the follow-on mechanism.

With this extension, task orders may be issued any time during the remaining ordering period through February 27, 2012. The period of performance for a task order may not extend more than three (3) years after February 27, 2012 (through February 27, 2015).

Prime contractors with the large scope of work leading the four RAISE PLUS consortia are Abt, ARD, DAI, and Fintrac. Fintrac, at the time of award, was a small business. Therefore, task orders may be directly awarded to Fintrac using the Small Business Authority. In addition, Weidemann Associates has been awarded a separate small business set-aside contract to perform program designs, assessments, evaluations, workshops, conferences, and other short term technical assistance.

CAN RAISE PLUS BE USED FOR CROSSCUTTING PROGRAMS?

RAISE PLUS is specifically designed to implement broad based sector and cross-sector programs with important agricultural sector, natural resource management, environment, policy reform and institutional governance elements that promote sustainable and equitable economic development in a wide variety of development settings – especially when local organizations and firms are expected to be significant participants. RAISE PLUS primes and subcontractors were rigorously selected on the basis of their proven experience and deep expertise successfully managing complex economic growth programs incorporating these themes and to work with local firms and organizations to access their expertise and experience.

HOW MUCH WILL RAISE PLUS COST?

Because RAISE PLUS was designed as a Cost Plus Fixed Fee (CPFF) or Firm Fixed Price (FFP) technical assistance mechanism, it should be the lowest cost technical assistance mechanism available for missions and bureaus to use – and explicitly designed to lower operational costs relative to fixed burden daily rate contracts and also increase contractor performance standards.

For a CPFF task order, the mission or bureau will only pay the contractor's actual costs plus a negotiated fee (profit). The contractor can only bill for actual daily rates for all labor and for other direct costs incurred. The contractor's other charges will include labor benefits and other indirect costs (overhead rates) which have been audited by the USG approved auditors. Thus, the vouchered costs will be the actual costs incurred – the minimum amount possible. If a FFP task order is issued, then the total cost of the deliverables and supporting activities have been decided beforehand, and mission or bureau management is minimal – except to assure timely delivery of the specified deliverables.

CAN RAISE PLUS HELP ME DEVELOP A STRATEGY AND PREPARE A TASK ORDER?

Contractors that provide substantial design services are ineligible to also furnish implementation services. However, the small business contract awarded to Weidemann Associates explicitly provides for such activities. Thus, a mission or Bureau can select this award for a task order to develop program strategy and design information that will be used to develop an implementation award to be competed among the other RAISE PLUS award holders. The small business award allows rapid technical support services to missions, including diagnostics and analysis in advance of an implementation task order. As an alternative, model scopes of work can be obtained from the RAISE PLUS Contracting Officer's Technical Representatives (COTR) and sample position descriptions are also available in an Appendix for a variety of activities for missions that lack full knowledge, resources, and access to personnel to lay the groundwork for a project. Currently, the

WHAT EXPERTISE CAN I TAP THROUGH RAISE PLUS?

RAISE PLUS features a core group of senior technical professionals deeply seasoned in USAID agriculture, rural development, and natural resources management. And there are hundreds more consultants available through the four plus one consortia, many already stationed in USAID countries. All these IQC contractors are leaders in agricultural sector development and natural resource management issues and each has a rich history of bringing USAID projects to fruition in a successful and sustainable manner. Each contractor also brings a supporting core group of outstanding subcontractors with wide and varying experience.

IS THE MISSION OR BUREAU COTR IN CHARGE OF THE TASK ORDER AND BUDGET?

In all cases, the mission or bureau COTR will retain complete control of the task order during its development and after award during implementation. The mission or bureau COTR will remain in full technical charge (as a matter of contract law) of all contractor activities, the budget, and clearance of vouchers. The mission or bureau COTR will have complete and full access and authority over use of the mission's or bureau's resources for every RAISE PLUS task order that has been awarded.

HOW EASILY CAN I USE LOCAL FIRMS, ORGANIZATIONS, AND THE NGO COMMUNITY?

The statement of work in each RAISE PLUS Prime's contract calls for utilizing local expertise, firms, and non-governmental organizations to the maximum extent possible. The contract also instructs the contractors to work as closely as possible within the client country or region with key government, non-government, and community based organizations, international research centers, universities, private sector entities, and other organizations as appropriate. Use of local firms as additional subcontractors can be authorized easily by the

contracting officer, and can be explicitly referenced in the task order RFP, and as a technical selection criterion. Moreover, RAISE PLUS is authorized to make small grants to local PVOs and NGOs –and within a development alliance context -- if these activities are specified in task orders as an additional means to obtain greater local ownership and participation.

HOW CAN I ACCESS THE SMALL BUSINESS SET ASIDE TASK ORDER?

The small business task order is awarded to Weidemann Associates and can be easily accessed by contacting Larry Paulson (CO'TR), Katie Garcia (Alternate CO'TR/Activity Manager), or Weidemann Associates directly (See Appendix 2). A task order can be awarded without competition under the small business task order. The ceiling for this set aside award is \$40 million and as of September 2009, approximately half of the ceiling remains available. USAID encourages CO'TRs and Contracting Officers to use small business to the greatest extent possible.

HOW CAN I ACCESS THE SMALL BUSINESS AUTHORITY FOR FINTRAC AS A PRIMARY AWARD HOLDER?

Fintrac, at the time of award, was a small business. Therefore, task orders may be directly awarded to Fintrac using the Small Business Authority. For additional information about how this authority may be used, please contact the RAISE PLUS AID/W CO – Charity Benson (see next page).

II. HOW DO I CONTACT THE USAID/W COTR OR CO?

For information on USAID's RAISE PLUS contact either the COTR or CO in AID/W. The Contracting Officer's Technical Representative (COTR) is Larry Paulson and the Alternate COTR/Activity Manager is Katie Garcia. The Contract Officer (CO) is Charity Benson (M/OP). Any questions or requests for clarification may be addressed to them:

Name: Larry Paulson
Title: Contracting Officer's Technical Representative (COTR)
Address: USAID/EGAT/AG
The Ronald Reagan Building (RRB)
1300 Pennsylvania Ave., NW
Washington, DC 20523-3801
Phone: (202) 712-0506
Fax: (202) 216-3579
Email: lpaulson@usaid.gov

Name: Katie Garcia
Title: Alternate Contracting Officer's Technical Representative (COTR)
And Activity Manager
Address: USAID/EGAT/AG
The Ronald Reagan Building (RRB)
1300 Pennsylvania Ave., NW
Washington, DC 20523-3801
Phone: (202) 712-1388
Fax: (202) 216-3579
Email: kgarcia@usaid.gov

Name: Charity Benson
Title: Contract Officer
Address: USAID/M/OP
The Ronald Reagan Building (RRB)
1300 Pennsylvania Ave., NW #7.09
Washington, DC 20523
Phone: (202) 712-5078
Fax: (202) 216-3134/3132
Email: cbenson@usaid.gov

III. RAISE PLUS PRIMARY SUBJECT MATTER AREAS

A. STRATEGIC PLANNING AND POLICY ANALYSIS

The contractor shall develop national policy frameworks that result in internationally competitive and increasingly profitable agricultural and natural resource-based enterprises that enhance rural prosperity.

Developing country governments frequently don't understand how market driven agricultural growth contributes to economic development, poverty alleviation and rural prosperity. This leads to inadequate public investment in essential agricultural research, extension, and infrastructure services. With analytically based recommendations on how the agriculture and natural resource sectors can best respond to emerging domestic and international market opportunities, the contractor show decision makers how trade driven agriculture can spur economic growth. These recommendations will underpin policy and public investment decisions that enhance producer, agribusiness and natural resource based enterprise profitability and deliver tangible benefits to local and national economies.

The contractor's assistance will be available to USAID missions to incorporate changed domestic and international production and marketing conditions in their sector development and trade policy strategies. Sector planning and investment programs will be implemented in ways that forge broad national support for the role of international trade in rural development. This contract will also provide national governments guidance on a broad range of complementary policy issues.

(A) SECTOR DEVELOPMENT STRATEGIES

The contractor shall provide strategic planning and program development assistance that promotes national ownership of investments in competitive and sustainable economic growth. Activities to be implemented with host country institutions may include but are not limited to:

Conducting policy analysis in areas such as food security, forest industry development, water use and conservation, industrial relationships, investment mobilization, livestock development, input market development, rural credit, technology dissemination, food handling and processing infrastructure, other infrastructure (i.e., energy, transport, and telecommunications). Analyzing how agricultural growth, productivity and competitiveness is or may be affected by macroeconomic conditions, sector trends and international trade. Identifying innovative product lines that offer new income streams for rural families, profitable markets for agribusinesses and natural resource based enterprises and investment targets for domestic and international entrepreneurs. Developing sector support programs that equip rural families, agribusinesses and natural resource based enterprises with the skills, technology, equipment, infrastructure and finance necessary for competitive entry into new domestic and international markets. Developing new production, marketing, income, or safety net strategies for low income cereals or food crop producers including farm-enterprise shifts, off-farm employment, non-sector employment, and appropriate food aid interventions. Developing disaster and climate change mitigation measures that reduce the humanitarian and development impact of natural disasters on rural families. Preparing policy and public relations campaigns that show how the agricultural and natural resource sectors can contribute to sustainable economic growth in a global market.

(B) AGRICULTURAL TRADE STRATEGIES

The contractor will assist host countries in developing trade agreement negotiation strategies. Activities may include, but are not limited to, the following:

Assisting countries to identify and implement macro-economic and sectoral policy adjustments to maximize trade-driven economic growth, investment, competitiveness and poverty reduction. Assisting countries to satisfy trade agreement implementation requirements, including: a) institutionalization of standards and practices to comply with animal, food and plant sanitation “rules of trade;” and, b) understanding their rights and responsibilities under the trade agreement. Assist countries to increase the participation of civil society, business associations, farmers unions, environmental groups and others in trade agreement development and negotiation.

(C) POLICY ANALYSIS

The contractor shall provide high-level analysis and recommendations in policy areas that have a direct impact on rural prosperity. Activities may include, but are not limited to, the following:

Establishing policy, legislative and regulatory frameworks and cross sector institutional links to ensure efficient and productive national responses to international trade opportunities; Analyzing and recommending modifications to general national economic development policies and investments (equity markets, land tenure, banking regulation, export processing zones, infrastructure financing) so that they support market driven rural prosperity; Assisting in the facilitation of World Bank Rural Poverty Reduction Strategies and any related policy and program.

This contract is a tool that will help USAID support effective and appropriate policy reform through policy dialogue.

Assistance in supporting effective and appropriate policy dialogue actions may include, but not be limited to, the following illustrative types of activities:

- (1) Analysis and evaluation of socio-economic and cultural benefits and costs of alternative policy interventions;
- (2) Promoting broad discussion and participation, and building political and stakeholder consensus around the most promising policy activities and interventions; and
- (3) Evaluating, prioritizing, and choosing among alternative policy choices for a “best” policy action.

B. SUSTAINABLE PRODUCTION

The contractor shall provide environmentally sustainable productivity and profitability enhancing technologies and techniques to producers currently operating in, or entering new, national, regional and international markets.

The New Agriculture requires that rural families adjust to new opportunities and challenges. Trade liberalization and economic reform mean that farmers must be able to compete on domestic and international markets with high quality products that consistently satisfy increasingly stringent buyer and consumer preferences. For many developing world farmers the necessary technologies, market information, credit and skill is not there to enable this transition. Yet a successful and competitive transition to internationally competitive agriculture will provide much needed rural and urban employment, income and economic multiplier effects.

The contract technical expertise will analyze and describe how existing and new product lines can sustainably increase rural family income. Existing product line profitability might be increased with new production techniques, marketing strategies, partnerships, etc. Innovations that increase labor, land and water productivity are critical for existing product lines. New product lines that attract investment, upgrade

management skills and introduce more productive and environmentally appropriate technologies are also needed. Creative financial intermediation alternatives that address decades of rural decapitalization are important in the introduction of new product lines as is development of small farmer-commercial firm business models that limit risks and reduce financial and transactions costs. Expanding modern farm input use, such as improved seed and planting materials, animal vaccines, agricultural chemicals, and processing equipment is important for both new and existing product lines.

The introduction of new production technologies must be market driven. Market assessments, commodity chain analysis, environmental impact assessments, production budgets, technology availability, and farmer skill inventories are essential in ensuring that farm output is produced and sold profitably. Once a new technology or product line is identified, cost-effective and sustainable technology dissemination will be needed. Outgrower schemes, farmer training centers, farmer to farmer extension, ICT based distance learning systems, radio transmissions, and market oriented NGOs can all help in technology dissemination.

(A) INPUT MARKET SYSTEM

The contractor will support the development of competitive and efficient land, labor, water, finance, energy, and other production input marketing systems. Enhance or create sustainable technology dissemination systems that increase farm, ranch, forest, and pond productivity. Activities may include, but are not limited to, the following:

Providing policy and institution development guidance on land, forest, water and other asset tenure to enhance productivity and resource stewardship. Assessing the cost of labor and labor productivity in different markets and countries to identify new skills, technologies and information to enhance producer and enterprise competitiveness; Developing cropping options, water user fee strategies, and environmentally sustainable water management schemes to increase water productivity. Developing and implementing improved rural finance systems; Conducting research on current input (e.g. seeds, planting materials, fertilizers, pesticides, livestock and aquaculture production inputs, forest production inputs) use patterns and recommending changes to enhance enterprise profitability and environmental sustainability; Developing innovative technology dissemination approaches for implementation by agribusinesses, outgrower schemes, farmer to farmer extension systems, producer organizations, NGOs and other agencies; Developing cost-effective seed and plant stock multiplication and market based distribution.

(B) PRODUCTION SYSTEM

The Contractor will develop and disseminate market driven, productivity enhancing knowledge that generates improved farm and labor returns, competitiveness and sustainability. Activities may include, but are not limited to, the following:

Assessing consumer preferences, market trends, production practices, farm budgets, and other information to develop recommendations for improving the competitiveness of traditional cereal, specialized fruits and vegetables, agroforestry, forestry, livestock, and aquaculture producers; Developing technology packages to promote profitable, market driven production of fruits, vegetables, livestock, agro-forestry and forestry products, and fish. Developing eco-certification and fair trade marketing strategies to increase returns for certain crops (e.g. conservation and fair trade coffee, certified timber and organic foods). Developing appropriate technology packages for non-competitive cereal producers with limited agronomic potential or market access to promote enterprise adjustment and food security; Assessing soil and water, forestry, agroforestry, integrated pest management and watershed management practices, and developing appropriate technical assistance and training to increase effectiveness; Supporting water source protection, carbon sequestration, geographic information system applications, and natural resource-based tourism to increase rural family income opportunities; Promoting use of conservation tillage, grazing systems, forest management practices, and soil nutrient management techniques that sequester carbon, reduce greenhouse gas emissions, and generate new income streams for rural families (carbon trading). Developing capacity to measure, monitor and verify greenhouse gas reductions and carbon sequestration.

Note: The USAID Collaborative Agricultural Biotechnology (CABIO) initiative supports research and technology development, institutional capacity building and policy development, and commercial sector delivery systems for agricultural biotechnology. As an integral element of the CABIO initiative, under the RAISE PLUS IQC, select biotechnology activities may be implemented in close coordination with USAID/EGAT's biotechnology unit. The activities may, include but not be limited to, the following:

Support private sector delivery of biotechnology products such as seed varieties and livestock vaccines. This may include joint ventures between local and multinational firms, leveraging Development Credit Authority resources, commercialization of biotechnology products through existing firms, and market analysis of commercial technology opportunities;

Promote biotechnology and related product acceptance by local and regional agricultural and food markets through outreach, sensitization and technical assistance. Assistance may include encouraging private sector contributions to biotechnology policy formation. This may be achieved through support to local agribusinesses, local industry associations and/or through linkages with U.S. and international agricultural input, biotechnology, or food industry associations dealing directly or indirectly with biotechnology issues.

C. ENTERPRISE AND MARKET DEVELOPMENT

The contractor will increase the numbers, competitiveness and profitability of agribusiness and natural resource based enterprises that buy from or sell to rural families, increasing rural family incomes and market and technology access.

The Enterprise and Market Development component will provide business development services to agribusinesses that buy from or sell to small and medium size farmers. Business development services will include market research, product identification, business planning, investment sourcing, marketing strategy development, etc. Through the provision of business development services to agribusinesses and natural resource based enterprises the RAISE PLUS contractor will create incentives for rural families to improve their productivity and competitiveness by planting new crops, using new farming techniques, changing their marketing approach, or other innovations. Concurrently, agribusinesses and natural resource enterprises that benefit from the contract's business development services will experience increased competitiveness, profitability, and domestic and international market share. The final result will be successful, small farmer-agribusiness business models that sustainably increase rural family incomes.

Global agricultural and natural resource market requirements have changed considerably over the last decade. Most developing country farmers are unaware of these changes. In addition, developing country market intelligence and information systems are unable to educate rural families on consumer preferences, quality standards and prices in domestic markets, not to mention distant, industrialized country markets. Although agribusinesses and natural resource based enterprises suffer from some of the same information and intelligence problems, by their very nature private enterprises are better placed and motivated to seek out useful market intelligence. This makes commercial firms attractive targets for RAISE PLUS assistance in obtaining international market intelligence and information and transmitting that information to small farmer suppliers.

To enhance market access, developing country producers and enterprises need technologies that reduce environmental contamination and satisfy domestic and international food safety requirements. Multinational supermarket growth in developing countries, and supermarket introduction of more stringent food safety and quality requirements, increases the urgency of this need. Government establishment of appropriate sanitary and phytosanitary standards (SPS), and firm recognition of the importance of SPS compliance, is essential. As failure to achieve SPS and quality standards compliance will limit farmer and firm market access, the

improvement of market system standards compliance has become a determinant variable in sustainable rural prosperity.

Market organization (intelligence, information, and standards requirements) that provides rural families with the incentives and technologies to improve productivity and competitiveness determines whether rural prosperity can be achieved. To improve market organization, and rapidly spur small farmer integration into domestic and international markets, mutually beneficial producer and agribusiness partnerships are essential. Experience shows that small farmer/agribusiness partnerships reduce transaction costs and risks, attract investment, disseminate technology, increase market access, and grow farm incomes and agribusiness profitability. However, the small scale of these partnerships, contract enforcement problems (side selling and credit non-payment), producer organization management, operating liquidity, and producer and business confidence have limited their impact. Previously developed small farmer-agribusiness business models and new models that can thrive when expanded and stressed, must be developed and brought to scale. These models present the base for forging permanent rural prosperity.

(A) POST HARVEST STORAGE AND PROCESSING

The contractor will introduce technologies that respond to domestic and World Trade Organization food safety requirements, enhance small farmer, agribusiness and natural resource enterprise market access, and avoid environmental degradation.

Activities may include, but are not limited to, the following:

Conduct product food safety and quality assessments to identify producer and enterprise skills and technology needs; Develop investment plans, process modifications and training programs that help firms comply with food safety standards and consumer preferences to increase market share and competitiveness; Introduce and provide training programs dealing with up to date food, animal, and plant regulatory and product safety standards; and Analyze and make recommendations for resolving the negative environmental impact of crops, livestock and fishery production that limits agribusiness and farmer market access.

(B) PRODUCT MARKET SYSTEMS

The contractor shall develop and introduce market organization innovations that attract investment; increase rural family, agribusiness, natural resource enterprise profitability and competitiveness; and conserve environmental quality. Activities may include, but are not limited to, the following:

Assess the competitiveness of existing fresh and processed product marketing systems and recommend how costs can be reduced, profitability increased, and competitiveness improved to the benefit of small farmer suppliers. Special attention should be paid to the expanding supermarket trade; Provide technologies and information stimulate creation of: a) market information and intelligence services; b) market service provision structures such as agribusiness incubators and NGOs; and, c) use of USAID's Global Technology Network, etc.; Introduce market driven, value-added certification systems such as: a) forest product "ecocertification;" b) organic product certification; c) coffee quality and environmental stewardship certification; d) fair trade certification; and, e) GIS-employed product source guarantee systems; and Provide guidance regarding trade-related infrastructure needs (i.e. energy, informatics, telecommunications, ports, and roads).

(C) PRODUCER ORGANIZATION AND ENTERPRISE DEVELOPMENT

The contractor shall develop and introduce market driven small farmer-agribusiness-natural resource enterprise business models that increase and maintain farmer and enterprise market share and provide increased incomes to large numbers of rural families. Activities may include, but are not limited to, the following:

Develop democratically managed, financially viable producers organizations so that small farmers enter into and maintain profitable, mutually beneficial business relations with agribusinesses; Provide training on: group decision making; simple cost benefit analysis (focus on choosing the most profitable farm enterprise mix); farmer to farmer extension; entering into and respecting contracts; group credit management; input and output inventory management (group output sales and input buying), and advocacy (for right policies or regulations); Develop producer organization capacity to manage natural resources profitably and sustainably. Train rural families in community natural resource management plans development, sustainable natural resource production and marketing plans, environmentally sustainable investment plans, market research and natural resource governance advocacy; Develop market responsive, local-level institutional development strategies and support arrangements (e.g., NGOs, trade and commodity groups, incubators, contract farming, business development strategies) that facilitate productive linkages; Provide basic business development and management training to agribusinesses and natural resource enterprises that buy from or sell to rural families; Develop appropriate farm and business plans, profit/loss statements, and business management tools that provide performance and management information; Explore opportunities for mutually beneficial partnership between U.S. trade associations and developing country commodity groups to: a) share institutional development experiences; b) promote advocacy by developing country farmer or business associations; and, c) facilitate market and business investment ties; Develop promotion materials demonstrating national and international investment opportunities with developing country produce groups, agribusinesses and natural resource enterprises; Support natural resource-based employment, income generation and enterprise development (i.e., community-based tourism, wildlife management, natural products, environmental goods and services).

D. GLOBAL FOOD SECURITY RESPONSE

In response to the global food price crisis, in April 2009, the Administration pledged to double U.S. financial support for agricultural development in developing countries, to more than \$1 billion in 2010. A permanent solution to food insecurity requires restoration of rapid and sustained economic growth that directly engages the world's poorest populations, many of whom depend on agricultural labor for most or all of their household income and food consumption.

The RAISE PLUS IQC is one of the primary contracting mechanisms the Agency employs to directly improve the lives of poor populations by growing rural economies through broad-based agriculture growth. Doing so will not only directly respond to this Presidential Initiative, but more importantly will help the world achieve the goal of halving the proportion of people who suffer from hunger and decrease the price of food in the local market, making food more affordable and dramatically cutting hunger.

The following focus areas for agricultural development assistance have been highlighted by the Administration and can be addressed through the overall scope of work of the RAISE PLUS IQC:

- Increase productivity and rural incomes by modernizing developing country agriculture through expanding development and use of modern technology, working in collaboration with U.S. land-grant universities and strengthened host country research institutions, boosting access to quality seeds, fertilizers, irrigation, and rural credit, and linking small producers to markets;
- Strengthening agricultural value chains, including by organizing farmers, establishing warehouse receipt systems, increasing access to loans and connecting goods to local and regional markets;
- Strengthening national and regional trade and transport corridors; and to encourage private investment in agriculture productivity.

- Reduce the dependency on international food aid and drawing the poorest into the growth process through social safety nets (e.g., jobs, education, healthcare).
- Build multilateral partnerships and leverage the strength of the private sector, NGOs, and our universities.

E. OTHER TECHNICAL ASSISTANCE SUPPORT SERVICES

(A) SHORT AND LONG TERM TECHNICAL ASSISTANCE

The contractor shall provide short and long-term technical assistance in a broad range of subject matter areas. Whenever possible, the Contractor shall make full use of technical assistance through partnerships with local, national and regional institutions in developing countries and with the US private sector, universities, NGOs/PVOs, specialized firms, and other entities.

(B) COMMODITY PROCUREMENT

The contractor shall provide comprehensive and cost effective procurement of equipment, materials and services needed for project implementation.

(C) SHORT AND LONG TERM TRAINING

The contractor will build local, national and regional capacity to address core program areas through short and long-term training. The Contractor will be provide in-country training and U.S. or third country training to include advanced degree programs, as needed.

(D) GRANT MANAGEMENT (GRANTS UNDER CONTRACT)

The contractor will manage project activities that are carried out via competitive grants programs that engage local, regional and/or international NGOs, universities and/or other entities. The Contractor will be required to develop well-managed and transparent systems for proposal submission, review and selection, and grant award, management and oversight. When US PVOs are contemplated under a Grant program the contractor shall develop systems which actively promote the use of Minority Serving Institutions as provided under USAID's Automated Directive System (ADS) 321.5.3 as follows:

Note: 321.5.3 Minority Serving Institutions (MSIs)

The program entitled "Expanding the Participation of Minority Serving Institutions" provides authority to reserve grants or cooperative agreements exclusively for competition among Minority Serving Institutions (MSIs) [consisting of Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Tribal Colleges and Universities (TCUS)]. When Bureaus, Missions, or other operating units identify activities for which grants or cooperative agreements to one or more MSIs would be an appropriate means of implementation, competition may be limited to MSIs without further approval. (See E303.5.5a, Requirements for Competition.) This program does not authorize limited competition to any particular category of MSIs.

(E) PROJECT MANAGEMENT

The contractor will provide effective leadership and management of activities ranging from short-term assessments, strategic planning, program development, and evaluation to implementation of large complex multi-year development programs. Program management includes personnel, financial and resource management, coordination with appropriate USAID staff and other entities, developing work plans and progress reports, etc.

(F) INFRASTRUCTURE DEVELOPMENT

Infrastructure development may be required to meet program objectives under some task orders. This could include, but is not limited to, roads, market infrastructure, energy and telecommunications systems, and irrigation systems. Where appropriate, the Contractor may be required to provide services for the design, development and/or oversight of such activities through its consortium members or through subcontracts with other entities.

(G) RESEARCH AND PUBLICATIONS

The contractor will disseminate information on lessons learned, best practices, development challenges and opportunities related to all relevant program areas. The Contractor will be required to develop policy briefs, educational materials, diagnostic tools and websites appropriate for a range of audiences including field practitioners, NGOs, government agencies, and USAID staff.

(H) INFORMATION AND COMMUNICATION SYSTEMS

The contractor will develop and implement modern, effective information and communications systems to enhance the impact of specific programs, capture and share lessons learned and replicable approaches, increase the understanding of the “new agriculture.”

(I) PROJECT DESIGN AND ASSESSMENT

The contractor will provide a range of short-term design and assessment services including project/program design, sector assessments, trade competitiveness assessments, and strategic planning assistance for agriculture and natural resources management sectors.

(J) WORKSHOPS AND CONFERENCES

The contractor will provide full range of services necessary for design and implementation of workshops and conferences. Contractors will be required to provide technical leadership as well as session/curriculum design, development of training materials, facilitation, management, administrative backstopping, logistical support and communication/dissemination of content for events.

(K) PROJECT MONITORING AND EVALUATION

The contractor will provide appropriate farm, business and project/program level monitoring and evaluation services to ensure improved program management and outcomes. This service can also benefit host country program performance and provide valuable guidance to other USAID programs, and in some cases, multilateral development bank projects.

IV. IMPORTANT RAISE PLUS CONTRACT PROVISIONS

RAISE PLUS has four plus one (4 + 1) separate contracts, each with a different prime and associated set of subcontractors. Each of the primary Prime's contract shares the same Statement of Work (SOW) and contract provisions, except for Fintrac. As noted earlier, Fintrac, at the time of award, was a small business. Therefore, task orders may be directly awarded to Fintrac using the Small Business Authority. Task Orders (TOs) may be written to extend throughout the life of the IQC—February 28, 2012. A task order must be awarded prior to the expiration date of the basic contract —February 27, 2012, but may continue for up to three (3) years after February 27, 2012 (through February 27, 2015). The cumulative value of activities under all four (4) contracts cannot exceed \$1080 million. Also, as noted earlier, the modification for the two year extension contains a provision that after the execution of follow-on awards, any future task orders shall be placed under the follow-on awards.

Missions and regional bureaus should consult with the RAISE PLUS COTR when developing a SOW. The draft SOW must be sent to the RAISE PLUS COTR for review and clearance prior to submitting the RFTOP to the contractors for proposal responses. All task orders should be directly processed and negotiated by the respective Bureau or Mission CO. Copies of all task order reports and deliverables must be sent to the AID/W RAISE PLUS COTR.

A. TYPE OF CONTRACT: A TO MAY BE EITHER A COST-PLUS-FIXED-FEE (CPFF) OR FIRM-FIXED-PRICE (FFP) TYPE.

(1) COST-PLUS-FIXED-FEE (CPFF)

CPFF Task Orders will include a "Total Estimated Cost-Plus-Fixed-Fee" (TECPFF) budget which provides the ceiling for the total amount of the Task Order. Each CPFF Task Order will contain a negotiated mix of the professional labor (level of effort) for the prime contractor and subcontractor(s), daily rate, the estimated number of workdays, other direct costs, indirect costs, and fixed fee.

(2) FIRM-FIXED-PRICE (FFP)

FFP Task Orders will include a "Firm-Fixed-Price" which shall reflect a negotiated mix of the professional labor for the prime contractor and subcontractors, daily rates, and estimated number of workdays. The contractor shall not be paid in excess of the negotiated price for activities included in the task order.

B. PAYMENT OF FIXED FEE (APPLICABLE ONLY TO CPFF TASK ORDERS)

(1) PAYMENT RATE

For each Cost-Plus-Fixed-Fee (CPFF) Task Order, the contractor will be paid up to 85% of the negotiated fixed fee. The remaining 15% will be held in reserve until the submission and approval of a final TO voucher. If, in the opinion of the CO, payment of the fixed fee would result in a percentage of fee that is in excess of the percentage of work completed, further payment of the fee may be suspended until the Contractor has made sufficient progress to justify further payment of the fee.

(2) FIXED FEE

A fixed fee percentage will be negotiated for each TO. The elements of each Task Order shall be negotiated between the CO and contractor, arriving at a total estimated cost. The fixed fee will be added to the total estimated cost to establish a Total Estimated Cost plus Fixed Fee (TECPFF) budget for the task order.

C. ROLE OF THE RAISE PLUS COTR

The RAISE PLUS COTR will coordinate all USAID/W administrative activities required for the overall RAISE PLUS contract – including keeping copies of the RAISE PLUS contracts and subsequent modifications, tracking the selection of task order awardees, and overall expenditures against the RAISE PLUS overall ceiling. The RAISE PLUS COTR will coordinate and/or provide technical assistance to Missions and Bureaus on RAISE PLUS related activities as requested by the originating Mission or Bureau.

D. ROLE OF TASK ORDER COTR

Each individual task order will have a designated Task Order COTR who will be responsible for technical day-to-day supervision and management of the TO. The COTR (or awardee) will forward any appropriate information and reports to the RAISE PLUS COTR as specified in the TO.

E. PERFORMANCE-BASED CONTRACTING

Within any task order, RAISE PLUS can accommodate either performance-based or level-of-effort requirements, or a combination of the two. Whenever feasible, performance-based elements are encouraged for task order SOWs. *COs and COTRs should utilize Performance-Based Contracting (PBC) methods to the maximum extent possible when acquiring services under this contract.* “Performance-based contracting” is defined as an approach that involves structuring all aspects of an acquisition contract around the purpose of the work to be performed. RAISE PLUS encourages development of “milestones” for use in work plans for validating deliverables and services performed when reimbursements for costs incurred are claimed during the vouchering process. The CO and COTR are also strongly encouraged to request that vouchers be prepared that separate expenses into well defined activities, and then compared to milestones, in order to track performance progress.

F. FUNDING OF TASK ORDERS

FFP TOs issued under this contract shall be fully funded at time of award. CPFF TOs may be fully funded or incrementally funded.

G. GRANTS

Funds may be made available for the award of grants. The contractor shall negotiate, award and administer sub-agreements. These grants will be secondary or minor to the overall work performed under the TO. Funds for sub-grantees will be provided on a pass-through basis, and profit/fee will not be applied to such funds.

Accordingly:

- (1) USAID will have substantial involvement in establishing the selection criteria and in selecting the grant recipients, including, at a minimum, USAID approval of the selection of grantees prior to award;
- (2) USAID will retain the ability to terminate the grant activities unilaterally in extraordinary circumstances;
- (3) Relevant requirements which apply to USAID-executed grants will also apply to grants signed by the contractor in this small grants program; the contractor shall have the responsibility to determine that applicable requirements are included in each grant; and

- (4) The contractor shall award such grants only to non-U.S., non-governmental grantees in an amount up to \$100,000 per grant.

[Note: A waiver is required by the Procurement Executive, in accordance with ADS 302 (formally CIB 94-23), for the execution and administration of grants for each Task Order issued under this contract.]

H. COMMODITY PROCUREMENT

The Geographic Code for this contract is: (000) United States. This code is subject to change by the COTR, depending on the nature of the Task Order and type(s) of funds utilized.

As part of this contract, the contractor may be required to purchase commodities. The procurement of commodities should be *relatively small* with respect to the overall Task Order, and may include:

- (1) Assessing, analyzing, and developing specifications for commodities required by public and private organizations working with USAID assistance; and
- (2) Undertaking the procurement of approved commodities for USAID partners according to USAID regulations. This could include computer and office equipment, field and training tools, and other commodities, supplies, and equipment required for assistance.

I. ENVIRONMENTAL COMPLIANCE

The Agency requires that before funds are obligated under this IQC, a determination must be made regarding the need for an Initial Environmental Examination (IEE). If an IEE is required, it should be completed by the COTR **before** the TO selection process is initiated.

It is anticipated that most of the work funded under RAISE PLUS IQC will come under one of the following categorical exclusions to the requirement for an IEE statement:

- education, technical assistance, or training programs;
- controlled experimentation exclusively for the purpose of research and field evaluation;
- analyses, studies, academic or research workshops and meetings;
- document and information transfers; and
- Studies, projects, or programs intended to develop capability in recipient countries to engage in development planning.

J. ORGANIZATIONAL CONFLICT OF INTEREST (OCI)

Contract Information Bulletin (CIB) 99-17 dated August 17, 1999 entitled “Organizational Conflict of Interest” sets forth the Agency’s policy and interpretations concerning the application of FAR, subpart 9.5 when an organization under contract with USAID performs design, evaluation, or audit work.

V. WHAT IS THE SELECTION PROCESS FOR AWARDING TASK ORDERS?

The COTR, with the concurrence of the CO, will determine which selection factors are appropriate. The COTR and CO must receive USAID/W COTR concurrence prior to the selection process. The Task Order COTR must provide the following to the USAID/W COTR for concurrence:

- (1) A copy of the Statement of Work (SOW);
- (2) The proposed ceiling price;
- (3) The proposed selection criteria; and
- (4) The proposed Task Order type (CPFF or FFP).

NOTE: Ordinarily, the USAID/W COTR will not be involved in the selection process for Bureau or Mission-initiated Task Orders (outside of his/her normal responsibilities), unless specifically requested by the Bureau or Mission and agreed to by the USAID/W COTR.

NOTE: Fintrac, at the time of award, was a small business. Therefore, task orders may be directly awarded to Fintrac using the Small Business Authority without using a competitive process described below.

A. SELECTION FACTORS (SEE SECTION V (E) – PG. 13 FOR THRESHOLD LEVELS) FOR A COMPETITIVE AWARD

- (1) At a minimum, the CO and COTR will evaluate the following factors on all task orders:

- (a) *Past Performance Information:*

Past performance may include reference checks, Contractor Performance Reports (CPRs), and/or relevant past performance information on-hand or additional past performance information submitted by the contractor. The FAR does not require past performance information be used as a criterion for task orders awarded under a CPFF/FFP IQC.

- (b) *Cost/Price Information:*

Cost proposals requested by the Contracting Officer may be for Cost-Plus-Fixed-Fee (CPFF) or Firm-Fixed-Price (FFP) Task Orders.

B. OPTIONAL SELECTION CRITERIA FOR A COMPETITIVE AWARD

In addition to the above minimum criteria, the COTR/CO may select any of the following additional evaluation criteria, or other factors that the CO or COTR believes are relevant to the award of a specific Task Order (See FAR 16.505). If optional criteria are selected as factors for evaluation of a specific task order, the CO shall notify all awardees of such criteria when the request for Task Order proposal is made public.

- (1) **Technical approach** is the contractor’s description of how it intends to carry out the proposed activity, including roles and responsibilities of personnel, home office and in-country support, coordination and strengthening of local organizations, logistical and political considerations, timelines and milestones for deliverables, and any other factor that may affect the outcome.
- (2) **Quality and Availability of Personnel** is the quality and availability of the contractor’s personnel, including resumes and availability information; and
- (3) **Monitoring and Evaluation Plan**

In addition to the Technical Proposal, the contractor may be required to submit a Monitoring and Evaluation Plan that refers to technical requirements in the contract relating to:

- (i) Deliverables, outputs, and/or results to be achieved;
 - (ii) Milestone Schedule with delivery dates for service or product, and results (as specified in the TO);
 - (iii) Evaluation methods or techniques (qualitative or quantitative) for quality assurance; and/or
 - (iv) Other information associated with performance monitoring and evaluation, as specified in individual TOs.
- (4) Other relevant criteria determined jointly by the CO and COTR.

C. FAIR OPPORTUNITY FOR A COMPETITIVE AWARD

Throughout the selection process, the Task Order COTR and CO are required to give each contractor a fair opportunity to receive an award for task orders exceeding \$2500. All IQC awardees must be notified of each requirement and be provided a copy of the Statement of Work. Accordingly, each contractor shall be given a fair opportunity to submit a proposal/ response, and all proposals received must therefore be evaluated. (See FAR 16.505 “Fair Opportunity”). Although Contractors are not required to submit a proposal for every task order request, all Contractors interested in providing services under the task order must submit a proposal, inclusive of price.

D. REQUEST FOR TASK ORDER PROPOSAL AND THRESHOLDS FOR A COMPETITIVE AWARD

The following are the thresholds and corresponding procedures for requesting task order Proposals and were jointly agreed upon by the Professional Services Council (PSC) and OP/W.

- (1) **For task orders estimated to be equal to or less than US\$100,000:** The CO will request a task order proposal from each contractor. The CO may not ask for more than a two (2) page cost proposal, and if the COTR deems it necessary, may also ask for a technical proposal of no more than three (3) pages (page limit does not include resumes, graphs, or past performance information). After applying the evaluation criteria stated in the request, the COTR shall draft a brief evaluation memorandum to the CO recommending that the task order be awarded to the contractor that most successfully addresses the evaluation criteria. The CO is responsible for final selection, negotiation, and task order award.
- (2) **For task orders estimated to be more than US\$100,000 and equal to or less than US\$2,000,000:** The CO will request a task order proposal from each contractor. The CO may not ask for more than a two (2) page cost proposal from each Contractor, and if the CO, with the concurrence of the COTR, deems it necessary, may also ask for past performance information, or for a technical proposal of no more than ten pages (page limit does not include resumes, graphs, and past performance information). After applying the evaluation criteria stated in the request, the COTR

shall draft an evaluation memorandum to the CO recommending that the task order be awarded to the contractor that most successfully addresses the evaluation criteria. Once the Contractor is selected, the CO may ask for a more detailed proposal (technical or cost) if needed. The CO is responsible for final selection, negotiation, and task order award.

- (3) **For task orders estimated to be more than US\$2,000,000:** The CO will request a task order proposal from each contractor, or the CO may use the simplified procedure above in (2). The CO has discretion to decide how much documentation above the minimum set forth above in (2) is needed to assess the technical capability and cost of each Contractor. After applying the evaluation criteria stated in the request, the COTR shall draft an evaluation memorandum to the CO recommending that the task order be awarded to the contractor that most successfully addresses the evaluation criteria. Once the Contractor is selected, the CO may ask for a more detailed proposal (technical or cost) if needed. The CO is responsible for final selection, negotiation, and task order award.

All Contractors interested in being considered for any task order must submit a proposal in accordance with the CO's request for task order proposal instructions. The information that the CO requests from each Contractor must be the minimum needed.

Task Order Extensions (Non-funded). The task order COTR has the authority to extend the Contractor's performance under the task order beyond the estimated completion date set forth therein, provided that:

(a) This approval is made in writing before the original estimated completion date set forth in the task order and clearly states that the extension is at no additional cost to the task order;

(b) Performance must not extend beyond 60 calendar days from the original estimated completion date set forth in the task order; and

(c) Performance must not extend beyond the end of the period of performance in Section F of the base IQC.

Prior to the original estimated completion date, the Contractor must provide a copy of the Task Order Technical Officer's written approval for any extension to the term of the task order to the TOCO; in addition, the Contractor must attach another copy of the TO COTR's approval for such continued performance under the task order to the completion voucher submitted for payment.

Task Order Labor (US--FDRs). The task order COTR has the authority to adjust the number of days ordered within existing labor categories in the task order as long as the total dollar value of labor ordered is not exceeded. The TO COTR must provide this approval in writing before the Contractor may make any adjustment. The Contractor must request approval of the TOCO if revision of days ordered includes the addition of a labor category not originally included in the task order, or if total dollar value of labor would be exceeded.

Task Order Ceiling Prices (FDRs). The total task order ceiling price includes a monetary subceiling for total labor ordered and a separate monetary subceiling for all other costs. The task order COTR has the authority to approve revisions of costs within each respective subceiling, provided such revision(s) are within the terms and conditions of the task order and base IQC. The task order COTR does not have the authority to approve revisions that exceed the respective subceilings, move costs from one subceiling category to the other, or increase the overall total estimated cost of the task order. Task Order COTR approvals must be in writing and clearly state that the revision is at no additional cost to the task order.

E. COST/BUSINESS MANAGEMENT PROPOSAL FOR TASK ORDERS (REQUIRED)

Task Orders issued under this IQC for FFP Task Orders must be fully funded at time of award unless the deliverables are separately priced and the line items that are not funded are included as options. Note: TOCOs may only modify the TO to exercise the option(s) if the funds are obligated at the same time.

CPFF Task Orders may be fully funded or incrementally funded as deemed appropriate by the TOCO.

Cost proposals for Firm-Fixed-Price (FFP) and Cost-Plus-Fixed-Fee (CPFF) Task Orders will be negotiated based on a written cost proposal from the contractor, which may contain (at a minimum) the following information, as required by the CO:

- (1) **Labor** – Proposed personnel, labor categories, proposed salaries and effort.
- (2) **Other Direct Costs** – A complete breakdown of costs is required as directed by the CO.
- (3) **Subcontractor Costs** – A complete breakdown of subcontractor costs is required (i.e., labor, ODCs, indirect costs, and fee).
- (4) **Indirect Costs** – Proposed indirect costs for the prime contractor, including fringe benefits, overhead, G&A and M&H (if applicable), in accordance with the contractor's Negotiated Indirect Cost Rate Agreement (NICRA) must be submitted. If no NICRA exists, documentation will be required to support indirect costs, such as audited financial statements.
- (5) **Fixed Fee** – The Fixed Fee will be negotiated in each Task Order by the CO.
- (6) **Required Certifications and Other Information**
 - (a) The contractor shall submit a Contractor Employee Biographical Data Sheet (USAID Form 1420-17) to support salary information. The form must be signed by the individual and the contractor (or subcontractor) in the appropriate spaces with all blocks completed, as appropriate;
 - (b) A certification that the proposed personnel were not suggested or requested by USAID;
 - (c) A Certificate of Current Cost and Pricing Data is required, pursuant to FAR 15.406-2, for Task Orders in excess of \$500,000 if there is “not” adequate price competition (at least two offers); and
 - (d) A Small Business Subcontracting Plan shall be submitted by each Contractor for each Task Order proposal which exceeds \$500,000.

F. AWARDEE SELECTION FOR A COMPETITIVE AWARD

Awardee selection is based on either:

- (1) **LOWEST PRICE, TECHNICALLY ACCEPTABLE OR**
- (2) **TRADEOFF PROCESS.**

The Task Order CO will retain final authority over the selection decision. The CO shall determine the appropriate method in achieving “**Best Value**” for the U.S. Government.

The COTR will conduct an evaluation of the technical criteria and prepare a selection memorandum. The COTR will submit the memorandum to the CO with a recommendation for award.

The CO will review the technical memo and may review the technical proposals, if requested. The CO will also evaluate cost factors, and execute the award.

As part of the cost evaluation, the CO will negotiate a final price for the TO together with any relevant terms and conditions applicable. If requested by the CO, the contractor shall submit a revised proposal (technical and/or cost/price) which reflects the results of these negotiations.

G. FAIR OPPORTUNITY EXCEPTIONS

All Contractors will be given a fair opportunity to be considered for task orders over \$2,500, unless the Contracting Officer determines that one of the following exceptions applies:

- (a) An urgent need exists, and seeking competition would result in unacceptable delays,
- (b) Only one Contractor is capable at the level of quality required (e.g., predominant capability) because the requirement is unique or highly specialized,
- (c) The order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order. For a follow-on task order that implements an activity designed under another order under this contract, this exception may only be used if the CO complied with the OCI limitations in Contract Information Bulletin 99-17 “Organizational Conflicts of Interest.”
- (d) Small business or small business set aside. (USAID-specific authority in FY 2002 Appropriations, See AAPD-02-05, Exception for Small Businesses under IQCs.)
- (e) Small Business Authority (for Fintrac).

H. CLASSIFIED TASK ORDERS

USAID may award a classified task order under this contract. Because USAID participates in the National Industrial Security Program (see FAR 4.4 and ADS 567), the COTR and CO must follow the procedures in ADS 567, particularly the requirement to include security specifications in the Statement of Work for a contract or task order. Any contractor under this multiple-award RAISE PLUS IQC that has not been granted either an interim or final Secret level facility clearance by the Defense Security Service (DSS) may be determined to be ineligible to be considered for a classified task order. If time permits, the CO may allow a contractor without the requisite facility clearance to participate in the fair opportunity procedures for a classified task order in anticipation of DSS granting the clearance before the task order must actually be awarded. However, doing so is on the condition that all parties acknowledge and agree that if DSS does not grant an interim or final facility clearance in time that CO must award the classified task order to the contractor that is selected through the fair opportunity procedures AND has the requisite facility clearance.

VI. HOW SHOULD A STATEMENT OF WORK (SOW) PACKAGE BE PREPARED?

To the extent possible, a SOW Package should be prepared using performance-based elements and must be submitted to the USAID/W CO'TR for clearance. The USAID/W CO'TR can provide assistance to ensure that the SOWs and evaluation criteria are properly designed. In addition, the SOW should also contain a listing of personnel requirements and a Performance Monitoring and Evaluation Plan.

A. CONTENTS IN A SCOPE OF WORK FOR EITHER A CPFF OR A FFP TYPE TASK ORDER

- (1) Identification whether the TO is a CPFF or FFP type;
- (2) A Work Statement that is based upon performance standards, deliverables and results for which the contractor shall be held responsible with sections describing:
 - (a) Title
 - (b) Background
 - (c) Work Statement
- (3) Performance Monitoring Plan;
- (4) Reports and Other Deliverables;
- (5) Period of Performance;
- (6) Technical Direction and Designation of Responsible USAID Officials (e.g., CO & CO'TR);
- (7) Logistical Support Provided by Mission or Bureau (if any);
- (8) Language Requirements;
- (9) Special Requirements/Relevant Information (e.g., source/origin waivers);
- (10) Government-Furnished Facilities or Property, if any, to be furnished to the contractor;
- (11) Authorized Work-Week;
- (12) Place of Performance (Duty Post);
- (13) Key/Essential Personnel;
- (14) Other Labor Requirements; and
- (15) Washington or Mission Payment Office;
- (16) An Independent Government Cost Estimate (Price – for either a CPFF or FFP task order) including Personnel and Other Direct Costs; and
- (17) Task Order Number and Contract Number.

(17) For Field Missions, the MAARD document indicating source of funds, fiscal data, and obligated amount.

B. KEY PERSONNEL

The key personnel and their position title(s) for the performance of a TO should be designated in each Task Order. The key personnel proposed by the Contractor are considered to be essential to the work being performed. Unless otherwise agreed to by the CO, the Contractor shall be responsible for providing such personnel for performance of the task order. Unless failure to provide the designated key personnel is beyond the control, and without the fault or negligence, of the Contractor (e.g., non-acceptance or termination of employment by the individual, illness or death of the individual), failure to provide such key personnel as specified above may be considered non-performance by the Contractor. If the Contractor, at any time, is unable to comply with these requirements, the Contractor shall simultaneously notify, in writing, the CO and the COTR reasonably in advance of the individual's departure or non-acceptance of employment and shall submit written justification and explanation in sufficient detail (including implications for the total estimated cost of this task order) to permit evaluation of the impact on the program.

Replacement of key personnel cannot be made by the Contractor without the written consent of the Contracting Officer. Proposed substitutions by the contractor must be submitted simultaneously to the CO and the COTR not later than 30 days after the departure of, or non-acceptance of employment by, any of the approved Key Personnel. The proposed substitute personnel must have at least the same qualifications as the key personnel they are proposed to replace. Failure to do so may be considered nonperformance by the Contractor. The listing of key personnel may, with the consent of the contracting parties, be amended from time to time during the course of the task order to add, change, or delete personnel and positions, as appropriate.

C. LISTING OF PERSONNEL

Each TO should contain a list of all personnel requirements. The COTR and CO may find the draft functional labor category position descriptions in Appendix 2 helpful as illustrative templates. Additional skill, experience, language or other technical requirements may be requested as appropriate. Any of these suggested position descriptions may be modified or combined by the CO and COTR as appropriate for the TO requirements.

D. PERFORMANCE MONITORING PLAN

Each TO should contain a Performance Monitoring Plan that will specify how performance is to be measured in the SOW. Contractors may be required to submit monitoring and evaluation plans (to include benchmarks, milestones, deliverable, results, performance indicators and standards, etc.) as requested by the CO and COTR.

VII. IMPORTANT RAISE PLUS MANAGEMENT PROVISIONS

A. ACCEPTANCE OF GOODS/SERVICES/REPORTS

USAID inspection and acceptance of services, reports and other required deliverables or outputs shall take place at the principal place of contractor performance or at any location specified in the TO where the services are performed and reports and deliverables or outputs are produced or submitted. The CO/TR listed in a TO may be delegated authority to inspect and accept all services, reports and required deliverables or outputs.

- (1) The contractor shall, upon receipt of the issued TO, promptly commence the work specified. USAID anticipates that, in certain circumstances, there may be very short notice of requirements for services under this contract and the contractor's prompt response to these requirements is required.
- (2) Subject to the prior written approval of the CO/TR (for a CPFF Task Order), the contractor may be authorized to continue performance under a Task Order beyond the estimated completion date set forth therein; provided that performance shall not extend beyond **60** calendar days from the original estimated completion date set forth in the Task Order. The contractor must attach a copy of the CO/TR's approval for such continued performance under the Task Order to the final voucher submitted for payment, and a copy to the CO. The decision to extend FFP Task Orders, if requested, shall be made by the CO's discretion. All extensions beyond 60 days must be signed and approved by the CO (e.g., via Task Order modification).
- (3) The contractor is not authorized to subcontract full or partial performance of TOs, unless the CO's consent has been provided.

B. CONTRACTOR PERFORMANCE EVALUATION

INTERIM AND FINAL CONTRACTOR PERFORMANCE REPORTS (CIB 96-18)

- (1) **Completion Evaluations.** The contractor should receive an assessment of performance within 30 days of completion of contract activities. The contractor shall have 30 days to comment and/or rebut the assessment. The Agency has 15 days after receipt of the contractor's rebuttal to review and make a final determination.
- (2) **Interim Evaluations.** For multi-year Task Orders over \$100,000, interim past performance evaluations will be conducted after at least 12 months of performance have elapsed. Thereafter, interim evaluations will be conducted at the discretion of the CO. Generally, interim evaluations should be performed at least once in a two-year period.

C. REPORTING REQUIREMENTS

(I) PERIODIC PROGRESS REPORTS

- (a) The contractor shall prepare and submit progress reports as specified in the Task Order contract. These reports are separate from the interim and final performance evaluation reports prepared by USAID in accordance with (48 CFR) FAR 42.15 and internal Agency procedures, but they may be used by USAID personnel or their authorized representatives when evaluating the contractor's performance.

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

D. PAYMENT OFFICE

- (1) Vouchers shall be submitted to the payment office indicated on the Cover Page of each Task Order. Generally, this will be the USAID Washington Office/Bureau or the USAID overseas field Mission from which the funds for the TO are provided or, for Missions without their own Controller, the regional office responsible for that Mission.
- (2) Task Orders funded by USAID/Washington Bureaus or Offices will generally be paid by:

U.S. Agency for International Development
Office of Financial Management
Ronald Reagan Building
7th Floor, M/FM/CMP, Room 7.07
Washington, D.C. 20523

ANNEX I: ILLUSTRATIVE FUNCTIONAL LABOR CATEGORIES

The following section outlines illustrative tasks by labor category or groups of labor categories. This section is intended to provide additional information on how the subject matter knowledge and technical/analytical skills needed within each labor category could be applied to the tasks outlined in a Statement of Work for RAISE PLUS. Because RAISE PLUS is a Cost PLUS Fixed Fee or Firm Fixed Price technical assistance mechanism, the position descriptions below are illustrative only, and are provided to assist USAID and contractors in the preparation of proposals. However, these position descriptions may be modified in any appropriate manner, or entirely new position descriptions can be developed at the CO's or COTR's discretion because the contractor will be vouchering for the actual daily rates for selected consultants. The positions that follow are provided as an illustration of the types of positions generally expected to be needed based on prior policy reform experiences. Each position included in a TO is expected to be specified, as appropriate, to meet the specific needs of the RFP to be awarded by the mission or bureau.

AGRICULTURAL SECTOR SPECIALISTS

POSITION TITLE: AGRIBUSINESS DEVELOPMENT SPECIALIST

Education: MS in agribusiness or MBA

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Agribusiness Development Specialists may be asked to: a) review the regulatory and operating environment confronting agricultural businesses and support organizations; b) assess agribusiness and commodity competitiveness and growth potential; c) assess commodity chain efficiency, cost effectiveness and competitiveness; d) assess labor productivity and skills; e) recommend staff, physical infrastructure and institutional capacity improvements to improve the quality and availability of agricultural inputs and services; f) prepare necessary business plans; g) assist in and undertake actual sales and business deals; and, h) recommend small farmer-agribusiness business models; i) provide technical assistance and training in areas deemed most deficient; (j) provide business development perspectives for linking agribusinesses and natural resource enterprises to small farmers so that large numbers of rural families have the opportunity to increase their incomes through market participation.

POSITION TITLE: PRODUCTION EXPERTS IN FRUITS, VEGETABLES, TREE CROPS, LIVESTOCK AND AQUACULTURE

Education: MS in respective disciplines

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The diverse inventory of production experts may be asked to: a) assess preferred species and varietal lines, cultural practices, and post harvest practices based on knowledge of current market demands and changing consumer preferences and competitiveness factors; b) develop production plans and requirements to meet market demand at national, regional, and perhaps international levels; c) pay particular attention to production practices to ensure that natural resource base and surrounding environment are not negatively impacted from the practices introduced; d) identify value-added elements and product control/certification measures from environmentally orientated consumers that generate increased returns; and e) develop production package demonstrations and guidance materials for local producers.

POSITION TITLE: AGRONOMIST

Education: MS in agronomy or related discipline

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Agronomist will cover major cereal crops (the sub-sector most cultivated world wide and also most vulnerable for tariff reduction and food security realities), may be asked to: a) assess productivity, cost of production and taste preferences in vulnerable areas to ascertain future impacts and provide alternative development scenarios; b) review agronomic conditions and provide appropriate varietal recommendations for crops with market driven prospects; c) provide recommendations that ensure household food security as enterprise shifts over time; d) develop projects that include appropriate seed acquisition and multiplication systems and outreach approaches for NGOs or producer organizations, and e) pay particular attention to sustainable production practices to ensure that the natural resource base is sustainably managed to reduce soil erosion, minimize chemical residuals, and maintain ecological services.

POSITION TITLE: SOIL SCIENTIST

Education: MS in soil science, conservation, or management

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Soil Scientist may be asked to: a) undertake studies related to soil nutrient management ascertaining efficiencies and sustainability levels; b) introduce cost effective soil conservation practices such as conservation tillage; c) undertake integrated watershed cropping system practices to stabilize soils avoiding downstream impact of agricultural run-off; d) apply knowledge of computer crop modeling applications and related nutrient management practices to cost effectively improve soil productivity and sustainability.

POSITION TITLE: AROMATIC AND MEDICINAL PLANT SPECIALIST

Education: MS degree in phytochemistry or ethnobotany

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Aromatic and Medicinal Plant Specialist may be asked to: a) develop botanical assessment tools; b) network with international and national organizations mandated to promote consumption and commercialization of natural products; c) forge understanding between economic growth and sustainable management of natural plant products; d) build sustainable production and commercialization coalitions program models between AID stakeholders, beneficiaries and private companies; e) bring

conservation policy issues into the commercial arena to lead to the understanding and commercial use of natural products.

POSITION TITLE: POST HARVEST TECHNICAL SPECIALIST

Education: MS in food science technology, agricultural engineering or related discipline

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Post Harvest Technical Specialist may be asked to: a) assess current technologies and practices and provide appropriate recommendations regarding secure and value-added employment generation systems; b) develop training programs and out reach information systems to ensure that best practices are employed; c) provide oversight inspection approaches to ensure that the potential for environmental contamination is minimized such that food safety and related environment standards are not endangered.

POSITION TITLE: (SENIOR) AGRICULTURAL ECONOMIST/DEVELOPMENT SPECIALIST

Education: Master's degree in economics, or "subject matter" economics with PhD preferred.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Agricultural Economist may be asked to: a) carry-out rural sector assessments, b) conduct cross-country comparative analysis reviews reflecting favorable GDP and trade benefits resulting from market-led rural sector development, c) review the impact of macro economic and monetary policies rural sector development potential, d) analyze and develop agricultural competitiveness strategies including "alternative" strategies that may require safety net provisions, and f) provide strategies and recommended policies to increase competitive and sustainable rural sector investments; e) evaluate the economics and economic impacts of alternative (subject matter) policies; (g) assist host countries in developing (subject matter) financing schemes; and (h) developing improved (subject matter) policy options and promoting the adoption and implementation of improved policies.

POSITION TITLE: PRODUCER ORGANIZATION DEVELOPMENT SPECIALIST

Education: MS in Agricultural Economics, Agribusiness or related discipline

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: Producer Organization Development Specialists may be asked to: a) review a country's agricultural cooperative, small business and rural financial intermediation policies and institutions to determine whether producer organizations are able to develop democratically managed, financially viable group businesses; b) make recommendations on needed policy or institutional changes; c) design training plans for producer organization development; d) design agribusiness strategies and investment plans for profitably sourcing and marketing producer organization products; e) provide technical assistance to ensure that producer organizations develop mutually beneficial business relations with agribusinesses, banks, forest industry firms, and other commercial agencies operating on domestic or international markets.

POSITION TITLE: TRADE AND DEVELOPMENT SPECIALIST

Education: Masters degree in economics, agricultural sciences, or agribusiness

Work Experience: Must have at least “X” years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Trade and Development Specialist may be asked to carry out specialized activities in important commodities such as coffee, fruits, vegetables, fish and timber products including; a) conduct analysis of promising products and trade dynamics that require new development strategies and investments; b) provide country-level guidance on issues and challenges related to these commodities in bulk and processed form; c) assist countries to identify and implement macroeconomic and sector adjustments required to maximize growth and reduce poverty; d) conduct trade data comparisons in ways that demonstrate agriculture, livestock, and forest products trends and appropriate development strategies in key commodities; e) conduct analysis and develop country-specific trade negotiation strategies in light of tariff structures and agriculture sector conditions; f) advise host countries on WTO dynamics, assist them in formulating trade policy negotiating positions; g) provide strategies to increase trade competitiveness; and h) advise Ministers of Trade on special issues constraining the host country’s best interests ; e) and strengthen the trade policy consultative process

POSITION TITLE: AGRICULTURAL SECTOR REGULATORY, MONITORING, AND ENFORCEMENT SPECIALIST

Education: Bachelor’s degree in a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Monitoring, Enforcement, and Regulatory Specialist may be asked to carry out activities such as: (1) examine and assess the effectiveness of laws and regulations and their application for implementing policies; (2) develop and recommend options for improvements in laws and strengthening local, national, and regional institutional and regulatory structures for improving the monitoring and enforcement of policies and their performance; (3) assessing legal aspects of traditional, cultural, and codified property rights (ownership, access, and use); and (4) examining legal aspects of a specific sector and developing options and recommendations for strengthening problematic administrative laws, roles, and responsibilities.

POSITION TITLE: AGRICULTURAL SECTOR (SUBJECT MATTER) POLICY SPECIALIST

Education: Bachelor’s degree in a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The (subject matter) Policy Specialist may be asked to carry out activities such as: (1) identifying and assessing (subject matter) policies which constrain sustainable economic development; (2) developing improved policy options; (3) promoting the adoption and implementation of improved policies; and (4) assessing and advising on existing and potential conflicts to promote policies, actions and approaches to mitigate existing and/or potential conflicts. Emphasis should be placed on strengthening the capability of regional/transboundary or host country analysts and institutions to analyze cross-cutting or sector policy

issues, encourage a broad discussion of results and policy options among competing stakeholders, and monitor the implementation of improved policies.

POSITION TITLE: AGRICULTURAL/PRIVATE SECTOR DEVELOPMENT

Education: Bachelor's degree in a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Agricultural/Private Sector Development Specialist may be asked to carry out activities such as: (1) assisting with the market analysis and commercialization of agricultural or natural resource products and services; (2) assisting with and training in cost analysis, financial projections, and bookkeeping; (3) assisting with the development of business plans incorporating the above elements; (4) strengthening the capability of host country institutions, especially community-based organizations, to develop and manage sustainable enterprises (especially when based upon the sound management of natural resources), and to monitor the social, cultural, ecological and economic aspects of enterprise operations; (5) developing improved policies and practices; and (6) assessing and disseminating lessons learned.

POSITION TITLE: AGRICULTURAL/RURAL SOCIAL SCIENTIST

Education: Bachelor's degree in a social science.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Social Scientist may be asked to carry out activities such as: (1) assessing cultural, social and ecological aspects of ongoing and planned policy and institutional governance activities and identifying appropriate policies, practices and approaches at the transboundary, national, or community levels; (2) analyzing cultural issues affecting development of policies and institutional governance capacity building and incorporate issues into program development and implementation; (3) promoting tools and approaches for encouraging conflict resolution and adoption of appropriate policies; (4) assessing institutional capability of community organizations, and advising on operational policies and actions to strengthen community organizations with an emphasis on cultural aspects and participation; (5) advising on host country legal frameworks, policies and practices; (6) analyzing gender issues that relate to participation in policy programs—including promoting tools and approaches for encouraging participation and evaluating the effectiveness of programs in reaching male and female stakeholders; (7) using simple assessment techniques (such as participatory rural appraisal, community mapping, and rapid ecological appraisal) to evaluate the cultural, social, economic and ecological aspects of policy and institutional governance activities; (8) advising on host country policies and practices relating to community-based management of natural resources.

POSITION TITLE: PRODUCT AND INPUT MARKET SYSTEMS ANALYST

Education: MS degree in agribusiness or MBA in marketing

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Product and Input Market Systems Analyst should have broad experience with national and international input markets. The Specialist may be asked to: a) analyze prevailing market systems for gaps that effect efficiencies and product quality based on intimate knowledge of end- user consumer preferences and agribusiness needs; b) develop alternative market support systems that cost effectively reduce

transaction costs to generate higher returns to producers, and c) provide technical assistance to business enterprises on ways to improve market access and producer links for broader, mutually beneficial ties.

NATURAL RESOURCE MANAGEMENT SPECIALISTS

POSITION TITLE: NATURAL RESOURCES POLICY/MANAGEMENT SPECIALIST

Education: Bachelor's degree in an environmentally related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Natural Resources Policy/Management Specialist may be asked to carry out activities such as: (1) identifying and assessing natural resource management policies which constrain or could enhance sustainable economic development, effective biodiversity or forestry conservation, and sound natural resource management; (2) developing improved policy options; (3) promoting the adoption and implementation of improved policies; and (4) assessing and advising on existing and potential conflicts to promote policies, actions and approaches to mitigate existing and/or potential natural resource use or management conflicts. Emphasis should be placed on strengthening the capability of host country analysts and institutions to analyze natural resource environmental policy and management issues, encourage a broad discussion of results and policy options among competing stakeholders, and monitor the implementation of improved policies.

POSITION TITLE: AGROFORESTRY DEVELOPMENT AND REFORESTATION /AFFORESTATION SPECIALIST

Education: MS in forestry management or natural resources management with emphasis on forestry/agroforestry

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Agroforestry Development and Reforestation/afforestation Specialist may be asked to: 1) assess ecological, economic and social aspects of agroforestry development and reforestation/afforestation needs and opportunities, and 2) identify appropriate policies and practices in agroforestry development and reforestation.

POSITION TITLE: FORESTER

Education: MS in forestry management or related field

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The forester may be asked to: 1) assess ecological, social and economic aspects of forest resources; 2) identify and advise on the implementation of appropriate forest management policies and practices; 3) address constraints for forestry management including processing, quality control and transportation; and 4) advise on the monitoring and evaluation of forest management policies and practices. Technical areas of expertise include: forest inventories, silvicultural practices, forest management planning, forest engineering, environmental impact assessment and fire management - with an emphasis on certifiable forest management, reduced impact harvesting and community forestry.

POSITION TITLE: GEOSPATIAL TECHNOLOGIES AND APPLICATIONS SPECIALIST

Education: MS in Geographical Information Sciences (GI Sciences) with emphasis on applications focused on natural resource management, agriculture, disaster mitigation and Spatial Data Infrastructure development.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Geospatial Technologies and Applications Specialist may be asked to: 1) help design and implement various types of GDSS applications (Geospatial Decision-Support-Systems) focused on poverty reduction, economic growth, tracking and traceability systems, disaster mitigation, early warning systems and assessment, CBNRM (Community-based Natural Resource Management) program; 2) provide technical leadership, training, and support to rural development projects that require “location-based” applications, e.g. “chain of custody” management-tracking systems for specialty product marketing; 3) advise on policy and institutional reforms that promote use of geospatial technologies in decision-making at various levels—from local to national, regional and global; 4) assess and evaluate effectiveness of various information technologies to promote good governance, transparency and accountability as well as promote citizen participation and access to “open-sourced” information and databases; 5) help design and implement projects that produce real-time data and databases that facilitate decision-making and economic growth within the context of a globalized trading system, e.g. certification and verification systems for emissions trading, food safety, certified forest products, and other compliance regimes.

POSITION TITLE: IRRIGATION, WATERSHED, OR WATER RESOURCES MANAGEMENT SPECIALIST

Education: MS degree in irrigation and/or water resources management, or a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Water Resources Management Specialist may be asked to carry out activities such as: (1) assess the current status and effectiveness of irrigation, watershed, or water resources management practices, policies, and institutions, including freshwater and coastal/marine, within a country or basin; (2) lay out participatory approaches to irrigation or water resources planning and management for preparation of strategies and implementation of programs; (3) oversee and direct multidisciplinary teams to analyze water management using a multi-sectoral approach (considering technological, socio-economic, environmental, and health issues relating to quantity and quality of surface water and groundwater in terms of urban water supply and sanitation, industrial water pollution prevention and control, and water conservation, agricultural irrigation, land use, hydropower, and ecosystem protection); (4) identify and prioritize threats to protecting, conserving, and sustaining water resources for human consumption and to preserve human health; (5) recommend policy, institutional, human resource, and financial arrangements to improve water management systems; (6) develop and promote schemes for rational water use and public awareness, educational programs, and application of economic instruments such as appropriate water tariffs; and (7) advise and support USAID and partners participating in regional or international discussions of issues relating to integrated water resources management.

POSITION TITLE: ENVIRONMENTAL SCIENTIST

Education: Bachelor’s degree in an environmentally related science.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Environmental Scientist would have a technical, science based training in one or more of the following areas: biodiversity, ecology, watershed management, pesticide use and management, forestry, wildlife/parks and protected areas management, or other related areas. The Environmental Scientist may be asked to carry out activities such as: (1) assessing the status of protected natural resources and related areas/natural resources—such as the hydrologic, ecological and economic aspects of watershed or forestry resources, or assessing the ecological requirements for maintenance of viable wildlife (land based or aquatic) populations; (2) evaluating present and future demands on biodiversity and other natural resources; (3) identifying and understanding key threats, conflicts, and constraints to sustainable natural resource management and biodiversity conservation—often involving multiple use management techniques; (4) developing priorities and strategies for USAID assistance; (5) assisting in the development and implementation of appropriate natural resource use policies, uses and practices; (6) assisting in the development of transboundary, national, or community based conservation strategies; (7) evaluating the technical implementation of natural resource management strategies and programs; (8) assisting host country management authorities with implementation of international conventions and treaties; (9) evaluating and strengthening institutions responsible for protected area and natural resources management; (10) evaluating the personnel, training, and infrastructure requirements for effective management of natural resources; and (11) assisting with the development and implementation of management plans and monitoring plans for protected areas and natural resources.

RURAL SECTOR SPECIALISTS

POSITION TITLE: RURAL POLICY AND INFRASTRUCTURE SPECIALIST

Education: Bachelor's degree in rural development, rural planning, or a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Rural Policy and Infrastructure Specialist may be asked to carry out activities such as: (1) evaluate the environmental policy, privatization, and institutional capacity development aspects of current and proposed rural environmental infrastructure and facilities, and their management plans; (2) recommend proper policy, siting, management, institutional governance, and financing measures to ensure the sustainable and efficient operation of solid or hazardous waste, wastewater treatment and reuse, potable water and distribution infrastructure and facilities; (3) assist and support local and national officials (and communities) to plan, implement, and manage policy and other activities for rural infrastructure and facilities projects; and (4) advise and support USAID in community, regional, and national policy and operational considerations of rural environmental infrastructure development and management.

POSITION TITLE: LAND TENURE SPECIALIST

Education: MS considered, but Ph.D. preferred in agricultural economics or land law

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Land Tenure Specialist may be asked to: 1) review existing land distribution systems and provide recommendations in light of competitiveness and efficiency/equity tradeoffs; b) review current land titling and land market (formal and informal) systems to provide recommendations for producer-level capital assets formation; c) assist in the design of land registration systems.

POSITION TITLE: RURAL FINANCIAL MARKETS SPECIALIST

Education: MS or MBA in finance or banking

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Rural Financial Markets Specialist may be asked to: a) assess formal and informal financial intermediation and recommend improvements to increase rural family credit access, reduce credit cost, limit credit institution risks; b) conduct institution-specific analysis and review related to rural capital accumulation via savings and investments; c) conduct work shops regarding financial intermediation risk management, policy needs, growth opportunities, lessons learned, etc.; (d) analyze current systems and recommend approaches that improve management, organizational development, product development, marketing, support services, debt and risk management, and monitoring and evaluation; and d) provide work shops and technical assistance on corrective steps and procedures and structural improvements.

POSITION TITLE: REGIONAL/RURAL LAND USE PLANNING SPECIALIST

Education: Bachelor's degree in regional/rural land use planning.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Regional/Rural Land Use Planning Specialist may be asked to carry out activities such as: (1) assessing status of regional and rural land uses; (2) evaluating present and future demands on natural resources; (3) identifying land use policies which constrain sustainable development; (4) developing priorities and strategies for USAID assistance; (5) assisting in the development and implementation of appropriate regional and rural land use policies, strategies, uses and practices; and (6) assisting in the establishment of national monitoring and evaluation systems for regional and rural land use management.

POSITION TITLE: RURAL SECTOR PLANNER/INSTITUTIONAL DEVELOPMENT SPECIALIST

Education: Masters Degree in rural planning, agricultural economics, or political science, with Ph.D. preferred

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Rural Sector Planner may be asked to: a) carry-out rural sector assessments; b) conduct analysis of rural, public and private institutional capacities for mobilizing market-driven, rural revitalization; c) conduct analysis of alternative strategic and institutional approaches in light of changing trade realities; d) assist host countries in developing market driven programs and institutions that support small farm profitability and competitiveness.

POSITION TITLE: RURAL SOCIOLOGIST

Education: Masters Degree in rural sociology, with Ph.D. preferred

Work Experience: Must have at least "X" years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Rural Sociologist may be asked to: a) guide rural sector surveys to identify institutional and market constraints impeding greater producer returns and non-farm value-added benefits; b) evaluate producer responses and attitudes toward increased attention to ‘markets’ and elements that reduce their competitiveness; and c) conduct analysis of current rural sector institutional base in terms of rural revitalization challenges and opportunities.

POSITION TITLE: SUSTAINABLE/NATURAL RESOURCE/COMMUNITY BASED TOURISM SPECIALIST

Education: Bachelor’s degree in a related subject matter area.

Work Experience: Must have at least 2 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Sustainable/Natural Resource/Community Based Tourism Development Specialist may be asked to carry out activities such as: (1) assessing market opportunities for tourism development; (2) designing tourism development activities aimed at improving cultural or biodiversity conservation and sound natural resource management; (3) examining the environmental and social aspects of tourism and tourism development; (4) strengthening the capability of host country institutions to develop and manage sustainable enterprises based upon the sound management of cultural or natural resources and the full participation of local communities; (5) strengthening the ability of these institutions to manage adaptively while monitoring the social, cultural, ecological and economic aspects of tourism operations; (6) advise on certification and green labeling schemes; (7) assess ecological, economic and social aspects of low impact, community based, or ecotourism development, needs and opportunities, and (8) identify appropriate policies and practices in low impact, community, and eco-tourism development, and (9) advise on the monitoring and evaluation of low impact, community, and eco-tourism policies and practices, and contribution to rural prosperity.

POSITION TITLE: POLLUTION PREVENTION AND CONTROL SPECIALIST

Education: Bachelor’s degree in environmental engineering or related engineering subject matter areas.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Pollution Prevention and Control Specialist may be asked to carry out activities such as: (1) evaluate and develop remediation activities to promote the environmental, social, economic, privatization, and institutional governance development aspects of current and proposed industrial pollution and prevention management activities—including technology transfers and audits; (2) recommend proper siting, management, and financing measures to ensure the sustainable and efficient operation of pollution prevention activities either in the context or an individual facility or for a larger site; (3) assist and support local and national officials (and communities) to plan, implement, and manage environmental management plans and to ensure enhanced public-private partnerships to monitor and enforce pollution standards; and (4) advise and support USAID in community, regional, and national considerations of rural environmental infrastructure development and management.

POSITION TITLE: RURAL ENVIRONMENTAL ENGINEER

Education: Bachelor’s degree in environmental engineering.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Rural Environmental Engineer may be asked to carry out activities such as: (1) evaluate the technical engineering and cost aspects of current and proposed rural environmental infrastructure and facilities plans; (2) recommend proper technical engineering, siting, and operational measures to ensure the sustainable and efficient operation of solid or hazardous waste, wastewater treatment and reuse, potable water and distribution, or other environmental infrastructure and facilities; (3) assist and support local and national officials (and communities) to plan, design, implement, and manage infrastructure and facilities projects; and (4) provide technical advice and support for USAID activities relating to community, regional, and national considerations of rural environmental infrastructure development and management.

INSTITUTIONAL DEVELOPMENT SPECIALISTS

POSITION TITLE: MONITORING AND EVALUATION SPECIALIST

Education: Bachelor's degree in a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: Monitoring and Evaluation Specialist may be asked to carry out activities such as: (1) assisting USAID missions and partners in the assessment of monitoring and evaluation needs and opportunities, and (2) assisting USAID missions and their development partners in the development of cost-effective monitoring and evaluation systems.

POSITION TITLE: INSTITUTIONAL/ORGANIZATION DEVELOPMENT SPECIALIST

Education: Bachelor's degree in a related social science subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Institutional/Organizational Development Specialist may be asked to carry out activities such as: (1) assessing the institutional development needs and opportunities of client institutions; (2) identifying appropriate operational policies, actions and approaches to strengthen the development of client institutions; (3) assisting client institutions develop their vision and mission statements, plan and carry out short- and long-term development plans, including personnel development, financial management, program implementation, monitoring and evaluation, communications and outreach; (4) assisting USAID missions and partners in the assessment of the financial management needs and opportunities of client institutions; (5) identifying appropriate operational policies, actions and approaches to strengthen the financial management of client institutions; and (6) assisting client institutions to develop and carry out financial management plans that may include strengthening accounting systems and fund raising.

POSITION TITLE: TRAINING & HUMAN RESOURCES DEVELOPMENT SPECIALIST

Education: Bachelor's degree in a social science or related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Training & Human Resources Development Specialist may be asked to carry out activities such as: (1) conducting training needs assessments; (2) identifying appropriate training, facilitating or carrying out training courses as appropriate; and (3) advising on procedures for monitoring and evaluating the impact of training efforts.

POSITION TITLE: INFORMATION MANAGEMENT SPECIALIST

Education: Bachelor's degree in information management or a related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Information Management Specialist may be asked to carry out activities such as: (1) assessing the information management needs and opportunities of client institutions; (2) identifying appropriate operational policies, actions and approaches to strengthen the information management systems of client institutions; (3) assisting client institutions develop and carry out information management plans and communication and outreach programs; (4) assess communications needs to improve producer productivity along commodity or product line; and (5) identify appropriate communication activities and programs to promote efficient and effective technologies such that quality is enhanced, operational costs are reduced, and the natural resource base is not affected.

POSITION TITLE: GRANT SPECIALIST

Education: Bachelor's degree.

Work Experience: Must have at least 2 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Grant-making Specialist may be asked to carry out activities such as: (1) assessing the grant-making programs of client organizations and advising on appropriate operational grant-making policies and practices; (2) designing and implementing grant making programs aimed at supporting policy reform and institutional governance (i.e., devising accounting standards, selection criteria, monitoring procedures, establishing selection committees) aimed at supporting RAISE PLUS objectives ; and (3) advising on approaches for strengthening the capability of prospective grantees, procedures for monitoring and evaluating development impacts, and communication and outreach programs to disseminate results and other information regarding grant-making programs; (4) devise communications outreach programs to disseminate results and other information regarding grant making program activities and results; (5) promote the use of minority serving institutions when task order activities contemplate the utilization of a U.S. PVO; and (6) assist NGOs develop personnel and procurement policies conforming to USAID standards.

COMMUNICATIONS SPECIALISTS

POSITION TITLE: EDUCATION AND AWARENESS SPECIALIST

Education: Bachelor's degree in communications or other related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible international work experience.

Supervisory Experience: None

Position Description: The Education and Awareness Specialist may be asked to carry out activities such as: (1) assessing education and awareness communication needs; and (2) identifying, monitoring, implementing

and evaluating appropriate education and awareness communication activities and outreach programs to promote effective policies and policy reform.

POSITION TITLE: COMMUNICATIONS AND OUTREACH

Education: Bachelor’s degree in public relations, communications, or other related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible work experience.

Supervisory Experience: None

Position Description: The Communications and Outreach Specialist may be asked to carry out activities such as: (1) assessing communication needs; and (2) identifying and implementing appropriate communication activities and programs to promote effective policy reform and institutional governance. Emphasis should be placed on changing targeted behavior as well as on increasing the understanding of target clientele.

POSITION TITLE: TECHNICAL WRITER/EDITOR

Education: Bachelor’s degree preferred.

Work Experience: Must have at least 3 years of progressively more responsible work experience.

Supervisory Experience: None

Position Description: The Technical Writer/Editor may be asked to carry out activities such as: (1) assessing communication and technical writing needs; (2) editing technical materials; and (3) identifying and implementing appropriate activities and programs to promote effective communication regarding policy reform and institutional governance.

POSITION TITLE: INTERNET APPLICATIONS SPECIALIST

Education: Bachelor’s degree in information technology or related subject matter area.

Work Experience: Must have at least 3 years of progressively more responsible work experience.

Supervisory Experience: None

Position Description: The Internet Applications Specialist may be asked to carry out activities including advising on the use of the internet (including setting up and operating sites on the internet) and other computer-based platforms to communicate information related to policy reform and institutional governance.

POSITION TITLE: WORKSHOP/CONFERENCE FACILITATOR

Education: Bachelor’s degree.

Work Experience: Must have at least 3 years of progressively more responsible work experience. Mission and regional bureaus may ask for a certain level of international work experience.

Supervisory Experience: None

Position Description: The Workshop/Conference Facilitator may be asked to carry out activities such as advising on the planning of workshops/conferences, and assisting in carrying out workshops and conferences.

ADMINISTRATIVE AND LOGISTICAL SPECIALISTS

POSITION TITLE: CHIEF OF PARTY/ DEPUTY CHIEF OF PARTY

Education: Bachelor’s degree.

Work Experience: Must have at least 5 years of progressively more responsible international work experience.

Supervisory Experience: Must have at least 5 years of progressively more responsible supervisory work experience (see position description below) including: (1) direct supervision of professional and support staff; (2) quality evaluation of staff performance and deliverables; and (3) contract management.

Position Description: The Chief of Party/ Deputy Chief of Party shall have the authority and responsibility to administer and manage individual Task Orders. These task order responsibilities may include, but are not limited to the following: (1) technical leadership for and supervision of consultant staff; (2) quality control and timeliness of all deliverables; (3) preparation or supervision of work plans, financial, logistical and other documents; (4) review of all financial and logistical information on a periodic basis; (5) recommendation and evaluation of proposed staff; (6) serving as primary point of contact for the contractor to the USAID Contracting Officer and Cognizant Technical Officer; (7) serving as principal liaison with USAID staff, institutions, and client country partners to exchange information and develop professional relationships; and (8) making verbal or written presentations as requested by the COTR to varied audiences.

NOTE: On all long-term Task Orders (greater than 1 year), the Prime Contractor shall have the responsibility to hire a Chief of Party and/or Deputy Chief of Party, if requested in the Task Order.

POSITION TITLE: ADMINISTRATIVE SUPPORT

Education: Bachelor's degree preferred.

Work Experience: Must have at least one year work experience.

Supervisory Experience: None

Position Description: The Administrative Support Specialist may be asked to carry out activities such as: (1) assessing administrative needs; (2) data collection and management; and (3) providing administrative support in the planning, implementation and evaluation/ oversight of activities related to policy reform and institutional governance.

POSITION TITLE: FINANCIAL/ACCOUNTING

Education: Bachelor's degree preferred in business or finance/accounting.

Work Experience: Must have at least 3 years of progressively more responsible international contract work experience.

Supervisory Experience: None

Position Description: The Financial/Accounting Support Specialist may be asked to carry out activities such as: (1) assessing financial and accounting needs; (2) financial and accounting data management; and (3) providing administrative support in the planning, implementation and evaluation of project, financial and accounting controls.

ANNEX 2: CONTRACTORS AND SUBCONTRACTORS

There are four contractors plus a small business set aside award under RAISE PLUS:

I. PRIME CONTRACTOR: ABT

Contract #: EDH-I-00-05-00005-00
Abt Associates Inc.
4550 Montgomery Avenue, Suite 800 North
Bethesda, MD 20814
Contact: Gordon Straub,
Tel: (301) 347-5193;
Fax: (301) 828-9689
Email: Gordon_straub@abtassoc.com
Veronica_ramos@abtassoc.com

Abt Associates Inc., Abt, an employee-owned firm founded 40 years ago, has completed thousands of assignments for dozens of U.S. and foreign government agencies, commercial clients, multilateral development banks, and nonprofit organizations. In 2006, Abt acquired IBM Business Consulting Services's International Public Sector Group, adding to its considerable capacity in its service offerings in trade development, business environment reform, macroeconomics, fiscal reform, and financial sector strengthening. By combining the former IBM practice with its existing strengths in institutional capacity building, policy, agribusiness, SME development, health systems, and sustainable resource management, Abt offers unique capabilities spanning the development spectrum. Abt Associates serves clients from 7 corporate offices in the United States and over 40 project sites in 30 foreign countries. A truly global Company, we are committed to maintaining and developing our international services and supporting a diverse client base in Africa, Asia, Europe, Latin America, and the Middle East. Abt Associates works with governments, international organizations, foundations, nonprofit associations and institutions, and business and industry in countries throughout the world.

Senior Staff

Gordon Straub, IQC Program Manager. Gordon Straub is an international development specialist with over 30 years' experience in design, implementation, and management of economic development programs in Latin America, Africa, Central and Eastern Europe. His technical expertise is in agriculture/rural development, encompassing environment/natural resources management and private sector development. Mr. Straub completed a distinguished career as a Foreign Service Officer (FS-01) with the Agency for International Development in 1996, and has been a Senior Associate with Abt Associates since 1997. While in USAID, Mr. Straub served as the Office Director and Team Leader for Economic Growth and Environment Strategic Objectives in three overseas USAID missions. Mr. Straub holds a Masters Degree in Public Policy and Administration and Agricultural Economics from the University of Wisconsin, and is fluent in Spanish.

Veronica Ramos, Deputy IQC Manager. Ms. Ramos has over 6 years of experience in international development. As an agricultural specialist she has hands-on field experience with seed quality, horticulture, crop production/management and livestock in the tropics. With strong analytical, quantitative and research skills, Ms. Ramos is well adept at conducting economic analysis pertaining to subjects that impact the economic growth of developing countries.

Gary Ender, Principal Associate-Monitoring & Evaluation. Dr. Ender offers more than 25 years of experience (17 years abroad) in the conduct and management of policy research and analysis, as well as the monitoring and evaluation of policy change and the development interventions that support them. His areas of technical expertise include: agricultural policy reform, monitoring and evaluation, the impact of macroeconomic and agricultural policies on agribusiness development, agricultural trade, and food security policies. He is currently developing and implementing a comprehensive monitoring and evaluation system for the Presidential Initiative to End Hunger in Africa (IEHA). Dr. Ender is Project Director for Abt's Evaluation IQC with Millennium Challenge Corporation, and leads our work evaluating the Mali Compact.

John Holtzman, Principal Associate-Agricultural Marketing. Dr. Holtzman is a senior agricultural economist with over 20 years of applied research and consulting experience in agricultural marketing, agribusiness development, international agricultural trade, and agricultural policy analysis. He pioneered the use of rapid appraisal techniques in agricultural marketing and food systems research and in monitoring and evaluation of agricultural marketing policy reform programs. Much of his work has focused on the structure, conduct and performance of agricultural commodity systems. Dr. Holtzman served five years as Agricultural Economist in the Monitoring, Verification and Evaluation (MVE) Unit of the USAID/Cairo-funded Agricultural Policy Reform Program, where he led work on cotton and rice especially.

Subcontractors

Academy for Educational Development: Independent, nonprofit organization committed to solving critical social problems and building the capacity of individuals, communities, and institutions to become more self-sufficient.

ACDI/VOCA: A nonprofit organization with over 40 years of experience that promotes broad-based economic growth through community development, enterprise development, financial services and agribusiness systems.

Agricultural Development Consultants, Inc. (AGRIDEC): A minority owned business dedicated to agricultural research and extension and to providing advice on national seed policies oriented to the private sector, including strategies for seed production and supply by and for small farmers.

AISDevelopment (AISD): A small, woman-owned HUB Zone company specializing in market-oriented small and medium enterprise (SME) development and sustainable fisheries and aquaculture, with a focus on rural poverty alleviation and market development.

CARANA Corporation: Has worked in over 50 countries in all regions of the world designing and implementing results-oriented strategies for competing in the global economy in the areas of public sector reform, private sector growth, and human capacity development.

Conservation International: CI applies innovations in science, economics, policy and community participation to protect the Earth's richest regions of plant and animal diversity in the hotspots, major tropical wilderness areas and key marine ecosystems.

International Business Express, Inc. (IBEX): A minority-owned business committed to providing the highest level of service to clients in the areas of public outreach, communication and event planning.

NC Agricultural and Technical State University: Provides specialized services in food, agriculture and environmental sciences articulating the importance of science and technology in agriculture and to maximize the impact of research that addresses critical local, state, national and international issues.

Purdue University: The International Programs in Agriculture (IPIA) at Purdue promotes and facilitates close contacts with the CRSPs and the CGIAR system. Purdue also has strong contacts with the U.S. food industry and also houses the Global Trade Analysis Project.

Technoserve: Their strategic management and marketing services include market research, market linkages, business plan development, financial and commercial linkages, supply-chain management, and operational consulting.

The Services Group (TSG): Provides specialized advisory services in trade, investment and economic policy. It focuses on free zones and industrial parks; ICT & e-government; emphasizes regional integration & area development; privatization and private infrastructure provision; and municipal planning.

The University of California- Davis: UC Davis College of Agricultural and Environmental Sciences is known world wide for its innovative accomplishments in the plant, animal, pest, environmental, nutritional and social sciences, and houses a center of excellence for Biotechnology.

Wingerts Consulting: Provides assistance to USAID Missions around the globe in elaboration of feasibility studies, business plans, and financial plans; evaluation of activities, whether funded by USAID or other donors, that address issues related to the technical areas addressed in the RAISE PLUS.

World Food Logistics Organization (WFLO): Dedicated to the proper handling and storage of perishable products and the development of systems and best practices for the safe, efficient, and reliable movement of food to the people of the world.

World Wildlife Fund (WWF)- Affiliate Member: Directs its conservation efforts toward three global goals: saving endangered species, protecting endangered habitats and addressing global threats such as toxic pollution, over-fishing and climate change.

2. PRIME CONTRACTOR: ARD INC.

Contract No EDH-I-00-05-00006-00
159 Bank Street, Suite 300
Burlington, VT 05401
Program Manager: Jeffrey L. Gray
Phone: 802-658-3890
Fax: 802-658-4247
Email: jgray@ardinc.com

ARD, Inc: ARD has over 30 years of experience managing multi-year contracts for USAID in nearly 120 countries. ARD has successfully established itself as a reliable, cost-effective, and results-oriented firm with USAID. In the agricultural sector, ARD's approach benefits host countries by strengthening local organizational capacity and improving the governance framework, as well as by identifying competitive value chains, improving the quality of products and services, and increasing the efficacy of market linkages. Working at the nexus of agriculture, rural development, and environment, ARD helps stakeholders develop frameworks that value both natural resources and the ecological services they provide. Since 1998, ARD has implemented over \$339 million in agricultural sector work for USAID, World Bank and host country governments. Integral to our approach is development of the necessary economic incentives (and disincentives) that help enterprises flourish while ensuring sustainable resource use. ARD fully understands the new foreign assistance framework and is well positioned to support USAID missions across the spectrum of transformational and smart development—from rebuilding to transforming country contexts—to enhance economic growth and governance structures. ARD's experience in conflict and post-conflict environments is

particularly notable. ARD is presently managing substantial agricultural and livelihoods programs in a wide range of such countries, including Afghanistan, Colombia,, Liberia, , Uganda and Macedonia.

Senior Staff

Jeffrey L. Gray, IQC Program Manager (jgray@ardinc.com). Mr. Gray is an international development specialist with over 28 years of progressively senior management experience. He has spent the majority of his career working on agricultural production and productivity in Africa and the Middle East. Mr. Gray's main areas of work are in project design and management with an emphasis on food security activities, agricultural-based enterprises, staple crops, small ruminants, rural water supply, and producer organization development. Over the past four years, he has provided supervisory oversight for IQC task orders as Sr. Technical Advisor and Manager, including the East Africa Biotechnology in Food Aid Program, Yemen Agricultural Support Program (YASP), Sudan Customary Land Tenure Program (CLTP), and Uganda Livelihoods for Enterprise Development (LEAD) Program. For the past two years, Mr. Gray has led ARD's Agriculture for Economic Growth Sector supervising 5-10 professional technical staff; developing and implementing a five-year strategy; spearheading new business development; recommending resource allocation; and managing proposal responses. Prior to joining ARD, Mr. Gray was Vice President of Opportunities Industrialization Centers (OIC) International where he was Manager of the Africa portfolio and oversaw the daily operations of two divisions: Food Security and Educational Development and Training. Before OIC International, he spent nine years as the Director for Francophone Africa for Africare, Inc. and was responsible for development programs in nine nations.

John Dorman, Deputy IQC Program Manager (jdorman@ardinc.com). Mr. Dorman is seasoned agricultural economist and international development specialist with nearly 30 years of experience in Africa, Latin America, the Caribbean, and Asia. He is experienced in managing USAID-funded development programs involving trade and investment, export promotion, small business development, private sector competitiveness, non-traditional exports and market development, sanitary-phytosanitary/food safety standard, and NRM. Before joining ARD, he spent 24 years with USAID and 2 years with World Vision International. He holds an MS in agricultural economics from the University of Tennessee and a BS in agricultural sciences and education from East Tennessee University.

Greg Vaut, Senior Agribusiness Adviser (gvaut@ardinc.com). Mr. Vaut has more than 35 years of experience in international agribusiness and the food industry. He has been CEO of two European food processing companies and served on the boards of directors of three others. Mr. Vaut held senior executive positions in two Fortune 500 food companies and line management responsibilities in commercial food processing and agricultural production, both in the U.S. and abroad. He has served as an adviser to management and owners of Major European, U.S., and Asian agro-industry on assignments involving strategic planning, company turnaround and restructuring, acquisitions, and new business and market development. He has worked in more than 40 countries in Central and South America, the Caribbean, Europe (West, Central & East), Africa and Asia. Before ARD, he spent more than 30 years in the private sector and, for the last 2 years, was the regional Global Development Alliance adviser for USAID/ West Africa. He holds an MS in food and resource economics from the University of Massachusetts and a BA in political science from the University of Oklahoma.

Subcontractors

LARGE BUSINESSES

The Louis Berger Group: agribusiness development; regional and agricultural development and agriculture-related infrastructure engineering, planning, and supervision; economic analysis of agricultural production and processing economic evaluation of the overall efficiency of various production and industrial schemes.

BearingPoint, Inc.: advises governments in transition and emerging markets on economic governance, public finance/expenditure, WTO trade policy, investment mobilization, privatization, and enterprise restructuring, including rural credit.

SRI International (nonprofit research institute): information technology, communications, public policy research, competitiveness analyses in agribusiness & tourism.

SMALL BUSINESSES

Associates in International Resources and Development (AIRD), Inc.: ag sector policy and trade, agriculture, natural resources and food security, poverty, and labor markets.

Center for Small Farmer Commercialization Worldwide (501c, nonprofit corporation): small farm production, transforming subsistence agriculture to agribusiness, farmer ownership model, marketing, processing, and cadastral and land information systems.

The Heron Group (woman-owned): environment/natural resources strategic planning, knowledge management, monitoring and evaluation (M&E), and training services.

The Peoples Group: agricultural banking, trade, project finance, agribusiness, rural infrastructure, and privatization.

The Mitchell Group (small disadvantaged business): natural resources management, food security, trade development, financial and grants management, strategic planning,

World Perspectives International (WPI) (woman-owned): agricultural information products—for example, world production, market and trade reports, policy analyses impacting production, trade, and investment in the agri-food system.

UNIVERSITIES

Colorado State University (CSU): dry land farming, irrigation water management, agricultural biodiversity, plant genetic research, livestock/rangeland management, ag industry finance, and rural credit.

Indiana University: gender issues, land tenure arrangements, governance, and management of renewable natural resources affecting land-use possibilities.

Ohio State University (OSU): technology generation/transfer, CRSPs, biotechnology, finance and rural credit, IPM, and sustainable production.

Oregon State University (ORST): CRSP research; technology transfer in NRBI (e.g., forestry, fisheries, and marine industries); irrigation; livestock, agro-processing; food safety; and post-harvest storage/processing.

1890 Land Grant Universities and Tuskegee University Agricultural Consortium (led by Prairie View A&M University): formal linkages with academic institutions, research centers, government agencies, and ministries in Africa, the Caribbean, and Eastern Europe; CRSPs on peanuts; NRM; R&D on biotechnology; sustainable agriculture; and training and exchange programs (HBCU/MSI).

NGOs/PVOs

Africare: community development, capacity building and resource mobilization for food security, agriculture production, and marketing and infrastructure programs in 27 field offices throughout Africa. **International Center for Soil Fertility and Agricultural Development (IFDC):** input market systems, R&D for agricultural inputs, technology transfer, enterprise development, and IPM strategies and implementation.

Catholic Relief Services: global network of local partner organizations in 65 countries, treats farming as a family-run business, emphasizing agriculture/environment production systems, post-harvest storage and processing, producer organizations, financial services for enterprise development, and emergency agriculture.

Sanyu Consultants, Inc.: agriculture, rural development, water resources development, livestock, and estate farms.

Tourism Development International (TDI): sustainable tourism and economic growth.

World Wildlife Fund (WWF): environmentally sustainable production practices, agri-biodiversity, and safe pesticide applications for agriculture.

3. PRIME CONTRACTOR: DAI

Contract No. EDH-I-00-05-00004-00
7600 Wisconsin Avenue
Suite 200
Bethesda, MD, 20814
Program Manager: William Grant
Phone: (301) 771-7741
Fax:(301) 771-7777
Email1: William_Grant@dai.com
Email2: David_Neven@dai.com
Email3: RaisePlusMailbox@dai.com

DAI: DAI is a global consulting firm providing diverse social and economic development solutions to business, government, and civil society in developing and transitioning countries. DAI has developed a variety of effective approaches to growing rural incomes and leveraging technological and institutional change to boost productivity in an environmentally sustainable manner. This is achieved by focusing on market-driven solutions, increasing agricultural productivity, attracting domestic and external investment, enhancing agribusiness and natural resource enterprise competitiveness, and promoting the conservation of natural resources. The key to our approach is confronting systemic issues facing emerging agricultural economies including market access (Agribusiness Market and Support Activity – Indonesia); enterprise capacity building (Enterprise Development and Export Market Services – Albania); policy constraints (Market Access, Trade, and Enabling Policies Program – Zambia); value chain development (Serbia Agribusiness Project); international food safety requirements (Assistance for Trade Capacity Building in Relation to the Application of Sanitary and Phytosanitary Measures - Global); access to finance (Rural Financial Market Development – Global); livelihood options (Alternative Livelihoods Program – Afghanistan); natural resource constraints (Community Partnerships for Sustainable Resource Management – Malawi); and biotech (global). With the recent rise in animal borne infectious diseases, DAI currently manages two major USAID projects working in 40 countries to control and prevent highly pathogenic avian influenza: the worldwide Stamping Out Pandemic and Avian Influenza (STOP AI) and the Indonesia Community-Based Avian Influenza Control (CBAIC) programs.

Senior Staff

William Grant, RAISE PLUS IQC Program Manager, has over 30 years of experience in agricultural sector development issues ranging from policy analysis to subsector and value chain analysis, and from business development services to agricultural credit. He is a highly experienced team leader, studies manager, and trainer in areas such as market analysis, trade and export promotion, business development services, institutional development, rural credit, and subsector analysis. Mr. Grant has worked in 45 countries around the world, including 30 in Africa, designing, implementing, and evaluating rural development, agricultural, and agribusiness projects. He is an experienced policy analyst and has led agricultural policy teams in South Africa, Niger, Morocco, Kenya, Tunisia, and Bulgaria, and served as the agricultural policy and export specialist on a USAID agribusiness project in Morocco. He has carried out or managed more than 75 value chain studies of agribusiness commodities in more than 15 countries.

David Neven, RAISE PLUS IQC Deputy Program Manager, is an agri-food marketing economist in DAI's Agriculture and Agribusiness Practice Area. Dr. Neven has more than 13 years of management, research, teaching and consulting experience in food marketing, including extensive fieldwork experience in Sub-Sahara Africa and the Caribbean. Main areas of expertise include agricultural market development, retail and wholesale markets, and the fruits and vegetables and dairy sub-sectors. His work covered projects for the Belgian Government, USAID, the Rockefeller Foundation and the World Bank on a wide variety of sub-sectors: from feasibility studies in aquaculture over impact assessments of monetized food aid vegetable oil to

project design for horticultural development projects. His most recent work focused on the impact of domestic supermarket chains on smallholder producers of fresh fruits and vegetables in Sub-Saharan Africa and SE Asia.

Gary Kilmer, Managing Director Economic Growth Sector, has 40 years of international development experience, including many years as Chief of Party, Deputy Chief of Party, Operations Manager, and Country Program Manager leading enterprise development and agribusiness projects in Africa, Asia, the Middle East, and the former Soviet Union. Mr. Kilmer was most recently DAI's Chief of Party on the Armenia Agribusiness Small and Medium-Sized Enterprise Market Development Program (ASME), for which he also managed ASME's avian influenza program. He holds an M.P.I.A. in economic and social development from the University of Pittsburgh.

Jerry Martin, Managing Director Health Sector, is an agribusiness specialist with 29 years of experience managing, planning, developing, and implementing agricultural and agribusiness activities worldwide. He leads an in-house team of specialists and an extensive network of organizations and consultants working at the intersection of animal health, human health, and economic development. The sector addresses the full range of animal health and human health pandemic preparedness issues associated with highly pathogenic avian influenza (HPAI). Mr. Martin has brokered a variety of private and public sector partnerships, including assistance in forming trade associations to lobby their national governments for policy changes.

Andrew Watson, Managing Director Nature Sector, has more than 26 years of experience in natural resource management, environmental policy, environmental impact assessment, and the use of remote sensing technology for environmental mapping. From 1999 to 2003, Dr. Watson was based in Malawi, where he managed USAID's Community Partnerships for Sustainable Resource Management (COMPASS) Activity, which supports community-based natural resource management (CBNRM) in the forestry, fisheries, and wildlife sectors. He has developed DAI's Integrated Spatial Planning (ISP) tool to help policy makers, regional jurisdictions and local stakeholders identify conservation priorities and development options. The ISP tool employs geographic information systems (GIS) to enable users to visualize and analyze complex landscape scenarios by allowing us to integrate data on the locations of critical ecosystems and habitats, assets, people, and threats to create conservation suitability maps.

Subcontractors

Donald Danforth Plant Science Center provides agriculture biotechnology for developing countries, with particular emphasis on genetic engineering of crops, tissue culture techniques, biosafety, seed regulations, and technology transfer related to biotechnology. www.danforthcenter.org

ECIAfrica is an economic development consulting firm based in Johannesburg, South Africa and is part of the DAI network of companies. ECIAfrica provides expert services in agribusiness development, development finance and subsector analyses of agricultural value chains, focusing on high value export products, specialty food crops and high value processed products. www.eciafrica.com

Institute on Global Conflict and Cooperation at UC San Diego works on a wide range of topics involving security, environmental, and economic policies that shape our ability to prevent conflict and promote cooperation across the globe. Amongst other, IGCC specializes in facilitating innovative research into the causes of international conflict and cooperation, and in the impact of climate change on agriculture and water resources focusing on environmental and natural resource policy analysis, with particular attention to the regional climate issues of Southeast Asia. www-igcc.ucsd.edu.

Land O'Lakes leverages producer organizations to increase market share for smallholders by expanding and upgrading local production organizations and creating viable business and service organizations, as well as market information systems. Land O'Lakes also specializes in trade and regulatory policy and reform, and risk management for private sector systems. www.idd.landolakes.com

Management Systems International is a consulting firm that specializes in sector development strategies and policy analysis, with particular emphasis on establishing policy, legislative, and regulatory frameworks at national or local levels. MSI provides expert services in private sector development, building public-private partnerships and managing Global Development Alliance programs. www.msiworldwide.com

Michigan State University provides expert services in agricultural marketing systems, food security, the impact of multinational supermarkets on smallholders, agricultural technology packages, training in food safety and regulations, and market-driven certification systems. www.iaa.msu.edu

QED Group provides experts in quantitative and qualitative monitoring and evaluation approaches for program and project performance measurement. www.qedgroupllc.com

Rural Development Institute is expert in legal, policy, educational, and institutional issues related to land reform and administration including farm reorganization. www.rdiland.org

Rural Finance Program at Ohio State University offers expert analysis of rural financial markets, with emphasis on financial services and financial institutions in developing countries and transition economies. aede.osu.edu/programs/RuralFinance

Texas A&M University is a land-grant university that provides expertise in agricultural sector policy analysis and production systems, with particular emphasis on sustainable agriculture, water management, and dryland agriculture. www.tamu.edu

The OTF Group offers expertise in sector development strategies, especially cluster-based competitiveness approaches, assessment of market trends, and technologies for market information analysis. www.otfgroup.com

Training Resources Group (TRG) provides organizational development and human resources development, including training in participatory approaches for policy formulations and implementation. www.trg-inc.com

Wilbur Smith Associates is a transportation and infrastructure consulting firm founded in 1952 and specializing in trade related infrastructure needs, including trade analysis and infrastructure development such as roads, ports, and irrigation systems. www.wilbursmith.com

Winrock International specializes in agriculture and natural resource sector development, with particular emphasis on increasing productivity of smallholders, agroforestry, and women in development. Winrock is a pioneer in carbon sequestration for natural resource management. www.winrock.org

4. PRIME CONTRACTOR: FINTRAC

Contract No. EDH-I-00-05-00007-00

Main Office:

3077 Kronprindsens Gade 72

St. Thomas, USVI 00802

Tel: (340) 776-7600

Fax: (340) 776-7601

Email: info@fintrac.com

Washington Office:

1436 U Street, NW, Suite 303

Washington, DC 20009-3987

Project Manager: Bob Rabatsky
Email: bob@fintrac.com
Phone (202) 462-8475
Fax: (202)4 62-8478

Fintrac Inc. Fintrac introduces mixed cropping systems that respond to, and balance, the food consumption, nutrition, and income generation needs of rural households. It helps to establish more transparent marketing systems to increase profits for growers; transfers basic technologies and good agricultural practices; builds local extension and advocacy capacity; and maximizes productivity and livelihoods throughout agricultural value-chains. In the last five years alone, Fintrac has directly contributed to over a half billion dollars in new sales, leveraged tens of millions of dollars in new infrastructure investment, and successfully integrated smallholders into local and export supply chains. A woman-owned, US-based small business, it has been managing USAID agricultural projects for twenty years in Africa, Eurasia, Latin America and the Caribbean. Its core practice areas include integrated crop, pest and environmental management; postharvest handling; processing; transportation; food safety and quality assurance; and market logistics. Fintrac also provides cross-cutting support services in market and food aid distribution/monetization analysis; gender mainstreaming; health; credit/finance; and enabling environment. It works extensively through local partner alliances with ministries of agriculture, research and development institutions, producers' groups, marketing agents and input suppliers, and other business service providers to deliver technical assistance. In-house staff/trainers include agronomists, postharvest physiologists, processing technologists, economists, market analysts, M&E specialists, livelihoods experts, gender specialists, and environmental compliance and climate adaptation experts.

Senior Staff

Bob Rabatsky, RAISE PLUS IQC Manager. Mr. Rabatsky is the Fintrac Vice President responsible for business development with government and private sector clients worldwide. He has designed, implemented, and evaluated agricultural field projects and activities in El Salvador, Bangladesh, Croatia, DRC, Ethiopia, Haiti, Georgia, India, Indonesia, Nepal, Nicaragua, Mali, Malawi, Madagascar, Morocco, Poland, Uganda, Rwanda, Russia, and the Philippines. He holds an MBA in finance, an undergraduate degree in agronomy, and has thirty years of development experience. He is expert in FAR compliance, subcontractor and financial management, and prior to managing RAISE Plus, worked on the RAISE, BASIS, and Microserve IQCs. Most recently, he has been instrumental with the development of a new analytical model for Title II food aid, and contributed to Bellmon reports in Africa and Asia as acting COP for the BEST project (Office of Food for Peace). He speaks fluent French, and has additional expertise in democracy and governance, microenterprise development, rural credit mechanisms, SPS, rural infrastructure, and enabling environment reform.

Claire Starkey, President. Ms. Starkey has almost three decades of experience designing and managing agricultural development projects in Africa, Asia, Latin America and the Caribbean, with a focus on developing market linkages for smallholder and MSME supply integration and income generation. She is expert in building international and local partner alliances, strengthening institutional capacity, and ensuring field activities adhere to Fintrac's corporate E&S principles (poverty eradication, environmental stewardship, gender mainstreaming, health & nutrition, and rural household well-being), in addition to meeting donor client indicators. She most recently designed and facilitated an E&S forum for the IFC in Indonesia.

Tom Klotzbach, Senior Vice President. Mr. Klotzbach has over twenty years of agricultural development experience worldwide, and was the architect of Fintrac's state-of-the-art M&E system, and its market analysis and IT units. He is expert in business planning and feasibility analyses, most recently defining market opportunities, organizational development priorities, budget parameters, and investment requirements for a member-owned airfreight consolidation service in Tanzania, and for processing facilities in Central America. He specializes in issues of smallholder risk management, value-chain productivity, services and impact sustainability, and "building back better" responses to natural disasters affecting the agricultural sector.

Andy Medicott, Director, Latin America and the Caribbean. Dr. Medicott has over two decades of experience managing multi-year USAID, MCC and other donor projects in the agricultural sector. He is a specialist in integrated crop, pest and environmental management, postharvest handling, and in local, regional and international market development. He has in-depth knowledge of food safety, and is expert in GLOBALGAP and HACCP. Crop knowledge extends to corn, beans, potatoes, tomatoes, bananas, plantain, mango, cashew, papaya, passion fruit, cucumbers, peppers, and a wide range of other fresh and processed foods. He designs farm management courses; technical apprenticeship and extension programs; smallholder traceability systems; and optimizes productivity and minimizes risk for vulnerable populations.

Steve New, Director, Africa-Asia. Dr. New has over thirty years of agricultural experience, with an emphasis on smallholder and livelihoods development for food vulnerable populations. He specializes in group organization and capacity-building; crop selection and nutrition; open-field and greenhouse production; kitchen and urban gardens; and gender mainstreaming. He facilitates local and international partner alliances to provide technical services within value-chains to achieve sustainable synergies, and was instrumental in Kenya with designing the smallholder model for traceability and GLOBALGAP certification that has become a benchmark for Africa. He has vast staple and horticultural crop knowledge, an extensive regional and international buyer/distributor network, and proven credentials in enabling environment reform, and R&D.

Laura Vinoly, Senior Agribusiness Manager. Ms. Vinoly has almost two decades of experience in contract and financial management, M&E, private/public sector alliances development, IQC administration, and NGO grants facilitation and disbursement. She served as DCOP on a USAID project in Botswana, and was a member of management teams providing oversight to USAID projects with substantial food security components in Uganda and Mali. She currently provides oversight to Fintrac projects in Asia and Latin America that feature integrated crop management; agricultural livelihoods development; health, nutrition and sanitation; and infrastructure components.

Jay Kaufman, Senior Agribusiness Manager. Mr. Kaufman has fifteen years of agricultural development experience, and currently provides technical and contractual oversight to multi-year Fintrac projects in Latin America and East Africa. He was recently the DCOP for the Jamaica Business Recovery Program (USAID-JBRP), covering open-field and greenhouse vegetable, poultry, and fisheries rehabilitation. He is expert in grants management, subcontract and partner/tech funds management, market analysis, M&E, budget monitoring and financial management, FAR compliance, and partner alliance development. He also builds local institutional capacity in agricultural market & price reporting services.

Subcontractors

Auburn University is a comprehensive land-grant university, based in Alabama, that operates programs of instruction, research, extension and international development in a wide range of agricultural subjects, from economic policy to livestock management, Avian flu research, and soil and water conservation. It has a worldwide reputation in fisheries and aquatic environments, works in the Philippines and Ecuador as a member of the SANRAM CRSP, sponsors academic exchanges with over 40 institutions from 17 countries, and conducts farmer-to-farmer programs. Its agribusiness work is exemplified by the USAID-FISH program in Uganda that was responsible for establishing a commercial aquaculture industry through demonstration of pond and cage culture technologies.

Boot Consulting Company is a small US-based company that collaborates with national and regional coffee associations, exporters and producer groups in Latin America and Africa to raise quality standards, expand cupping skills, and implement effective strategies to improve international competitiveness and market share.

Economic Competitiveness Group (ECG) is a consultancy comprised of economists, planners, management specialists and facilitators dedicated to crafting competitive economic development strategies for domestic and foreign state and national governments. Originally based at SRI International's Center for Economic Competitiveness in the Silicon Valley, it has operated as a small, independent for-profit company

since 1997. Initial phases of ECG's competitiveness work include business climate analysis, assessments of market opportunities and constraints, technology transfer needs, and infrastructure and human resource development requirements. ECG is recognized for implementing innovative, collaborative, cluster-based competitiveness strategies on projects in Ethiopia, Morocco, Georgia, Mexico, Peru, Jordan, Pakistan, Malaysia, Hong Kong, India, Russia and South Africa.

Manchester Trade Ltd. is a small US-based business with over thirty years experience negotiating, analyzing and promoting international trade policy and investment in emerging markets. Its in-house team and associate specialists possess a unique combination of skills and experience and its principle, Stephen Lande, is a former USTR negotiator considered to be one of the primary framers of the US Generalized System of Preferences and the Caribbean Basin Initiative. Manchester's clients have included foreign governments (i.e. Botswana, Kenya, Sri Lanka, South Africa), international organizations (i.e. UNDP, OAS, WTO), and business groups (i.e. US Chamber of Commerce, Caribbean/Central American Action, US-Bolivia Business Council). Manchester is particularly adept at identifying the challenges and opportunities arising out of trade initiatives such as AGOA, FTAA, APEC and WTO, and supporting enabling environment reforms at national levels.

PA Consulting has helped governments, financial institutions and aid agencies for over 20 years in 120 countries improve energy, environment, and water performance and infrastructure. It is expert in natural resource management, biodiversity protection, climate change, water conservation and resource management, sanitation engineering, electricity, transportation, and sustainable tourism. Its advisory services to agro-industrial sectors (i.e. dairies, meat processors, textiles, wineries, etc.) have included the transfer of cleaner production practices, more efficient energy utilization, and better waste management practices, and directly led to a reduction in greenhouse gas emissions. PA establishes public/private sector partnerships to foster environmentally sustainable development, and in the area of eco-tourism has been instrumental in implementing Green Globe 21 destination certification

Rainforest Alliance is an international non-profit conservation organization headquartered in New York City with offices in Central America, Bolivia and Indonesia whose mission is to protect ecosystems and the people and wildlife that live within them by implementing better land-use and business practices for biodiversity conservation and sustainability. As the first organization in the world to utilize market forces to conserve tropical forests, launching their sustainable forestry division in 1989 and their sustainable agriculture division in 1991, RA pioneered a worldwide certification movement, inclusive of the Smartwood, Smart Voyager, and Rainforest Alliance labels. Their coffee certification programs have leveraged smallholder market benefits with Starbucks, Caribou Coffee, and Kraft.

5. PRIME CONTRACTOR: WEIDEMANN ASSOCIATES

Contract No. AEG-I-00-04-00010-00
933 N. Kenmore Street
Suite 405
Arlington, VA 22201
Arvin Bunker:
Phone: (703)-522-3075
Fax:(703) 525-6169
Email: abunker@weidemannassoc.com
Veronica Letelier :
Email : vletelier@weidemannassoc.com

Weidemann Associates, Inc. A small business located in the DC metropolitan area offers customized, flexible and cost effective assessment programs supported by a global network of dedicated experts, efficient program management, financial responsibility, and contract management and implementation. Weidemann Associates specializes in monitoring and evaluation, project design and evaluation, gender analysis, food security and grants management. Weidemann Associates has a distinct capability to conduct field surveys and

impact assessments in developing country environments. Additional information about Weidemann can be found at www.weidemann.org.

Senior Staff

Mr. Doyle Peterson has 26 years of professional agribusiness experience, with a focus on agribusiness market development, privatization and business restructuring, farm management and productivity, value-added food processing, distribution, and marketing, investment development, and financial engineering. He has conducted or supervised project feasibility analyses and market assessments for both private and donor clients, including market chain identification and mapping, evaluation of supply chain impacts on agricultural efficiency, and development of direct investment projects in agribusiness in Eastern and Central Europe, Central Asia, the Caucasus, and Asia.

Dr. Wesley Weidemann is an agricultural economist with 30 years of experience in agribusiness, agricultural policy analysis, and rural economic development gained from working in the United States and over 25 countries. His areas of expertise are export marketing, gender analysis, management training, market development, microenterprise/microfinance development, and strategic planning, among others. Currently, Dr. Weidemann is a project manager to the USAID-funded AMAP Support Services contract, which provides similar knowledge management, communications and monitoring and evaluation services to the USAID Microenterprise Development (MD) Office. Dr. Weidemann oversees donor-funded contracts and a technical staff of agricultural economists, rural finance specialists, MIS specialists, trainers, conference manager and facilitators.

Dr. Arvin Bunker is a seasoned senior executive with more than 30 years of experience in government, private for-profit and not-for-profit industries and in international development activities. Currently he works in the areas of agricultural finance, is small and micro finance in urban and rural areas, in agricultural sector business development and in project design and evaluation. In Latin America he has designed and evaluated agricultural development and financial sector projects. Dr. Bunker served as a researcher and marketing specialist in the U.S. Department of Agriculture. Dr. Bunker has a Ph.D. in Agricultural Economics and is fluent in Spanish.

Veronica Letelier, M.S. has over 15 years of experience in agriculture, agribusiness and economic development. She has worked for private sector and non-profit organizations since 1993. She is an experienced manager, has participated as a technical member in USAID evaluations and has co-authored several reports. She managed the USAID funded Raise Plus Set Aside IQC contract for Weidemann Associates, Inc. until 2008 and provided technical direction to task orders, oversee quality control, monitored budgets, wrote task order proposals and managed donor's contract requirements. She currently manages a volunteer/grants project for Weidemann. Ms. Letelier has an Agronomist degree from the Pan American School at Zamorano, Honduras and a Master's degree in Agriculture from Kansas State University. She is fluent in both Spanish and English.

Subcontractors

Winrock International is an independent, nonprofit organization that works with people in the United States and around the world to increase economic opportunity, sustain natural resources, and protect the environment. Winrock is currently implementing its mission in 65 countries with total annual revenues of \$55 million. Additional information about Winrock International may be found at www.Winrock.org

Nathan Associates, Inc. was established in 1946 as the oldest international economic development consulting firm in the nation. Nathan Associates maintains an extensive record of successful global projects and programs focusing on training, capacity building and technical assistance in the context of privatization, infrastructure development, macroeconomic policy analysis, private sector development, and international trade and investment. Additional information can be found at www.Nathaninc.com.

Agricultural Management Group, Inc. was established in 1984 and provides agricultural production, marketing, development, management, training, and related agricultural-based services. Additional information can be found at www.Amg-logistics.com.

The Joint Business Development Center, Inc. (JBDC) is a 501(c)(3) not-for-profit corporation created to foster economic growth and development of emerging free-market business communities. JBDC's primary focus is on equity, social entrepreneurship, communication systems, strategic planning and financial engineering. Additional information can be found at www.Jbdc.org