



USAID
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APS Issuance Date:	April 15, 2011
Deadline for Receipt of Questions:	April 22, 2011
Closing date – First Evaluation Round of Concept Papers:	May 16, 2011, 3:00 PM Sarajevo time
Closing date – Subsequent Evaluation Rounds of Concept Papers:	TBD
APS Closing Date:	December 31, 2011

SUBJECT: USAID/ Bosnia and Herzegovina Annual Program Statement (APS) Number APS-168-11-000002 for Youth Leadership Development

Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government (USG), as represented by the U.S. Agency for International Development Mission in Bosnia and Herzegovina (USAID/BiH), is seeking concept papers from qualified U.S. and non-U.S., non-profit or for-profit non-governmental organizations (NGOs), and international organizations to carry out youth leadership development activities throughout BiH.

This Annual Program Statement (APS) will be open until December 31, 2011, with potential for multiple rounds of applications. It is expected that the first awards under this APS will be made before September 30, 2011 and, USAID reserves the right to amend this APS to add subsequent application due dates, subject to funding availability. Applicants are strongly encouraged to apply by the “First Round” published deadline of May 16 to ensure consideration. Closing dates for any subsequent rounds of applications will be determined by USAID and advertised by amendment to this APS o/a September 30, 2011.

Submission review under this APS is comprised of two phases: first phase consists of concept papers from prospective Applicants and, second phase is through an invitation process to submit Full Applications from Applicants with the most highly-rated concept papers. Concept papers **must** be received by the closing date(s) and time(s) specified in this cover letter in order to be considered for the respective round of review. The period of performance of Grants and Cooperative Agreements issued under this APS will be a minimum of 18 months and up to three years from the date of award. Subject to the availability of funds, USAID intends to provide approximately \$2.5 million in total USAID funding via grants and cooperative agreements. It is expected that proposed projects could have a budget between \$500,000 and up to, but not exceeding, \$2.5 million per grant. USAID may make one or multiple awards per Evaluation Round.

An award must be made only by the USAID Mission/Regional Mission Agreement Officer upon his/her signature to incur costs. He/she will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

Pursuant to 22 CFR 226.81, USAID policy is not to award fee or profit under assistance instruments. As such, any for-profit organization receiving an award under this APS will not be eligible for fee or profit; however, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations) may be recognized.

Issuance of this APS does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of a concept paper or application. Concept papers are submitted at the risk of the applicant; should circumstances prevent award of a grant or cooperative agreement, all preparation and submission costs are at the applicant's expense. USAID reserves the right not to enter into any awards.

This APS and any future amendments can be downloaded from www.grants.gov. All interested parties are highly encouraged to register on www.grants.gov to receive automatic notification of amendments to this APS. It is the responsibility of the Recipient of the application document to ensure that they have received it from Grants.gov in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty accessing the APS, please contact Agnes Tusjak at atusjak@usaid.gov and Shirley Baldwin at shbaldwin@usaid.gov.

Concept papers shall be submitted to USAID/BiH at youthBiH@usaid.gov by no later than May 16, 2011, 3:00 PM Sarajevo time.

To be competitive under this solicitation, applications must be fully responsive to all directions in this APS document, as well as to the USAID/BiH-specific focus points outlined in Attachment 1. Applicants should retain for their records a copy of all enclosures that accompany their application.

Thank you for your consideration of this USAID initiative. We look forward to your participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Shirley Baldwin", written over a light blue horizontal line.

Shirley Baldwin
Regional Agreement Officer
RSC/RCO Budapest

TABLE OF CONTENTS

1. BACKGROUND	4
2. APS OBJECTIVE.....	5
2.1 Program Duration.....	5
2.2 Anticipated Funding Available	6
2.3 Award Size Thresholds	6
2.4 Anticipated Number of Awards	6
2.5 Type of Award(s)/Substantial Involvement	6
2.6 Cost-Sharing (Matching).....	7
2.7 Program Income.....	7
2.8 Authorized Geographic Code.....	7
2.9 Questions.....	8
3. APPLICANT ELIGIBILITY.....	8
3.1 Types and Nationalities of NGOs	8
3.2 Registration as a Private Voluntary Organization (PVO).....	9
3.3 “Responsibility” of Applicant.....	9
4. SUBMISSION PROCESS.....	10
4.1 CONCEPT PAPER INSTRUCTIONS	10
4.1.1 Cover Page (1 page).....	10
4.1.2 Technical Narrative (5 pages maximum) including:.....	11
4.1.3 Concept Paper Budget Summary (1 page maximum).....	11
4.1.4 Concept Paper Evaluation Criteria.....	11
4.1.5 Concept Paper Submission Deadline	12
4.1.6 Notification of Status of Concept Paper.....	12
4.2 FULL APPLICATIONS	12
4.2.1 Application Format	13
4.2.2 Technical Application.....	13
4.2.3 Cost Application	14
4.2.4 Submission Instructions and Deadlines for Full Applications	14
4.2.5 Full Application Evaluation Criteria (100 points total)	14
4.2.6 Branding and Marking	16
4.3 Estimated Timeline	17

1. BACKGROUND

While BiH is no longer on the verge of armed conflict, after fifteen years as an international protectorate, the country still needs to make significant reforms to provide better governance and services to its citizens. The global economic crisis, coupled with increasing political struggles has led to a significant slowdown, and even reversals, in making progress on these critical reforms. Moreover, the people of Bosnia-Herzegovina have yet to forge a shared national identity, and social trust—particularly among the country’s multiple ethnic groups—remains extremely fragile.

Youth are among the biggest victims of war, and the situation in BiH is no different. Deep-rooted distrust and fear generated by the war are present among young people, who learned it from their parents and from the systematized ethnic politics practiced by many of BiH’s politicians. Separation and limited contact with others of different ethnic groups in the majority of the country further reinforces stereotypes and ignorance. While there are no physical barriers preventing people from different national identities to meet, established norms and social structures usually mean limited interaction amongst youth of different ethnic groups. Even in situations where contact with others of different groups is easily available, it is rare for young people of different ethnicities to regularly mix.

In addition, youth have an overall sense of disaffection and a large percentage lack true identification with their communities and BiH. This often contributes to a passivity around creating a better life for themselves, including searching for employment, participating in community or civic activities, or organizing cultural and extracurricular activities. Young people who feel their futures are bleak are among those most vulnerable to the rhetoric of irresponsible leaders. They are saturated with polarizing and provocative messages and minimally exposed to progressive ideas, education and experiences that could broaden their views to the possibility of accepting an integrated BiH with a consolidated, national identity.

Moreover, the youth in BiH are entering the labor market with a lack of relevant skills due to the outdated teaching methods and curriculum and the lack of opportunities to gain experience through internship or apprenticeship programs. The current unemployment rate among 15-24 year olds is 47%, signaling that the current labor market offers few opportunities for secondary school graduates to find employment.¹ Furthermore, firm-level surveys and a World Bank assessment show that 83% of firms have an unfilled need for workers, citing a lack of supply of qualified applicants as the reason for unfilled positions amongst high unemployment in the population².

While the majority of youth today in BiH are apathetic, uninvolved in their communities and unemployed or underemployed, USAID/BiH believes there is great untapped potential in Bosnian youth to take more control of their lives and lead the country into a brighter future for themselves and future generations. In order for BiH youth to be able to develop into tomorrow’s leaders, more attention must be paid to nurturing their talents and developing the necessary life

¹ World Bank. “Are Skills Constraining Growth in Bosnia and Herzegovina?” Poverty Reduction and Economic Management Unit- Europe and Central Asia Region. Report No. 54901-BA, December 2009.

² Ibid.

skills to combat the challenges present in the economic, political and social arenas in BiH that prevent their success.

2. APS OBJECTIVE

The objective of this APS is to make significant strides in the overall goal of developing and supporting youth leaders within BiH. For the purposes of this APS, youth will be defined as men and women between the ages of 15-30. Successful applications under this funding opportunity will propose an approach that is based on the context analysis of youth in Bosnia that leads to concrete changes in youth skills, abilities and confidence to become active citizens and leaders within their community. Programs should be based on best practices, build capacity of local partners, and incorporate gender analysis into the proposed approach. The application should be feasible from a technical, economic, financial and social perspective and include sustainability plans beyond program implementation.

Youth need to develop a wide range of skills to become successful adults and responsible citizens, including market relevant job skills, teamwork, discipline, leadership, effective communication, social responsibility, and effective political engagement. They also need a venue where they can develop their skills and talents and build healthy relationships. In order to be most effective in developing well rounded youth leaders, USAID/BiH requires that proposals promote youth civic and political participation and develop skills youth need to be successful in BiH's economy. Furthermore, USAID/BiH encourages proposals that have built-in structures for youth leadership in project management that allow them to participate more regularly in the implementation of the project and develop critical leadership skills. In order to be considered for funding under this Annual Program Statement, the proposals must have a regional focus and not be concentrated in one municipality or community.

This program is in line with the worldwide Aid Effectiveness agenda, in which donors are encouraged to work more directly and collaboratively with local institutions and organizations. USAID/BiH's encourages applications for this youth program to reflect strong local engagement (i.e., applications submitted by local institutions and/or organizations, applications that include local partners in conducting substantive work, and/or applications that include components focused on strengthening the technical and organizational capacity of local organizations and institutions).

2.1 Program Duration

The duration of programs funded under this APS is anticipated to be for approximately a period of 18 months and up to 36 months from the date of the grant. USAID reserves the right to incrementally fund activities over the duration of the program, if necessary, depending on program length, performance against approved program indicators and availability of funds.

2.2 Anticipated Funding Available

USAID anticipates approximately US\$2,500,000 will be available to support the program(s) or activity(ies) described herein, although final funding levels will depend on content, quality, number of applications received, needs, availability of funding, and competing priorities.

2.3 Award Size Thresholds

Award(s), if any, will range between the amounts of USD \$500,000 and USD \$2,500,000. Concept Papers with accompanying budgets that are not within these parameters will not be considered for further processing.

2.4 Anticipated Number of Awards

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

2.5 Type of Award(s)/Substantial Involvement

USAID anticipates that awards will be in the format of grants or cooperative agreements as a result of this APS.

Depending on the evaluations and award determinations from Final Applications, USAID may decide to be “substantially involved” in the implementation of the program, and therefore award a cooperative agreement(s), a specific type of grant. Cooperative agreements are identical to grants except that USAID may be substantially involved in one or more of the following areas:

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

Note: Depending on the application (s) that is/are received and selected, USAID may also decide to award a fixed obligation grant (FOG), a specific type of grant to eligible organizations.³

2.6 Cost-Sharing (Matching)

Applicants are not required to include counterpart funding. However, applications that include additional in-kind and/or cash contributions from non-USG sources may be deemed more cost effective and thus, more competitive. Cost-sharing will be subject to 22 CFR 226.23 and the standard provision entitled “Cost Sharing (Matching)” (U.S. NGOs) or the standard provision entitled “Cost-Sharing (Matching)” for non-U.S. NGOs. If proposing a public-private alliance with an organization or business, provide a copy of informal or formal agreements stipulating cash and/or in-kind contributions.

2.7 Program Income

If the successful applicant(s) is/are a non-profit organization, any program income generated under the award(s) will be **added to** USAID funding (and any cost-sharing that may be provided), and used for program purposes.

However, pursuant to 22 CFR 226.82, if the successful applicant is a for-profit organization, any program income generated under the award(s) will be **deducted from** the total program cost to determine the amount of USAID funding.

Program income will be subject to 22 CFR 226.24 for U.S. NGOs or the standard provision entitled “Program Income” for non-U.S. NGOs.

2.8 Authorized Geographic Code

USAID’s rules for the source, origin, and componentry of goods (other than “restricted goods,” as described in ADS 312 [<http://www.usaid.gov/policy/ads/300/312.pdf>]), and the nationality of suppliers of goods and services (other than delivery services, as described in ADS 314 [<http://www.usaid.gov/policy/ads/300/314.pdf>]), which are financed by USAID under the award(s) resulting from this APS, are set forth in 22 CFR 228 (http://www.access.gpo.gov/nara/cfr/waisidx_10/22cfr228_10.html).

These rules do not apply to procurement by the recipient or sub-recipients with cost-sharing or program income funds. Except as authorized under USAID’s “Local Procurement” rules (see 22

³ The Fixed Obligation Grant is appropriate for supporting specific projects when the USAID Agreement Officer is confident that a reasonable estimate of the actual cost of the overall effort can be established and USAID can define accomplishment of the purpose of the grant through defined milestones. USAID’s policy concerning FOGs has been revised. Please refer to ADS 303.3.25 at <http://www.usaid.gov/policy/ads/300/303.pdf>

CFR 228.40)⁴, or unless a waiver is approved, applicants should assume the authorized geographic code (see 22 CFR 228.03) for the award(s) resulting from this APS is 000 (United States only), unless the total value of goods and services to be procured by the recipient and all sub-recipients, if any, during the life of the award is valued at \$250,000 or less, in which case the authorized geographic code is 935 subject to the recipient's compliance with the order of preference and file documentation requirements set forth in paragraph (b)(1) of the standard provision entitled "USAID Eligibility Rules for Goods and Services."

2.9 Questions

Any questions concerning this APS should be submitted in writing to Agnes Tusjak at atusjak@usaid.gov with a copy to Shirley Baldwin at shbaldwin@usaid.gov. The deadline for submission of questions is April 22, 2011. Responses to questions will be furnished to all potential applicants through an amendment to this APS.

3. APPLICANT ELIGIBILITY

USAID will not accept applications from individuals. All applicants must be legally recognized organizational entities under applicable law.

The following types of organizations may apply for funding under this APS.

3.1 Types and Nationalities of NGOs

1. Non-Governmental Organizations (NGOs)

a. U.S. and Non-U.S. Non-Profit Organizations

Qualified U.S. and non-U.S. private non-profit organizations may apply for funding under this APS. Foreign government-owned parastatal organizations from countries that are ineligible for assistance under the FAA or related appropriations acts are not eligible.

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

Local organizations are encouraged to apply for funding under this APS. A local organization applicant must be a local non-governmental organization (NGO) recognized under the laws of the country in which it is domiciled. For specific purposes of this APS, a local NGO does not include subsidiaries, affiliates, or member entities of organizations located outside of, or

⁴ The USAID Administrator has approved a blanket waiver authorizing local procurement from the cooperating country in an amount of up to \$5 million of commodities and services per USAID award.

organized outside of, the host country or region. Local organizations by this definition are not international organizations.

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

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

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

Qualified U.S. and non-U.S. colleges and universities may apply for funding under this APS. USG and USAID regulations generally treat colleges and universities as NGOs, rather than governmental organizations; hence, both public and private colleges and universities are eligible. Non-U.S. colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts are ineligible. College and Universities must self-identify if exempt from cost principles cited in this APS.

3.2 Registration as a Private Voluntary Organization (PVO)

A local or indigenous PVO, which by definition is a non-U.S. PVO operating in the same foreign country in which it is organized, is eligible to receive funding. In accordance with 2 CFR 203., a U.S. PVO and an "International PVO," which by definition is a non-U.S. PVO that performs development work in one or more countries other than the country in which it is domiciled, must be registered with USAID to be eligible to receive funding. For more information on registering with USAID as a PVO, please see:

http://www.usaid.gov/our_work/crosscutting_programs/private_voluntary_cooperation/reg.html

3.3 "Responsibility" of Applicant

In order for a grant to be made, the Agreement Officer must make an affirmative determination that the applicant is "responsible," as discussed in ADS 303.3.9. This means that the applicant must possess, or have the ability to obtain, the necessary management and technical competence to conduct the proposed program, and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID. In the absence of an affirmative "responsibility" determination, an award can ordinarily not be made. However, in rare cases, a grant can be made with "special award conditions" (*i.e.*, additional non-standard award requirements designed to minimize the risk presented to USAID of making a grant to an NGO for which an affirmative determination of "responsibility" cannot be made), but only where it appears likely that the applicant can correct the deficiencies in a reasonable period.

4. SUBMISSION PROCESS

There are two (2) steps of the application process under this APS:

- Step One (1): Submission of a Concept Paper; and
- Step Two (2): Submission of a Full Application, **if invited**.

Do not submit a Full Application unless requested to do so by USAID BiH.

Missions will notify Applicants on or about May 27, 2011 whether to submit a Full Application. Applicants should submit a Full Application only at the request of USAID BiH following notification inviting a Full Application. If your organization has been requested by a USAID Mission to submit a Full Application, please follow the instructions below in 4.2.

4.1 CONCEPT PAPER INSTRUCTIONS

Subject to the availability of funding, USAID may issue invitations to submit a Full Application to the applicant(s) that submitted Concept Papers that were evaluated most highly and deemed most likely to succeed.

Concept Papers must respond to the Youth Leadership APS objective, promoting youth civic and political participation *and* develop skills youth need to be successful in BiH's economy.

Important considerations for Concept Paper submission:

- Applications that promote alliances with public and/or private partners should clearly state in the Concept Paper how this will be managed.
- Applications must have a regional focus and can not be concentrated in one municipality or community.

Concept Papers must be presented following the below described structure and shall include the following outline three (3) components:

4.1.1 Cover Page (1 page)

1. USAID APS-168-11-000002 for Youth Leadership Development
2. Name and address of organization;
3. Contact person (lead contact name; telephone number, fax and e-mail Information);
4. Title of proposed program; total dollar amount of funds requested for the project period.
5. Type of applying organization (ex. U.S. PVO, LNGO, International NGO, etc.)
6. Names of other organizations or donors to whom you are/have submitted the application and/or which are funding the proposed activities, if applicable; and
7. Signature, name and title of the authorized representative of the applicant.

4.1.2 Technical Narrative (5 pages maximum) including:

a. **Program Approach** - Explain the problem to be addressed, the expected goals to be achieved, how this activity supports BiH Youth Leadership Development, and a short description of the approach to be used to achieve the proposed goals;

b. **Beneficiary Population, Geographic focus of the Program, and Gender** - Define the characteristics and details of the target population, and the geographic area in BiH in which the proposed program will be conducted. All concept papers should include a brief statement addressing gender issues;

c. **Development Plan and Activity Description** - Include a short description of the activities that will be undertaken to achieve the proposed objectives, and provide a general time line. Include a description of the role of proposed partners if any (NGOs and/or alliances with private businesses);

d. **Expected Impact & Sustainability** - Outline expected results and impacts and the mechanisms proposed to measure and monitor progress, achievement and sustainability;

e. **Project Management**- Proposed project management structure and proposed staff roles and responsibilities; and

f. **Organization Capability**- A brief statement of the history of the organization; its primary development focus, capabilities and challenges; its past development experience

Note: If a concept paper exceeds five pages ONLY the first five pages will be reviewed when evaluating the concept paper.

4.1.3 Concept Paper Budget Summary (1 page maximum)

Provide a one-page budget summary in the format of the applicant's choice which includes the total funding requested from USAID/BiH and any cost share contribution that will be contributed by other sources. Applicants are not required to include counterpart funding. However, applications that include additional in-kind and/or cash contributions from non-USG sources may be deemed more cost effective and thus, more competitive. Budgets should be in US dollars.

Note: If the concept paper budget summary exceeds one page ONLY the first page will be reviewed when evaluating the concept paper.

4.1.4 Concept Paper Evaluation Criteria

Concept Papers will be evaluated based on the extent to which they convincingly describe the following (listed in relative order of importance with the most important appearing first):

1. The extent to which the proposed programs directly respond to the objectives, requirements and parameters sought under this APS.

2. The extent to which the proposed activities will lead to anticipated results and impact and the approach is logical, and feasible.
3. The capability of the applicant organization to implement the activities efficiently and effectively.
4. The degree to which the Concept has potential for sustainability beyond the program period.
5. The degree to which costs are realistic and demonstrate an effective and efficient use of resources.

4.1.5 Concept Paper Submission Deadline

While this APS is open until December 31, 2011 with potential for multiple rounds of applications, applicants are strongly encouraged to apply by the “First Round” published deadline of May 16 to ensure consideration . Concept papers received no later than **3:00 p.m. on Friday, May 16, 2011 local Sarajevo, BiH time** will be included in the first batch for review. Concept papers shall be submitted to USAID/BiH at youthBiH@usaid.gov. If invited, the first round of Full Applications will likely be due on/about June 17, 2011. It is expected that the first awards under this APS will be made before September 30, 2011 and USAID reserves the right to amend this APS to add subsequent application due dates subject to funding availability. Closing dates for any subsequent rounds of applications will be determined by USAID and advertised by amendment to this APS o/a September 30, 2011.

It is the applicant’s responsibility to ensure that files are complete and transmitted by the deadline. USAID bears no responsibility for data errors or omissions. USAID may accept applications past the deadline due to transmission difficulties that are not the fault of, or within the control of, the applicant with the approval of the USAID Regional Agreement Officer.

Facsimile proposal submissions will not be accepted without advance approval of the Agreement Officer.

4.1.6 Notification of Status of Concept Paper

USAID will notify applicants whether or not their concept paper is under further consideration. USAID will issue invitations to submit a Full Application to the applicant(s) whose submitted Concept Papers are most highly-rated and have been deemed most likely to succeed, subject to availability of funding.

4.2 FULL APPLICATIONS

Do not submit a Full Application unless requested to do so by USAID.

USAID will notify Applicants on or about May 27, 2011 whether to submit a Full Application. More detailed instructions will be provided at that time.

4.2.1 Application Format

1. The application (composed of the technical and cost sections) is limited to 20 pages (15 for technical application, 5 for the cost application) plus specified attachments below which do not count against the technical or cost application page limit. Additional information will not be accepted or reviewed by the technical evaluation committees.
2. Specified technical application attachments are limited to the following. Please note that no other technical application attachments will be considered under the evaluation criteria:
 - a. Curricula Vitae for key personnel, including program director or equivalent are required, and is limited to a maximum of three (3) key personnel with a page limit of three (3) pages for each proposed key personnel position.
 - b. Illustrative first year activity plan, limited to three (3) pages
 - c. Monitoring and evaluation plan, limited to two (2) pages
 - d. Past Performance References, one (1) page maximum per reference
3. Applications must be submitted in English and in U.S. dollars
4. Applications should use single-spaced pages with each page consecutively numbered, and use a font not any smaller than Times New Roman Font 12 or a similar size typeset. Applications must have margins of not less than one inch on all sides and must be formatted in the portrait style (not landscape) for all text portions.
5. Applications must be submitted electronically, by the application deadline, via email attachment using Adobe PDF, Microsoft Word and/or Excel. Do not submit electronic copies in .zip format. Printed hardcopies are not requested nor required by the closing time and due date. (Hard copies and/or supplemental information with live signatures may be requested thereafter by the Cognizant Agreement Officer or USAID/BiH.)

4.2.2 Technical Application

The applicant, upon notification from the USAID should follow any specific instructions provided. In general, a more detailed application will involve greater elaboration of the following (maximum number of pages):

1. Cover Page (1 page)
2. Executive Summary (1 page)
3. Technical Narrative (13 pages) which should include:
 - a. Approach and Methodology
 - b. Implementation Plan
 - c. Impact and Sustainability
 - d. Organizational and Team Capabilities
4. Attachments to Technical Application (see page limits above in section 4.2.1)
 - a. Curricula Vitae for key personnel
 - b. Illustrative First Year Activity Plan
 - c. Monitoring and Evaluation Plan
 - d. Past Performance

4.2.3 Cost Application

The cost application section must not exceed five pages plus specified attachments, and must include the following:

1. Detailed Budget Spreadsheets (in Microsoft Excel)
2. Budget Narrative explaining how each cost and budget line item figure was derived.
3. SF 424, 424A, and 424B (excluded from the page limitation) should be signed by the applicant and submitted as an electronic file (forms available at: http://www.grants.gov/agencies/approved_standard_forms.jsp)
4. The breakdown of all costs to each partner organization (sub-award) involved in the program.
5. The breakdown of all financial and in-kind cost share of all organizations involved in implementing the proposed activities.
6. Potential contributions of non-USAID or private sector donors to the proposed activities.
7. The USAID-funded portion of the proposed application must be a minimum of \$500,000 and a maximum of \$2,500,000.
8. Signed Assurances, Certifications, and Other Statements, (forms will be provided at the time of request for the Full Application), must be provided within the Cost Application electronic file. These pages will not count against the page limitation.
9. Attachments to Cost Application

The following optional attachments do not count against the three-page limit:

1. Supporting data/documentation of the various proposed costs, if any.
2. Joint Venture/Partnership agreements, if any.

Please note: Non-local applicants are strongly discouraged from requiring local organizations to sign exclusivity agreements.

4.2.4 Submission Instructions and Deadlines for Full Applications

Upon receiving a request from USAID to submit a Full Application:

Two separate electronic files, Technical Application and Cost Application, inclusive of any allowed attachments, must be emailed to Agnes Tusjak at atusjak@usaid.gov with a copy to Shirley Baldwin at shbaldwin@usaid.gov.

4.2.5 Full Application Evaluation Criteria (100 points total)

The criteria and sub-criteria listed below serve as the standard against which all applications must be evaluated.

1) Approach and Methodology (30 points)

- a. **BiH Youth Sector Context Analysis (10 points):** The extent to which the application identifies the economic, political and social environment of BiH and its effects on youth, as it relates to the applicant's proposed activities, in a brief context and conflict analysis that includes an assessment of gender dynamics.
- b. **Program Hypothesis (10 points):** The extent to which the application includes a program hypothesis that clearly explains the theory or theories of youth leadership development that determined the programmatic approach. The extent to which the program hypothesis describes the anticipated causal link between the proposed activities and their intended impact on the problems identified in the BiH youth context analysis and is linked to indicators that measure the desired programmatic outcomes.
- c. **Technical Approach (15 points):** The extent to which the proposed leadership development methodology and activities demonstrate technical soundness, feasibility, ambitiousness, innovation and efficiency, results orientation, measurement of results, and strategic use of resources.

2) Implementation Plan (20 points)

The extent to which the program activities build upon one another; and are logically sequenced in order to achieve the desired outcome. The extent to which the proposed activities address gaps in development of youth leadership in BiH, and including any gender-related opportunities or constraints. The extent to which the illustrative first year activity plan sets out a realistic outline of tasks and deliverables, anticipated time frames and due dates, and roles and responsibilities of key personnel.

3) Impact and Sustainability (20 points)

- a. **Impact (10 points):** The extent to which the proposed activities are likely to achieve the overall goal of youth leadership development.
- b. **Sustainability (10 points):** The extent to which the proposed activity or activities promote, strengthen and are supported by sustainable local organizations that can champion sound concepts, innovative practices and changes beyond the life of the award. The extent to which youth are incorporated into the design and management of program activities.

4) Organizational and Team Capabilities (10 points)

The extent to which applicants offer evidence of their technical resources and organizational expertise through provision of the following: a brief description of organizational history/expertise; pertinent work experience implementing programs similar in scope and magnitude; institutional strength as represented by the breadth and depth of experienced personnel in projects in relevant disciplines/areas, including the curriculum vitae of the proposed project director or equivalent; proposed partner capabilities and expertise; proposed management structure including an organogram.

5) Monitoring and Evaluation Plan (5 points)

The extent to which results are clearly articulated and directly correspond to stated goals and objectives as outlined in the approach and methodology section. The extent to which the monitoring and evaluation methods are specific, measurable, realistic and applicable and contain a baseline, mid-term and final evaluation. The extent to which there is appropriateness of proposed gender-sensitive indicators and sex-disaggregated data.

6) Past Performance (10 points)

Applicants will be evaluated based on their past performance, specifically the extent to which the applicant provides the following: Demonstrated past performance including provision of required past performance references with descriptions of significant achievements and relevance of past program work. The Applicant's record of conforming to contract/agreement requirements and to standards of good workmanship; the Applicant's record of forecasting and controlling costs; Adherence to contract/agreement schedules, including administrative aspects of performance; History of reasonable and cooperative behavior and commitment to customer satisfaction; Business-like concern for the interest of the customer; and the competency of personnel who worked on the contract/agreement. Additionally, past performance evaluation will examine closely the extent to which the Applicant demonstrated effective and optimal collaboration with other partner or donor organizations.

8) Cost (5 points)

Costs will be evaluated in equal weight for cost effectiveness and cost realism of the application.

Cost Effectiveness will be measured as the degree to which the application demonstrates viable resources for in-kind and/or cash contributions from non-USG sources; the degree of efficient use of funding resources towards direct costs with direct correlations to the delivery of results; and ratio of funding to impact, dollar to results, proposed and feasible.

Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance within the Applicant's technical and management approach. Cost realism evaluation will be performed as part of the evaluation process to: a) verify the Applicant's understanding of the requirements; b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the technical and management approach as well as the risk that the Applicant will provide the supplies or services for the offered prices/cost; and c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the technical proposal.

4.2.6 Branding and Marking

Effective January 2, 2006, all USAID-sponsored assistance awards are required to adhere to branding policies and revised marking requirements for grants and cooperative agreements in accordance with ADS 320. This includes visibly displaying the USAID Standard Graphic Identity that clearly communicates assistance is, "From the American people" on all programs, projects, activities, publications, public communications, and commodities provided or supported through USAID assistance awards. ADS 320 requires that, after the evaluation of the applications, the USAID Agreement Officer will request the Apparently Successful Applicant to submit a Branding and Marking Strategy that describes how the program, project, or activity is

named and positioned, how it is promoted and communicated to beneficiaries and cooperating country citizens, and identifies all donors and explains how they will be acknowledged. USAID will not competitively evaluate the proposed Branding Strategy. ADS 320 may be found at the following website:

<http://iapp1.usaid.gov/notices/LoadAttachmentFileName.cfm?Attachment=3626>

4.3 Estimated Timeline

After each submission date for concept papers, USAID/BiH will have approximately 15 days to review the documents received and to submit the Mission Technical Evaluation Reports with the concept papers recommended for funding to USAID/Regional Service Center, Regional Contracting Office (RCO) in Budapest, Hungary. The RCO will then request Full Applications from selected organizations. RCO will conduct negotiation, responsibility determinations before making an award. *It can take up to six months or longer for organizations to be notified of the status of their applications.*

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