



CLEAN CITIES, BLUE OCEAN

Annual Program Statement

Opportunity Number: CCBO-APS-Sri Lanka and Maldives-001

Phase 1: Concept Papers

Issuance Date: May 27, 2020

Deadlines for Concept Papers¹: 6pm India Standard Time on the following dates:
July 6, September 18, December 11, 2020;
March 18, May 14, 2021

Concept Paper Template: https://tetratechard.formstack.com/forms/aps_sri_lanka_and_maldives_001_concept_paper

Phase 2: Full Application CCBO will accept and review Concept Papers in rounds, according to the closing dates listed above. Those selected to proceed to submit a Full Application will be notified shortly after the review.

Questions: opportunities@cleancitiesblueocean.org

In August 2019, Tetra Tech was awarded the Clean Cities, Blue Ocean (CCBO) Program, a five-year contract from the U.S. Agency for International Development's (USAID) Bureau of Economic Growth, Education, and Environment's Office of Land and Urban. CCBO is responding to the global crisis of ocean plastic pollution by targeting pollution directly at the source in cities and towns, specifically in rapidly urbanizing areas throughout low- and middle-income countries. Pursuant to the authority contained in the U.S. Foreign Assistance Act of 1961, as amended, Tetra Tech is authorized to issue Grants under Contract to help meet its project objectives. Funding for this activity is provided under USAID Contract no. AID-OAA-I-14-00059 / 7200AA19F00016.

CCBO seeks to support effective, locally-led solutions and approaches in Sri Lanka and Maldives for reduction, reuse, and recycling (3R) practices and strengthen solid waste

¹ USAID and CCBO are continuously monitoring the evolving situation of the COVID-19 outbreak and understand this may cause disruptions to business operations for organizations and companies. CCBO is committed to advancing its critical program objectives during this period, but dates are subject to change during this time of uncertainty. CCBO asks interested applicants to alert CCBO immediately to request an extension if business operations are halted to the point that an application cannot be developed.

management (SWM) to combat marine debris. To be effective, 3R/SWM solutions must be grounded in local contexts and systems (specifically those systematic challenges and opportunities faced by island countries) and must be implemented in close collaboration with national and local government to build a long-term enabling environment that amplifies impact and ensures sustainability beyond the life of the CCBO program. Given Sri Lanka and the Maldives' geographic proximity and their mutual challenges to manage solid waste and combat ocean plastics as island nations, CCBO is issuing this Annual Program Statement to cover both countries. Applicants should propose grant activities in only one of the two countries.

Applications will be reviewed and evaluated in two phases. In Phase 1, eligible organizations are invited to submit a short Concept Paper which will be reviewed according to the closing dates listed above. Concept Papers will be reviewed by the CCBO Review and Evaluation Committee (REC) according to the evaluation criteria outlined in Section 4. Only successful applicants will be invited to proceed to Phase 2 through submission of a Full Application; unsuccessful applicants will be notified through email.

CCBO seeks to build strong, sustainable enabling environments where national and local government, local organizations, members of the private sector, and communities can work together to achieve lasting impacts. Accordingly, in the review of Concept Papers, CCBO may identify grant activities that are aligned with work that other CCBO stakeholders, including local governments and members of the private sector, are conducting or are interested in conducting. In these instances, CCBO may ask successful Concept Paper applicants if they would be interested in collaborating with other stakeholders with the goal of amplifying program impact, partnerships and sustainability. In the submission of the Concept Paper, applicants will be asked to indicate whether CCBO may or may not share the submission with other potential funders or partners. *(Applicants' decisions will have no impact on scoring and selection).*

CCBO reserves the right to fund any or none of the Concept Papers submitted. Additionally, any award pursuant to this funding opportunity is contingent upon the availability of funds. Applicants are encouraged to read the Annual Program Statement (APS) in its entirety before submitting a Concept Paper. This solicitation consists of this cover letter and the following sections:

- Section 1: Terms of Reference
- Section 2: Award and Administration Information
- Section 3: Eligibility Information
- Section 4: Evaluation Criteria
- Section 5: Submission Instructions
- Section 6: Frequently Asked Questions

SECTION I: TERMS OF REFERENCE

Background

The human, economic, and environmental costs of poor waste management are mounting. It is estimated that Sri Lanka is the fifth-largest source of discarded plastic that ends up in the ocean, behind only China, Indonesia, Vietnam, and the Philippines. It is estimated that over 1.5 million metric tons of plastic waste are mismanaged and about half a million metric tons of this mismanaged plastic enters the ocean annually from Sri Lanka. The largest drivers of this problem include a lack of adequate waste management capacity and evolving consumption patterns, particularly from low income groups that live in close proximity to riverbanks and in coastal fishing communities. Heavy flooding carries improperly stored and discarded waste into the seas, this is in addition to materials from unregulated coastal dumping grounds established for tourism hotspots. In recent years, awareness of plastic pollution has grown in Sri Lanka because it poses a threat to the environment, tourism, and the country's once abundant fisheries (which studies have shown have been plummeting in part due the deluge of microplastics)².

In the Maldives, an excess of 500 tons of waste are estimated to be produced each day. The country is faced with managing this volume as well as the debris deposited by ocean currents carrying wastes generated and improperly managed in neighboring countries. Resorts and hotels have strict requirements for waste disposal and generally clean their beaches at least once daily. However, residences and businesses may have no disposal facilities and no formal waste collection. Archipelagos in Maldives are often far from each other; boat transport of waste is expensive and there is little room on many islands to store waste. Furthermore, most island communities are small (few hundred people) and do not generate enough waste to make frequent collection economically practical. Plastics and other waste litter beaches of many Maldivian islands and some islands are ringed by plastics in the ocean surrounding them.

The impacts of plastic pollution continue to rapidly emerge. The health of citizens is being impacted by pollution-related issues such as clogged sewage systems and waterways that can lead to increases in vector-borne diseases such as dengue as well as waterborne diseases. The countries' growing tourism sectors are being threatened by plastic-logged coastlines, and biodiversity—including whales and other marine life—face serious impacts from the waste leaking into Sri Lanka and the Maldives' waters. Because of these impacts, many national and local actors have been compelled to action, but with the current infrastructure, regulatory environment, and financial systems, implementing and sustaining improved SWM is a challenge.

Improved infrastructure, collection systems, and markets for recycled and reusable products are critical if Sri Lanka and the Maldives are to shift from current systems with known challenges and high instances of leakage to systems with improved effectiveness in reducing waste generation, expanded recycling capacity and material reuse, and increased capacity to collect and manage waste generated in communities. In Sri Lanka, for example, collection systems must be enhanced and scaled-up beyond cities to reduce waste flowing into critical bodies of water and to enhance the livelihoods of those that currently work in the sector. A number of burgeoning efforts are under way in coastal municipalities that are building momentum amongst communities for more sustainable SWM and 3R practices and can be leveraged to scale impact to additional areas. Under USAID's Municipal Waste Recycling Program (MWRP), several successful grants have been deployed in Sri Lanka to target enhanced collection, sorting, and recycling systems, coupled with Social Behavior Change (SBC) initiatives. From these pilots, as well as growing private sector initiatives, there is great potential for CCBO to learn from, scale, and bridge successful initiatives for broader impact.

There is an opportunity to strengthen SWM, recycling, repurposing and upcycling practices to ultimately

² "Ecosystem Survey of Sri Lanka 2018," The National Aquatic Resources Research and Development Agency (NARA). 2018. <http://www.nara.ac.lk/wp-content/uploads/2019/08/DFN-a.pdf>

reduce environmental leakages and impact across both country landscapes through SBC programs that are uniquely developed according to communities' beliefs, practices, and needs. For example, in the Maldives, there is limited research and literature on how Malé's urban residents feel about plastic on their beaches or in the water, but many studies indicate that many Maldivians view prevention of plastics entering the ocean as an activity purely for the tourist sector. Understanding topics such as how the beach is used by citizens is important to understanding how pressing an issue plastics entering the ocean is perceived to be and how SBC programs can be designed to alert Maldivians to the health and economic impacts plastic waste can have for them and their children, as well as to encourage recycling and repurposing plastic waste.

CCBO Objectives

CCBO is a five-year project, targeting ocean plastics pollution directly at their source in cities and towns, specifically in rapidly urbanizing areas throughout low- and middle-income countries. CCBO is working to strengthen the capacity of cities and towns to improve waste management practices through innovative and evidence-based reuse and recycling strategies and establish enhanced local and regional markets for recycled plastic. CCBO seeks to:

1. Promote 3Rs and strengthen local and regional markets for recycled plastic;
2. Build social behavior change for 3Rs and sustainable waste management;
3. Increase capacity and effective governance of SWM and recycling systems; and
4. Support for international fora, public-private partnerships (PPPs), and multi-stakeholder alliances.

CCBO Grant Program – Sri Lanka and Maldives

CCBO will rely heavily on its grant program and implementing grantees in Sri Lanka and Maldives to help achieve overall project and country-specific objectives. Potential grantee organizations may include non-governmental organizations (NGO), civil society organizations (CSO), community-based organizations (CBO), private foundations and universities, research institutions, business associations, and private companies operating or able to operate in one of CCBO's pilot sites or other areas of interest, as described in the Geographic Focus section below. Applying organizations are asked to submit concept papers for either Sri Lanka or the Maldives; CCBO does not expect a single organization to propose work in both countries. Organizations who have and have not received prior USAID funding are encouraged to apply.

Illustrative Activities:

CCBO grant activities may support program objectives by testing new or evidence-based approaches, technologies, or tools that have the potential to be replicated, scaled, and sustained. Lessons learned and results of CCBO grants help expand the body of knowledge of successful and replicable 3R/SWM models that can be recommended to government, the private sector, civil society, and other international development actors for future investment, programming, or policy change.

Explanation of the goals of each of CCBO's objectives and a list of illustrative activities that would support these objectives are provided below. Applicants are not bound by these examples but are encouraged to propose activities that fall within the CCBO objectives and contribute to the program's illustrative indicators (provided in the next section). *Note: Applicants do not need to address all objectives and are encouraged to ensure their approach is focused, manageable, and sustainable. Applicants should strategically focus on one and no more than three activities that are aligned with their organizational strengths, experience, and will result in measurable impact.*

Activities may include but are not limited to the following:

Objective 1: Promote 3Rs and strengthen local and regional markets for recycled plastic

CCBO seeks to strengthen local and regional markets for recycled materials by increasing collection system efficiency, optimizing the volume collected, and identifying/building local recycling opportunities where access may be limited to larger metropolitan markets. In addition, CCBO seeks to promote the 3Rs to encourage waste reduction and reuse behaviors, recognizing that recycling is only one solution. Grant activities may include:

- Where non-existent or non-functional, identify aggregation sites and routes that will optimize neighborhood and/or island waste collection schemes.
- Design and test reusable and refillable product delivery models.
- Design and test locally appropriate recycled or upcycled plastic products or technologies for reusing material.

Objective 2: Build social behavior change for 3Rs and sustainable waste management

CCBO seeks to work collaboratively with communities, schools, businesses, and/or local governments to increase and enhance implementation of the 3Rs through social and behavior change. Grant activities may include:

- Research that adds to the knowledge of current 3R/SWM practices and the societal, economic, logistical and other factors that contribute to them to inform SBC programming. Research may be focused on household, commercial, industrial, and/or tourism sectors, as relevant to the proposed intervention.
- Develop integrated SBC strategies that include stakeholder-led SBC initiatives that promote systematic waste sorting in households, locally feasible recycling and reuse behaviors, or systematic and sustainable programs that include ongoing 3R promotion. Integrated strategies may start with a campaign but should also incorporate activities and community roles that support sustained behavior change (e.g. neighborhood 3R volunteers/ experts, and links with means of safe disposal or 3Rs).
- Test technologies, tools and strategies that increase independent waste collectors and handlers' efficiencies in collecting and separating solid waste and expanding their customer base.
- Establish and/or strengthen independent waste collector cooperatives to formalize and promote their societal standing.

Objective 3: Increase capacity and effective governance of SWM and recycling systems

To establish stronger SWM and recycling systems that are responsive to each engagement sites' unique needs, CCBO seeks grants that assist local governments with planning, formalizing, and enforcing inclusive policies, laws and regulations—and implementing appropriate systems (such as infrastructure, service delivery schemes, or software tools) to support them. Grant activities may include:

- Develop and promote local evidence-based 3R/SWM strategies, tools, or technologies to inform and improve local and national policies.
- Design, test, or scale decision-making software or other technologies to help communities and governments strengthen and monitor their service delivery models.
- Test models that support 3R and SWM practices (i.e., charging household collection fees, deposit/refund schemes, paying house-to-house waste collectors' incomes in addition to revenue from selling scrap, etc.).
- Design and test new models for collecting, sorting, and treating solid waste from waterways.
- Establish or strengthen community-based collection and recycling schemes.
- Establish or strengthen the ability of local governments and independent waste collectors to

continue providing services and following best practices in health and safety during natural disasters, political unrest, and health outbreaks.

- Convene public and private stakeholders for policy dialogue.
- Support the drafting, proposal and adoption of local or national legal instruments (regulations, constitutional amendments, or provisions designed to carry the force of law, mandates or authority) that promote gender equality and/or non-discrimination of women and girls in the 3R/SWM sector.

Cross Cutting: Enhance the Economic Empowerment of Women in 3R/SWM: CCBO seeks to incorporate gender-sensitive and gender-transformative approaches in all of its activities, including grants. Applicants are encouraged to pursue an inclusive approach that fosters gender equality, reduces gender gaps, empowers women and girls, and addresses the unique challenges that affect women, youth and waste collectors and handlers differently. Applicants’ proposed activities that address the above objectives should clearly indicate specific activities and approaches to accomplish this cross-cutting goal.

Cross Cutting: Building Collective Action through Partnerships: To amplify impact, CCBO will identify grant activities that demonstrate an ability to generate lasting sustainable impacts, partnerships, and investment in activities aimed at reducing ocean plastics and improving SWM. Applicants are encouraged to explore various forms of private sector and local government engagement, including collaborations with financial and non-financial (in-kind) resource contributions; projects to pilot and scale private sector approaches for greater impact; and establishing effective procedures for monitoring progress.

Illustrative Indicators

CCBO uses performance indicators to monitor and measure progress towards its desired results. Applicants’ proposed grant activities must contribute to CCBO’s program indicators and may include any combination of the following as relevant to their activity. Below is the current list of CCBO key performance indicators in their thematic categories.

Thematic Category	Indicator
Materials Management	Metric Tons of plastic recovered for reuse / recycling
	Metric Tons of material (all) recovered for reuse / recycling
	Metric Tons of waste (all) aggregated
Innovation	Number of innovations supported
Training / Individual capacity development	Number of people trained in 3R/SWM
	Percent of individuals with new employment following participation in workforce development programs
	Number of individuals who complete workforce development programs
	Number of persons trained to advance outcomes consistent with gender equality or female empowerment

	Number of female participants in programs designed to increase access to productive economic resources (assets, credit, income or employment)
Organizational / institutional capacity development	Number of households / establishments (e.g. businesses, hotels, schools) Participating in 3R /SWM programs (e.g. aggregating or segregating waste)
	Number of waste management institutions and organizations (including small / medium enterprises) with increased capacity to assess or address 3R/SWM
Programmatic reach	Number of individuals reached directly or indirectly through CCBO
Policies	Number of public policies (national or subnational) that advance 3R/SWM supported
	Number of public policies designed to promote gender equality or non-discrimination against women or girls supported
Multi-stakeholder Investment / Engagements / events	Amount of Investment mobilized for 3R/SWM
	Number of ocean plastics / 3R / SWM related events (e.g. conferences, workshops, large events) and engagements (MOUs with governments, businesses).

Upon selection of successful applicants, CCBO will work with grantees to identify indicators the grant activity will achieve and establish methods for reporting on these indicators. For the purpose of submitting a Concept Paper, applicants are encouraged to identify indicators the grant activity would contribute to.

Geographic Focus of Activities:

CCBO seeks to identify SWM challenges and opportunities faced by island countries and solutions that can be replicated in other island countries and as such, will work in Sri Lanka and Maldives. CCBO has developed a short-list of initial “pilot” engagement sites, considering criteria including: alignment with USAID Mission’s priorities and focus regions/municipalities; risk to health, economic development, and ecosystems; demonstrated political buy-in; potential to reduce marine plastics pollution; demonstrated private sector interest and investment opportunities; potential to leverage prior or existing efforts, including those of previous/ongoing USAID investments; presence of under-represented groups.

Using these criteria, CCBO plans to establish up to four pilot sites in its first year, as well as engage at the national level through targeted grants and technical assistance. Activities, learnings, and successful interventions in pilot sites may be scaled to additional sites in subsequent years. CCBO’s approach will be designed to secure early wins at the selected sites. *Concept Papers should be developed for either Sri Lanka or the Maldives, not both. Concept Papers for work in non-pilot site locations may be submitted and will be reviewed to determine if it meets CCBO objectives and can serve as a successful model; however, CCBO will prioritize Concept Papers in the pilot sites discussed below.*

Preferred sites in Sri Lanka for Year One and justifications for their being short-listed include:

- **Colombo metropolitan area** is the country's commercial capital and has the largest population concentration. The metropolitan area hosts a large number of entities with which CCBO could potentially partner to add value in plastic pollution mitigation efforts. These potential partners include organizations and a wealth of private sector and industry players (particularly in the tourism, food and beverage, and textiles/manufacturing sectors).
- **Galle** is located in Sri Lanka's southwest coast. Currently, Galle's administration is working toward establishing the city as a healthy coastal city, branded as "Green City – Green Galle,"—a vision which CCBO can garner support under and contribute to. Its location and characteristics, including the established momentum toward engaging in 3R and SWM initiatives (such as reuse, composting, and recycling projects) make the area a prime location for CCBO to scale and further expand efforts.
- **Jaffna District**, is home to the northern province's coastal capital city and many commercial institutions, industrial operations, hotels, and government institutions within four geographical areas: Thenmarachchi, Vadamarachchi, Valikamam, and the Jaffna Islands. Following the Sri Lankan Civil War, Jaffna was one of the first to set up industrial areas and a quality rail system to enable items to be manufactured here and transported throughout the country.

Beyond its work in the above areas, CCBO will also research opportunities for expansion along the east coast of Sri Lanka in subsequent program years. At the national level, CCBO will also work to provide support for government initiatives, policy, and capacity building (further detailed in Section IV).

In the Maldives, CCBO anticipates engagement in:

- **Greater Malé Region (Malé , Hulhumalé and Vilimalé):** Malé is the capital city of the Maldives and one of the world's most densely populated towns in the world. The neighboring islands of **Hulhumalé** and **Vilimalé** are rapidly urbanizing that together with Malé, make up the greater Malé region. Over a third of the population of the country live in the Greater Malé region alone. The Maldives has experienced rapid economic expansion and tourism has flourished in recent years, resulting in continued rises in population and demand for consumer goods. The national government has reversed centralization policies to empower local governments to provide public services across all 188 islands and to address the challenges faced by climate change and natural disasters. Adequately managing solid waste is particularly important for public health and to preserve the natural resources that draw in international tourism and provide livelihoods for many Maldivians.

CCBO also anticipates developing partnerships with members of the private sector, namely those involved in tourism, which may be located in and around the greater Malé region.

SECTION 2: AWARD AND ADMINISTRATION INFORMATION

Estimated Number and Value of Grants

CCBO anticipates awarding multiple grants from this solicitation. The number of awards is dependent upon the number of meritorious applications received, available funding, and CCBO's technical priorities. Awards are expected to range from \$50,000 to \$250,000 based on the technical approach proposed. Depending on the availability of funds, number of awards, and technical approach, CCBO may work with selected organizations to increase or decrease their overall budget. In accordance with Automated Directives System (ADS) 302.3.4.13, grants to U.S.-based organizations are limited to \$100,000.

Period of Performance

The applicant shall specify the period of performance for the project being proposed. It is anticipated that the duration of the grants will be 12 to 24 months but may be longer or shorter depending on the technical scope of work. Depending on the scope of work proposed, CCBO may work with the applicant to develop a performance-based or multi-phased grant in which a successful grantee must complete Phase 1 prior to being considered for Phase 2 funding.

It is anticipated that grant implementation will begin in October 2020 for those Concept Papers received before the first review deadline (July 6, 2020), provided a Full Application is reviewed and approved by CCBO and USAID. All subsequent awards are expected to begin between 2-3 months after the submission and successful acceptance of the Concept Paper and Full Application. While committed to advancing program objectives, CCBO will continue to maintain flexibility and ongoing communication with applying organizations to responsibly respond to the coronavirus outbreak and the potential impacts on program timing.

Application Process

This solicitation will be carried out in two phases (see Figure 1):

1. Applicants will first submit a Concept Paper in accordance with this APS. CCBO will review Concept Papers based on the criteria provided in Section 4. Only those applicants that comply with all submittal requirements, adequately address the selection criteria, and are ultimately selected by CCBO will be asked to proceed to the second phase through submission of a Full Application. Unsuccessful applicants will be notified by email.
2. In the second phase, CCBO will invite successful applicants to develop a Full Application. CCBO will provide feedback for applicants to address specific areas of the program description, engagement strategy, or program management—or ask applicants to participate in an Application or Design Workshop as described below.

Following the review of Concept Papers and Full Applications, CCBO will either mark the application as “proceed in cycle,” or “decline to fund.” Applicants who are awarded a grant will not be considered for future funding under this APS, except in exceptional cases.

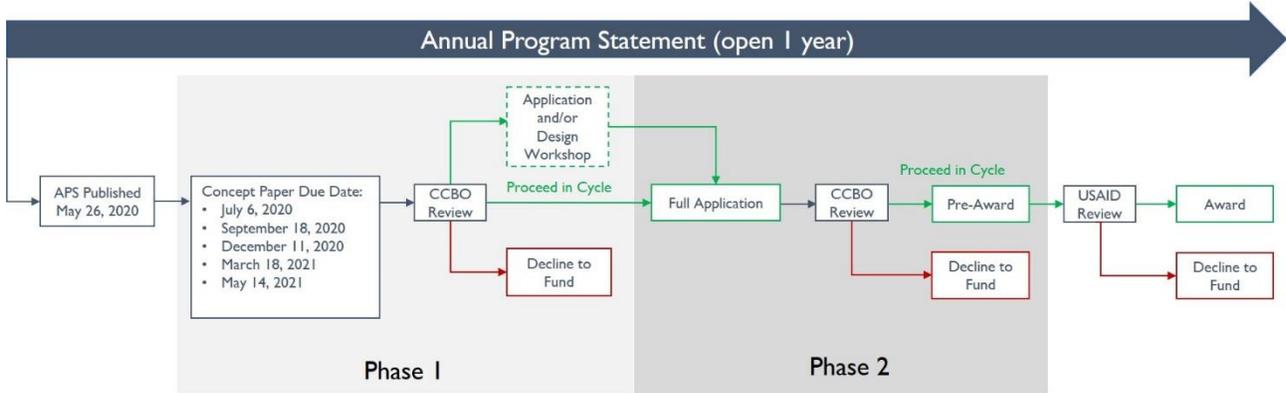
Application Workshop

Following the selection of Concept Papers, CCBO may choose to hold an Application Workshop (in-person or remotely) to orient applicants with the Full Application development process and USAID requirements; present CCBO's objectives and target areas; answer technical questions; provide guidance on filling out the Full Application and required budget; and support applicants who may need additional assistance.

Design Workshop

Additionally, CCBO may choose to hold a Design Workshop where selected Concept Paper applicants will work in close collaboration with CCBO and other key stakeholders (beneficiaries, local governments, the private sector, USAID, and other development actors) in the refinement and development of an idea, solution or partnership. In these instances, CCBO will first determine if the applicant is interested in participating in a Design Workshop and will then follow-up with next steps.

Figure 1: Annual Program Statement Flowchart



Pre-Award Requirements

Notification of a successful Concept Paper or invitation to submit a Full Application is **not** a notification that the applicant will receive an award. CCBO will conduct a thorough analysis of the proposed budget to ensure all costs are reasonable, allowable, and allocable in accordance with USAID’s cost principles. In addition, CCBO will conduct a pre-award risk assessment to determine the capacity of the recipient organization to comply with USAID requirements and cost accounting procedures and if any special award conditions will be placed on the applicant.

While not required with submission of a Concept Paper, applicants who are invited to submit Full Applications will be asked to provide a signed copy of applicable USAID certifications. Successful applicants will also be asked to demonstrate that they have or are in the process of registering for a Dun & Bradstreet Data Universal Number System (DUNS) Number.³

Final approval of all grant awards must be provided by USAID.

Award Administration

CCBO will select one of the following grant types depending on the individual proposal’s size, duration, and complexity of proposed activities, as well as the organizations capacity to manage USAID funds:

Fixed Amount Award (FAA): The grantee and CCBO will establish a set of pre-identified milestones with a fixed payment tied to the successful completion of the milestone. Activities and outcomes must be priced with reasonable degree of certainty for this type of grant (e.g., conferences, studies, surveys, workshops, etc.).

³ While evidence of being registered with a DUNS number and in the SAM is not required for the application, it is required prior to award of any grant.

Simplified Grant (SiG): Activities are usually simple in nature and funds are reimbursed based on actual costs incurred.

Standard Grant (SG): Activities may be more complex in nature and funds are typically advanced in 30-day installments based on anticipated projections and reconciled on a monthly basis.

Grants will be administered in accordance with applicable regulations as follows:

- For U.S. organizations: [2 CFR 700](#), [2 CFR 200](#), and [ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations](#) (for FAA) or [ADS 303maa, Standard Provisions for US Nongovernmental Organizations](#) (for SG).
- For non-U.S. organizations: [2 CFR 200 Subpart E](#), and [ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations](#) (for FAA) or [ADS 303mab, Standard Provisions for Non-US Nongovernmental Organizations](#) (for SG).

Environmental and Climate Risk Compliance

All grants issued will be subject to the USAID requirements for environmental soundness and compliance as required by [22 CFR 216](#). An Environmental Review Form will be completed by CCBO with input from the successful applicant to determine if activities may have an adverse environmental impact and if proposed mitigation and monitoring measures will sufficiently mitigate the impact. Organizations asked to submit a Full Application should address any potential impacts and the mitigation, monitoring, and relevant safety measures that will be put in place.

Additionally, in accordance with ADS 303 and ADS 201ma1, CCBO will screen all activities to incorporate into the grant any climate risk management measures as necessary. Climate risk management ensures USAID safeguards development gains and uses development dollars wisely so that today's investments provide value for many years to come.

Branding Strategy and Marking Plan

Successful grantees are required to comply with the Marking and Public Communications under USAID-Funded Assistance provision which requires all programs, activities, public communications, and commodities that USAID partially or fully funds under an award or sub-award to be appropriately marked with the USAID identity.

A Branding Strategy and Marking Plan (BSMP) is not required upon submission of a Concept Paper or Full Application. CCBO will provide a BSMP template and work with successful applicants proposed for award to determine if additional considerations need to be incorporated into each specific award.

Applicants can find additional information in [ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations](#), [ADS 303maa, Standard Provisions for U.S. Nongovernmental Organizations](#), or [ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations](#), as applicable; and [ADS 320, Branding and Marking](#).

Reporting Requirements

As a condition of award, grant recipients will be required to submit brief monthly progress reports including information on key performance indicators. Depending on the grant type, the award will outline financial, technical, and deliverable reporting requirements which will be discussed with the recipient prior to grant signing. In addition, grantees must comply with the following USAID provisions:

Development Experience Clearinghouse (DEC): Grant recipients will be required to comply with DEC

submission requirements with guidance and assistance provided by CCBO. For additional information please refer to the applicable Mandatory Standard Provision entitled *Submission to the Development Experience Clearinghouse and Data Rights*.

Development Data Library (DDL): Grant recipients will be required to comply with DDL submission requirements with guidance and assistance provided by CCBO. For additional information please refer to the applicable Mandatory Standard Provision entitled *Submission of Datasets to the Development Data Library*.

SECTION 3: ELIGIBILITY INFORMATION

Eligible Entities

Eligible applicants include:

- Non-governmental organizations, civil society organizations, community-based organizations, private foundations and universities, research institutions, business associations, and private companies (profit/fee may not be charged to a grant);
- Non-US organizations;
- US organizations (limited to \$100,000 budget);
- Organizations that have previously received a USAID grant;
- Organizations that have never received a USAID award before; and
- Organizations that are working or are able to work in the one or more of the pilot sites listed above. *Concept Papers should be submitted for either Sri Lanka or the Maldives, not both. Proposals for work in non-pilot site locations may be submitted and will be reviewed to determine if it meets CCBO objectives and can serve as a successful model; however, CCBO will prioritize Concept Papers in the pilot sites listed on pages 7-8.*

Eligible applicants must demonstrate the following:

- Be legally registered to operate in the proposed country (Sri Lanka or Maldives);
- Be in good standing with all civil and fiscal authorities in the proposed country (Sri Lanka or Maldives)
- Be willing to sign applicable assurances and certifications if invited to submit a Full Application; and
- Be willing to register with a DUNS number if invited to submit a Full Application

Ineligible Entities

The following entities are **not** eligible for CCBO grant funding:

- Local, regional or national government entities;
- Private Voluntary Organizations (PVO) that have not registered as such with USAID;
- Political parties and their subsidiaries or affiliates;
- Organizations that have a negative determination on the SAM, UN 1267 or OFAC Blocked Persons Lists;
- Organizations that promote or engage in illegal activities or anti-democratic activities;
- Faith-based organizations that are not in compliance with ADS 303.3.6.4.m, which is in accordance with Executive Order 13279, Equal Protection for the Laws of Faith-based Community Organizations;
- Entities affiliated with Tetra Tech, its officers, directors, or employees, or its subcontractors and their officers, directors, or employees;
- Public International Organizations (PIO); and

- Any organization which, in accordance with ADS 303maa and ADS 303mab, performs or actively promotes abortion as a method of family planning in a foreign country or provides financial support to any other foreign non-governmental organization that conducts such activities.

Ineligible Activities

CCBO will NOT fund the following types of activities:

- Construction⁴ and improvements, renovation, alteration and refurbishments⁵ as defined in [ADS 303maw](#);
- Activities that duplicate the activities of other United States government (USG)-supported program or programs conducted by other organizations in CCBO target regions;
- Activities that are inconsistent with international standards of human rights or with democratic goals of racial and ethnic tolerance and harmony;
- Ceremonies, parties, celebrations, or “representation” expenses except for those that are specified in the grant (for example, opening ceremonies) to promote the visibility of USAID in the eyes of the communities USAID is trying to serve;
- Involuntary sterilization programs;
- Abortion-related activities and biomedical research relating to abortion; and
- Activities outside the contract scope and/or not approved by USAID.

Funding Restrictions

Please review the following considerations when generating a concept paper and budget.

- Equipment and materials are allowed under this award. A list of restricted and ineligible commodities can be found at [ADS 312](#);
- In accordance with the Mandatory Standard Provisions regarding USAID Eligibility Rules for Procurement of Commodities and Services, when the total value of procurement for commodities and services during the life of the award is valued at \$250,000 or less, the authorized geographic code is 935, which allows for the purchase of goods and services from any area or country including the cooperating country, but excluding any country that is a prohibited source.⁶
- Pre-award costs are not allowable (costs incurred prior to award or in the preparation of the grant Concept Paper or Full Application);
- Nonrefundable Value Added Tax is not allowable; and
- Profit is not allowable.

Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

I. An actual or appearance of a conflict of interest exists when an applicant organization or an employee

⁴ Construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

⁵ Any betterment or change to an existing property to allow its continued or more efficient use within its designed purpose (renovation), or for the use of a different purpose or function (alteration). Improvements also include improvements to or upgrading of primary mechanical, electrical, or other building systems. Does not include non-structural, cosmetic work, replacement of plumbing or conduits that does not affect structural elements, and non-load bearing walls or fixtures (e.g., shelves, signs, lighting, etc.)

⁶ ADS 310mac currently does not have any specific countries listed as prohibited. Because the Office of Foreign Assets Controls (OFAC) regulations are complex and constantly evolving, Tetra Tech maintains an internal list of ‘prohibited sources’ including Cuba, Iran, North Korea, (North) Sudan, and Syria.

of the organization has a relationship with a USAID or CCBO official involved in the competitive award decision-making process that could affect the USAID/CCBO official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID/CCBO employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits a concept note. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the CCBO Grants Manager or Chief of Party no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

The applicant must notify CCBO of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID/CCBO will promptly take appropriate action upon receiving any such notification from the applicant.

SECTION 4: CONCEPT PAPER EVALUATION CRITERIA

Initial Screening

Upon receipt of Concept Papers, the USAID CCBO Grant Manager will review each Concept Papers to ensure it meets the minimum requirements before proceeding with technical review. The initial screening requirements include:

- Applicant has submitted a Concept Paper which follows the guidelines outlined in the APS;
- Applicant is legally registered to operate in the proposed country (Sri Lanka or Maldives) and meets the eligibility criteria listed above;
- Proposed activities are eligible for USAID CCBO funding; and
- Applicant is not found with a negative determination in the SAM, OFAC, or UN 1267 lists.

Evaluation Criteria

The Review and Evaluation Committee (REC) will formally evaluate Concept Papers in writing based on the following evaluation criteria.

1. Does the applicant demonstrate a thorough understanding of the local context and the problem or evidence gap that will be addressed through the intervention?
2. Does the Concept Paper contribute toward USAID CCBO performance indicators?
3. Does the technical approach have the potential to be scaled-up or replicated?
4. Are proposed activities and their sequencing logical?
5. Does the applicant outline a realistic and suitable plan for engaging local stakeholders, local government and local systems?
6. Does the applicant adequately outline mitigation measures to assumptions and risks?
7. Does the Concept Paper include gender considerations in the background, technical approach and engagement strategy?
8. Does the applicant outline an effective and efficient plan for managing the project?
9. Does the applicant have prior experience in the technical scope and geographic area?

Only those Concept Papers that pass the initial screening, adequately address the evaluation criteria and are ultimately selected by USAID CCBO will be invited to submit Full Applications. CCBO reserves the right to select any number of applications to proceed in the cycle based on the total anticipated number of awards that will be issued and available budget. Notification of a successful Concept Paper or invitation to submit a Full Application is **not** a notification that the applicant will receive an award.

SECTION 5: CONCEPT PAPER SUBMISSION INSTRUCTIONS

Instructions

Concept Papers must be submitted in English. If the applicant feels that submitting a Concept Paper in English will undermine the content of the application, please email opportunities@cleancitiesblueocean.org.

Applicants must use the form provided in the following link:

https://tetrachard.formstack.com/forms/aps_sri_lanka_and_maldives_001_concept_paper

Applications submitted via email will not be accepted, except in the case where technical difficulties have been encountered and communicated to CCBO

The format provided has word count limits that may not be exceeded. Applicants have the option to 'Save and Resume' the Concept Paper so that the application can be closed and reopened later to continue work. Once the Concept Paper is complete, the applicant's organizational representative must sign the Concept Paper and hit the 'Submit Form'. Once submitted, the applicant will receive confirmation of receipt from CCBO. Concept Papers will be reviewed on a bi-monthly basis according to the following deadlines, unless otherwise amended in this APS:

- July 6, 2020
- September 18, 2020
- December 11, 2020
- March 18, 2021
- May 14, 2021

Tip: You are encouraged to draft your Concept Paper in Word using the structure and word limits provided below. When ready, you can 'copy' and 'paste' your narrative into the Concept Paper template.

Concept Paper Format

(must be submitted via:

https://tetrachard.formstack.com/forms/aps_sri_lanka_and_maldives_001_concept_paper

Organization Profile (limit 150 words): Briefly describe your organization's mission, goals and experience in SWM/3R

Problem Statement (300 words): Describe the problem or evidence gap that the grant activity will address including relevant gender gaps or inequalities that need to be addressed. Describe the local context in which the activity will be based.

Technical Approach (800 words):

- **Intended results and theory of change (50 words)-** Describe what will be achieved and who will benefit as a result of the grant activity. Describe the logical flow of how these results will be achieved (e.g. using if/then statements).
- **Activities and Performance Indicators (350 words)–** outline the specific activities that will be undertaken to achieve the results (and any intermediate results); and how progress towards results and activity progress will be measured. (link to illustrative indicators listed in the Illustrative Activities section of the APS);
- **Assumptions and Risks (300 words) -** what assumptions are there about the activity and what potential risks or obstacles may be encountered and how these will be addressed. Specifically address how impacts of the coronavirus will be taken into consideration with activity planning and

implementation. Address any potential differential effects (including unintended or negative consequences) on women and men. Include any potential environmental impacts and how these will be managed and/or mitigated, if applicable.

Example of Results, Activities, and Performance Indicators

Result 1: Waste collectors practice internationally accepted best practices for health and safety (H&S)

Activity 1.1: Develop curriculum for H&S training course (with a description of activities)

Activity 1.2: Organize and deliver H&S course (with a description of activities)

Performance Indicator 1: # of people trained in 3R / SWM

Engagement Strategy (300 words): Describe how local stakeholders, local government and local systems will be engaged; how existing or potential partnerships or investments will be leveraged; and how women, youth, waste collectors and handlers, and/or other under-represented groups will be included in strategy or activity design and implementation.

Program Management (150 words): Briefly describe the organization's plan for managing the project including anticipated key personnel, location of offices, number of staff, number of field visits, etc.

Past Performance (200 words): Briefly describe similar projects the organization has implemented and experience with USAID or other donor-funded grants.

Questions

Questions may be sent to opportunities@cleancitiesblueocean.org. A list of all questions and answers will be compiled at the end of each week and posted on <https://urban-links.org/project/ccbo-grants/>

SECTION 6: FREQUENTLY ASKED QUESTIONS

Question 1

1a. Are private sector entities (for-profit) allowed to apply?

1b. Can a private sector entity propose to use grant funds to purchase equipment that would generate income?

Answer 1

1a. For-profit entities are eligible to apply but may not charge a profit (fee) for their services.

1b. Entities may propose to purchase equipment or carry out activities that would generate income, however program income, as defined below, will be treated differently depending on the organization type. Note that these requirements do not apply to income earned after the end of the period of performance of the CCBO grant or if a grantee receives a Fixed Amount Award, which will be negotiated prior to award.

Program income means gross income earned by the Grantee that is directly generated by a supported activity or earned as a result of the U.S. Government Federal award (CCBO grant) during the award period of performance. Program income includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under Federal awards, the sale of commodities or items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Interest earned on advances of Federal funds is not program income. Except as otherwise provided in Federal statutes, regulations, or the terms and conditions of the Federal award, program income does not include rebates, credits, discounts, and interest earned on any of them.

Program income for US, non-profit organizations: ordinarily program income must be deducted from the total allowable costs to determine the net allowable costs, as specified in 2 CFR 200.307(e)(1). Applicants may request that program income earned during the period of the grant be added to the total value of the award and used to further program objectives. In this instance, the applicant, with CCBOs assistance, would be required to calculate the anticipated program income prior to award which would be presented to USAID for approval. Program income that the grantee did not anticipate at the time of the award must be used to reduce the award amount rather than to increase the funds committed to the project.

Program income for non-US, non-profit organizations: unless otherwise stated in the award, program income earned during the period of the grant must be added to the total program amount and used to further eligible project or program objectives.

US and non-US Commercial (for-profit) entities: are prohibited from adding program incomes to the total program amount and must be deducted from the USG share of the award.

Question 2 Does CCBO have grant opportunities in other Southeast Asian countries?

Answer 2 CCBO will be working in countries in South and Southeast Asia and Latin America. Organizations interested in working in other countries are encouraged to regularly check the Urban Links website to learn where CCBO is working and available grant opportunities.

Question 3 How do you select programs?

Answer 3 CCBO will evaluate all Concept Papers against a set of pre-established evaluation criteria that can be found in Section 4 of the APS. Only those applicants that comply with all submittal requirements, adequately address the evaluation criteria, and are ultimately selected by CCBO based on funding availability and technical priorities will be asked to proceed to the second phase through submission of a Full Application. Unsuccessful and successful applicants will be notified following the review.

Question 4 Are UK organizations eligible to apply?

Answer 4 Both US and Non-US organizations are eligible to apply. A Non-US organization is defined as a foreign organization in 2 CFR 200.47 described below. Based on this definition, a UK organization meeting the definition below would be considered 'foreign' or non-US and eligible to apply.

2 CFR 200.47 Foreign organization

(a) A public or private organization located in a country other than the United States and its territories that is subject to the laws of the country in which it is located, irrespective of the citizenship of project staff or place of performance;

(b) A private nongovernmental organization located in a country other than the United States that solicits and receives cash contributions from the general public;

(c) A charitable organization located in a country other than the United States that is nonprofit and tax exempt under the laws of its country of domicile and operation, and is not a university, college, accredited degree-granting institution of education, private foundation, hospital, organization engaged exclusively in research or scientific activities, church, synagogue, mosque or other similar entities organized primarily for religious purposes; or

(d) An organization located in a country other than the United States not recognized as a Foreign Public Entity

Question 5

Are organizations allowed to propose partnering with other organizations on a grant?

Answer 5

CCBO will consider 'partnerships' in the form of subgrants and subcontracts (to another organization under the prime grant) or consultant agreements (to an individual) on a case by case basis. As part of the pre-award process, CCBO will ensure both organizations partnering on the grant have the capacity to manage their respective awards.

Partnerships may also include Memorandum of Understanding (MoU) or other non-financial agreements or arrangements with other entities who will contribute to the overall goal of the proposed grant activity (i.e. technical support, leveraging networks, etc.).

Interested applicants proposing a partnership will be scored the same as all other applications in accordance with the selection criteria in Section 4 of the APS. Interested applicants and their partners are asked to submit only one Concept Paper.