



Issuance Date: May 4, 2007  
Closing Date: May 24, 2007  
Closing Time: 5:00pm Washington, DC Time

***Subject: Request for Applications (RFA) Guided Case Studies in Value Chain Development for Conflict-Affected Environments***

Pact, Inc. acting in its capacity as sub-contractor to Weidemann & Associates, Inc. under USAID's Accelerated Microenterprise Advancement Project Contract No. GEG-I-00-02-00025-00, is seeking applications from qualified organizations to conduct case studies on the subject of value chain development for conflict-affected environments, subject to the availability of funds as described in the following Request for Applications (RFA).

The recipients will be responsible for the preparation of a written deliverable (case study) that contributes to the research objectives of the program. Please refer to Section A, the Scope of Work, for a complete description of the expected deliverables.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. 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-profit organizations), may be paid under the agreement .

Subject to the availability of funds, Pact, Inc. intends to provide approximately up to ten grants of up to \$50,000 each in USAID funding to be allocated over a five-month period. Pact reserves the right to make any number of awards or none at all. Issuance of this RFA does not constitute an award commitment on the part of Pact or USAID nor does it commit either agency to pay for costs incurred in the submission of an application.

This RFA is being issued and consists of this cover page and the following:

1. Section A: Scope of Work
2. Section B: Award Information and Administration
3. Section C: Eligibility Information
4. Section D: Application and Submission Information

Applications must be received on or before the closing date and time indicated at the top of this cover letter at the place and in the manner designated in Section D.

Awards will be made to those responsible applicants whose applications offer the greatest value to the U.S. Government.

## SECTION A: SCOPE OF WORK

### I. Introduction

USAID/MD has developed an approach to value chain development that takes into consideration the universe of factors affecting the performance of industries including those employing the rural poor. We believe that this approach has some useful applications to accelerating sustainable growth in post-conflict situations. MD is issuing this RFA to solicit cases from the field that can increase our understanding of the implications of value chain approaches to economic reconstruction and recovery.

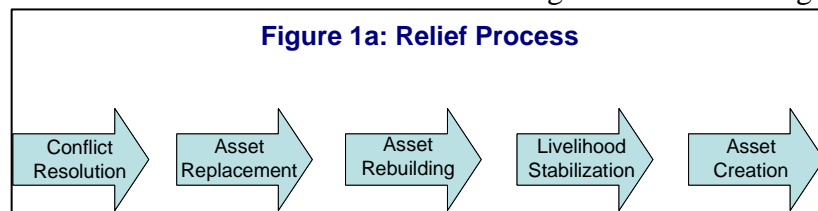
### II. Background

#### A. Economic Recovery in Post-Conflict Environments

Economic factors—including lack of access to basic goods and services, deterioration of livelihoods, limited opportunities for particular groups, and the emergence of opportunities to access wealth through illicit activities—are among the leading drivers of conflict today. To achieve lasting peace and stability in fragile conflict-affected areas, individuals and communities, both from majority and minority populations, must have access to sustainable licit opportunities to create wealth and escape poverty. The most effective, sustainable approach to creating economic opportunities is to stimulate broad-based economic growth. Even in fragile environments, the

growth of strong, market-oriented industries can translate into increased profits and strengthened

livelihoods, as well as rebuilding trust among individuals and communities previously engaged in conflict. *Figure 1a* reflects the relief to development process. Many economic activities cross geographic, cultural and ethnic divides, and mutually beneficial economic engagements have been shown to be effective in circumventing or mitigating conflict in conflict-prone environments.



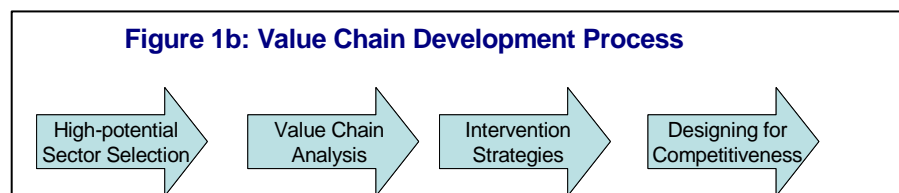
Post-conflict economies are characterized by weaknesses in all of the key factors needed for the development of successful industries and strong national economies:

- Access to markets is hindered by the destruction of critical infrastructure and by residual security constraints. Meanwhile market demand is reduced by a lack of purchasing power and critical supporting markets are weakened by the loss of service providers.
- Domestic demand is reduced by a lack of purchasing power and critical supporting markets are weakened by the loss of service providers.
- Productive capacity is weakened by the destruction or inaccessibility of production and processing facilities and agricultural land, a lack of access to technological inputs and resources, and the loss of critical skills and diminished capacity of human capital through the

death, illness, psychological and physical trauma, displacement and migration of skilled workers.

- Crucial services such as input delivery, extension, transport, machinery, and equipment provision are often absent due to human and capital flight and reduced demand.
- Financial services are constrained by extensive capital flight, deterioration of the institutional capacity of banks and weak regulatory environments.
- Weak, weakened, or non-existent local and national-level governance and institutions translate into a lack of macro- and micro- level policies in support of local business development as do excessive and unwieldy licensing and control requirements. Critically, a weak, ineffectual, inappropriate or in transparent policy environment undermines investor confidence, deterring the capital infusions necessary to kick-start post-conflict economies.
- Sustained conflict tends to break down trust between all parties beyond the tightest of kinship networks and shortens the time horizon of decision makers, resulting in rent seeking behaviors. Short term time horizons and lack of trust significantly increase transaction costs and make it difficult to improve processes or even return them to their pre-conflict situation.

Despite these significant constraints, there are opportunities to be found in the radical structural and dynamic shifts that characterize post-conflict economies. The weakness of cross-border regulations and widespread migration during conflict often facilitate significant new market opportunities in neighboring countries and regions, while beneficial trade agreements granted as an incentive for forming and sustaining peace agreements provide entry to previously inaccessible export markets. The destruction of archaic facilities and technologies opens the door for the kind of upgrading necessary to compete against more up-to-date industries in competitor countries. The breakdown of some traditional social structures may enable the emergence of more egalitarian structures conducive to productive economic activities. Constraints in accessing basic goods, services and inputs often drives the emergence of substantial innovation in substituting for inaccessible items, and the loyalty of diaspora communities can translate into critical capital infusions in the post-conflict period. *Figure 1b* maps the value chain development process.



Some legitimate relief priorities work against longer-term sustainable economic growth objectives. The urgency of need immediately following conflict often results in highly subsidized, direct interventions by relief agencies outside of existing market structures and relationships. Such interventions cause price distortions, further erode the customer base of local industries and destroy private sector incentives to deliver products and services needed by beneficiaries of relief programs. By assessing the constraints and opportunities related to livelihoods security and economic growth in post-conflict environments, we can identify points of intersection where market development principles can contribute to the design and implementation of relief interventions and where relief activities can contribute to building the foundation for long-term sustainable economic development, in order to formulate an understanding of the sequence and overlap between relief and development processes and interventions.

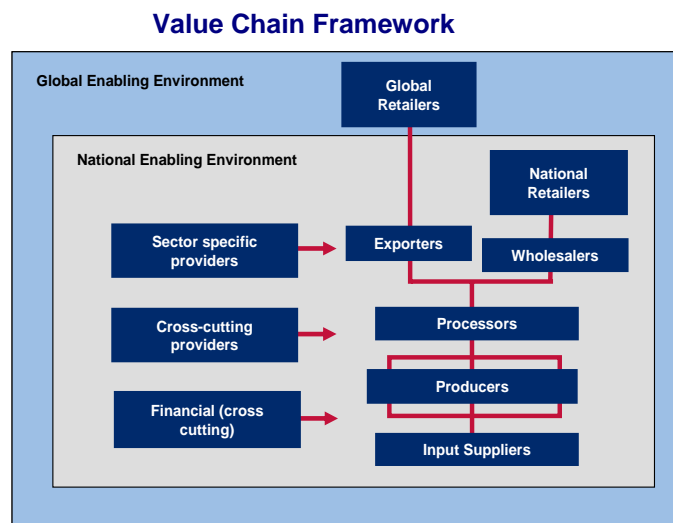
While there is broad consensus among donors, practitioners, and policy-makers that economic growth has the potential to mitigate re-emergence of conflict and stabilize conflict-prone settings, there remains a widely acknowledged gap in articulating the means of achieving economic growth in conflict-affected environments. Much of the recent literature cites a lack of tools, methodologies and guidelines to help economic development practitioners design and implement interventions in post-conflict environments or to help relief practitioners design and implement interventions that minimize market distortions and build the foundation for swift economic growth. USAID/MD, through research conducted by ACDI/VOCA, is developing an adapted value chain framework for accelerating the conflict-to-growth transition. The adapted framework attempts to fill this gap.

### ***B. The Value Chain Framework in Post-Conflict Environments:***

USAID/MD’s value chain framework identifies the full range of factors that affect the performance and ultimately the competitiveness<sup>1</sup> of an industry, regardless of whether that industry serves local, regional, national or international markets. This framework can be used to examine the structure and the dynamics of any value chain in any environment, be it an industrialized country or a fragile emerging economy.

The structure of a value chain includes all of the firms involved with transforming a product or service from conception to the final consumer as well as all of the ancillary services and rules that affect the performance of the industry or value chain. The factors that affect the performance of the chain can be characterized in terms of five elements:

1. End market opportunities at the local, national, regional and global levels—the ways in which demand in end markets defines the characteristics (quality, quantity, timing and price) of a successful product or service.
2. Business enabling environment at the local, national and international levels—including laws, regulations, policies, international trade agreements and public infrastructure (roads, electricity, etc.) as well as norms, customs, and traditions that either facilitate or limit investments needed to help firms competitively sell into end markets.
3. Vertical linkages between firms at different levels of the value chain—including the transfer of benefits, skills and information and embedded services between firms up and down the chain. Vertical linkages are essential for delivering a product or service to the end market.



<sup>1</sup> Competitiveness is the ability of a firm or industry to develop and maintain an edge over market rivals. This can be achieved through a combination of three strategies: producing and delivering goods and services more efficiently, differentiating products or services through quality standards and branding, and/or exploiting new market demand.

4. Horizontal linkages between firms at the same level of the value chain—organization into groups, cooperatives or associations to consolidate product for sale, reduce transaction costs, enable economies of scale and increase bargaining power without diminishing incentives and rewards for innovation.
5. Supporting markets—including financial services, cross-cutting services (e.g., business consulting, legal advice, telecommunications) and sector-specific services (such as irrigation equipment or handicraft design services). Weak vertical and horizontal linkages often make the delivery of services to small and microenterprises too costly to be commercially sustainable.

The participants in a value chain create the dynamic elements through the choices they make in response to the value chain structure. These dynamic elements include:

1. Upgrading—the investments made by firms to achieve higher levels of efficiency, increase product differentiation or reach new markets, resulting in greater benefits. Factors which facilitate this process include a clear market opportunity, a supportive enabling environment and availability of critical services including finance, technology and information. All of these factors are commonly missing in post-conflict environments. As a result, and compounded by residual security concerns and a short-term economic perspective, widespread upgrading is unlikely without significant external support.
2. Inter-firm coordination—the extent to which firms work together to consolidate product for marketing, and to access inputs, information and services. A lack of trust, economic opportunism and weak contract enforcement mechanisms in many post-conflict environments hinder this coordination.
3. Transfer of information and learning between firms. Without market information, firms are unable to make effective decisions concerning what to produce, where to sell and how to invest in upgrading. In many post-conflict environments, accessing market information is difficult because of weakened inter-firm linkages and reduced government and private sector institutional capacity. Lack of trust and the short term time horizons of decision makers often result in the communication of misinformation between buyers and sellers.
4. Power exercised by firms in their relationships with each other—powerful elites in post-conflict settings often dominate economic activity, facilitating predatory behavior, and inequitable access to economic development resources can further fuel conflict. It is therefore crucial to understand the power relations within an industry or subsector as a precursor to encouraging stakeholders to adopt longer range “win-win” rather than short term “win-lose” strategies.

The value chain framework can therefore serve as a diagnostic and analytic tool to help identify industry opportunities and constraints, the factors that affect the performance of the industry and the firms that comprise it as well as an intervention design tool. By extension, the framework can assist in the process of facilitating a mix of collaboration and competition among industry stakeholders to develop and implement a competitiveness strategy. For a competitiveness strategy to be successful, it must be based on the realities of the current state of the industry. The framework is currently being adapted to facilitate analysis of the impact of conflict on market and industry dynamics in a number of countries.

*This adapted framework will be provided to those organizations selected to conduct case studies under this grants mechanism.*

### **III. Goals, Objectives and Research Questions**

The goal of the Value Chain Development for Conflict-Affected Environments Project is to increase understanding of how best to design and implement activities in post-conflict areas that accelerate the transition from conflict to sustainable growth. Recognizing that priorities change at different stages along the relief to development timeline—for example, from employment creation to sustainable economic growth—the project aims to identify ways to meet relief priorities while rebuilding markets and strengthening industries. Generic business training, conventional income generating projects and assistance provided exclusively to producers have had limited economic impact even at the local level. USAID/MD believes that the value chain approach can increase the effectiveness of economic development initiatives in post-conflict contexts.

The project is developing an integrated framework to guide US Government agencies and their implementing partners in selecting and sequencing activities to achieve quick economic recovery with minimum market distortion. This integrated framework builds heavily on the value chain framework discussed in Section A II above.

Drawing on the integrated framework, researchers will develop hypotheses around the following questions:

1. How can the value chain approach contribute to the rebuilding of markets in post-conflict situations?
2. To what extent can value chain linkages—vertical or horizontal—help to integrate those affected by conflicts with economies where markets are functioning?
3. How can end markets best be used to drive market upgrading and value chain strengthening in post-conflict situations?
4. How can mistrust between buyers and sellers be overcome in order to develop more effective value chains and to further peace and security?
5. How can sector selection and value chain analysis tools be adapted to post-conflict situations and the need for quick action?
6. How can value chain analysis and the value chain framework help us identify and understand the major opportunities for upgrading and the driving constraints to market growth exacerbated by or resulting from conflict?
7. How can strategic subsidies, including grants and/or vouchers, be used to lay the groundwork for an eventual transition to a market-driven economy?
8. How can stakeholders be encouraged to adopt longer range “win-win” rather than short term “win-lose” strategies, particularly in shortened decision-making time horizons.

Working with ACDI/VOCA, awards under this RFA will fund the development of case studies exploring practitioners’ experiences and lessons learned in conflict-affected environments that answer one or more of the above questions. These case studies will be used to develop a set of best practice guidelines for linking the value chain approach with relief interventions to accelerate the process of post-conflict economic development.

## IV. Case Study Description

Case studies will be developed to directly address one or more of the questions listed in Section A III. The cases are designed to contribute to donor and practitioner learning, and should not be viewed as promotional or marketing documents. It is therefore recommended that the case studies discuss best *practices* (what worked, what did not work, what could have been done more effectively, etc.) rather than best *programs* and feature tools, approaches and techniques used in the conflict-affected environment. Candid discussion of lessons learned is therefore strongly desired and encouraged.

Case studies should be located in areas characterized by the following:<sup>2</sup>

- Some nascent, functioning market activity (evidence of some market activity beyond ‘black market’ and trading in relief commodities)
- Reasonable security in areas where firms participating in the value chain are located
- General population stability in terms of mobility and access to most basic needs

Case studies are expected to be between 20 and 40 pages long, and will consist of the following components:

### 1. Analysis of the conflict/post-conflict environment

To ensure consistency among the various case studies, the analysis will be based on USAID’s Conflict Management and Mitigation Office’s guide “Conducting a Conflict Assessment: A Framework for Strategy and Program Development,” which can be found at [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/conflict/publications/docs/CMM\\_ConfAssessFrmwrk\\_8-17-04.pdf](http://www.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMM_ConfAssessFrmwrk_8-17-04.pdf)

### 2. Value chain analysis of the targeted or potential subsector, industry or livelihood activity

This analysis includes an assessment of constraints and opportunities both for firms and the value chain as a whole. These latter opportunities and constraints serve to identify necessary relationships and areas of coordination among firms to efficiently get product to market. The analysis should use the USAID/MD value chain framework as articulated above and elaborated upon at [http://www.microlinks.org/ev\\_en.php?ID=9652\\_201&ID2=DO\\_TOPIC](http://www.microlinks.org/ev_en.php?ID=9652_201&ID2=DO_TOPIC)

### 3. Statement of case study hypothesis

The study should test a hypothesis based on one or more of the questions provided in Section A I.

### 4. Analysis of hypothesis

The study should discuss project interventions, tools, approaches, results and impact and lessons learned. This discussion should be centered on the case study hypothesis and should draw on the value chain analysis and conflict assessment.

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<sup>2</sup> These conditions are listed as ‘essential’ for market development in T. Gerstle and T. Nourse (2006) *Market Development During and Post-Conflict: Emerging Lessons for Pro-Poor Economic Reconstruction* and are adapted from K. Doyle (1998) *Microfinance in the Wake of Conflict*

## **5. Conclusion and recommendations**

Conclusions should be drawn concerning the chosen research question(s). Action-oriented recommendations should be made concerning good or emerging best practice in value chain development in conflict-affected environments. Remaining unanswered questions and potential areas for additional research should be noted.

Case studies may be written by one individual or by a team. The lead writer must be familiar with the project and have access to all necessary project documentation and personnel. S/he must also be familiar with USAID/MD's value chain framework. All case studies must be submitted in English.

Case studies will be completed by the implementing agency no later than October 31, 2007. Technical support and supervision will be provided throughout the preparation of the case studies by the Value Chain Development for Conflict-Affected Environments team consisting of ACDI/VOCA staff and consultants. This technical support may include field visits where necessary and appropriate and funded external to these awards. More detailed instructions concerning the structure and presentation of the case studies will be provided following award.

## **V. Deliverables**

1. Development and submission of a draft workplan delineating a schedule and plan for completing the above case study components.
2. Submission of each of the above first four (#1-4) case study components in draft form for technical review and approval.
3. Submission of final completed case study with conclusions and recommendations.
4. Final conversation and debrief with case study technical review team.

## **SECTION B: AWARD INFORMATION AND ADMINISTRATION**

### **I. Estimate of Funds Available**

Subject to the availability of funds, Pact intends to award up to ten grants with a value not to exceed \$50,000 per award to cover costs preparation of each case study.

### **II. Number of Awards Contemplated**

Pact intends to award up to ten grants pursuant to this RFA. Pact reserves the right to fund any or none of the applications submitted.

### **III. Start Date and Period of Performance**

The period of performance anticipated herein is five months. The estimated start date is on or about June 15, 2007.

### **IV. Authority**

The authority for these awards is found in the Foreign Assistance Act of 1961, as amended, and re-delegated to Pact, Inc. under its sub-contract to Weidemann & Associates, Inc. Task Order #1 to Contract No. GEG-I-00-02-00025-00 under the US Agency for International Development's (USAID) Accelerated Micro-Enterprise Advancement Program (AMAP).

### **V. Policies and Provisions**

Awards will be administered in accordance with USAID policies and procedures. Awards to U.S. organizations will be administered in accordance with 22 CFR part 226, the applicable OMB Circulars and USAID Standard Provisions. To find these regulations and policies see the websites below. If applicants are not able to access these documents via the web, they can request copies from Pact.

22 CFR 226 - [http://www.access.gpo.gov/nara/cfr/waisidx\\_03/22cfr226\\_03.html](http://www.access.gpo.gov/nara/cfr/waisidx_03/22cfr226_03.html)

OMB Circulars A-122 and A-133 - <http://www.whitehouse.gov/omb/circulars>

USAID Standard Provisions - <http://www.usaid.gov/policy/ads/300/303maa.pdf>

Awards to Non-U.S. organizations will be administered in accordance with the cost principles contained in OMB Circular A-122 and USAID Standard Provisions for Non-U.S. Non-governmental Organizations. These documents are available at the following websites. If applicants cannot access these documents via the web, hard copies will be made available through Pact.

OMB Circular A-122 - <http://www.whitehouse.gov/omb/circulars/a122/a122.html>

Standard Provisions - <http://www.usaid.gov/policy/ads/300/303mab.pdf>

Also before making the award of a cooperative agreement to a U.S. or non-U.S. non-governmental organization, all award recipients are required to sign and submit to Pact a “Certification Regarding Terrorist Financing” in accordance with USAID Acquisition & Assistance Policy Directives. Further information regarding this certification can be found at the following web site:

[http://www.usaid.gov/business/business\\_opportunities/cib/](http://www.usaid.gov/business/business_opportunities/cib/)

## **VI. Substantial Involvement**

Pact, Inc. plans to award up to five cooperative agreements and anticipates exercising the following substantial involvement in working with the applicant to achieve its program objectives:

- Designation of key positions and approval of key personnel,
- Approval and acceptance of each of the deliverables stated in Section A.

## **SECTION C: ELIGIBILITY INFORMATION**

### **I. Applicants**

Qualified applicants may be U.S. private voluntary organizations (U.S. PVOs) and/or U.S. or non-U.S. Non-governmental organizations (NGOs), private, non-profit organizations (or for-profit companies willing to forego profits), including universities, research organizations, professional associations, and relevant special interest associations. Faith-based and community organizations are also eligible for award. In support of the Agency’s interest in fostering a larger assistance base and expanding the number and sustainability of development partners, Pact, Inc. encourages applications from potential new partners.

### **II. Cost Share**

Cost share is encouraged but not required for an award under this RFA.

## **SECTION D: APPLICATION AND SUBMISSION INFORMATION**

### **I. Point of Contact and Timing**

*Applications* must be received by Pact, Inc. no later than 5pm Washington, DC time May 24, 2007 for consideration. It is not anticipated that late applications will be reviewed; however, Pact reserves the right to consider any application for review at its discretion. Applications shall be addressed to:

Carrie Keju, Program Manager  
AMAP Small Grants

Pact, Inc.  
1200 18<sup>th</sup> Street, NW, Suite 350  
Washington, DC 20036, USA

Pact will accept *questions* from interested applicants through 2:00 pm Washington, DC time May 11, 2007. Questions will only be accepted in writing at the following email address: [AMAPgrants@pacthq.org](mailto:AMAPgrants@pacthq.org). All emailed questions **must** contain the subject line “**Pact/AMAP/RFA-VC**”. Answers to questions will be posted at [http://www.pactworld.org/programs/iqc/iqc\\_amap\\_questions.htm](http://www.pactworld.org/programs/iqc/iqc_amap_questions.htm) by May 15, 2007.

## **II. Application Preparation Guidelines**

Pact will accept applications from the qualified entities listed in Section C I of this RFA. Applications may be submitted by institutions individually or in group. In the case of a group, the application must include only one prime applicant, which shall enter into sub-agreements or contracts with partnering institutions. In this case, the Prime Applicant(s) will be responsible for establishing and maintaining sub-agreement and/or contracting relationships with proposed partners. For the purposes of this RFA, the term “applicant” is used to refer to the prime and any proposed partners.

Applicants may submit more than one proposal, either forming a different hypothesis for different countries or proposing cross-country comparisons to test a single hypothesis.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section D IV addresses the technical evaluation procedures for the applications. Applications that are incomplete or are not directly responsive to the terms, conditions, specifications and provisions of this RFA may be categorized as non-responsive and eliminated from further consideration. Applications shall be submitted in one volume containing both technical and cost information.

Applicants should retain for their records one copy of the application and all enclosures that accompany their application. To facilitate the competitive review of the applications, Pact, Inc. will consider only applications conforming to the format prescribed below. Applications that are submitted late, incomplete or are considered to be non-responsive to this RFA may be eliminated from further consideration.

## **III. Application Format.**

Proposals should not exceed 5 pages and should be structured as follows:

- 1) **Current or recent project description for research**  
This should include the donor, scale of project (award size or level of effort), timeframe, geographic focus, goals and objectives.
- 2) **Description of targeted or potential subsector, industry, or livelihood activity**

This should use the value chain framework to the extent possible, and should include relevant major project interventions and their impact on the subsector, industry or livelihood activity.

3) **Summarized analysis of the conflict**

This should include the cause, duration and intensity of the conflict, and its principal impacts on the functioning of the targeted or potential subsector, industry or livelihood activity.

4) **Case study hypothesis**

The applicant should formulate a hypothesis to be tested through the study that is based on one or more of the question(s) from Section A 1 or develop similar ones that explore or test the applicability of a critical element of the value chain to the post-conflict context. This section should also include a rationale for why the proposed study is appropriate for testing the hypothesis.

5) **Institutional corporate capabilities**

This should focus on institutional skills and experience in economic development in post-conflict environments.

6) **Personnel**

This should include a brief description of the relevant skills and experience of the lead writer. The role of any other team members should also be discussed.

7) **Budget**

The budget should be attached as an annex to the proposal and is not included in the page count.

Indirect costs recovery is only allowable to those applicants that have a current USAID-issued NICRA (Negotiated Indirect Costs Recovery Agreement). Applicants that do not have a USAID-issued NICRA must be able to directly allocate all program costs in an allowable manner.

8) **All applications must be submitted as follows:**

- prepared in English; applications in any other language shall be treated as non-responsive and eliminated from further consideration
- narrative proposal must be typed in a Microsoft Word compatible program, single spaced with a 12-point font and one-inch margins; budget must be in an Excel compatible program with the budget narrative either in Word or Excel compatible format;
- labeled with page numbers, the date and the name of the applicant organization on each and every page;
- one (1) original and one (1) “photo ready” copy, i.e. unbound with printing on one side only;

- an electronic copy, either on CD or diskette or via email: the electronic copy must be consolidated into only one file with the only allowable exception being the budget, which must be submitted in either an Excel or an Excel-compatible format.

9) **Organizational Background Cover Page**

The Organizational Background Cover Page is included in Annex A to this solicitation and must be included with your proposal submission. This cover page will include contact information (address, e-mail address and telephone and fax numbers) for a designated representative of the organization, a one (1) paragraph description of the proposed research, research location, amount requested from USAID and identification of the proposed case study research question(s).

Applicants who include data that they do not want disclosed to the public for any purpose or used by Pact and the U.S. Government except for evaluation purposes, should:

(a) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets \_\_\_\_\_"; and

(b) Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

## **SECTION E: EVALUATION PROCESS AND CRITERIA**

### **I. Review Process**

The Pact AMAP Small Grants team will conduct an initial review of each application for basic responsiveness to the instructions in this RFA. Qualifying applicants' proposals will be reviewed and evaluated by an AMAP Small Grants selection committee for this RFA consisting of three to five technical evaluators primarily including representatives from USAID/MD and the ACDI/VOCA value chain research team.

### **II. Selection Criteria**

The criteria presented below have been tailored to the requirements of this RFA. A total of 100 points are possible for the complete application. The relative importance of each criterion is indicated by approximate weight by points. Applicants are advised that the questions under each bulleted scoring criterion are intended to broadly inform the scoring process and will not be individually scored or equally weighted. Applicants should note that these criteria: 1) serve as

the standard against which all proposals will be evaluated, and 2) serve to identify significant matters that applicants should address in their proposals.

The following will guide selection:

Proposed Research	65
Institutional corporate and personnel capabilities	25
Cost effectiveness	10
Total	100

### **A. Proposed Research (65 points)**

Demonstrate appropriateness of proposed research analysis to above stated research focus, linking project to as many research questions as relevant. Demonstrate relevance of lessons learned (good and bad) to formation of best practices across the relief to development landscape and highlight intersections and interactions experienced between relief and development processes and interventions. Specifically:

- The study should be based in a post-conflict (or low-intensity mid-conflict) environment and should focus on interventions in one or more value chains, subsectors or livelihoods activities,
- The subject matter should directly address one or more of the research questions provided in Section A of this RFA,
- Interventions studied should reflect innovative approaches and tools or that have resulted in unanticipated impacts (positive and negative).

### **B. Institutional corporate and personnel capabilities (25 points)**

Describe the skills of the staff and/or management that will be primarily responsible for completing the proposed case study. Describe the experience of the organization and key personnel in value chain market development. Demonstrate that the staff involved in the activity has the technical expertise and capacity to undertake the proposed research as well as the ability to dedicate time without distractions. Specifically, the lead writer should have the following qualifications:

- Knowledgeable about the country context and subject matter of the study and should be familiar with USAID's value chain approach,
- Experienced in research analysis,
- Fluent in English, both written and spoken.

### **C. Cost Effectiveness (10 points)**

Awards will be made to those responsible and responsive applicants whose applications offer the greatest value to the U.S. Government. Applications should be cost conscious while ensuring the inclusion of all direct and indirect (where appropriately supported with a recognized NICRA) costs necessary to complete the study.

Case studies will be selected to represent a cross-section of countries in order to maximize our understanding of the ways in which value chains are affected by different types of conflict. Therefore diversity among the selected case studies will also be a determinant of final selected case studies.

## **Appendix A: Organizational Background Cover Page**

Directions: Complete form electronically, submit with your proposal.

Organization Name:

Contact Name (designated staff should be reachable for and responsive to queries):

Title:

Address:

City:

State/Province:

Country:

Zip Code:

Telephone:

Fax Number:

E-mail Address:

Website:

Proposal Title:

Project Description (one paragraph):

Project Location:

Identification of research question(s) case study will address:

Amount of Funding Requested (in US \$):