

STATEMENT OF WORK
“Best Practices for Promoting Trade-Led Equitable Growth in the LAC Region”

A. TASK ORDER BACKGROUND

A.1 CONTEXT/RATIONALE

While the LAC region has experienced modest economic growth in recent years, after two decades of disappointing growth, poverty levels are the same in real terms as they were in 1980. Continued modest growth will be insufficient to achieve the region’s Millennium Development Goals on poverty reduction by 2015. The region’s high levels of inequality—the highest of any world region—have fueled a perception that economic liberalization has failed the region’s poor. This perception is evidenced by the region’s political tilt to the left in recent elections (e.g. Venezuela, Ecuador, Nicaragua, and Bolivia). Increasingly the governments, private sectors, and civil societies of the region’s countries are looking for guidance on what mix of practices (policies and programs) holds the greatest potential for effectively producing the rate and type economic growth that would be effective in tangibly improving the lives of the majority of their citizens.

Identifying and promoting best practices for economic prosperity with greater equity in the LAC region is critical to achieving the Secretary of State’s transformational diplomacy goal of “helping to build and sustain democratic, well governed states that will respond to the needs of their people and conduct themselves responsibly in the international system.” To achieve increased economic prosperity with greater equity, two needs must be more effectively addressed. First is the need to spur trade liberalization as a catalyst for increased economic growth. The challenge here is to improve the trade and investment enabling environment and support private sector efforts to become competitive. Second is the need to reduce the impact of inequality on opportunities for the poor to contribute to and benefit from economic growth. The challenge here is to accelerate more equitable asset accumulation. Through the development of best practices for countries’ governments and in-country non-government development actors (universities, think tanks, private sector associations, and other NGOs) this “Trade-led, Equitable Growth” Task Order will directly help the region’s countries to grow their economies, create jobs, raise incomes, and reduce poverty. This will contribute to fostering the broad, personal sense of “ownership” and “stake” in economic growth that will help the disenfranchised “buy into” their own democratic governments.

The USAID Bureau for Latin America and the Caribbean - Office of Regional Sustainable Development (RSD) - Broad-Based Economic Growth Team (BBEG) is soliciting this task order under a two-year extension of its existing Strategic Objective entitled: **“Enabling Environment for Market Access Strengthened (598-017).”** This SO is comprised of two modified Intermediate Results:

IR 1 - Best Practices Advanced to Foster Trade-Related Growth: The USG is advancing trade-led economic growth in the Western Hemisphere by establishing the Dominican Republic-Central America Free Trade Agreement (DR-CAFTA), the Andean Trade Promotion Agreement (ATPA), the Panama FTA, and the Free Trade Area of the Americas (FTAA). To benefit from a more liberalized trade regime, LAC countries need to foster trade-driven economic growth by participating in trade negotiations, implementing treaty obligations, and transitioning to free trade (i.e., helping businesses and industries to become globally competitive). Under this IR, USAID will advance best practices in trade capacity building (TCB) including (1) preparing for and implementing trade agreements, (2) improving the environment for “doing business” (e.g., assistance to advance reforms in such areas as quality and/or certification standards, business

start-up regulations and contract enforcement, and fiscal policy including taxation), and (3) focusing on improving the competitiveness of small and medium-sized firms and industries to better take advantage of the agreements.

USAID's assistance to help the LAC countries to build capacity to trade is a component of the U.S. Government's "Aid for Trade" initiative that was given heightened prominence at the 2005 Hong Kong WTO Ministerial attended by all USAID-assisted countries in the LAC region. The concept of "Aid for Trade" (or "Trade Capacity Building" as it was heretofore referred) entails efforts by USAID-assisted LAC countries to prepare for trade negotiations, to implement trade agreements (i.e., treaty obligations), and to transition to free trade, this latter area encompassing initiatives by the countries to reposition their productive sectors to be able to more effectively tap into and benefit from increased market access afforded under a free trade agreement with the United States or, more generally, within the increasingly liberalized global trading system under the WTO.

In the Western Hemisphere, the USG has placed a high priority on establishing the following bilateral free trade agreements (FTAs): (1) the Dominican Republic-Central America Free Trade Agreement (DR-CAFTA) with El Salvador, Guatemala, Honduras, Nicaragua, Costa Rica, and the Dominican Republic; (2) the Andean Trade Promotion Agreement (ATPA) with Colombia and Peru; and (3) the U.S.-Panama FTA. As of this writing, DR-CAFTA awaits ratification in only one country (Costa Rica) and has come into force in five of the six signatory countries (Dominican Republic, El Salvador, Nicaragua, Guatemala and Honduras) and it is anticipated that the agreement will come into force for Costa Rica by the end of 2007. With the Andean FTA, the U.S. has signed a bilateral Trade Promotion Agreement (TPA) with Peru and Colombia (and both treaties now await ratification by the U.S. Congress). Currently, the U.S.-Ecuador TPA negotiation is stalled, while the Panama FTA negotiation has been concluded but not yet signed or ratified. Looking to the future, at some point Bolivia may be invited to join the Andean TPA negotiation.

IR 2 - Best Practices Advanced to Reduce Asset-Related Equity Constraints: This IR will support advancing best practices to address asset-related constraints that, if resolved, would accelerate accumulation of productive assets by the poor, expand their opportunity to contribute to and benefit from trade-led economic growth, and enhance their sustainable competitiveness in the marketplace. USAID will focus on microeconomic reforms holding the greatest potential to assist the poor in accelerating their access to such assets as property rights (land and moveable property), finance (financial intermediation and remittances), and human capital (workforce development).

This activity supports the State/USAID Strategic Plan goal of "economic prosperity and security". Inequality is worsening and poverty levels persist at roughly the same level as in the 1980s. Approximately one quarter of the region's population lives in poverty (defined as less than \$2 per day). Unequal access to assets, such as property, credit markets, technology, market information and relationships, and human capital, is a driving force behind income inequality and slow growth.¹ Inequality has a growth-impeding effect in the context of market imperfections and, if not reduced, will reinforce the region's persistently sluggish growth rates. Over the past decade, the LAC region has had the lowest real per capita GDP growth rate of all world regions (1.3% from 1997-2006). Greater equity, over the long-term, can underpin faster growth in the region and reduce socio-political tensions plaguing the region from youth gangs, violence and crime, political radicalization of governments, and rising populism in such countries as Venezuela and Bolivia.

¹ World Bank, *et.al.* "World Development Report 2006: Equity and Development" p.9, 2005
<http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTWDRS/EXTWDR2006/0,,menuPK:477658~pagePK:64167702~piPK:64167676~theSitePK:477642,00.html>

The World Bank Development Report (2006) states that: “public action should focus on the distribution of assets, economic opportunities, and political voice, rather than directly on inequality in incomes.” USAID efforts to improve “access to assets” will serve as a catalyst for LAC region country governments, their private sectors, and donor partners by identifying innovative approaches to: (1) improving access to financial intermediation (through the facilitating of the use of both real and moveable property as collateral), including reducing transfer costs of and strengthening the development impact of remittances; (2) developing a private sector workforce with higher skilled, more flexible employees and greater market knowledge, that will enable companies to effectively partner in supply chains and thereby more effectively compete in the global marketplace; and (3) strengthening the legal framework and institutional capacity supporting the competitiveness of businesses with an emphasis on the special needs of small and medium enterprises. In these areas, this task order will support policy analysis and dialogue, best practices identification and dissemination, and innovative approaches that provide a demonstration effect to LAC countries.

Within this context, this Task Order will focus on assessing the experiences of LAC USAID host countries, their national development partners (e.g. universities, think tanks, private sector associations and non-governmental organizations), and other regional or international development organizations working in the country, identifying regional or adapting global lessons learned and best practices, and sharing this information with country-level stakeholder beneficiaries throughout the LAC region.

This Task Order is intended to play a catalytic role in support of countries’ development agenda by pulling together information, undertaking assessments and case studies, and contributing to the design of innovative pilots and prototype models that will be useful to a range of actors in the country, especially national institutions and organizations, but also including USG agencies, USAID missions and their implementing partners. This Task Order will provide the region-specific research and analysis necessary to ensure that global best practices are adapted to the unique regional realities and assist the countries in the LAC region to identify, access, adapt, and prioritize best practices appropriate to achieving the USG Transformational Diplomacy Goal within this strategic region for U.S. foreign policy.

Finally, any effort to support identification and dissemination of best practices needs to be based on in-country engagement with host country governments and other national institutions and actors and tightly focused on their needs. Achieving this will require close coordination with USAID Missions and U.S. Embassies, since it is their country-level staffs that have the necessary relationships and understanding of the development landscape in-country to ensure that this type of collaboration is consistent with and contributes effectively to our country-specific foreign policy objectives. This involvement is also important as this work will ultimately affect a country’s economic growth priorities and thus, may indirectly influence the USAID portfolio in out-years.

A.2 ANTECEDENTS

The LAC Broad Based Economic Growth Team currently has two existing contract mechanisms in place, one addressing the IR1 trade capacity building issues and the other the IR2 poverty reduction/access to assets issues. Both of these mechanisms will come to an end in FY07; meaning they will continue until their end date or until they run out of funds, whichever comes first. It is expected that this new task order will, to the degree possible, build on the experiences of these two mechanisms by drawing, where appropriate, from their products and the lessons learned for future work. Integrating these two IR/components into one task order will permit a more complete exploration of the interrelationships between free trade and access to assets and markets. During any overlap period this new mechanism will begin by focusing on areas not being covered by the other mechanisms (i.e. workforce development,

information management). A brief summary of each of these existing task order mechanisms follows, including its contractor, key results, and task order end date.

- **A.2.1 Trade**

- **LAC Trade (I, II, III) (Carana)**

To date, LAC/RSD has provided targeted trade capacity building (TCB) assistance under three contracts implemented by Carana Corporation. The current activity, known as “LAC Trade III,” provides rapid-response technical assistance to LAC countries on trade capacity building issues related to trade negotiation preparation, trade agreement implementation, and the transition to free trade. The objective has been to provide assistance that directly supports participating countries’ work in advancing trade negotiations, implementing trade agreement provisions, and making adjustments so as to enable countries to benefit from trade liberalization, where such assistance cannot be provided in the short-term by existing bilateral or regional programs. The assistance provided under this mechanism has been highly effective, especially in facilitating completion of the DR-CAFTA negotiations and fostering increased civil society participation in the trade process not only in the Central American countries but also the Dominican Republic, Panama, the Andean countries (Colombia and Ecuador), and in several countries of the CARICOM and Mercosur sub-regions. A full description of all activities undertaken under these task orders by Carana is available at: <http://lac.carana.com/>. This contract is scheduled to end May 31, 2007.

- **A.2.2 Access to Assets**

- **RAISE Task Order (Chemonics)**

On the poverty reduction side of the equation, BBEG has in place a RAISE IQC Task Order with Chemonics International. This Chemonics Asset-Related Constraints to Broad Participation in Market Access Task Order strives to improve access of the poor to income-earning market opportunities through improving the institutions that facilitate equitable access to key markets throughout the LAC region. The Task Order plays a catalytic role supporting country programs by pulling together information, undertaking assessments and case studies, and contributing to the design of innovative pilots and prototype models. The Task Order is available to provide short-term technical assistance in the areas of property, financial, or rural assets. This contract is scheduled to end in September 2007.

This Access to Assets mechanism provides as-needed technical assistance in the form of rapid response, short-term support to region-wide and mission-specific initiatives. Activities under the Task Order fall under four separate but inter-related objectives: rural competitiveness, property rights and markets, financial markets and market access alliances. Examples of the types of activities implemented by this Task Order include:

- Country-specific analysis of the obstacles that impede the adequate functioning of property rights and secured transactions legal frameworks that limit the use of property as collateral for loans, and recommendation of policies and measures necessary to overcome such obstacles.
- Creation and support of the Special Summit of America Initiative “Inter-American Alliance for Accountability in Strengthening Real Property Rights” More information about the Alliance is available at:

<http://www.landnetamericas.org/>

- Analysis of the feasibility of a uniform Central American Mortgage instrument and development of a draft uniform mortgage document.
- Assessment of the volume and nature of current remittance flows and the challenges to increasing the development impact of remittances through greater financial intermediation.
- Co-sponsorship — with the World Bank and the IDB — of a Central American Trade Liberalization Conference aimed at helping advance national-level responses to new era, market-led opportunities and challenges.

Two examples of how these existing mechanisms have supported LAC countries adoption of equitable growth best practices in a manner similar to that outlined above for this new task order, include:

- With respect to trade capacity building, Carana, in support of the negotiation of the U.S.-Dominican Republic-Central America Free Trade Agreement (DR-CAFTA), provided technical leadership and assistance to the DR-CAFTA countries to design civil society outreach strategies to provide information on the benefits of free trade, to support countries in implementing those strategies (e.g., providing trade experts to speak at outreach events), to distill lessons learned and best practices from these programs, and to disseminate and incorporate that experience into the design of civil society outreach strategies and programs in support of the U.S.-Andean Trade Promotion Agreement negotiations.
- With respect to access to assets, Chemonics, under the Summit of the Americas process, provided technical leadership and assistance to conceptualize and implement the Inter-American Alliance for Strengthening Real Property to advance knowledge and understanding of property issues and Summit commitments in the LAC countries. This assistance advanced identification of best practices on property titling and the use of real property as collateral for business financing, with the dissemination to all countries of a property rights “blueprint” to guide countries on the long-term path to strengthening their property rights systems. Application of the Blueprint in Colombia has led to the Government of Colombia requesting that USAID/Colombia support them in major property rights legal and institutional reform initiative.

B. TASK ORDER STATEMENT OF WORK

This Task Order will constitute an activity entitled “Best Practices for Promoting Trade-Led Equitable Growth in the LAC Region” which will be the BBEG Team’s primary implementation mechanism for achieving the objectives specified in this task order. This is a core-funded Task Order. Additional funding from other sources, such as mission buy-ins, is not anticipated.

B.1 TIMEFRAME

The length of this Task Order will be approximately 2 1/2 years, starting on the date the task order is awarded and running through September 30, 2009 (end of FY 2009). The contract will be funded incrementally subject to availability of funds each fiscal year.

B.2 OBJECTIVES

This Task Order is intended to achieve the following three objectives:

1. Effectiveness of LAC Economic Growth programs assessed and best practices identified.

Conduct targeted, thematic assessments of the development activities being implemented in LAC region countries identified in this scope in order to determine trade-led equitable growth best practices. These best practices should also take into account relevant lessons learned from best practices assessment products from other regions outside of LAC, when relevant. Please note that the Bureau will manage the development of this activity to avoid conflicts of interest by not having this activity evaluate any activities implemented by the firm awarded with this task order. In the event that the Bureau is interested in evaluating an activity that is being implemented or was previously implemented by the firm awarded this task order, the Bureau may examine options to generate evaluation information on that activity by utilizing an alternative mechanism (e.g., using or the other of the two existing contracts or an alternative evaluation mechanism) to generate methodologically consistent information that would not be subject to conflict of interest. Such information could then, in a transparent manner, be incorporated into the evaluation work of the firm awarded this task order.

2. Trade-Led Equitable Growth Best Practices disseminated to LAC country governments and development stakeholders.

Develop and implement a strategy for disseminating best practices (resulting from assessment work under objective 1) to countries utilizing a range of approaches (e.g. internet, trainings, case studies, workshops, videoconferences, etc). Develop targeted and general communications/public diplomacy products (brochures, fact sheets, success stories, case studies, website content, newsletter, etc.) to disseminate trade-led, equitable growth best practices to key audiences including LAC country governments and host country development organizations (universities, think tanks, private sector associations, civil society, etc), as well as to relevant USG agencies, international donors, and other key audiences.

3. Best Practices mainstreamed through targeted pilots and technical assistance to LAC countries.

Design and implement targeted assistance and/or pilot activities based on country demand (e.g. in response to assessment dissemination under Objective 2). This TA and/or pilots will enable LAC countries to mainstream trade led equitable growth best practices into their national development programs. These pilots will be implemented in close partnership with the host countries' government and their host-country development partners (universities, thinks tanks, private sector associations, NGOs, etc.) in order to ensure country ownership and a commitment to scaling up. For purposes of the proposal, bidders should consider the following countries USAID's priority for this objective: Central América – Honduras, Andes – Perú, Caribbean – Jamaica. Actual countries will be determined at a later date in consultation with the winning bidder. Periodic training events are expected over the life of this task order, based in both the field and Washington. A best estimate of the relative proportion of each is 80% field/sub-regional to 20% Washington-based.

B.3 EXPECTED RESULTS/DELIVERABLES

The contractor is expected to produce the following results under this task order. Given the evolving trade negotiation as well as evolving State/F and USAID/LAC priorities for economic growth foreign assistance in the LAC region and the availability of funding, these results are defined based on the current context and should be considered as illustrative of the services that will be required under this contract. Definitive results/deliverables will be defined through a specific task directive issued by the Task Order CTO and developed in close collaboration with the contractor. Although gender is not included as an explicit evaluation criterion of the comprehensiveness of the proposal, please note that gender is an important consideration in all USAID procurements, as the agency's policy on gender indicate, and is therefore an implicit criterion for this procurement. In general, under this task order, the degree to which gender is an important aspect of a particular activity will be indicated in the associated technical directive to the contractor.

YEAR 1 EXPECTED RESULTS/DELIVERABLES

Objective 1. - Effectiveness of LAC Economic Growth programs assessed and best practices identified.

- **Workforce Development** (Program Area 6: Private Sector Competitiveness): Design and implement an assessment of best practice options for designing workforce development programs in the context of trade liberalization. Focus on programs linked to both export oriented private sector development and public/private partnerships. This assessment will identify best practices and innovative approaches to increase access to the “asset” of skills, assure the relevance of these new skills to the transforming labor market, and tie skills development directly to existing employment opportunities. This should also include looking at the role of the human capital development related to market knowledge and relationships.

Objective 2. Trade-Led Equitable Growth Best Practices disseminated to LAC country governments and development stakeholders.

- Remittances Best Practices identified in earlier assessments and during first year disseminated to targeted host countries’ government agencies, bank and non-bank financial institutions and host country development organizations issues (universities, think tanks, private sector associations, NGOs, etc.) working on remittances and/or related issues through in-country workshops and publications.
- Produce (1) short, thematic case profile highlighting LAC Best Practices work drawing on assessments, pilots, and best practices products (remittances). Distribute it widely to both English and Spanish development resource websites.

Objective 3 – Best Practices promoted through targeted pilots and technical assistance to LAC countries.

- Design and implement a remittances pilot in collaboration with in country partners based on assessment work done under current Chemonics Task Order in one or two countries
- Build capacity of host country government and host country development organizations in remittances best practices through in-country trainings.
- Provide technical assistance to (1-3) LAC countries to incorporate remittances best practices into their national development strategies and/or development programs.

YEAR 2 EXPECTED RESULTS/DELIVERABLES

Objective 1 – Effectiveness of LAC Economic Growth programs assessed and best practices identified.

- **Enterprise Development Scaling Up Best Practices** (Program Area 6: Private Sector Competitiveness): Throughout the Free Trade Agreement (FTA) process, there has been a consistent demand to help countries develop strategies for supporting their small and medium enterprise sectors during the transition to a more open economy. Over the last 5-10 years donors, including USAID, have mobilized considerable private sector expertise to assist small and medium-sized producers to link into markets and value chains that offer significantly higher returns to investment in factor inputs. Key USAID experiences have included projects in Bolivia, Peru, Honduras, and Paraguay, among others. While donor support generally has provided quality technical assistance with a

favorable impact in terms of increasing returns to enterprises, USAID has yet to systematically review these experiences to identify lessons learned and best practices, especially regarding two key issues: (1) To what extent has support proven successful in helping host country institutions (public and/or private) to institutionalize sustainable capacity to deliver essential technical assistance after donor support has ended; and (2) To what extent have assisted institutions been able to “scale up” to provide the same quality support to small and medium-sized enterprises beyond those initially assisted with donor support? The contractor will carry out a review and assessment of a sample of assistance to identify best practices and lessons learned with respect to institutionalizing capacity for host country institutions, after USAID support ends, to provide technical support on a sustainable basis as well as scale up to reach and benefit new clients beyond those assisted with USAID support. The assessment will identify success factors and common mistakes, and make recommendations for future country interventions.

- **Access to Finance** (Program Area 3: Financial Sector): Design and implement assessment of LAC activities/approaches to improving the access to finance, particularly for small and medium-sized enterprises, as well as disadvantaged groups including women, indigenous, and the rural poor through financial sector legal and institutional reform. Include such non-direct lending strategies as strengthened legal rights for using different types of property as collateral (secured transactions) and increases in credit availability through improved contract enforceability, bankruptcy law, bank supervision, capital market securitization, and/or financial sector liberalization. Countries with relevant work include Guatemala, Colombia, Dominican Republic and the E-CAM regional mission.

Objective 2. Trade-Led Equitable Growth Best Practices disseminated to LAC country governments and development stakeholders.

- Remittances Best Practices identified during first year disseminated to targeted host countries’ government agencies, bank and non-bank financial institutions and host country development organizations issues (universities, NGOs, private sectors associations, etc) working on remittances and/or related issues through in-country workshops and publications.
- Produce (1) short, thematic case profiles highlighting LAC Best Practices work drawing on assessments, pilots, and best practices products (workforce development). Distribute profiles widely to both English and Spanish development resource websites.

Objective 3 – Best Practices promoted through targeted pilots and technical assistance to LAC countries.

- Design and implement a workforce development pilot in one or two countries in collaboration with in country partners based on first year assessment work.
- Build capacity of host country government and host country development organizations in work force development best practices through in-country trainings.
- Provide technical assistance to (1-3) LAC countries to incorporate workforce development best practices into their national development strategies and/or development programs.

YEAR 3 EXPECTED RESULTS/DELIVERABLES

Objective 1 – Effectiveness of LAC Economic Growth programs assessed and best practices identified.

- **Policy Reform Best Practices** (Program Area 2: Trade and Investment): Recently negotiated Free Trade Agreements in the LAC region have created a tremendous demand on countries to identify and prioritize policy reforms that will most effectively help them to maximize the benefits of increased

trade for as broad a segment of their societies as possible. Donors have facilitated policy discussions and policy reforms utilizing a variety of means with its programs in the LAC region. The approaches have included *inter alia* policy-based cash transfer programs, technical assistance to ministries and to legislatures, support of private sector think tanks, supporting diagnostics and country-to-country comparisons, and supporting an active interface between cluster development and policy decision makers. The contractor will, in looking back at the variety of interventions, define relevant categories of interventions and define the best practices for each case. Common mistakes as well as success factors will be identified. Recommendations will be prepared for future interventions, taking note of both the political economy of the region today as well as USG priorities.

Objective 2 - Trade-Led Equitable Growth Best Practices disseminated to LAC country governments and development stakeholders.

- “Access to finance” and “Enterprise Development Scaling up” best practices identified during second year disseminated to targeted host countries’ government agencies, bank and non-bank financial institutions and host country development organizations (universities, think tanks, private sector associations, NGOs, etc.) working on these and/or related issues through in-country workshops and publications.
- Produce (2) short, thematic page case profiles highlighting LAC Best Practices work drawing on assessments, pilots, and best practices products (access to finance, enterprise development sustainability/scaling up). Distribute profiles widely to both English and Spanish development resource websites.

Objective 3 – Best Practices promoted through targeted pilots and technical assistance to LAC countries.

- Design and implement a “access to finance” pilot in one or two countries in collaboration with in country partners based on second year assessment work.
- Build capacity of host country government and host country development organizations in access to finance and enterprise development sustainability and scaling up best practices through in-country trainings.
- Provide technical assistance to (1-3) LAC countries to incorporate access to finance and enterprise development scaling up best practices into their national development strategies and/or development programs.

C. TASK ORDER MANAGEMENT

C.1 USAID MANAGEMENT

USAID will identify the specific countries involved in any activity under this task order in the technical directive issued at the outset of that activity. If USAID would like contractor input into the best countries for a given activity, this will be indicated in the technical directive and final countries negotiated with the contractor during the elaboration of the scope for the activity.

- **COGNIZANT TECHNICAL OFFICER (CTO)**

The CTO has overall technical/activity management responsibility for this Task Order and everything that is carried out under it. The CTO is the principal technical/programmatic point of contact for the Contractor. The CTO is also responsible for co-approving all activities carried out under this Task Order when activities are requested by Missions; monitoring the Contractor's work plan and activities that are being carried out; and administratively approving the Contractor's vouchers. Please note that all requests for assistance will be initiated by and coordinated through the CTO. Once an activity has been approved, a designated contact for missions participating in a given activity will be provided. In most cases they will be the head of the EG program in a given mission. For broad, on-going activities like dissemination, it will be possible for the contractor to have a designated contact person in each of the missions.

- **STRATEGIC OBJECTIVE (SO) TEAM**

The SO team in LAC/RSD/BBEG is responsible for approving and prioritizing all regional activities carried out by the Contractor. Once an activity is approved by the core SO Team (primarily the BBEG team within LAC/RSD, but may include select representative from other USAID units), they will present it to the CTO for final approval. The SO Team is also responsible for reviewing and approving the Contractor's work plan that will serve as the primary coordinating instrument for overseeing the Contractor's work.

- **TECHNICAL DIRECTIVES**

Within the parameters of this scope and its associated IQC mechanism, the LAC/RSD/BBEG CTO or designated SO team member will indicate to the Contractor when a new activity will be developed by preparing and sending to the contractor a concise 1-2 page technical instruction outlining the activity, its purpose and other relevant information. Upon receipt of such directives, the contractor will assist the core SO Team in defining the details (including benchmarks/milestones and targets) of individual activities and drafting the statements of work, detailed budgets, key consultant selection and modifications thereto. These SOWs will be approved by the CTO in LAC/RSD/BBEG in consultation with any collaborating Mission.

C.2 CONTRACTOR MANAGEMENT & STAFF

The contractor will provide long-term management/administrative services to support the contract, as well as reports and other deliverables including limited commodity procurement.

- **PERSONNEL**

For Personnel positions, only one individual should be identified for each of the positions.

- **KEY PERSONNEL-PROJECT MANAGER**

The Project Manager must have a demonstrated ability to manage, monitor, and evaluate processes, projects, and interdisciplinary staff in a cross-cultural context. Experience with USAID principles, especially regarding activity design and “managing for results” is essential. Experience and knowledge of USAID regulations is desirable.

The Project Manager should have a minimum of 15 years of experience, preferably in the LAC region, in positions of increasing responsibility within or working for a development organization, and have demonstrated excellent conceptual, writing, supervisory, leadership, and interpersonal skills. S/he must also have a demonstrated ability to sense development needs and translate them into opportunities where project resources can best be utilized. The Project Manager must have proven ability to achieve results in work related to trade, investment, and business development. A project development, management, or technical background in business development is required.

Fluency in Spanish and English is required.

- **SHORT-TERM TECHNICAL ASSISTANCE**

Illustrative areas of expertise include, but are not limited to, the technical areas specified above under section D.1. The Contractor is expected to be able to bring on short-term technical assistance in these and potentially other areas based on the specifics detailed in the scopes of work for individual task directives. Fluency in Spanish is required.