USAID CROSS-BORDER COMMUNITY RESILIENCE (CBCR) ACTIVITY

CROSS-BORDER LOCAL DEVELOPMENT ORGANIZATIONS
Request for Applications (RFA)
REF: CBCR-RFA-006-2023

Issuance Date: November 22, 2023

Dear Applicant:

The Cross-Border Community Resilience (CBCR) Activity, implemented by Chemonics International and subcontractor ACDI/VOCA, is seeking grant applications from qualified Local Development Organizations (LDOs) for the implementation of strengthening community resilience activities. The grant will be awarded and implemented in accordance with USAID and US Government regulations governing grants under contracts and CBCR's internal grant management policies.

Cross-Border Community Resilience (CBCR) activity and Chemonics employees may not ask for, and applicants are prohibited from offering, any money, fee, commission, credit, gift, gratuity, thing of value, or compensation to obtain or reward improper favorable treatment regarding this solicitation. Any improper request from a project employee should be reported to the Chief of Party (jsumbeiywo@CBCResilience.com) or BusinessConduct@chemonics.com.

Annexes included with this Request for Applications include:

SECTION I. PROGRAM DESCRIPTION

IA. OBJECTIVE.

CBCR is awarding grants to LDOs that meet the criteria below to implement strategies that strengthen community resilience activities in Moyale cluster. CBCR invites organizations in the Moyale cluster to implement and/or scale solutions cross-border in nature, that strengthen community resilience priorities as co-created with community members, institutions, civil society organizations, and government officials across the relevant geography. Applicants can only apply in one of the four IGAD (Intergovernmental Authority on Development)-defined corridors in the Moyale cluster that transcend the cross-border areas of Ethiopia and Kenya as identified below:
  1. Dukana-Dillo (Kenya, Ethiopia)
  2. Forolle-Dirre (Kenya, Ethiopia)
  3. Sololo-Mio (Kenya, Ethiopia)
  4. Moyale-Moyale (Ethiopia, Kenya)

Under this RFA, CBCR envisions awarding two grants per corridor to a consortium of two LDOs, one targeting each country within the respective cross-border corridor (for example, for solutions proposed for the Sololo-Mio corridor, one grant would be issued for Kenyan based LDO and one for Ethiopian based LDO). The two LDOs in the respective corridor will be expected to collaborate to jointly implement solutions informed by the tenets of co-creation for greater resilience. As such, while LDOs are expected to submit individual applications, they must jointly prepare one technical approach for the consortium to implement the proposed activity in the stated corridor. (Please see additional application instructions under Section IV, Instruction to applicants on the Technical Approach)

IB. BACKGROUND

CBCR is a five-year project financed by USAID and implemented by Chemonics International, ACDI VOCA and local organizations. CBCR is designed to enhance resilience and thus reduce the need for humanitarian assistance among communities in the cross-border clusters of Karamoja, Moyale and Mandera. Focusing on communities that live across the borders of Ethiopia, Kenya, Uganda, South Sudan and Somalia, the activity aims to empower local entities, including communities, civil society, private sector, and governments, to chart their own pathways for addressing conflict, improving livelihoods and/or reducing the risks of shocks and stresses. CBCR is fostering local ownership of development investments by supporting local leadership in work planning, implementation, and monitoring. The purpose is to contribute to the resilience of cross-border communities in the Karamoja, Moyale and Mandera Clusters with the goal of reducing the need for humanitarian assistance among communities in the cross-border clusters.

CBCR Results Framework

This RFA is aligned to CBCR's mandate towards:

1. Increasing investment opportunities and strengthening the enabling environment for public-private partnerships for local SMEs and other private entrepreneurs. The increased economic benefits should benefit women, youth, and other traditionally excluded groups like the pastoral dropouts, including enhancing skills training, increasing access to credit with an aim of strengthen conflict-sensitive and inclusive livelihood and employment opportunities in the cross-border areas.

2. Strengthening capacities to design, negotiate, fund, and adopt for both formal and informal mechanisms of natural resource-sharing and climate adaptation interventions across borders. This includes the utilization of available modern technologies and innovations to expand public-private partnerships in water conservation, fodder production, rangeland management, mining, and eco-tourism/wildlife conservation. These efforts will adopt a collaborative approach towards conflict-sensitive management and equitable sharing of natural resources within the cross-border corridors.

3. Collaboratively advocating for the improvement and implementation of cross border policies, legislations, plans, agreements e.g., on animal health, taxation and trade, and facilitate the awareness to ease the movement of goods and people across borders leading to enhanced social cohesion & trade. Proposed solutions should consider, and coordinate with, existing plans by individual governments, intergovernmental policies and agreement made among communities.

Applicants should note that CBCR is guided by the following principles:

1. Conflict sensitivity and social cohesion as cross cutting goals and guided by Do-No-Harm principles.
2. Cost effectiveness of programming and widest reach possible.
3. Thinking and working politically.
4. Inclusive programming with a focus on women and adolescent girls, youth, and persons with disabilities.
5. Leveraging / Sequencing, Layering, and Integrating existing investments
6. Continuous Learning and Adapting.
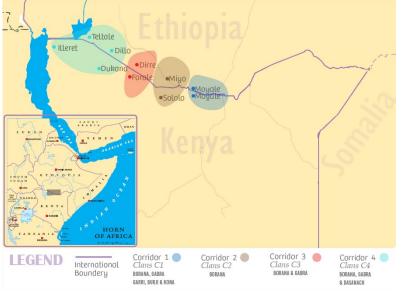7. Climate adaptation principles to address the growing risks from climate variability and change.

IC. DETAILED PROGRAM DESCRIPTION

COMMUNITY RESILIENCE PRIORITIES CO-CREATION

USAID has renewed commitment to localization in pursuit of locally led actions for sustainable solutions. The agency has adapted its policies and program practices to Locally led development, Local systems practice, and Local capacity strengthening. USAID is also shifting power to local actors who are increasingly becoming the center of everything the agency does. The vision is to channel a larger portion of assistance to local partners who will also place local communities in the lead for USAID programming. Working at three cross border regions of Karamoja, Mandera, and Moyale, Cross-Border Community Resilience Activity (CBCR) recognizes that regional challenges cannot be solved by individual countries and must be addressed with regional, local-led solutions that need both bilateral and regional engagements. In collaboration with the Intergovernmental Authority on Development (IGAD), CBCR is aligning to the localization mission by ensure all its activities are Locally led, Locally managed, and Locally owned by increasing partnerships with regional border communities, co-creating resilience solutions with local partners both in public and private spheres.

The resilience priorities co-creation process engaged different stakeholders at each corridor level to synthesize cross-border community resilience priorities that are now guiding this RFA. The process included guided generation of integrated responses to complex and multifaceted resilience challenges in the corridor informed by available empirical evidence and variousexperiences. Communities at each corridor identified long term development challenges, the opportunities there-in, and suggested conflict-sensitive solutions that would enhance livelihood and employment opportunities, and the management, and equitable sharing of cross border natural resources if approached collaboratively. This was also an effort to position local communities to own, lead and coordinate development initiatives in their respective localities and provide useful insights in the development of a corridor-specific plan that will inform the development of cluster-wide resilience masterplan for larger development and resilience outcomes.

Aligned to CBCR objectives, the following activities were prioritized in the Moyale cluster respective corridors that applicants must address:

TABLE 1: COMMUNITY CO-CREATED RESILIENCE PRIORITIES

CBCR SUB-PORPOSE	CODED CO-CREATED RESILIENCE PRIORITIES
1. DUKANA-DILLO.	
Expanding Livelihood and Employment Opportunities	**DUDI 1.** Support pastoral dropout and women-led households to establish alternative livelihoods e,g kitchen gardening, shade net farming, crop farming, beekeeping and poultry rearing. **DUDI 2.** Advance youth and women vocational skills. **DUDI 3.** Installation of water tank at Dukana livestock market and 1km pipeline connection from borehole to Dukana livestock market. **DUDI 4.** Enhance functionality and vibrancy of Dukana and Dillo cross-border markets including strengthening the capacities of LMAs. **DUDI 5.** Train and support households in Bada Afar on production, value addition, private sector linkages, and marketing of gum and resins.
Natural Resources Management	**DUDI 6.** Support harmonization of NRM structures in the corridor. **DUDI 7.** Review/Sensitize/establish stakeholders including herders(warriors), Gadha/Yaa, corridor peace actors' forum on Borana-Gabra resource sharing and peace agreements (e.g Dukana-Dillo-Teltele declaration).
Advocacy/Policy Theme	**DUDI 8.** Support participation of the local community in Marsabit lake Turkana cultural festival. **DUDI 9.** Establishment of women /girl's safe spaces for awareness creation on negative cultural practices, GBV prevention and livelihood enhancement, and training of cross-border women-led change agents/champions. **DUDI 10.** Strengthen cross-border disease surveillance and control by Veterinary offices (CAHW training, support mass vaccination and reporting)
2. FOROLLE-DIRRE	
Expanding Livelihood and Employment Opportunities	**FODI 1.** Advance youth and women vocational skills. **FODI 2.** Support pastoral dropout and women-led households to establish alternative livelihoods e.g. kitchen gardening, shade net farming, crop farming, beekeeping, poultry rearing, fodder production and preservations. **FODI 3.** Support the formation and strengthening of VSLAs and cooperatives. **FODI 4.** Enhance functionality and vibrancy of Forolle, Magado and Turbi cross-border markets including strengthening the capacities of LMAs. **FODI 5.** Equip the veterinary laboratory at Woreda and the sub-county headquarters for the diagnosis, treatment, and control of diseases in the corridor. Support one serving both sides at the border point)
Natural Resources Management	**FODI 6.** Support harmonization of NRM structures in the corridor. **FODI 7.** Restore and rehabilitate degraded rangeland. **FODI 8.** Promote alternative sources of energy for conservation of the forest. **FODI 9.** Promote the application of indigenous knowledge (Kallo) and Research recommendations (in consultation with ILRI, KALRO, Yabello Drylands Research Center) in NRM on best conservation practices of dryland ecosystem. **FODI 10.** Review/Sensitize/establish inclusive forum (including herders(warriors), Gadha/Yaa, corridor peace actors') on Borana-Gabra resource sharing and peace agreements.

Advocacy/Policy Theme	**FODI 11.** Strengthen cross-border disease surveillance and control by Veterinary offices (CAHW training, support mass vaccination and reporting).
3. SOLOLO-MIO	
Expanding Livelihood and Employment Opportunities	**SOMI 1.** Support pastoral dropout and women-led households to establish alternative livelihoods e,g kitchen gardening, shade net farming, crop farming, beekeeping ,poultry rearing. **SOMI 2.** Support the formation and strengthening of VSLAs and cooperatives. **SOMI 3.** Enhance functionality and vibrancy of Sololo and Miyo cross-border markets including strengthening the capacities of LMAs. **SOMI 4.** Advance youth and women vocational skills.
Natural Resources Management	**SOMI 5.** Restore and rehabilitate degraded rangeland and promote best rangeland management practises. **SOMI 6.** Support youth and women groups to establish tree nurseries for afforestation and re-afforestation (for income generation and rangeland management/ conservation). **SOMI 7.** Review Drought Management Contingency Plans relevant for cross-border communities. **SOMI 8.** Create awareness of existing laws and conservation policies and implementation
Advocacy/Policy Theme	**SOMI 9.** Sensitization of stakeholders on the importance of spatial planning in the corridor. **SOMI 10.** Strengthen cross-border disease surveillance and control by Veterinary offices (CAHW training, support mass vaccination and reporting)
4. MOYALE-MOYALE[1]	
Expanding Livelihood and Employment Opportunities	**MOMO 1.** Support pastoral dropout and women-led HHs to establish alternative livelihoods e.g. kitchen gardening, shade net farming, crop farming, beekeeping, poultry rearing. **MOMO 2.** Advance youth and women vocational skills. **MOMO 3.** Support community women groups with equipment for value addition, preservation, packaging, and marketing of livestock products **MOMO 4.** Provide artisanal miners at Dabel with safety training and artisanal mining safety equipment. **MOMO 5.** Support the formation and capacity development of saccos, VSLAs and cooperatives.
Natural resource management	**MOMO 6.** Restore and rehabilitate degraded rangeland and promote best rangeland management practises. **MOMO 7.** Promote the application of indigenous knowledge (Kallo) in natural resource management. **MOMO 8.** Facilitate Participatory mapping of natural resources to guide spatial planning.
Advocacy/Policy Theme	**MOMO 9.** Advocacy on eradication of SGBV through socio-cultural institutions like Borana Gada system, Gabra Yaa etc. **MOMO 10.** Establishment of women /girl's safe spaces for awareness creation on negative cultural practices, GVB prevention, and training of cross-border women-led change agents/champions. **MOMO 11.** Support participation of the local community in Irrechaa cultural festival. **MOMO 12.** Strengthen cross-border disease surveillance and control by Veterinary offices (CAHW training, support mass vaccination and reporting)

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[1] Moyale Ethiopia partner will cover Region 4 and 5.

ID. AUTHORITY/GOVERNING REGULATIONS

CBCR grant awards are made under the authority of the U.S. Foreign Affairs Act and USAID's Advanced Directive System (ADS) 302.3.5.6, "Grants Under Contracts." Awards will adhere to guidance provided under ADS Chapter 303, "Grants and Cooperative Agreements to Non-Governmental Organizations" and will be within the terms of the USAID Standard Provisions as linked in the annexes, as well as the CBCR grants procedures.

ADS 303 references two additional regulatory documents issued by the U.S. Government's Office of Management and Budget (OMB) and the U.S. Agency for International Development:

-   2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Subpart E (U.S. applicants are subject to 2 CFR 200 in its entirety)

Full text of 2 CFR 200 can be found at here. CBCR is required to ensure that all organizations receiving USAID grant funds comply with the guidance found in the regulations referenced above, as applicable to the respective terms and conditions of their grant awards.

Under the CBCR grant program, USAID retains the right to terminate, in whole or in part, CBCR grant-making authorities.

SECTION II. AWARD INFORMATION

CBCR anticipates awarding up to USD 125,000 (in local currency equivalent) to each partner and not exceeding USD 250,000 for each corridor. Two applicants will be selected for each corridor. It is anticipated that each grant award may vary but the final amount will be dependent upon grant activities and final negotiation. The duration of any grant award under this solicitation is expected to be no more than 18 months. The estimated start date of grants awarded under this solicitation is April 2024.

SECTION III. ELIGIBLE RECIPIENTS

-   Applicants must be a registered in their respective country as NGOs/CSO/FBOs formally constituted, recognized by and in good standing with appropriate country of interest authorities, and compliant with all applicable civil and fiscal regulations.

-   Applicants may only be a member of one partnership that applies per corridor under this RFA.

-   Applicants must be able to demonstrate successful past performance in implementation of integrated development programs related to CBCR co-created resilience priority areas.

-   Applicants must have established outreach capabilities with linkages to the beneficiary group(s) identified in the program description. This should be reflected by the incorporation of the beneficiary perspective in the application.

-   Applicants must display sound management in the form of financial, administrative, and technical policies and procedures and present a system of internal controls that safeguard assets; protect against fraud, waste, and abuse; and support the achievement of program goals and objectives. CBCR will assess this capability prior to awarding a grant.

- For any grant award(s) resulting from this solicitation that is other than in-kind, equivalent to $25,000 USD or more, and has no anticipated subawards, grantees will be required to provide a Unique Entity Identifier (UEI) at the time of award. If the applicant already has a UEI number it should be included in their application. Otherwise, applicants will be expected to get a UEI number before an award is made. CBCR will assist successful applicants with this process. More information on UEIs can be found in Annex 6.

- The project will work with the successful grantee to draft a marking and branding plan which will be annexed to the grant agreement.

- Faith-based and community groups will receive equal opportunity for funding in accordance with the mandated guidelines laid out in ADS 303.3.28 except for faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective of the grant is of a religious nature.

- CBCR encourages applications from new organizations who meet the above eligibility criteria.

SECTION IV. APPLICATION AND SUBMISSION INFORMATION

IVA. INSTRUCTIONS TO APPLICANTS

Applicants must propose strategies for the implementation of the program description described above, introducing innovations that are appropriate to their organizational strengths. Applicants will need to focus on addressing ALL the listed resilience solutions identified in Table 1 above for the particular corridor of interest, by describing sequentially the logical steps they will follow to achieve the higher-level activity. *For example in Dukana Dillo Corridor, the winning consortia will implement all the activities (DUDI 1-10) with the separate partners individually implementing what is specific to their side of border/location, e.g. a market intervention, and jointly implementing what is cross-border in nature, e.g. establishing a cross-border NRM commiittee.* Steps mentioned should have a clear theory of change, provide any existing evidence demonstrating their effectiveness, and the relative efficiency of the proposed intervention. **Referencing for the different activities should be consistent as described in Table 1 above in the Technical Application, Budget, and Activity Gantt.**

IVA1. PRE-AWARD RISK ASSESSMENT

All organizations selected for award are subject to a pre-award risk assessment conducted by CBCR, to ascertain whether the organization has the minimum management capabilities required to handle US government funds. The applicant self-assessment is the first step in the pre-award risk assessment process. If the applicant is selected to move forward, CBCR will conduct a comprehensive pre-award assessment on program management, past performance verification, financial management including internal controls and procurement processes. This is to determine whether the applicant has the program, financial and administrative management capacity to implement the grant activity effectively and efficiently in accordance with its technical proposal submitted as well as the financial management terms and conditions of the grant award. CBCR may at this point request additional documentation from the applicants, including copies of policies and procedures (financial, operational, personnel, property management among others).The Applicant Self-Assessment Form is contained in Annex 4.

IVA2. GRANT APPLICATION

Templates to be utilized when developing the application are provided in Annex 1- 5. Applicants shall present their technical application and budget in the formats provided and shall follow the instructions and guidelines listed in these annexes.

Each applicant shall submit an application consisting of the following:

Technical Approach (one per consortium/corridor)
Applicants are expected to collaborate with their partner LDO in the given corridor to prepare a single technical approach that covers the given corridor, referencing how they will collaborate in implementation. Each applicant will then submit the same technical approach in their individual applications. The resulting technical narrative must include the steps proposed to achieve the set of identified resilience priorities in the target corridor. For each step and activity, the narrative should:
- Describe the proposed approach to implement individual activities and how the approach will be tailored to a cross-border context.
- Define the target population and reach with appropriate disaggregation.
- Explain how the applicant will measure the impact of the individual activity to the population.
- Present the cost effectiveness and technical efficiency of the proposed approach.
- Describe how the proposed approach will be sustainable and lead to local ownership.
- Describe how the approach will collaborate and leverage partnerships, other sources of funding following this award.
- Include a workplan that outlines how the applicant will implement the proposed set of resilience priorities in the 18-month timeframe specified in this RFA.

Personnel Plan and Qualifications (per individual applicant)
Each applicant in the consortium shall outline the proposed personnel for this activity and a description of their roles and responsibilities as defined by the program description. Applicants should demonstrate that their proposed team members have the necessary experience and capabilities to carry out the Technical Approach. Each applicant should include CVs or bios (maximum of 2 pages each) of the three key named personnel demonstrating relevant qualifications required to implement programmatic and or administrative roles associated to this RFA.

Past Performance & Examples (per individual applicant)
Each applicant in the consortium shall submit past performance information for at least three (3) recent similar projects with an emphasis in the Moyale geography. The information shall include the legal name and address of the organization for which services were performed, a description of work performed, the duration of the work, the value of the award, and current contact information for a responsible and knowledgeable representative of the organization. This information may be used for validation of experience or reference checks.

Cost Application (per individual applicant)
Each LDO in the consortium shall submit a cost applications that clearly demonstrates and justifies the applicants' proposed use of funding. All activity costs must be within the normal operating practices of the applicant and in accordance with its written policies and procedures. For applicants without an audited indirect cost rate, the budget may include direct costs that will be incurred by the applicant to

provide identifiable administrative and management costs that can be directly attributable to supporting the grant objective using the template included in Annex 2 (An excel version). Cost Applications must be supported with:

Completed Budget

All budget lines must be clearly linked to specific project activities, personnel, or a direct cost item or indirect cost item, if applicable. Supporting information shall be provided, as necessary, in sufficient detail to allow a complete analysis of each line-item cost. Cost data must be accurate; proposed amounts should not be unrealistically high or low.

Budget Narrative

The budget must have an accompanying budget narrative and justification that provides in detail the estimated costs for implementation of activities listed in the technical application narrative. The combination of the cost data and narrative must be sufficient to allow a determination of whether the costs estimated are reasonable.

The following is provided as guidance involving specific types of costs:

- *Salary and Wages*: Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies.
- *Per diem, Travel and Transportation:* The application should indicate the number of trips, duration of travel, and number of individuals traveling, and the estimated costs per trip for each activity.
- *Equipment and Materials:* Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, and the number of units to be purchased for each activity.
- *Subcontracts/Consultants:* Information sufficient to determine the reasonableness of the cost of consultant expected to be hired must be included. An accompanying TOR should be approved in advance by CBCR before any engagement is done.
- *Direct Facilities Costs:* Information should be provided regarding the cost of any facilities needed to perform program activities. It should include the unit cost (rent), the period and number of the needed facilities.
- *Other Direct Costs:* This includes costs that directly benefit the program proposed by the Applicant with clear breakdown and their best estimates.
- *Indirect Costs:* The Applicant should support the proposed Negotiated Indirect Cost Rate Agreement, if any, with a letter from a cognizant U.S. Government audit agency or with sufficient information to determine the reasonableness of the rates.

NB*: the Applicant should indicate if program funds come from other sources. To avoid double financing/ billing, CBCR will require full disclosure by all involved parties and will maintain contact with co-funders to verify their contributions. Budgeted amounts must also be supported by justification, and the applicant must be able to provide such backup to CBCR if requested.*

All grant activity costs must be within the normal operating practices of the Applicant and in accordance with its written policies and procedures. For applicants without an audited indirect cost rate, the budget may include direct costs that will be incurred by the Applicant to provide identifiable administrative and management costs that can be directly attributable to supporting the grant objective.

The application must be signed by an authorized agent of the Applicant.

IVA3. INELIGIBLE EXPENSES

CBCR grant funds may not be utilized for the following:

- Construction or infrastructure activities of any kind. Note that Per ADS 303.3.30 and the ADS 303 Mandatory Reference entitled, "USAID Implementation of Construction Activities", construction is not eligible for reimbursement under grants resulting from this solicitation. Construction also includes improvements, renovation, alteration, and refurbishment.
- Ceremonies, parties, celebrations, or "representation" expenses.
- Purchases of restricted goods, such as: restricted agricultural commodities, motor vehicles including motorcycles, pharmaceuticals, medical equipment, contraceptive products, used equipment; without the previous approval of CBCR, or prohibited goods, prohibited goods under USAID regulations, including but not limited to the following: abortion equipment and services, luxury goods, etc.
- Covered telecommunication and video surveillance equipment or services – per the standard provision entitled "Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment", grant funds including direct and indirect costs, cost share and program income may not be used to (1) procure or obtain; (2) extend or renew a contract to procure or obtain; or (3) enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services ("CTES") as a substantial or essential component of any system, or as critical technology as part of any system. This prohibition covers certain telecommunications equipment and services, including, but not limited to, phones, internet, video surveillance, and cloud servers, produced or provided by Huawei Technologies Company, ZTE Corporation, Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities) unless CBCR has determined that there is no available alternate eligible source for the CTES. For fixed amount awards, this restriction is only applicable if any of the milestones are for telecommunication or video surveillance services or equipment.
- Alcoholic beverages.
- Purchases of goods or services restricted or prohibited under the prevailing USAID source/ nationality (Cuba, Iran, North Korea, and Syria).
- Any purchase or activity, which has already been made.
- Purchases or activities unnecessary to accomplish grant purposes as determined by CBCR.
- Prior obligations of and/or, debts, fines, and penalties imposed on the Grantee.
- Creation of endowments.

IVB. APPLICATION AND SUBMISSION INFORMATION

Each applicant in the consortium shall submit an individual application with reference to the relevant consortium partner. Applications shall be submitted in English and may not be more than 10 pages by December 22, 2023 at 5.00pm EAT. The page limitation is exclusive of the cover letter, the detailed grant budget, the implementation Gantt/Workplan, the Grantee Self-Assessment Form, and CVs. Applications (including the budget and supporting documentation) should be submitted in electronic

form to the provided email address and should reference RFA No. (CBCR-RFA-006-2023). Late or unresponsive applications will only be considered at the discretion of CBCR.

In addition to the application forms and budget, applicants should submit the following to CBCR:
- Activity Gantt (Annex 3)
- Applicant Self-Assessment form (Annex 4)
- Environmental Review Form (Annex 5)
- Sample Cover Letter (Annex 7)
- A copy of Teaming MOU
- A copy of the Applicant's valid legal registration,

A cover letter shall be included with the proposal on the Applicant's letterhead with a duly authorized signature using Annex 7 as a template. The cover letter shall include applicants certification for the validity period for the estimated cost provided in the budget.

Please submit all questions concerning this solicitation in electronic form to *Grants@CBCResilience.com* by December 4, 2023, and CBCR will ensure that responses are shared by December 7, 2023. No questions will be answered by phone. Any verbal information received from a Chemonics or CBCR employee or other entity shall not be considered as an official response to any question regarding this RFA. Copies of questions and responses will be posted on Chemonics website as well as distributed via email to all prospective applicants who are on record as having received this RFA.

Note: Prospective Applicants who have received this document from a source other than Grants@CBCResilience.com should immediately contact CBCR and provide their name and email address in order that amendments to the RFA or other communications can be sent directly to them. Any prospective Applicant who fails assumes complete responsibility if they do not receive communications prior to the closing date. Any amendments to this RFA, questions and answers, or other communications will be issued from Grants@CBCResilience.com

SECTION V. APPLICATION MERIT REVIEW CRITERIA

Full applications will be evaluated against the merit review criteria in the table below.

Evaluation Criteria	Description	Maximum Score
Feasibility of Design & Technical Approach	The quality and feasibility of the joint technical approach in terms of the viability of the proposed technical approach, (i.e., the proposed technical approach can be expected to produce the intended outcomes), appropriateness of the proposed methodology, innovativeness, and the work plan for achieving project objectives to offer significant impacts on community resilience. The technical approach must directly contribute to the achievement of the community resilience priorities and ultimate CBCR goal and results. CBCR will also review effectiveness and efficiency of the consortia in creating synergies and accelerating realization of sustainable outcomes.	30 points
Impact on Target Group	The extent to which the proposed activity corresponds to the needs of target group(s) and will directly benefit them. Also, the degree to which it will directly or indirectly stimulate other organizations and resources to replicate, develop, or implement activities supporting the community resilience	15 points
Management and Programmatic Capacity	Evidence of the capability to undertake and accomplish the proposed activities and positively strengthen the cross-border communities. The application should demonstrate the organization's effectiveness in terms of internal structure, technical capacity, and key personnel in meeting development goals. In addition, the organization must demonstrate adequate financial management capability. The evaluation will be based principally on the background, qualifications, reputation, appropriateness, and skills of its key personnel; and the "track record," reputation, and achievements.	15 points
Sustainability/Financial Self-Reliance	The extent to which the funded activity will result in building and strengthening the capacity of the community and local organizations, and whether the activity itself is sustainable or will promote sustainability of the organization.	15 points
Cost Effectiveness	The degree to which budgeting is clear and reasonable reflecting best use of organizational and grant resources.	10 points
Past Performance	Previous or ongoing experience implementing similar activities. This examines an Applicant's references and experience, which is a critical factor in assessing the capacity of the organization to implement the activity.	10 points
Gender Equality and Social Inclusion	The extent to which the proposed activity includes a gender component or represents a strong commitment to women as participants	5 points

CBCR will review how gender issues are in Feasibility of design and technical approach, Impact on target group (target group includes women, men, youth, etc.), and if past performance had gender consideration as an integral output part - See ADS 303.3.6.2.c., Gender Issues, for additional information.

Additionally, CBCR will ensure environmental soundness and compliance in design and implementation as required by 22 CFR 216. Prospective grantees must fill in the Environmental Review Form (Annex 5)

SECTION VI. AWARD AND ADMINISTRATION INFORMATION

All grants will be negotiated, denominated and funded in *local currency* of the operating country. All costs funded by the grant must be allowable, allocable and reasonable: Grant applications must be supported by a detailed and realistic budget as described in Section IV.

Issuance of this RFA do not constitute an award or commitment on the part of CBCR, nor does it commit CBCR to pay for costs incurred in the preparation and submission of an application. Further, CBCR reserves the right to accept or reject any or all applications received and reserves the right to ask further clarifications from the applicants. Applicants will be informed in writing of the decision made regarding their application.

Additionally, CBCR will work with the successful applicant to draft a marking and branding plan which will be annexed to the grant agreement.

SECTION VII. Annexes

Annex 1. Technical Application

Cover Page: Basic Information (Per individual applicant)

ORGANIZATION NAME	
PROJECT TITLE	**XX**
TARGET CORRIDOR	**XX**
APPLICANT CONTACT DETAILS:	**Name:** **XX**
	Mobile **XX**
	Email: **XX**
	Address: **XX**
PHYSICAL LOCATION	**XX**
DATE OF REGISTRATION	**XX**
GEOGRAPHICAL COVERAGE:	**XX**
DURATION:	**XX**
BUDGET REQUESTED:	**XX**
CONTACT PERSON:	**Name:** **XX**
	Mobile **XX**
	Email: **XX**
ALTERNATIVE CONTACT	**Name:** **XX**
	Mobile **XX**
	Email: **XX**
CONSORTIA PARTNER	**Organization Name:** **XX**
	Point of Contact (PoC) Name: **XX**
	Mobile No.: **XX**
	Email: **XX**

Section 1. Preliminary Pages (per individual applicant))

1.0 **Executive Summary:**
2.0 Introduction and Background
1.1. Brief introduction of the organization, Vision, Mission, and its Core-activities
1.2. Institutional / Accounting capacity (include the Management capacity, Human Resource capacity and Organization structure/Chart)
1.3. Organization's Past Experience, Partners, Networks, and Collaborators

Section 2. Activity Description (consortium/partnership)

2.0 Problem Statement and Justification
2.1. Organizations Statement of the problem
2.2. Justification/ Overall Objective of the Interventions
2.3. Geographical area(s) and Overall target population

Section 3. Activity Implementation Plan(per individual applicant)

Activity 1	
Activity goal	
Objectives to be met	1.
	2.
Tasks	*Output/Target*
1.	
2.	
3.	
4.	
5.	
6.	

Sustainability Plan

**Tasks must show a logical, thoughtful approach to the overall Activity. They should describe actions and be logically sequenced.

Activity 2	
Activity goal	
Objectives to be met	1.
	2.
Tasks	*Output/Target*
7.	
8.	
9.	
10.	
11.	
12.	
Sustainability Plan	

**Tasks must show a logical, thoughtful approach to the overall Activity. They should describe actions and be logically sequenced.

Section 4. List personnel (per individual partner).

Name of Proposed Member:	Proposed Position	Level of Effort (LOE) in %	Proposed Responsibilities
			-
			-
			-
			-
			-
			-

Past performance (per individual partner)

List any major donor-funded activities (U.S. and other) that your organization has managed in the last two years, currently receives, or expects to receive within the duration of the grant activity. Add additional lines if necessary:

Donor Agency	Title of Project, Location, & Start & End Dates	Brief Project Description	Total Funding (In local currency)	Donor Contact Person
				Name:
				Email:
				Tel:
				Name:
				Email:
				Tel:
				Name:
				Email:
				Tel:

By affixing my signature below, I certify that to the best of my knowledge, the information provided in this application is accurate and correct:

Submitted by (name and title): _____

Signature: _____ Date: _____

<table>
<tr><td colspan="2">FOR CBCR USE ONLY</td></tr>
<tr><td colspan="2">

Date received _____ Grant Application Reference No. _____

The undersigned hereby certifies that: (a) the prospective grantee has received an official delivery receipt for its *Grant Application*, (b) a copy of that receipt has been filed, (c) a reference number has been assigned, and (d) a grant application file has been opened. In addition, the prospective grantee has been advised as to the review and appraisal process, and its primary project point of contact.

CBCR Grants Official: _____   Date _____

</td></tr>
</table>

Annex 2. Budget and Budget Narrative (Excel version) – per individual applicant

CBCR-RFA-006-2023
%20Annex%202%20B

(See attached and separate excel link provided)

Annex 3. Sample Activity Gantt/Workplan (per individual applicant)

CBCR-RFA-006-2023
-Annex%203%20Activ

	IMPLEMENTATION PLAN																
Task List	Task Description Please be as specific as possible.	Target Audience	Cost	18 Month Timeline Place an X in the appropriate box to indicate the months of the task												Person(s) Responsible For implementing the task?	Evaluation Indicators and Milestones How will you measure the success of the task?
				1	2	3	4	5	6	7	8	9	10	11	12		
Activity 1:																	
1																	
2																	
3																	
4																	
5																	

Annex 4. Applicant Self-Assessment Form (per individual applicant)

Per ADS 303.3.9., Pre-Award Risk Assessment, prior to awarding a grant, Chemonics must assess the adequacy of the financial and accounting systems of a prospective grantee to ensure accountability and to evaluate the risks posed by the potential grantee. In filling out the questionnaire, each question should be answered as completely as possible, using extra pages if necessary. Please return your completed questionnaire to Chemonics. Chemonics will use this information with a pre-award risk assessment checklist before awarding a grant.

a.   Applicant Information
Name of Organization:

Activity Title:

Name, Title, Contact Information of the Individual Completing Questionnaire:

b.   Internal Controls
Internal controls are procedures that ensure:
a.   financial transactions are approved by an authorized individual and follow laws, regulations, and the organization's policies,
b.   assets are kept safely,
c.   Accounting records are complete, accurate and kept regularly.

Please complete the following questions concerning your organization's internal controls:

1. List the name, position/title, and telephone number for the individuals responsible for checking expenditures to make sure they are allowable:

_____

2. Who is responsible for maintaining accounting records:

3. Who is responsible for preparing financial reports:

_____

4. Who is responsible for preparing narrative reports:

_____

5. Are timesheets kept for each paid employee?   Yes: __   No: __

6. Is your organization familiar with U.S. government regulations concerning costs which can be charged to U.S. grants (2 CFR 200 Subpart E)?
          Yes: __   No: __

c. Accounting System

The purpose of an accounting system is to 1) accurately record all financial transactions, and 2) ensure that all financial transactions are supported by invoices, timesheets, and other documentation. The type of accounting system often depends on the size of the organization. Some organizations may have computerized accounting systems, while others use a manual system to record each transaction in a ledger. In either case, Chemonics grant funds must be properly authorized, used for the intended purpose and recorded in an organized and regular manner.

1. Briefly describe your organization's accounting system including: a) any manual ledgers used to record transactions (general ledger, cash disbursements ledger, supplier's ledger etc.); b) any computerized accounting system used (please indicate the name); and c) how transactions are summarized in financial reports, (by the period, project, cost categories)?

_____

2. Does your organization have written accounting policies and procedures?
 Yes: __   No: __

3. Are your financial reports prepared on a:
Cash basis: __   Accrual basis: __ (*Accrual - bill for costs before they are incurred*)

4. Can your accounting records separate the receipts and payments of the Chemonics grant from the receipts and payments of your organization's other activities?
Yes: __   No: __

5. Can your accounting records summarize expenditures from the Chemonics grant according to different budget categories such as salaries, rent, supplies and equipment?
Yes: __   No: __

6. How do you allocate costs that are "shared" by different funding sources, such as rent, utilities, etc.?

_____

7. How often are financial reports prepared?
Monthly: __   Quarterly: __   Annually: __   Not Prepared: __ (*explain*)

_____

8. How often do you input entries into the financial system?
 Daily: __   Weekly: __   Monthly: __   Ad hoc/as needed: __

9. How often do you do a cash reconciliation?
Daily: __   Weekly: __   Monthly: __   By Accountant's Decision: __

10. Do you keep invoices, vouchers and timesheets for all payments made from grant funds?

Yes: __   No: __

d. Funds Control

CBCR grantees must maintain a separate bank account registered in the name of the organization for the purpose of keeping only Chemonics grant funds. The bank account must be in local currency. Chemonics normally pays grantees monthly by bank transfer to the separate account. Access to the bank account must be limited to authorized individuals. Bank balances should be compared each month with your accounting records. For petty cash, it is important to keep the cash in a strong safe and have strict controls over cash maintenance and disbursement.

1. Do you have a bank account registered in the name of your organization?
Yes: __   No: __

2. Will the bank account draw interest?
Yes: __   No: __

3. Are all bank accounts and check signers authorized by the organization's Board of Directors or Trustees or other authorized persons?
Yes: __   No: __

4. Will any cash from Chemonics grant funds be kept outside the bank account (in petty cash funds, etc.)?
Yes: __   No: __

4.a. If yes, please explain the amount of funds to be kept and the name and position/title of the person responsible for safeguarding cash.

_____

e. Audit
Chemonics may require an audit of your organization's accounting records. An audit is a review of your accounting records by an independent accountant who works for an accounting firm. An audit report contains your financial statements and an accountant's opinion that they are correct. Please provide the following information on prior audits of your organization.

1. Does your organization have regular independent audits that you contract and pay for?
Yes: __ (*please provide the most recent copy*)   No audits performed: __

2. If yes, who performs the audit?

_____

3. How often are audits performed?
Quarterly: __   Yearly: __   Every 2 years: __   Other: __ (*explain*)

4. If your organization does not have a current audit of its financial statements, please provide a copy of the following financial information, if available:

  a. A "Balance Sheet" for your prior fiscal or calendar year; and
  b. A "Revenue and Expense Statement" for your prior fiscal or calendar year.

5. Are there any reasons (local conditions, laws, or institutional circumstances) that would prevent an independent accountant from performing an audit of your organization?
 Yes: __   No: __

If yes, please explain:

f.   Checklist and Signature

Chemonics requests that your organization submit several documents along with this completed questionnaire. Complete this page to ensure that all requested information has been included.

Please complete the checklist below, then sign and return the questionnaire and any other requested documents to Chemonics.

1. Complete the checklist:

_____Organizational chart, if available, has been provided to Chemonics.
_____Copy of your organization's most recent audit has been provided to Chemonics (If no recent audit, a "Balance Sheet" and "Revenue and Expense Statement" for the prior fiscal year).
_____All questions have been fully answered.
_____An authorized individual has signed and dated this page.

The Accounting Questionnaire must be signed and dated by an authorized person who has either completed or reviewed the form.

Approved by:

_____   _____
Print Name   Signature

_____   _____
Title   Date

Annex 5. CBCR Environmental Review Form (per individual applicant)

a. **Applicant Information**

Organization	Parent grant or project
Individual contact and title	Address, phone & email (if available)
Proposed subproject/ subgrant (brief description)	Amount of funding requested
	Period of performance
	Location(s) of proposed activities

b. **Activities, Screening results, and Findings**

Proposed activities (Provide descriptive listing. Continue additional page if necessary)	Screening result (Step 3 of instructions)			Findings (Step 6 of instructions. Complete for all moderate/unknown and high-risk activities ONLY)		
	Very Low Risk	High-Risk*	Moderate or unknown risk*	significant adverse impacts are very unlikely	With specified mitigation, significant adverse impacts are very unlikely	Significant Adverse impacts are possible
1.						
2.						
3.						

*These screening results require completion of an Environmental Review Report

c. **Certification**

I, the undersigned, certify that:

1. The information on this form and accompanying environmental review report (if any) is correct and complete.

2. Implementation of these activities will not go forward until specific approval is received from the COR (Contracting Officer Representative).

3. All mitigation and monitoring measures specified in the Environmental Review Report will be implemented in their entirety, and that staff charged with this implementation will have the authority, capacity, and knowledge for successful implementation.

(Signature)   (Date)

(Print name)   (Title)

Note: if screening results for *any activity* are "high risk" or "moderate or unknown risk," this form is not complete unless accompanied by an environmental review report.

BELOW THIS LINE FOR USAID USE ONLY

Notes:

1. For clearance to be granted, the activity MUST be within the scope of the activities for which use of the ERF is authorized in the governing IEE. **Review IEE before signature.** If activities are outside this scope, deny clearance and provide explanation in the comments section. The Partner, COR, MEO and REA must then confer regarding next steps: activity re-design, an IEE or EA.

2. Clearing an ERF containing one or more findings that significant adverse impacts are possible indicates agreement with the analysis and findings. It does NOT authorize activities for which "significant adverse impacts are possible" to go forward. It DOES authorize other activities to go forward. The Partner, C/AOTR, MEO and REA must then confer regarding next steps: activity re-design, an IEE or EA.

d. **Clearance record**

	(Print name)	(signature)	(date)
C/AOTR ¨ Clearance given ¨ Clearance denied			
USAID/KEA MEO ¨ Clearance given ¨ Clearance denied	(Print name)	(signature)	(date)
Regional Env. Advisor (REA) ¨ Clearance given ¨ Clearance denied	(Print name)	(signature)	(date)
Bureau Env. Officer (BEO)* ¨ Clearance given ¨ Clearance denied	(Print name)	(signature)	(date)

C/AOTR, MEO and REA clearance is required. BEO clearance is required for all "high risk" screening results and for findings of "significant adverse impacts possible. The BEO may review"

Note: if clearance is denied, comments must be provided to applicant

Annex 6. Instructions for Obtaining UEI Number, SAM Registration

System for Award Management (SAM) Registration

You must have an active registration with www.SAM.gov to do business with the Federal Government. To register in SAM, at a minimum, you will need the following information:

1. Your NATO Commercial and Government Entity (NCAGE) Code
2. Your Legal Business Name and Physical Address from your D&B record.

Follow this link to create a SAM.gov user account and register your organization: https://sam.gov/content/entity-registration

Unique Entity ID (UEI)

Effective April 4, 2022, the federal government transitioned away from the DUNS Number to the Unique Entity ID (SAM), or 'UEI', for entity identification of federal awards government-wide. Entity identification in federal awards (grants, loans, contracts, etc.) means a unique set of numbers and letters used to identify every entity seeking to do business with the federal government. Each awardee will be required to obtain a Unique Entity ID (UEID) via sam.gov. or http://fedgov.dnb.com/webform/pages/CCRSearch.jsp. Below are some helpful tips on how an organization can obtain the UEID.

1. Obtaining a UEID and registering as an entity are two different processes. Obtaining a UEID is quicker and requires a less intensive validation process. A NCAGE code is not needed for entity validation and to get a UEID, but it is needed for full registration in SAM.

2. For new entities: Prior to starting entity validation process, an entity should be prepared with documents that:
    i. shows the entity's legal business name and physical address in the same document and is less than 5 years old.
    ii. shows the legal business name and start year in the same document, and;
    iii. shows legal business name and US state of Incorporation (for US entities) or National Identifier (for non-US entities).

    If any documents are in a language other than English, they must be accompanied by certified translations (see the link below for more details). This GSA guide has detail on documentation requirements. It includes a downloadable document outlining what type of documentation is acceptable, general guidelines, and guidance on translations. Additionally, there is a general FAQ also maintained by GSA.

3. If, after entering the required information, an entity receives a validation error message and/or is not a match with any of the returned potential matches, the entity should create an incident. There are two new, useful videos that GSA has recently published to help explain this process. These are different than the brief overview video that has been previously shared, so projects and partners are encouraged to watch: a. This video provides a detailed, step-by-step walk through of the entity validation process. Be advised the scenario it addresses is for an existing entity that must update some information (rather than a new entity, which is the case for most of our partners), but the steps are the same: https://www.youtube.com/watch?v=ZKc9UfxtOIA (the "create incident portion" runs from 27:58 to 35:05). b. This video provides guidance on how to manage the validation ticket once it has been submitted: https://www.youtube.com/watch?v=a3nPZvnPpE0 (the "managing your validation ticket" portion runs from 17:34 to 28:55).

4. Entities need to regularly check their email – including spam folders – after they have submitted the incident report for emails from fsdsupport@gsa.gov. They should be able to look up the status either by logging into their user account on SAM.gov (go to the "Workspace" view and click the "View" button under the Incident Report Number) or in fsd.gov 21 (directions on how to do this can be found here). Entities can communicate with an EVS (Entity Validation System) agent in FSD.gov or by responding to the email. If the entity is unable to generate an incident report for some reason (this was a problem we saw this past week), the entity can also go to FSD.gov and start a chat with an agent by clicking on the "live chat" button in the lower right-hand corner. Agents are available from 8AM to 8PM EST.

5. Once they are contacted by the EVS agent, the entity will have 5 days to respond, or the incident report will be automatically closed, and they will have to start again. If the entity needs more time, they should respond to the EVS agent and communicate this. If the ticket is closed, when the entity starts a new one, they should include the original ticket number in the Comments Section.

6. Requested documents need to be uploaded at sam.gov, not at fsd.gov.

7. Once the FSD agent has confirmed the entity has been validated, the entity is not done! It will need to go back to SAM.gov to enter its information again and select the current, correct entity info. This step must be done to generate the UEID.

If your organization already has an active or expired registration: You already have a Unique Entity ID (SAM) and do not need to act. Learn how to view your Unique Entity ID (SAM). If your renewal is upcoming, use the normal process to renew your entity.

Annex 7. Sample Cover Letter

[On Firm's Letterhead]

<Insert date>

TO: Cross Border Community Resilience (CBCR) Activity

We, the undersigned, provide the attached application in accordance with RFA XX issued on November XX, 2023. Our attached application is for the total budget of <Sum in Words ($0.00 Sum in Figures) >

We are submitting this application in partnership with [partner organization], to jointly implement the activity in the [target corridor] corridor.

I certify a validity period of 90 days for the estimated cost provided in the attached Budget application. Our application shall be binding upon us subject to the modifications resulting from any discussions.

We understand that CBCR is not bound to accept any application it receives.

Yours sincerely,

<Authorized Signature>

Name and Title of Signatory:

Name of Firm:

Address:

Telephone:

Email:

Annex 8. Teaming MOU Template

Partner 1 Logo	*Partner 1 Logo*

TEAMING MEMORANDUM OF UNDERSTANDING (MOU)

CBCR requires a Teaming MOU between the two local development partners (LDO) collaborating under RFA No: xxx and as bidders of the Grant across xxx corridor (specify the corridor of operation). We hereby set the conditions under which '*we*' will work together to ensure the most effective, efficient, and economical implementation of 'our' joint technical approach, as submitted. *As teaming partners placing our separate bid to implement a joint technical approach, we agree as follows:*

1. This Teaming MOU is concluded between *us* as teaming parties in view of our potential separate obligations under prospective grant, and shall be implemented in accordance with the provisions of the potential CBCR Grant, and it shall not take precedence over it

2. Each party shall supply the other, promptly and by using all reasonable efforts, with all such information or documents/reports as needed by that other parties to fulfil its obligations pursuant to this Teaming MOU.

3. In case of dispute regarding the implementation joint technical approach, *we* shall use *our* best endeavors to swiftly achieve a friendly settlement and avoid affecting the Grant implementation.

4. In case of joint ownership of Results, we shall be entitled to use our jointly owned results free of charge, and without requiring the prior consent of the other.

5. To ensure the effective implementation of this Teaming MOU, Partner A appoint Mr/Ms xx while Partner B appoint Mr/Ms xx as *our* respective representatives to take decisions regarding all matters related to the implementation of the joint technical approach and define, inter alia, the working structure and schedule for joint deliverables, planning, monitoring, etc as deemed appropriate.

6. Each party shall be, and shall remain, fully liable for the performance of any obligation under their respective grant agreement.

Declaration of Consent:

	Partner A	Partner B
Organization Name		
Name of Authorized Representative		
Title		
Phone Number		
Email Address		
Signature		
Date		

Disclaimer:
This document is a template aimed at assisting teaming partners in the context of CBCR grants in the drafting of partner collaboration agreement required in application process. The partners may adapt its provisions to their needs as long as they do not contradict the RFA.

RFA Application Checklist

Before submitting your application, please check to make sure the following are included:
☐ **Technical Application**
☐ **Budgets & Budget narratives**
☐**Activity Gantt/Workplan**
☐ **CVs of Key staff & their Roles**
☐ **Applicant Self Assessment Form**
☐ **Environmental Review Form**
☐ **Teaming MOU**
☐ **Application Cover Letter**