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| **Issue Date:** | July 12, 2024 |
| **Questions Due:** | July 22, 2024, at 4:00PM Malawi Time |
| **Concept Paper Submission Due Date:** | August 12, 2024, at 4:00PM Malawi Time |
| **Full Application Submission Due Date:** | **TO BE ANNOUNCED AT A LATER DATE** |

Subject: Request for Application Number: 72061224RFA00001

Activity Title: Higher Education for Youth Prosperity in Agriculture Project

Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government, as represented by the U.S. Agency for International Development (USAID)/Malawi, is announcing the Higher Education for Youth Prosperity through Agriculture Project Funding Opportunity.

Through this Project, USAID/Malawi aims to create new partnerships with Minority Serving Institutions (MSIs) in efforts to amplify the Mission's work in support of higher education. USAID expects MSIs to lead the development of the Concept Papers response in collaboration and partnership with relevant Malawi university and non-university tertiary institutions, the private sector, and organizations with capacity to technically offer training for a cadre of students described in Section A**.** The Mission's drive in seeking New Partnerships Initiatives (NPIs) and in support of partner countries' progress to self-reliance, achieve sustainable and resilient results, and catalyze more effective partnering for impact shall entail that the lead MSI is a prime for the first two years, where focus is on building cooperative agreement grant administrative, financial and reporting compliance in lead local sub-partner, who will graduate into a prime Contractor in Year 3 of the project implementation.

This funding opportunity disseminates information to prospective Applicants so they may develop and submit Concept Papers in response and, if selected to continue in the process, ultimately be considered for USAID funding. This funding opportunity describes and provides:

- The type of activities for which Concept Papers will be considered.
- Available funding, process, and requirements for submitting Concept Papers and Full Applications.
- The Criteria for evaluating Concept Papers; and
- Refers prospective Applicants to relevant documentation and resources.

Issuance of this funding opportunity does not constitute an award or commitment on the part of the U.S. Government to make an award, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a Concept Paper or Application(s). The actual number of assistance awards, if any, is subject to the availability of funds, as well as the viability of eventual full applications received.

Based on the submitted Concept Paper, USAID/Malawi will invite selected applicants with Concept Papers meeting minimum criteria under this funding opportunity to participate in a co-creation workshop. Following the co-creation, selected finalists will further be requested to submit full applications. To be competitive under this funding opportunity, Concept Papers and applications must be fully responsive to all directions under the funding opportunity except when specifically noted otherwise.

It is the responsibility of the Applicant to ensure that the entire funding opportunity has been downloaded from www.grants.gov and USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov, please contact the grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Thank you for your interest in USAID programs.

Sincerely,

Natalie J. Thunberg

Digitally signed by Natalie J. Thunberg
Date: 2024.07.12 09:28:24 +02'00'

Natalie J. Thunberg
Agreement Officer

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## LIST OF ACRONYMS

| ACRONYM | DEFINITION |
|---|---|
| MSI | Minority Serving Institutions |
| NPI | New Partnerships Initiatives |
| TEVET | Technical Entrepreneurial and Vocational Education Training |
| ROI | Returns On Investments |
| USG | United States Government |
| CDCS | Country Development Cooperation Strategy |
| DO | Development Objective |
| HEI | Higher Education Institutions |
| AGCOM | Agriculture Commercialization |
| SEED | Secondary Education Expansion for Development |
| THES | Transforming Higher Education Systems |
| IR | Intermediate Results |
| GDP | Gross Domestic Product |
| UNFPA | United Nations Population Fund |
| IP | Implementing Partners |
| HE | Higher Education |
| NHEI | Non-Higher Education Institutions |
| MM | Memorandum Memo |
| ADS | Automated Directive System |
| AMELP | Activity Monitoring, Evaluation, and Learning Plan |
| AOR | Agreement Officer Representative |
| PMP | Performance Management Plan |
| CLA | Collaboration, Learning and Adapting |
| GIS | Geographic Information System |
| PIRs | Performance Indicator Reference Sheets |
| GPS | Global Positioning System |
| MS | Microsoft |

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|---|---|
| RFA | Request for Application |
| AO | Agreement Officer |
| CFR | Code of Federal Regulation |
| APS | Annual Program Statement |

## SECTION A: PROGRAM DESCRIPTION

### Introduction

Higher Education for Youth Prosperity through Agriculture project (the Project) seeks to increase access and retention of youth in post-secondary education institutions offering relevant training that is responsive to skill sets required in the agricultural sector, inclusive of production through consumption value chain. Specifically, the Project aims to achieve the following objectives:

1) Increase youth entry in post-secondary education institutions that builds capacity for immediate uptake in agricultural value chains (production - consumption) in Malawi.

2) Review the relevance of post-secondary education curriculum to the needs of the private sector in the agro-production value chains, including value addition, food processing, and marketing.

3) Build capacity of youth in agricultural entrepreneurism, including setting up seed business ventures for entrepreneurial skill practice, application and proofing of concepts and guided graduation from incubatory entrepreneurial skills development to market entry.

4) Develop business units in selected participating institutions in collaboration with the private sector for institutional sustained income streams and students' entrepreneurial skill practicum.

If objectives 1-4 are attained, the project will contribute to an increase of youth participation in agriculture and agribusiness sectors through provision of skillful youth, creating pathways to markets and market information; and resolving the persistent negative perceptions on agriculture and agribusiness by the youth. In addition, the project will improve the quality of the labor force available to work in the agriculture sector, since an estimated 55% of youth work in the sector. Furthermore, the project will contribute to the provision of decent work opportunities for youth in the agriculture sector. Through the upskilling of youth with practical skills for uptake by the private sector in the agribusiness and agro-food processing industry, opportunities for available labor will be achieved beyond targeting employment available in agro production value chains. The project's intervention leverages and complements investments aimed at transforming higher education systems and enhancing its outcomes to sufficiently produce a skilled labor force under various cadres for immediate uptake by industry and the private sector. The project's investment will help resolve insufficient funding, low enrollment, and completion rates of youth cadres at certification level for entry into agro production and agribusiness, inclusive of entrepreneurship in the higher education sub-sector.

## Background and Development Challenge

### *Background*

The Malawi 2063 Vision acknowledges the vital role of youth in development and positions them as key implementers in achieving the nation's aspirations for inclusive wealth and self-reliance. It recognizes that empowering youth economically is a major catalyst for transforming the country. With over 46% of the population below the age of 15 and youth (aged 15-29) accounting for one-quarter of the population, Malawi is a youthful country that will remain so in the coming decades. However, Malawian youth face multiple interconnected challenges.

Despite recent increases in school enrollment, early school dropout remains widespread in Malawi. Only 35% of students in primary education complete the full cycle. As a result, enrollment in secondary education decreases to no more than 26.18%, and enrollment in vocational and higher education remains extremely low (2.2% and 31% respectively).

Access to decent work remains a major challenge for the young workforce in Malawi. Although many young people are employed, most of them have low-quality jobs: around 55% work in the informal agricultural sector. Recognizing the importance of education and skills for development and employability, the government has increased access to Technical Entrepreneurial and Vocational Education Training (TEVET) through the establishment of Community TEVET Centers and equipping and modernizing workshops in TEVET institutions. However, there is a glaring need to orient the training towards agricultural and agribusiness skills to respond directly to skill sets that most of the youth require to participate and thrive in the agricultural sector. There are limited meaningful contributions to economic growth by youth as they lack applicable technical and organizational skills for meaningful participation.

Malawi's 85% of the population depend on agriculture. However, the youth who are more than 60% of the population are mostly unemployed in the agricultural sector. Reasons for the unemployment range from access to irrelevant education, the absence of practical agriculture and TEVET in primary and secondary schools, leading to youth leaving school without relevant skills required in the agricultural sector. Since about 65% of youth do not access secondary education in Malawi, post-secondary training in agriculture related disciplines for their informed participation in agro labor related workforce is limited. Unavailability of youth in the agricultural sector is also exacerbated by the absence of a practical agriculture and TEVET curriculum in pre-secondary education, which generally demotivates green collar job- seeking behavior and/or entry into agro entrepreneurship through agribusiness among youth. This is against the backdrop that youth are an important human resource that is crucial for the development of Malawi.

### *Development Challenge*

Youth in Malawi makeup over 60% of the population. Approximately 1.3 million of youth seek employment each year. Youth have limited access to education and training, high levels of unemployment, and underemployment: over 32.9% of young people aged 15-35 are neither employed nor enrolled in school. The unemployment rate will not decline any time soon, largely affecting women and those with lower levels of education, and/or residing in rural areas. Despite the situation presented above, Malawi presents numerous entrepreneurship opportunities that can be leveraged to create value, generate income, and contribute to the country's economic development by building successful businesses. Such opportunities exist in sectors such as agriculture, tourism, energy, technology, and service delivery. However, such opportunities are not harnessed by most of the youth. For instance, they perceive investments in agriculture, agribusiness, and related areas as uninteresting, providing less returns on investments (ROI) and limiting their social mobility. Youth in Malawi have not utilized the prevailing opportunities in agriculture because they lack knowledge in agribusiness, access to relevant post-secondary education, capital for viable businesses, and information on access to business mentorship and setup of ventures in the agriculture sector, particularly for the underprivileged youth, mostly located in rural and hard to reach areas. They also do not value the returns on pursuing a career in agriculture.

The prevailing development challenge existing therefore, is that Malawi has vast potential to utilize investment opportunities in agribusiness value chains and improve on the quality of labor, largely from the youth in these value chains to optimize on productivity at all levels and competitively provide for the local and international markets. However, most of the youth remain uneducated, and have insufficient access to relevant post-secondary education in agriculture production, value addition, food processing, and agro-marketing. Where such knowledge is provided, it is theoretical, and youth graduate without accessing a platform that offers a practicum for immediate uptake by the private sector and/or the industry, and indeed their graduation to market entry, either as employees or employers. Given the foregoing challenges, Malawi cannot fully utilize the youth population dividend in Malawi.
Resolving the development challenges noted above requires that investments are made to properly educate and equip youth with skills which they will in turn utilize to contribute to innovation, entrepreneurship, and the diversification of the economy, ultimately increasing the economic prospects and livelihoods of young people in Malawi, and the economy in general.

**Project and Strategic Framework**

This project is in alignment with the Agency, USG, and country level strategies and frameworks, as outlined below:

- *Country Development Cooperation Strategy (CDCS)*

This project closely aligns with the Mission CDCS through Development Objective (DO) 2 which states that a healthy and informed youth is productive to society. DO2’s main goal is to improve the quality of life for young people by increasing their access to market relevant higher education opportunities, especially for those who finish secondary education. This project will ensure that youth lead productive lives by improving agricultural entrepreneurship opportunities through access to the agricultural tertiary institutions and develop hands-on skills that are useful for agro-operations (from farm to table). Furthermore, the project aims at establishing agribusiness centers in selected tertiary institutions to anchor commissioning of business units for private sector use and students’ *practicum* on agri-entrepreneurship that will promote sustainable and inclusive wealth generation by youth and participating tertiary institutions in the agriculture sector.

- *USAID Education Policy and USAID Higher Education Program Framework*

This project aligns with USAID's 2018 Education Policy priorities and USAID Higher Education Program Framework by supporting Higher Education Institutions (HEIs) to become central actors in development. The higher education system contributes to development by conducting and applying research, delivering relevant quality education, engaging, and strengthening networks and communities, increasing access for youth - especially the most marginalized and vulnerable- and assisting youth in gaining employable skills.

- *USAID Private Sector Engagement Policy*

The Agency's Private Sector Engagement Policy will drive the technical approach to this Project. The private sector serves as an engine for innovation and the adoption of new technologies. It is expected through the implementation of the project that establishment of the business units in the participating institutions will lead to the development of products and technologies in the value addition chain that the private sector will off-take for popularization and scale-up. In addition, aligning with the workforce needs of the private sector will ensure that the participating tertiary institutions have graduates that are ready for recruitment and direct onboarding by the private sector, thereby enhancing productivity and broadening the opportunities for Malawi to generate jobs in higher-skilled production.

- *USAID Youth in Development Policy*

The project aligns with USAID's 2022 Youth in Development Policy from the development hypothesis perspective. This is particularly the case because the project is youth-centric and strives to entice skilled youth participation in the agriculture sector. Such involvement will increase the meaningfulness of youth engagement and value thereof to the development of the economy in Malawi, as also stated in the Malawi Agenda 2063 vision.

**Coordination with Other USAID Projects/Activities and Government Initiatives**

The project will collaborate with institutions implementing other initiatives such as the Malawi Government and World Bank supported Skills and Technical Education Program, the Youth Employment Accelerator Program that aims at providing youth aged 18-24 with various opportunities such as internships, entrepreneurship training, and coaching to prepare them for the job market, Government of Malawi, and World Bank supported AGCOM, and the USAID supported Growth Poles Project. This collaboration will target leveraging efforts, entry into practice, supply of labor resources from the project and uptake of the innovations developed through the participating institutions in available beneficiaries of the initiatives noted above. Finally, the project will also offer an opportunity for some graduates from the Secondary Education Expansion for Development program funded by USAID to increase enrollment in post-secondary education, to benefit from this intervention. This support of the agriculture sector specifically targets marginalized areas and youth in areas with great potential for agro productivity and immediate uptake of the skilled labor in the agro-industries in those areas, and those that will be established along the implementation of the effort under the project.

Furthermore, the project will benefit from the ongoing work by the USAID funded Transforming Higher Education Systems program through the utilization of the vulnerability and marginalized criterion and databases that the program is currently developing in determining the beneficiaries.

## Project Goal and Expected Results

### *Project Goal*

The goal of this project is to increase youth's contribution to the country's economic growth through (1) increased access, retention and completion of the marginalized and marginalized youth to quality and relevant post-secondary education in agriculture; (2) strengthened capacity of agriculture training institutions to offer students practicum and venture entrepreneurial support to set-up business ventures, (3) facilitated private sector linkages in off taking innovations from the business units established in participating tertiary institutions, offer a sustained student practicum support system, and advocate for commercialization of youth involvement in the agricultural sector to build numbers of participating youth and develop value for their involvement.

## Theory of Change

The project's theory of change posits that IF youth have relevant skills and ability to invest in the agriculture sector, THEN their contribution to the growth of the economy will increase, and they will have sustained interest to grow their value in the agriculture sector and sustain their involvement in the sector. Over the medium- to long-term, if the assumptions hold, the project will contribute to the Agricultural Sector's contribution to the Gross Domestic Product and increase the numbers of students accessing quality and relevant post-secondary education in the agriculture sector.

## Result Framework

This section outlines illustrative activities to achieve the intermediate results of the project. This project will improve access to post-secondary level training and economic opportunities in the agriculture sector to foster economic growth in Malawi. The required sections of the Results Framework include the Project Description (noted above), and the following proposed Intermediate Results (IRs) areas, that are key indicators and measures of success toward the goal of this project. With USAID approval, the potential implementer may modify the results framework based on their specific understanding of the proposed intervention.

### *Intermediate Results*

*IR 1: Increased access, retention, and completion of marginalized youth to quality and relevant post-secondary education in agriculture.*

Malawi's gross enrollment rate in higher education at 3% is very low to provide the skilled labor required to develop the economy in sectors such as agriculture, with a 40% overall contribution to the Malawi GDP. The youth, who form 60% of the population contribute 55% of the labor force in agriculture. Therefore, the population of the involved youth is unskilled and can hardly generate value in the agricultural value chains in which they are involved. Therefore, it is imperative to intervene through targeted training of youth in skills that will be utilized forthwith in the agricultural value chain. While higher education institutions train agricultural scientists, it is apparent that the sector requires trained artisans who would immediately work on huge farm operations, laboratory assistance in food processing and value addition, and farming managers with farm experience ready to manage farming operations, including training of youth with practical skills in irrigation, equipment maintenance, plant breeding and management. that would begin specializing in irrigation. Once trained up to certificate level, the youth would have a chance to bridge into graduate programs and study science in their respective areas. This way, the project will facilitate an increase in the available cadre of artisans and scientists to support agricultural productivity, value addition and competitiveness in Malawi.

*IR 1 addresses youth's lack of access and low retention rates in HEIs and their low levels of contribution to the agriculture sector.*

The objective of this IR will be addressed by 1) expanding formal higher education opportunities in the agriculture sector for secondary school graduates 2) improving the relevance of teaching and curriculum in post-secondary tertiary training in agriculture aligned to the industrial needs, and (3) Building capacity for the participating institutions to offer a practicum for students in entrepreneurship.

*IR 1.1: Expanded pipeline of qualified students studying agriculture*

Malawi's economic recovery plan has identified agriculture as one of the potential sectors to contribute to Malawi's GDP growth. According to UNFPA, Malawi's youth population is the largest and fastest growing sector with 51% of the population being under 18 years old. To take advantage of its young population, Malawi needs to ensure that its young citizens are trained and have access to opportunities to contribute to high priority sectors, such as agriculture. However, it also needs to overcome youth's negative perceptions about agriculture as a career of last resort that provides little potential for financial returns or social mobility.

To create a more robust pipeline of youth choosing to study agriculture, this sub-IR focuses on improving the connection between secondary and post-secondary agricultural education and training programs. Through targeted advocacy, this project activity will ensure that youth -- including marginalized youth and women – are aware of career opportunities and pathways in agriculture and are able to access different types of post-secondary education in the agricultural sector. Such educational opportunities could include non-degree programs in agro-tertiary institutions with potential to bridge entry into universities or indeed immediate uptake in the agriculture industry upon graduation.

To further advocate for access and enrollment of students in post-secondary education agro-institutions, the project expects the IP to devise a financial strategy that would support the participation of willing students from economically vulnerable and disadvantaged backgrounds to ensure inclusivity and equitable participation of youth from across the population. Furthermore, it is imperative and highly encouraged that students from the most disadvantaged rural backgrounds and hard to reach areas are supported with mentorship, psychosocial support, and financial and tailored academic support to level their participation and aid in their retention, once enrolled.

*IR 1.2: Improved industrial relevance of curriculum in post-secondary training in agriculture.*

The project is expected to facilitate the review, development and roll-out of curriculum and introduction of specific courses that aligns with high-value crop and animal value chains that Malawi is focusing on, and any other potential areas established during the review. At minimum, it is expected that participating institutions will develop courses and related instruction that offers a practicum opportunity before graduating to ensure that they have inculcated hands-on skills in the students that the industry can off-take with limited investments in re-training. To ensure that students have attained reasonable levels of practical skills, illustrative activities under this sub-IR could include student internships, establishment of demonstration farms, including aquaculture and animal husbandry, food processing and mechanical engineering workshops and laboratories in participating institutions.

*IR 1.3: Capacity for participating institutions to offer practicum for students in entrepreneurship developed.*

The project, among others, aims to build entrepreneurial skills for students. However, if the participating institutions do not have capacity to offer practicum in entrepreneurship, the project will facilitate the development of business units in the participating institutions in high value agricultural chains, including food processing to offer an opportunity for students' practicum through channels such as venture capital, equity, and debt (where applicable). Being a novelty of these units, the project will facilitate capacity building for the participating institutions in corporate governance to ensure that they are well established to manage the business ventures and offer students' practicum sustainably.

*IR 2: Improved entry and lateral pathways into and between post-secondary non-university HEIs and non-university HEIs agricultural education*

The goal of this IR is to strengthen the capacity of the participating agriculture institutions to improve collaboration and alignment for both types of institutions to build on each other's strengths and allow students opportunities to interact with one another and work together. Strengthening collaboration between university and non-university agricultural institutions is vital for strengthening the post-secondary agriculture training system. By working together, university and non-university agricultural institutions can enhance curriculum development, research, and practical training. Some of the ways this project can promote collaboration between university and non-university post-secondary training institutions is encouraging joint initiatives including research, sharing knowledge, pooling resources, and allowing students from these institutions to interact with one another. This project will also support relevant ministries to ensure alignment of data collection and management to further strengthen the collaboration across institutions and support student mobility between them. The project can establish platforms to facilitate regular communication and coordination among institutions, government agencies, and industry stakeholders.

During USAID's stakeholder consultations held in November 2023, it became apparent that university and non-university agricultural training institutions mainly work in silos and lack linkages to provide students opportunities to work together and avail resources at different types of HEIs. This lack of collaboration between agricultural training institutions also makes it difficult for graduates from non-university institutions to transition to university institutions. This IR will improve alignment between university and non-university post-secondary agricultural training institutions by 1) improved institutional linkages between agriculture training institutions for student mobility between the two systems and joint research; 2) improved data collection and management for coordination between institutions; and 3) institutionalization of short courses that promote pathways and transition of students.

*IR 2.1: Improved institutional linkages between university and non-university agriculture training institutions for student progression and joint research and innovation*

This sub-IR is aimed at improving collaboration and linkages between agricultural post-secondary university and non-university training institutions. While Malawi has made strides in improving access to higher education, most of the youth are still not able to access HEIs including youth enrolled in post-secondary non-university institutions. In general, the higher education sector does not adequately support non-university institutions to bridge the access gap.

This sub-IR will address the entry barriers that students from non-university institutions face in accessing resources, interactions, and enrollment opportunities at university HEIs. The project will work to improve coordination between university and non-university agricultural training institutions to provide learners opportunities for joint research projects, participation in student clubs, platforms, joint lectures etc. The project will work with appropriate government ministries to advocate for policy review and/or implementation on recognition of prior learning by agricultural training institutions and accreditation of agricultural courses offered by non-university institutions. Where possible partner university HEIs would be encouraged to work with eligible non-university agriculture training HEIs to establish platforms to absorb learners who wish to transition to university HEIs.

*IR 2.2: Improved data collection and management for coordination between university HEIs and non-university agriculture training HEIs*

As mentioned previously, there is a lack of coordination between the agricultural university and non-university institutions in Malawi. This lack of coordination has created hurdles for youth that initially start their post-secondary education in non-university institutions and later might want to move to university institutions to complete their education. This lack of coordination creates a barrier for access to higher education because a significant number of students are not able to make it to universities and start their post-secondary training in post-secondary non-university institutions.

This IR will focus on strengthening the capacity of participating institutions to collect, manage and trace students longitudinally to assess the extent of bridging students into HEIs and the impact therefrom. Such databases are expected to be linked to existing platforms in the HEIs and Central respective Ministries.

*IR 3: Improved youth entrepreneurship in agriculture*

This IR is aimed at improving economic growth opportunities in the agricultural sector for post - secondary school graduates. A recent study on youth entrepreneurship has revealed that youth report lacking knowledge of agricultural markets and agribusiness, youth had limited knowledge of how the markets worked agricultural produce and product standards and marketing techniques. Those interested in pursuing agribusiness lacked knowledge on entrepreneurial processes in agriculture. Therefore, this IR will support youth to overcome these barriers through 1) business incubation and acceleration activities; 2) improved enabling environment for youth entrepreneurship; and 3) increased training opportunities in entrepreneurship, corporate governance, and financial literacy for participating students.

*IR 3.1: Increased business acceleration and incubation activities in agriculture higher education institutions*

As stated earlier, agriculture accounts for nearly 40 percent of Malawi's GDP and 90 percent of its export earnings. USAID acknowledges the key role that young people can play in modernizing the agriculture sector, improving productivity, and building resilience to climate shocks. HEIs can play an important role in encouraging young people to participate in agricultural entrepreneurship contributing to Malawi's wider economy and creating employment opportunities for youth.

This sub-IR focuses on encouraging youth into agro-entrepreneurship, which has a high value potential to support growth of students through seed investments, facilitating youth to bring their ideas to market. The IP should create new networks of student agripreneurs or connect them to the private sector for sustainable growth and capitalization of the ventures for enhanced productivity.

*IR 3.2: Improved enabling environment for youth entrepreneurship*

Emerging youth business ventures require the proper enabling environment to be successful. Youth in Malawi report having limited understanding of agricultural markets, quality standards for produce and products, and marketing. This sub-IR seeks to build the capacity of that system so young people have more support as they attempt to bring their innovations and business ventures to market. Activities related to this sub-IR could include development of financial products to improve youth access to credit, insurance, and land. It could also include the establishment of networks to facilitate inter-generational mentoring and knowledge sharing in agribusiness, training to help youth gather and track the data needed to calculate things like yields and profits, and data systems that allow tracking of indicators related to youth involvement in agribusiness.

**General Parameters and Required Approaches**

The following parameters, guidance and required approaches will be applied to the implementation of the project activities.

*Localization*

USAID emphasizes the importance of utilizing localization and reaching new and underutilized partners. The goal of 'localization' is that USAID's processes, partnerships, and programs create an enabling context in which local actors define priorities and lead their communities' and countries' development agendas, and are enabled through effective and inclusive local systems, sufficient resources, and strong local capacity to sustain outcomes over time. This will create the conditions whereby local actors, new and underutilized partners, and systems own and value efforts to strengthen education systems, through an equitable and inclusive development process that ensures results are locally sustained. The approach will require engagement of local public and private education sector actors in tertiary agriculture irrigation, farming and engineering services, universities, TEVETs, commercial private sector, relevant ministries, and others. The successful recipient must incorporate localization into their design and decision-making processes to ensure local education actors and systems own and value reforms, and that results are locally sustained.

*Collaboration Adaptation and Learning*

Adaptability is critical in this context to allow for adjustments to new conditions, shocks, crises, or stabilization and their impact on long-term decisions and corresponding programmatic adjustments. To build adaptability into the implementation of this project, the successful Recipient will be expected to continually monitor and assess program implementation. Conducted quarterly, rolling assessments will gather information and monitor trends on a critical set of data and inform the recipient's ability to adapt to Malawi's fluid and dynamic context. At a minimum the process will focus on critical events that significantly affect project implementation. Questions to be addressed may include: what are the emerging issues in the selected areas of project implementation? What are the critical events planned in the next two months? Do activities or approaches need to be adjusted? If so, how? The findings from these assessments and any course corrections taken will be incorporated into the project quarterly reports.

Per USAID ADS Chapter 201 on the Program Cycle, this project will adopt a collaborative, learning and adapting approach and will build in checkpoints to ensure that the activities undertaken are on track. Identifying knowledge gaps in the theory of change of the project or in the technical knowledge base and identifying and implementing ways to fill these gaps will be expected. Milestones will be identified for the first year and a quarterly review will be undertaken using monitoring data to assess, learn and adjust the work plan as needed. This process will also facilitate collaboration internally and with external stakeholders and will be used to feed data, analysis and performance information into an iterative process that ultimately leads to necessary adjustments in the performance monitoring plan and stronger outcomes. These opportunities may focus on challenges and successes in implementation to date, changes in the operating environment or context that could affect programming, opportunities to better collaborate or influence other actors, and/or other relevant topics.

*Inclusive Development*

Under this project, USAID/Malawi expects the implementing partner to promote different aspects of inclusive development in education and integrate them within proposed strategies for meeting the outcomes. Applicants are expected to demonstrate in their applications how they will do so throughout the implementation of the project. The goal of inclusive development in education is to reform policies or practices that restrict equitable access to education based on gender, class, disability, ethnicity, language group, geographic location, religious affiliation, academic ability, or other factors that have been identified as the basis for exclusion. It is expected that the Recipient will comply with the objectives of the USAID Disability Policy and USAID's Gender Equality and Female Empowerment Policy in performing the program under this project. USAID/Malawi requires that contextual analyses conducted at the outset of this project include an analysis of gender circumstances.

*Sustainability*

The successful Recipient will be responsible for ensuring sustainability of the results of this project's interventions and the resultant achievements. Capacity strengthening of the participating organizations' management is an essential part of the project's sustainability. The successful Recipient must work within existing systems and bodies to avoid creating duplicate systems and regulatory bodies. In addition, the project design must consider policies and regulations necessary for enforcing and maintaining any introduced standards, criteria, and procedures. This project will develop systems and strengthen the capacity of the human resources to utilize and maintain the systems. Another vital element for sustainability is strengthening capacity relevant ministries and its affiliated organizations to improve agricultural higher education access and retention, improved data systems and policies to support entry and pathways between agriculture HEIs and post-secondary non-HEIs and strengthening the enabling environment for youth entrepreneurship.

**Activity Monitoring, Evaluation, and Learning Plan (AMELP)**

As per the ADS 202 requirement, the successful applicant shall be expected to prepare and submit the Activity Monitoring, Evaluation and Learning Plan (AMELP) that must be approved by USAID within 90 days after the project award. The AMELP shall provide a clear, detailed, credible, and robust system to track, report and manage performance of the activity as well as details on how the system will be operationalized. It must include an evidence-based theory of change (TOC) including a logic model and written narrative, a monitoring plan, an evaluation plan, and a learning plan. It should also include an accountability and feedback plan to ensure that local voices are heard and incorporated into programmatic adaptation. The TOC should include evidence to support key causal pathways. The AMELP shall also provide strategies on how the project will strengthen capacities of the relevant higher education institutions and those working with youth on data management and utilization. The successful applicant shall work with the Agreement Officer's Representative (AOR) to ensure that the AMELP meets USAID's minimum standards, leverage data efforts with other activities/players within the sector (where possible) and align to the Mission's PMP. Below are specific requirements the MELP should address on monitoring; evaluation; collaboration, learning and adapting (CLA); and geographic information system (GIS).

*Performance Monitoring*

The AMELP shall provide clear but succinct details on how the project performance will be monitored to inform evidence-based decision making, learning, and adapting. Performance monitoring will include tracking of institutional capacity and workforce-skills development because of project activity efforts. The plan must describe the planned monitoring approach to measure progress towards the project's purpose, outcomes, and results. The successful applicant will propose (in consultation with the AOR) appropriate and sufficient performance indicators (standard and custom) to track and report activity performance in a precise and timely manner. At minimum, these indicators shall include output and outcome. For each activity performance indicator, the AMELP shall provide precise definition; realistic targets-based USAID specified performance plan and sound programmatic assumptions; clear and rigorous data collection and analysis methods; and appropriate disaggregation. All indicators will need to have appropriate disaggregates taking in consideration gender, age, geographical location, relevant dimensions of vulnerability e.g. disabilities and poverty, and other factors specified by USAID. For standard indicators, refer to USAID's sample Performance Indicator Reference Sheets (PIRs) when developing activity indicator definition, disaggregation, and measurements, etc. Below are some illustrative indicators for consideration by applicants as they prepare the AMELP, but applicants are at liberty to come up with list of indicators that would sufficiently measure each proposed result of the activity:

- CBLD-9 Percent of USG-assisted organizations with improved performance
- ES.2-1 Number of host country higher education institutions receiving capacity development support with USG assistance.
- ES.2-2 Number of individuals attending higher education institutions with USG scholarship or financial assistance.
- ES.1-46 Percent of individuals who transition to further education or training following participation in USG-assisted programs.
- ES.2-52 Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance.
- ES.2-54 Number of USG-supported partnerships that address regional, national, and/or local development objectives through or with higher education institutions.
- ES.2-55 Number of learners reached by USG-assisted higher education interventions.
- Youth-3. Percentage of participants who are youth (15-29) in USG-assisted programs designed to increase access to productive economic resources.
- EG.6-3. Number of individuals who complete USG-assisted workforce development program
- EG.6-12. Percentage of individuals with new employment following participation in USG-assisted workforce development programs
- EG.6-13 Percentage of individuals with improved soft skills following participation in USG-assisted workforce development program.

- GENDER-2. Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)

To ensure performance data collected is well managed, the successful recipient shall be expected to set up a robust database that will allow the system to deal with issues of double counting, under and over reporting and report unique numbers for indicators with that requirement. Beside this, the applicants will be required to report data on selected indicators to USAID/Malawi through the Development Information System. USAID will provide training to key staff from the successful applicant as soon as the AMELP is approved.

*Evaluation*

This project may be subjected to USAID funded external (third party) evaluation within the broader USAID/Malawi Higher Education Portfolio Evaluation mechanism. In such a case, the applicant will be expected to coordinate closely with the third-party evaluator regarding data and observation needs. The Recipient must also design and implement effective data management systems that facilitate third-party evaluations and that lay a foundation for USAID and other parties to track project outcomes that extend beyond the life of the activity. The offeror may also propose special studies to follow up on some interesting data trends or emerging issues identified as critical to the success of the project.

*Collaborating, Learning and Adapting (CLA)*

The AMELP shall also provide a detailed collaborating, learning, and adapting (CLA) plan. The plan should elaborate how this project will collaborate with stakeholders to document lessons learned and best practices. The MELP should provide specific details on how the activity will facilitate collaboration internally and with external key stakeholders and will facilitate learning among activities and programs that are complementary to this project.

The MELP is also expected to provide succinct details on how the activity will generate and feed new learning, innovations, and performance information back into the system to inform program management, design, policy dialogue opportunities (e.g. creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared ‘learning moments’, conducting analytical review of existing and/or new evidence that may support or contradict common understanding). The applicant should also clearly state in the AMELP how the project will translate learning (considering changing conditions, along the lines of the risks, assumptions, and game changers) into strategic and programmatic adjustments.

The project’s Learning Agenda (LA) will be developed with USAID and the successful recipient after the award. as part of the co-design and will address the project’s theory of change, results framework, knowledge gaps, key learning questions, and any planned research and assessments. The Project Learning Agenda will link, where applicable, to the Agency-wide Higher Education Learning Agenda. The iterative learning process will allow for flexible learning agenda approaches. The learning agenda will also describe planned collaboration between USAID, other donors, and key stakeholders.

The following learning questions are illustrative:

- What are the most effective interventions to improve the institutional capacity of HEIs?
- How can skills or competencies (e.g., technical, and soft skills) for employability best be identified, analyzed, and incorporated into curricula, teaching, and learning?
- How can HE access, retention, and completion rates be improved for underrepresented populations (e.g., women, indigenous and marginalized populations, and people with disabilities)?

*Use of Geographic Information Systems*

As required by ADS 579, the successful applicant will be required to collect and submit Global Positioning System (GPS) data related to the activity where appropriate. The successful applicant will be requested to be reporting electronic primary data sets to the USAID/Malawi AOR at appropriate intervals. All locations where implementation is occurring must be geo-referenced (Education Division, Districts, Zones, and Schools, etc.). At a minimum, data must be provided in an MS Excel sheet with latitude and longitude locations in decimal degree format and other attribute data that will be agreed upon in coordination between the AOR and the implementing partner. USAID/Malawi prefers the submission of data in the ESRI-shape file format with an associated meta-data file.

*Data Quality Assurance*

The MELP shall also specify data quality assurance measures the offer will put in place to ensure that data collected/reported is credible and meet the five USAID's minimum data quality standards. The successful applicant will be expected to institute an internal data quality assurance plan besides supporting USAID in the conduction of the external data quality assessments as specified in the ADS Chapter 201.

**[END OF SECTION A]**

## SECTION B: FEDERAL AWARD INFORMATION

### A. Estimate of Funds Available and Number of Awards Contemplated

Issuance of this funding opportunity does not constitute an award commitment on the part of the U.S. Government, nor do those commit the U.S. Government to pay for any costs incurred in the preparation or submission of questions, comments, suggestions, Concept Papers, and/or Full Application. Applicants submit Concept Papers/Applications at their own risk, and all preparation and submission costs are at their expense.

USAID/Malawi anticipates funding one award with a combined total estimated cost (TEC) of up to $22 million. However, USAID is not obligated to make any awards.

### B. Start Date and Period of Performance for Federal Award

The anticipated period of performance is 5 Years. The start date will be dependent upon the timeline in which negotiations and necessary responsibility determinations will be completed.

### C. Type of Award and Substantial Involvement

USAID plans to award one Cooperative Agreement pursuant to this funding opportunity. A Cooperative Agreement allows “substantial involvement” by USAID (active involvement by USAID in certain programmatic elements during performance of the activity). USAID will be substantially involved in the implementation of the activity in the following areas:

1) Approval of Recipient’s Implementation plans (annual work plans).
2) Approval of specified Key Personnel and changes in Key Personnel.
3) Concurrence on the substantive provisions of sub-awards.
4) Approval of the Recipient’s Monitoring, Evaluation and Learning Plan (MEL Plan).
5) Monitor to authorize specific kinds of direction and re-direction of activities; and
6) Agency’s Authority to immediately halt a construction activity, if the recipient does not meet detailed performance specifications (for example, construction specifications).

### D. Title to Property

Property title under the resultant agreements shall vest with the recipient in accordance with the requirements of the Mandatory Standard Provision for Non-US Organizations, “Title To And Use Of Property (December 2014)”.

### E. Nature of the Relationship between USAID and the Recipient(s)

The principal purpose of the relationship with the Recipient and under the subject activity is to transfer funds to accomplish a public purpose of support or stimulation for the Activity, which is authorized by Federal statute.

The successful Recipient will be responsible for ensuring the achievement of the activity objectives and the efficient and effective administration of the award through the application of sound management practices.  The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, activity objectives, and the terms and conditions of the Federal award.  The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary to assure proper and efficient administration of the resulting award.

**[END OF SECTION B]**

## SECTION C: ELIGIBILITY INFORMATION

### A. Eligible Applicants

USAID defines "Implementing Partners" as U.S. and non-U.S. non-governmental organizations that can design and implement assistance activities outside the United States. All Implementing Partners must be legally registered entities under applicable law and eligible under the relevant laws to receive funding from a foreign source. Individuals, unregistered, or informal organizations are not eligible to be Implementing Partners.

Eligibility for the Higher Education for Youth Prosperity through Agriculture Project Funding Opportunity is limited to Minority Serving Institutions (MSIs) as the primary Applicant ("Prime") who will transition the award to a non-traditional Malawian tertiary institution in year 3. The implementation arrangement must include, at minimum, a partnership between at least one non-traditional Malawian tertiary institution and a private sector partner.

USAID/Malawi will accept Concept Papers that address one or more of the outcomes related to advancing Higher Education for Youth Prosperity in Agriculture Project priorities. While USAID/Malawi encourages a holistic approach that addresses all outcomes identified in this Funding Opportunity, Applicants may propose to address one or more outcomes that best fit their comparative advantage in response to the outcomes and related results in the context of the development challenges described above.

All eligible interested MSIs/organizations are restricted to submitting only one Concept Paper as the Prime Applicant. If more than one Concept Paper is received with the same Prime Applicant, USAID will seek written clarification from the Prime Applicant regarding which Concept Paper should be considered for review. If clarification is not resolved *within 5 (five) business days*, all Concept Papers submitted by the Applicant will be deemed ineligible.

**[END OF SECTION C]**

## SECTION D: CONCEPT PAPER AND FULL APPLICATION SUBMISSION INFORMATION

### A. Agency Point of Contact

| | |
|---|---|
| Name: | Natalie J. Thunberg |
| Title: | Agreement Officer |
| Email: | nthunberg@usaid.gov |
| Mail Address: | P.O. Box 30455, Lilongwe 3. |

Questions regarding this Funding Opportunity should be submitted to nthunberg@usaid.gov copying mjimu@usaid.gov and mheater@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this Funding Opportunity will be furnished promptly to all other prospective applicants as an amendment to this Funding Opportunity, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

### B. Content and Format of Application Submission

The application process includes the following sequential phases:

1. Concept Paper(s) submission (See attachment A for Concept Paper template).
2. Review of Concept Paper(s) by USAID/Malawi.
3. Co-creation, collaboration, and communication with selected Applicant(s), by invitation only; and
4. An invitation for submission of a Full Application.

USAID/Malawi will be responsible for the review of Concept Papers and Full Applications and management of any subsequent awards issued under this Funding Opportunity. Additional information about each phase of the application process is provided below.

**[END OF SECTION D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### A. Submission and Evaluation of Concept Papers

Concept Paper Submission:

Once a Concept Paper has been submitted in response to Funding Opportunity, USAID will conduct an initial review of the Concept Paper using the criteria outlined in the Merit Review Criteria.

The purpose of the initial review is to select those to progress to the co-creation stage. USAID may decide to hold meetings with and ask the applicant (and other partners, if the concept Paper is proposing partnerships) extensive and highly detailed questions about the content of the concept Paper. Requesting supplementary information or posing clarifying questions to one Applicant does not obligate USAID to do so with all Applicants nor does it guarantee an invitation to participate in subsequent co-creation stage or submit a Full Application.

A Concept Paper is a short document, *not to exceed five (5) pages*, in which the Applicant provides an overview of its idea. All Concept Papers must be prepared and submitted in English using the provided Concept Paper Template (see Attachment A) on www.grants.gov. The main body of the Concept Papers *must be five (5) pages or less, single-spaced with 12-point Times New Roman font and one-inch margins on the electronic equivalent of 8.5 x 11-inch paper with page numbers in the bottom right-hand corner.* In addition to the Concept Papers(s), *if applicable*, Applicant(s) may submit as an Annex to the Concept Paper(s), letters of commitment from member(s) of partnership(s) if such structure is proposed.

The Concept Papers **must** also be accompanied by a 1-page notional budget, using the provided Budget Template (See Attachment B) on www.grants.gov.

*Note: Applicants should only provide the information and materials requested in the Concept* Paper *Template; additional information will not be reviewed and may adversely affect the Applicant's submission.*

**Note: Concept Papers in response to the Funding Opportunity are due by date and time noted in the cover page. Concept Papers submitted after the deadline will be considered ineligible and will not be reviewed.**

Questions from Applicants about this Funding Opportunity are due no later than the date and time noted on the cover page. After the closure of the Q&A period, USAID will post written responses on www.grants.gov.

Concept Paper Evaluation:
Concept Papers will be reviewed according to the Merit Review Criteria. Concept Papers that do not meet at least one of the NPI modalities will not be evaluated. Concept Papers that do not adhere to formatting guidelines will be considered ineligible and not be evaluated.

Following review of all Concept Papers, Applicants will receive one of two possible determinations:

1) Concept Paper(s) is selected to move on to the co-creation phase with USAID, OR
2) Concept Paper(s) is unsuccessful, and USAID will not pursue further collaboration with the Applicant under this Addendum.

**Note: USAID/Malawi anticipates notifying Applicant(s) of Concept Paper within 60 calendar days of the deadline for submission if USAID/Malawi wishes to engage in further discussions/co-creation or if USAID will not pursue further collaboration under the Funding Opportunity based on the submitted Concept Paper.**

### B. Co-creation, Shared Responsibility, Collaboration, and Communication

Awards should be co-created, co-developed, and co-implemented. This means that, rather than telling applicants how USAID wants to solve a problem, the Agency presents a challenge, solicits ideas for how to best address it and works from concept to issuance to management of awards in an iterative, participatory, and collaborative process. USAID will identify and define jointly with the Applicant during co-creation the development problems to tackle in the activity, and then collaborate to determine whether and how to solve those problems and achieve the greatest degree of measurable, sustainable impact. USAID shares risks and responsibilities with the Applicant, and both work together to mobilize, leverage, and apply more effectively each other's respective assets, expertise, and resources.

USAID will invite a select group of the most promising Concept Paper applicants to engage in virtual co-creation discussions with USAID and other stakeholders. More information to follow.

The aim of co-creation is to collaboratively refine objectives, define activities, align timelines, finalize budgets, etc. Through discussions, both the Applicant(s) and USAID may identify additional resources, partners, or strategies necessary to successfully implement the project. This process may involve potentially extensive discussions with USAID/Center for Education, USAID/Malawi, or other experts, within or outside of USAID. In submitting a Concept Paper to this Addendum, Applicants give USAID the right to share Concept Papers with appropriate external partners solely for the purposes of evaluation or Co-Creation. All parties privy to the contents of submitted Concept Papers, whether within or outside of USAID, will be required to keep contents in confidence. Further information will be provided to those Applicants who are selected to move forward in the process.

If USAID decides to continue with the proposed activities following the co-creation phase, USAID will request a Full Application from Applicant(s), inclusive of all modifications, expansions, discussions, etc. resulting from the co-creation phase. Communication with USAID during the Concept Paper/co-creation phase should NOT be interpreted as a commitment to funding or guaranteed request for a Full Application. Any expenses incurred by Applicants during this time are solely the responsibility of the Applicants, unless otherwise stated in writing by USAID.

USAID will accept Full Application(s) from eligible Applicant(s) by invitation ONLY. Full Application(s) will expand upon the Concept Paper to provide extensive details about the planned projects and activities, incorporating any ideas, adjustments, feedback, etc. that arose during Co-Creation. *The eligible participant(s) may be requested to form a consortia at this stage.*

## C. Concept Paper Merit Review Criteria and Considerations

USAID/Malawi will use the following criteria to assess Concept Papers in response to Funding Opportunity. Any Concept Paper submitted should propose an approach that satisfies these criteria and exhibits the characteristics set forth below.

Concept Papers will be assessed according to the following merit review criteria on an adjectival system; *Very Good, Good Satisfactory, and Marginal. The Criteria 1-4 below are assessed on a weighted scale as outlined below.*

Concepts Papers will be reviewed and evaluated in accordance with the following Technical Merit Review Criteria shown in descending order of importance:

- Technical Approach
- Management and Personnel Plan
- Equity and Inclusion
- Alignment with USAID and Mission Objectives, existing projects, and Programming Priorities

**Criterion 1: Technical Approach**.

- Extent to which the proposed approach feasibly achieves the objectives outlined in Section **A (Project Description)** and demonstrate a clear and complete understanding of scope and scale of the project.
- A well-reasoned, realistic, evidence-based, and locally driven approach to achieving the vision and outcomes of the program and integration of the program's guiding principles.
- Extent to which the proposed approach understands local stakeholders that will co-deliver the scope and scale of the project, including a clear private sector engagement approach.
- An inclusive, equitable, and cross-disciplinary approach to achieve meaningful results aligned with USG and Government of Malawi's policy and strategic higher education, agricultural, and economic priorities;

**Criterion 2: Management and Key Personnel**

The Management and Personnel section and its complementary annexes will be considered here.

- **Equitable Partnership approach**
    - Extent to which the proposed interventions describe a commitment to equitable collaboration between U.S. and Malawian partners (different types of agricultural post-secondary and agricultural HEIs, industry, government,

and other stakeholders) at every stage of the concept development, activity design, and implementation (including, but not limited to, sub-awards to local entities and/or locally established partners) that will.
    - nurture successful and balanced working relationships and place local actors in lead roles.

- **Key Personnel and Staffing**
    - Extent to which the Management and Personnel Plan, including institutional partners and Key Personnel, is appropriate to accomplish the objectives and results of the Program Description.
    - Extent to which proposed personnel have the skills and resources necessary for successful implementation of the proposed interventions (including appropriate language skills, context-specific, and sector-specific knowledge, and experience for implementation in Malawi) and includes a plan which outlines proposed roles, responsibilities, and reporting relationships of key and non-key personnel.

**Criterion 3: Equity and Inclusion**

- Extent to which proposed technical solution demonstrates a clear strategy/vision to create improved outcomes using an intersectional lens to prioritize equity, along the equity dimensions most relevant to the context, and extent to which a diversity of groups, especially marginalized and underrepresented populations[1], are actively invited to contribute and participate at every stage of the concept development, activity design, and implementation.

**Criterion 4: Alignment with Mission Objectives, existing projects, and Programming Priorities**

- Extent to which the proposed partnerships and activities align with USAID policies, the Mission's strategy, programming priorities, country policies and relevant existing projects.

## D. Preparation of Full Applications

**NOTE: USAID IS NOT REQUESTING THIS INFORMATION AT THIS TIME. THE MOST HIGHLY RATED APPLICANT(S) WILL BE REQUESTED BY USAID TO SUBMIT A FULL APPLICATION FOLLOWING THE EVALUATION OF THE CONCEPT PAPERS AND FOLLOWING CO-CREATION.**

Full applications, once requested officially, must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other

[1] The USAID Education Policy identifies marginalized populations as girls, people affected by or emerging from armed conflict or humanitarian crises, people with disabilities, people in remote or rural areas (including those who lack access to safe water and sanitation), religious or ethnic minorities, indigenous peoples, orphans, and children affected by HIV/AIDS, child laborers, married adolescents, and victims of trafficking.

related issues. **No budget information shall be included in the Technical Application.**
Both the Technical and Business (Cost) Applications must include a cover page containing the following information

- Name of the organization(s) submitting the full application.
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address).
- Activity name
- Notice of Funding Opportunity number
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per US/International organizations)

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent's authority unless that evidence has been previously furnished to the issuing office.

Full applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that the full applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this funding opportunity. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.
Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should 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 {insert sheet numbers} and, mark each sheet of data it wished 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."*

Full Applications (at Phase III only) must be submitted electronically via email (the only approved delivery method) to nthunberg@usaid.gov copying mjimu@usaid.gov and mheater@usaid.gov

Submissions must be limited to 25MB per email. USAID is unable to receive any email larger than 25MB. Before sending your documents to USAID as email attachments, convert them into Microsoft Word or Adobe PDF and Excel. Signature pages must be converted to Adobe PDF format. Please do not send files in ZIP format.

After an Applicant has sent its application electronically, the Applicant should immediately check its own email to confirm that the attachments it intended to send were indeed sent. If an Applicant discovers an error in its transmission, it should send the material again and note in the subject line of the email that it is a "corrected" submission. Please do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

The subject line for every such email must include the following: **RFA No. 72061224RFA00001, Higher Education for Youth Prosperity in Agriculture Project**

The full application submission, applicants must indicate the Activity name in the subject line and in the body of the email submission.

Multiple emails may be sent to accommodate the application size and content. For an application sent by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g., "No. 1 of 4", etc.). For example, if the Applicant's cost application is being sent in two emails, the first email should have a subject line which says: "[organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application be submitted respectively as single email attachments, e.g., that the Applicant consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

Applications (and corrections, if any) must be submitted no later than the date indicated as the deadline for the submission of applications in this funding opportunity as indicated on the cover letter accompanying this funding opportunity. All applications received by the submission deadline will be reviewed for responsiveness to the funding opportunity and the application format. No addition or modifications will be accepted after the submission date.

Consistent with ADS 303.3.6.6, applications that are submitted late may be eliminated from the competition. If a late application is evaluated and considered for award, all similarly situated late applications (in terms of time of receipt) will also be evaluated and considered for award.

**1. Full Technical Application Format**

The technical application shall be specific, complete, and presented concisely. The application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this activity. The application must consider the requirements of the activity and evaluation criteria found in Section E. of this funding opportunity.

The page limitation for the technical application is **20 pages, excluding Cover page, Table of Contents, and Annexes**. Specific page limits for the Annexes are identified below. Any pages submitted in excess of these limitations will not be reviewed.

Full technical application shall include the following sections:

**(a) Cover Page**

**(b) Table of Contents**

**(c) Executive Summary**

The Executive Summary must provide a high-level overview of key elements of the Technical Application.

**d) Technical Approach**

**e) Management and Staffing Approach**

**f) Annexes (not included in the 20-page limitation):**

***Annex 1 - Draft Implementation Plan (up to three pages)***
***Annex 2 - Approach to Monitoring, Evaluation and Learning (up to two pages)***
***Annex 3 –Organizational Chart (up to two pages)***

***Annex 1 - Draft Implementation Plan (up to three pages)***
This annex must set forth a draft implementation plan for the first year of implementation along with a draft mobilization plan covering detailed activities for the first six months of award. The

format will be developed by the Applicant. The draft implementation plan will form the basis of the Recipient's implementation plan described in Section F.3.b.i ("Annual Work Plan").

***Annex 2 - Approach to Monitoring, Evaluation and Learning (up to two pages)***

This annex must set forth an Approach to Monitoring, Evaluation, and Learning (MEL) that will help to collect, report, and document the achievement of each expected result at this solicitation stage.

Then after award, the selected partner will work with USAID team and Government counterpart to develop a full blown AMEL Plan that should describe the methodology, performance standards(indicators) and targets to be used for cost effective and timely implementation, data collection, quality, analysis, and reporting of results as outlined in the Program Description. **Applicants should use the following USAID link to access How-To Note: Activity Monitoring, Evaluation, and Learning Plan and access Additional Help: Activity Monitoring, Evaluation, and Learning Plan Template: https://usaidlearninglab.org/resources/how-note-activity-monitoring-evaluation-and-learning-plan**

***Annex 3 –Organizational Chart (up to two pages)***

This annex must include a chart showing the proposed organization for the activity for the prime Applicant as well as any organizations in teaming arrangements/subawards; this chart must include, but is not limited to, a representation of the staff reporting lines and relationships between the different positions.

**2. Cost Application Format**

The Cost application must be submitted under a separate cover from the technical application. The overall budget must be presented in US dollars, must provide the types of costs broken down by years, organized in the cost categories in the SF-424 budget, and **using the attached budget template/format**.

A thorough cost analysis and cost realism analysis will be performed **for the apparently successful Applicant only**. For USAID to conduct this cost analysis, the information provided by the Applicant in the detailed budget and budget narrative must be complete and, in enough detail, to determine whether the proposed costs for the Applicant's activity are realistic, allocable, allowable, and reasonable.

**a. Budget and Budget Narrative**

Note: Applicants may refer to a training module recently developed by USAID on how to develop accurate and comprehensive cost applications (includes a budget template example) in response to USAID notice of funding opportunities here:

**https://www.usaid.gov/work-usaid/get-grant-or-contract/trainings-how-work-usaid/preparingbudgets-assistance-awards**

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share, if any) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 3 for Summary Budget Template.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, if any proposed, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

1) **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. The Applicant must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the Applicant. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.

2) **Fringe Benefits – (if applicable)** If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate (for example, how the rate was budgeted for in accordance with the local labor law). In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the Applicant's normal travel policies. Applicants should explain their assumptions and basis of estimates in the Budget Narrative.

4) **Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness considering such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) **Subawards** – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.331 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.

6) **Construction -** may only be authorized under this award in accordance with USAID's Automated Directive System 303maw entitled "USAID Implementation of Construction Activities" Mandatory Standard Provision entitled "LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)" will be included in the resultant awards

7) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams, and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the Applicant. The Applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

8) **Indirect Costs** – The Applicant must indicate whether they are proposing indirect costs or will charge all costs directly. To better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach the Applicant is proposing and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate calculation methods:

**Method 1 - Direct Charge Only**
Eligibility: Any applicant
Initial Application Requirements: See above on direct costs.

**Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)**
Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA.
Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non-Profit Organizations for further guidance.

**Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)**
Eligibility: Any applicant that does not have a current NICRA
Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

MTDC means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first $25,000 of each subaward (regardless of the period of performance of the subawards under the award). **MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of $25,000.** Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.

**Method 4 - Indirect Costs Charged as A Fixed Amount**
Eligibility: Non-U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO
Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

3. **The following sections describe the documentation that the Apparently Successful Applicant(s) must submit to USAID prior to award**. USAID is sharing these requirements in this funding opportunity, so Applicants may prepare, to be proactive. USAID will be unable to make an award without the forms, certifications and assurances listed below.

While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

**** PLEASE NOTE, THESE DOCUMENTS (SF-424, 424A, AND REQUIRED CERTIFICATIONS AND ASSURANCES) WILL BE REQUESTED FROM THE APPARENTLY SUCCESSFUL APPLICANTS ONLY**

- **SF-424 and SF-424A** - The Applicant must sign and submit the cost application standard form number SF-424 and SF-424A. Standard Forms can be accessed electronically at https://www.grants.gov/web/grants/forms/forms-repository.html

- **Required Certifications and Assurances**

  The applicant must complete the following documents and submit a signed copy with their application:
  a. "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at https://www.usaid.gov/ads/policy/300/303mav
  b. Assurances for Non-Construction Programs (SF-424B)
  c. Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

4. **Prior Approvals in accordance with 2 CFR 200.407**

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

5. **Approval of Subawards**

The applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- UEI Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list.
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list.
- Confirmation that the subrecipient is not suspended or debarred.
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

### 6. Unique Entity Identifier (UEI) and System for Award Management (SAM) Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable UEI and SAM requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid UEI number for the applicant and **for all proposed sub-recipients**.
2. The Prime Applicant be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (https://sam.gov/content/home ).
3. Continue to maintain an active SAM registration with current information, during the time it has an active Federal award or an application or plan under consideration by a federal awarding agency.

The registration process may take several weeks to complete. Therefore, applicants are encouraged to begin the process early. **Applicants need to be registered in SAM when submitting the full application. Applicants do not need to be registered in SAM when submitting a concept paper.**

SAM registration: https://sam.gov/content/home

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on https://sam.gov/content/home, navigate to Help, then to International Registrants.

7. **History of Performance**

**The Apparently Successful Applicant** will have to provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 5 years, as follows:

- Name of the Awarding Organization.
- Award Number.
- Activity Title.
- A brief description of the activity.
- Period of Performance.
- Award Amount.
- Reports and findings from any audits performed in the last 3 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the Apparently Successful Applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

**Applicants should not provide this information unless requested by the AO.**

8. **Branding Strategy & Marking Plan**

**TO BE REQUESTED FROM THE APPARENTLY SUCCESSFUL APPLICANT ONLY**

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or subaward must be marked appropriately overseas with the USAID Identity. In addition, the successful Applicant(s) will be required to comply with USAID policy on marking and branding. See the USAID standard provisions below and "Marking and Public Communications under USAID-funded Assistance (December 2014)"

**USAID will request and evaluate a branding strategy and marking plan from the apparently successful Applicant(s),** except in cases where an existing waiver applies; this evaluation will not be part of the competitive evaluation set forth in this section. The apparently successful Applicant's proposed Marking Plan may include a request for approval of one or more exceptions to marking requirements. The Agreement Officer is responsible for evaluating and approving the Branding Strategy and a Marking Plan (including any request for exceptions) of the apparently successful Applicant(s), consistent with the provisions ``Branding Strategy," and USAID policy on branding and marking.  Please note that in contrast to “exceptions to marking requirements, waivers based on circumstances in the host country must be approved by Mission Directors or other USAID Principal Officers.

A helpful list of Frequently Asked Questions about Branding and Marking can be found on the USAID website: https://www.usaid.gov/branding/assistance-awards/

The following provisions apply under this funding opportunity:

**1. Branding Strategy – Assistance (June 2012*)***

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement, or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

e. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

f. If the applicant receives an assistance award, the Branding Strategy will be 4 included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

## 2. Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brand mark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement, or other assistance instrument.

e. The Marking Plan must include all the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature.

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID.

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

(i) The program deliverables that the applicant plans to mark with the USAID Identity.

(ii) The type of marking and what materials the applicant will use to mark the program deliverables.

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking.

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each deliverable must be seen as credible.

(iii) Undercut host-country government “ownership” of constitutions, 6 laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each item or product is better positioned as a host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in, and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

**9. Funding Restrictions**

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor. If profit making organizations apply under this funding opportunity, no profit or fee will be authorized under the activity.

Construction may only be authorized under this award in accordance with USAID's Automated Directive System 303maw entitled "USAID Implementation of Construction Activities" Mandatory Standard Provision entitled "LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)" will be included in the resultant awards.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this funding opportunity and must meet the source and nationality requirements set forth in 22 CFR 228.

**10. Conflict of Interest Pre-Award Term 2018**

a. **Personal Conflict of Interest**

**1.** An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency 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 employee or recipient employee.

**2.** The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. **Organizational Conflict of Interest**

The applicant must notify USAID 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 will promptly take appropriate action upon receiving any such notification from the applicant.

(END OF PRE-AWARD TERM)

**11. Full Application Merit Review**

a. Merit Review Factor and Criteria Identification – The merit review of full applications will be conducted using the following merit review factors and criteria, in descending order of importance:

| MERIT REVIEW FACTOR | FACTOR NAME |
|---|---|
| **FACTOR 1** | *Technical Approach* |
| **FACTOR 2** | *Monitoring, Evaluation and Learning* |
| **FACTOR 3** | *Management Capacity & Staffing* |

**Factor 1: Technical Approach**

a. Instructions to Applicant:
The applicant must describe the proposed technical strategies, interventions, and institutional arrangements to comprehensively address how the applicant will achieve the intended purpose and results outlined in the Program Description during the life of the project. This may be completed using narrative, figures, charts, and graphics.

Proposed approaches, strategies and interventions must be feasible, evidence-based and aligned to USAID, national and international strategies, and be collaborative with relevant stakeholders including the Ministries responsible for Education, Labour, Youth, Gender and Social Welfare, private sector, micro-finance institutions, communities, post-secondary training institutions (university and non-university) and non-governmental organizations. In addition, the applicant must describe possible approaches and strategies eventually to sustain the proposed activities beyond the life of the project.

b. Merit Review Criteria:
The technical approach will be evaluated on the overall merit, feasibility and sustainability of the proposed technical strategies, interventions, and institutional arrangements to comprehensively address how the Applicant will achieve the intended purpose and results outlined in the Program Description during the life of the project. Responsiveness to each of the points provided below will be taken into consideration in determining the overall rating.

1. The applicant demonstrates a firm understanding of the overall requirements set forth in the Program Description, including the applicant's inclusion of approaches, strategies, and activities discussed during co-creation.

2. The proposed conceptual approach, strategies, methodology, and techniques are feasible for accomplishment of the stated objectives.

**Factor 2: Monitoring, Evaluation and Learning**

a. Instructions to Applicant:
The Applicant must submit a list of illustrative indicators and proposed targets as an Annex to the technical application. USAID and successful applicants will co-develop the Activity Monitoring, Evaluation and Learning Plan (AMELP) after the award.

b. Merit Review Criteria:

1. The applicant proposes reasonable targets and relevant indicators for project priority areas.

**Factor 3: Management and Staffing**

a. Instructions to Applicant:
The application must describe the applicant's proposed use of staff and any proposed subrecipients, including in terms of meeting unique technical needs and variable workload.

The Applicant must describe the roles, responsibilities, and authorities of the prime recipient personnel, any proposed sub-recipients and external stakeholders including the Ministries of Education, Labour, Youth and Gender, and other Ministries as well as the Applicant's strategy to coordinate implementation of the proposed activities and achievement of results among the foregoing parties, including appropriate proposed lines of communication and procedures.

The letters of commitment must also be included for key personnel candidates. Resumes must include education, experience, background, accomplishments, and other pertinent information.

b. Merit Review Criteria:
The applications will be evaluated guided by the following relating to management and staffing.

1. The staffing plan proposed is logical, organized and appropriately staffed with the right number of people and complement of both technical and administrative skills to effectively manage the program towards achievement of results.

2. The extent to which the application, including the **organizational chart**, demonstrates appropriate roles, responsibilities, and authorities of the prime recipient personnel, any proposed sub-recipients and external stakeholders including the relevant Ministries.

c. Business Review

The Agency will evaluate the cost application of the apparently successful applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

### 12. Determination of Award

The submitted technical application will be evaluated by a merit review committee using the merit review factors and criteria shown above. The cost/business application will be reviewed by the Agreement Officer/Agreement Specialist. As a result of this process, USAID intends to select the apparently successful applicant(s) based upon the initial application submission. Once the selection is made, the Government may address any concerns to the selected recipient for resolution. However, the Government reserves the right to communicate with all applicants prior to selection of the successful recipient if in the best interest of the Government.

If USAID and the apparently successful Applicant cannot come to a mutual understanding during discussions, or if the apparently successful Applicant is unable to provide satisfactory Technical and Cost Applications, or does not meet deadlines for submissions, or presents an unacceptable risk as a result of the risk assessment, then the Agreement Officer may designate the next highest-evaluated Applicant as the apparently successful Applicant. This decision is at the sole discretion of the Agreement Officer. The Agreement Officer's decision regarding funding of an award is final and not subject to review.

**[END OF SECTION E]**

## SECTION F: FEDERAL AWARD AND ADMINISTRATION INFORMATION

### 1. Administrative & National Policy Requirements

For non-U.S., non-governmental organizations, the USAID Standard Provisions for Non-U.S., Non-Governmental recipients, and the applicable cost principles in 2 CFR 200 for non-profit organizations will apply. The Standard Provisions for Non-U.S., non-governmental recipients can be accessed through the following URL:

http://www.usaid.gov/ads/policy/300/303mab

No deviations are anticipated to the standard provisions for the cooperative agreement(s) under this funding opportunity. All applicable standard provisions shall be incorporated into the resultant award(s).

### 2. Reporting Requirements

Applicants are reminded to budget prudent and adequate resources for completing the required reporting. All reports shall be in the English language, unless otherwise specified by the AOR. Electronic submissions will be preferred. It is not necessary to submit any of these documents with the application, but submission will be required under any resultant cooperative agreement(s).

The reporting formats, a detailed timeline (frequency of reporting), and instructions for the Monitoring, Evaluation and Learning plan, annual work plan, progress reports, success stories and any other USAID related reporting requirements will be provided by AOR to the Recipient upon award.

Additionally, the Recipient will be expected to meet regularly (via phone, email or in person) with the AOR or his/her designee to review the status of activities, and should be prepared to make periodic, unplanned verbal and written briefings to USAID as appropriate.

#### a. Financial Reporting

Financial reporting requirements will be in accordance with the Standard Provisions for Non-US Organizations. The recipient must submit an electronic version of the SF 425 Financial Report to the Agreement Officer's Representative (AOR) on a quarterly basis. Electronic copies of the SF-425 can be found at: https://www.whitehouse.gov/omb/grants_forms

#### b. Program Reporting

The recipient will submit reports to the USAID AOR as described below, with a copy to the Agreement Officer:

### i. Annual Work Plan

The Recipient shall submit annual work plans per USAID guidance but no later than May 1st per USAID Procurement Executive Bulletin (PEB) No. 19-02 except for the first year. Other than the first annual work plan, annual work plans implementation begins on October 1 of each year. Annual work plans are submitted along with a work plan budget in writing and presented orally during Work Plan Peer Reviews to the USAID Agreement Officer's Representative (AOR) and other USAID staff for discussion, review, and approval. A standardized template for annual work plans is used by USAID partners and will be provided to the Recipient(s) upon award.

In the application, the Recipient will provide an implementation plan for the one-year implementation period, including detailed start up activities and timelines especially for the first 6 months of the award. The implementation plan will be finalized in consultation with USAID during the first 30 days following the award date and will not be considered complete until it has been approved in writing by the AOR. Not later than 90 days after the effective date of this Agreement, the Recipient shall submit to the AOR a work plan budget covering activities through September 2023.

AOR approval in writing of the annual work plans is required. All activities included in the annual work plan must be fully aligned with the Program Description. The AOR's approval of the annual work plan does not eliminate the requirement for the Recipient to seek Agreement Officer approval for items that otherwise require Agreement Officer approval under the award.

### ii. Monitoring, Evaluation and Learning Plan

Within 90 calendar days of the start of the award, the Recipient is required to submit an Activity Monitoring, Evaluation, and Learning Plan (AMELP) to the USAID AOR for approval. The MEL Plan is a tool used to support the management of the activity and to inform USAID and the Recipient about whether and how an activity is making progress toward stated results.
A rigorous monitoring and evaluation system for the Activity, including adequate staffing, technical support and information systems for routine data collection and analytics, is required.

The Recipient will work closely with USAID to finalize indicators and set performance targets based on USAID guidance and requirements. The Recipient will be responsible for data collection, analysis, and performance reporting required by USAID per defined monthly, quarterly, and annual results reporting cycle. Data will be used to evaluate Recipient performance, drive decisions, guide course corrections as needed, and determine future funding.

### iii. Periodic Performance Reports

#### A. Quarterly Performance Reporting

The Recipient will at a minimum submit quarterly and annual performance reports to the AOR within 30 days after the end of the performance period. At the request of the AOR, the Recipient will also submit high frequency data reports for specific indicators at the end of each month to track performance and achievement. Final versions of the quarterly and annual performance reports require AOR approval.

The quarterly performance reports shall include the following information:

(i) a summary of activities and key achievements.
(ii) a description of progress made during the reporting period and actual achievements; and
iv) one success story.

The reports should also highlight key accomplishments and any issues that are affecting the timing of activities, steps being taken, or proposals being made to resolve issues, plans and intended outputs for the following quarter.

### B. Annual Progress Report

The annual progress report shall be a review of the previous year's accomplishments relative to the Monitoring, Evaluation and Learning Plan, including challenges and success stories. Problems or issues encountered and how they were resolved shall be presented in the report. The report shall be submitted to the AOR within 30 calendar days after the end of fourth quarter, or the end of the USG fiscal year (September 30). It shall be submitted in lieu of the fourth quarterly performance report. The annual report shall include a discussion, supported with quantitative and qualitative evidence, (which evidence shall remain auditable under the terms of the agreement and USAID program implementation procedures), of progress against indicators and/or impacts achieved to date. This shall include clear identification of which impacts achieved were within the manageable interests of the recipient and which were likely catalyzed by recipient-supported initiatives, leading to substantial, sustained achievement of results. The final versions of the annual progress reports require AOR approval.

## 3. Program Income

If program income is anticipated to be generated under the award, program income will be added to total program amount in accordance with the standard provision "Program Income (August 2020)".

## 5. Environmental Compliance

1a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (http://www.usaid.gov/policy/ADS/200/), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

1b) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

1c) No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

2) An Initial Environmental Examination (IEE) has been approved for the project funding this RFA and for activities to be undertaken herein. The IEE contains a Positive Determination for the following proposed activities: This indicates that these activities have the potential for significant adverse effects on the environment. Accordingly, the recipient is required to comply with the terms of an Environmental Assessment (EA) addressing the environmental concerns raised by these activities. No activity identified under this Positive Determination can proceed until Scoping as described in §216.3(a)(4) and an EA as described in §216.6 are completed and approved by USAID (Note that the completed Scoping Statement is normally submitted by the MEO to the BEO when the project originates in a Mission. The Statement may be circulated outside the Agency by the BEO with a request for written comments within 30 days and approved by the BEO subsequently. Approval of the Scoping Statement must be provided by the BEO before the EA can be initiated.)

3a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Cognizant Technical Officer and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

3b) If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

3c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

4a) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Respondents to the RFA should therefore include as part of their application their approach to achieving environmental compliance and management, to include:

4b) The respondent's approach to developing and implementing an [IEE or EA or environmental review process for a grant fund and/or an EMMP or M&M Plan].

4c) The respondent's approach to providing necessary environmental management expertise, including examples of experience of environmental management of similar activities.

4d) The respondent's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

**[END OF SECTION F]**

## SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

### 1. Primary POC:

| | |
|---|---|
| Name | Natalie J. Thunberg |
| Title | Agreement Officer |
| E-mail | nthunberg@usaid.gov |

### 2. Secondary POCs:

| | |
|---|---|
| Name | Manale Jimu |
| Title | Acquisition & Assistance Specialist |
| E-mail | mjimu@usaid.gov |

| | |
|---|---|
| Name | Michael Heater |
| Title | Agreement Specialist |
| E-mail | mheater@usaid.gov |

### 3. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov.

**[END OF SECTION G]**

## SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

> "This application includes data that must not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. 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 {insert sheet numbers}."

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

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

**[END OF SECTION H]**

**[END OF SOLICITATION]**

## ANNEX 1: CONCEPT PAPER TEMPLATE- (Required Format)

The main body of the Concept Paper (sections II and III) must not exceed 5 pages (+1-page cover page + a 1-page notional budget template) and must use 12pt Times New Roman font, single spaced with 1-inch margins. Ten-point (10pt) font can be used for incorporated figures, tables, and legends, where necessary. The Concept Paper and supporting documentation must use the format described below and be written in English. If possible, all materials, including the notional budget, should be sent as a single PDF document. If this is not possible, MS Word format will be accepted. The Concept Paper must be submitted to nthunberg@usaid.gov copying mjimu@usaid.gov and mheater@usaid.gov no later than the date and time indicated on the cover letter, as amended.. The email subject line should follow this naming scheme identified in the RFA instructions.

**SECTION I - COVER PAGE INFORMATION**

A. Title of Concept Paper:
B. Applicant Contact Name:
C. Phone number and email address of contact:
D. Lead Institution:
E. Lead Institution UEI (if know:
F. Other Partner(s):
G. Sub-award Organization Name(s):
H. Sub-award Organization DUNS Number(s):
I. Proposed Period of Performance:
J. Proposed Project Budget:
K. Overall Concept Objective (1-2 sentences):
L. Type of Organization (e.g., U.S., non-U.S., multilateral, private, for-profit, non-profit etc.):

**SECTION II – DESCRIPTION OF PROPOSED ACTIVITY (Section II may not exceed 5 pages)**

1. **Alignment with Strategic Objectives and Programming Priorities:**

   Describe how the proposed approach and interventions are aligned with USAID and strategic objectives and programmatic priorities as identified in the call for concepts and associated Addendum.

2. **Description of Partnership and Partners**

   Describe the proposed partnership and how the core partner(s) have and will collaborate, including institutional strengths, capabilities, resources leveraged, alignment with individual or institutional priorities and mandates, and other appropriate context. Indicate institutional commitment and roles to the proposed activities and their intended outcomes. Describe how the proposed approach to partnership specifically fits the development problem(s) or challenge(s) to be addressed.

Describe the role of each partner in developing the Concept Paper, including contribution to the following:

- Identification and development of proposed solutions to the problem(s).
- Identification of needs/priorities in improving local capacity of individuals, institutions and/or systems for the opportunity identified.
- Identification and development of proposed implementation of the activities.
- Role in decision making regarding the proposed partnership.

Given that substantial collaboration is anticipated between partners at every stage of the proposed activity (including concept development, activity design, and implementation), briefly outline a plan for ensuring effective collaboration and communication between any proposed partners.

**3. Description of the Development Problem or Challenge and Proposed Solution(s)**

Clearly identify and describe the development problem or challenge to be addressed and provide a thorough description of:

- How the proposed approach and activities advances the evidence base for learning.
- A description of how the context will influence and shape the approach to an equitable partnership as well as the outputs, outcomes, results, and impact over the life of the proposal, an identification of the most salient risks to success, and proposed actions to mitigate risk.
- The anticipated outputs, outcomes, results, and impact, noting whether these anticipated changes happen at the individual, institutional, and/or systemic level, and how they will be sustained beyond USAID funding.
- How the proposed partnerships, projects, and activities will substantially improve individual, institutional, and/or systemic performance for the opportunity identified within three to five years;

**4. Equity and Inclusion**

How the proposed approach and activities will ensure equity and inclusion along the dimensions most relevant to the context and at the appropriate levels.

**5. Collaborating, Learning and Adapting (CLA) and Monitoring, Evaluation, and Learning (MEL) Summary**

Briefly describe (2-3 paragraphs) your CLA and MEL plans, including illustrative indicators, frameworks, and learning questions that will be tracked throughout program implementation and used to modify implementation, as needed. At the concept Paper stage, it is normal that both the page limitations of the Concept Paper and the stage of the concept development limit how much an applicant can describe. However, applicants should strive to illustrate to USAID that they have discussed with partners where and when to gather robust data as part of their activity design and implementation, what uncertainties they anticipate, and how they will be prepared to learn and adapt during the implementation of the proposed activities.

When preparing a CLA/MEL plan, the Applicant is highly encouraged to utilize the CLA and MEL principles described in the following USAID toolkits:

- Monitoring
- Evaluation
- Collaborating, Learning, and Adapting

CLA and complexity-aware monitoring approaches are particularly relevant in conflict and crisis-affected contexts.

If invited to submit one, the Full Application will request a more comprehensive CLA/MEL plan, including all components outlined in Automated Directive Services 201 (ADS 201) section 201.3.4.10: A. Activity MEL Plan. Final indicators will be negotiated between the Apparently Successful Applicant and USAID/Malawi.

**[Sections II of the Concept Paper must not exceed five pages.]**

## SECTION III – SUPPORTING INFORMATION

### 1. Proposed Estimated Cost and Cost Breakdown (1 page maximum)

Please use the budget template provided in Attachment C of the APS.
If invited to submit one, the Full Application will request a more comprehensive budget.

### 2. Contact Information for Proposed Partners (2 page maximum)

Provide contact information for all the core partners in spreadsheet format. Include organization, point of contact name, title, email, and phone numbers, as well as a brief description of each prospective partner's previous work and experience.

### 3. Letters of Commitment

Applicants may provide a 1-page letter of commitment from each member of the partnership/consortium.

**[END OF ANNEX 1]**

## ANNEX 2 - SUMMARY BUDGET TEMPLATE

**<u>If requested to submit a full application</u>,** Applicants must submit a summary and detailed cost application /budget using format outlined in standard form "SF-424A".

**Summary Budget**

| **Cost Category** | **Breakdown by Activity Year** | | | | | Total 5 Year |
|---|---|---|---|---|---|---|
| | Yr. (1) | Yr. (2) | Yr. (3) | Yr. (4) | Yr. (5) | |
| (a) Personnel | | | | | | $0 |
| (b) Fringe Benefits | | | | | | $0 |
| (c) Travel | | | | | | $0 |
| (d) Equipment | | | | | | $0 |
| (e) Supplies | | | | | | $0 |
| (f) Contractual (Including subawards, procurement contracts and consultants) | | | | | | $0 |
| (g) Other | | | | | | $0 |
| (h) Total Direct Costs | | | | | | $0 |
| (i) Indirect Charges | | | | | | $0 |
| **(j) Total Activity Amount** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |

**[END OF ANNEX 2]**

## ANNEX 3 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa, https://www.usaid.gov/ads/policy/300/303mab, and https://www.usaid.gov/ads/policy/300/303mat). The actual Standard Provisions included in the award will be dependent on the organization that is selected (or the type of award, in the case of a fixed amount award). The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations, as appropriate**.** The award will also contain the following "required as applicable" Standard Provisions:

**Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.**

### REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

| Required | Not Required | Standard Provision |
|---|---|---|
| TBD | | RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020) |
| | | RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020) |
| | | RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014) |
| | | RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020) |
| | | RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012) |
| | | RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009) |
| | | RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998) |
| | | RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004) |
| | | RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985) |
| | | RAA10. COST SHARING (MATCHING) (FEBRUARY 2012) |
| | | RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999) |
| | | RAA12. INVESTMENT PROMOTION (NOVEMBER 2003) |
| | | RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014) |
| | | RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012) |
| | | RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012) |
| | | RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014) |

| | | |
|---|---|---|
| | | RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014) |
| | | RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004) |
| | | RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004) |
| | | RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012) |
| | | RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012) |
| | | RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012) |
| | | RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020) |
| | | RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020) |
| | | RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020) |
| | | RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013) |
| | | RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014) |
| | | RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016) |
| | | RAA29. RESERVED |
| | | RAA30. PROGRAM INCOME (AUGUST 2020) |
| | | RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020) |

## REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

| Require d | Not Required | Standard Provision |
|---|---|---|
| TBD | | RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020) |
| | | RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014) |
| TBD | | RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020) |
| | | RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012) |
| | | RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020) |
| | | RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020) |
| | | RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020) |
| | | RAA8. SUBAWARDS (DECEMBER 2014) |
| | | RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014) |
| | | RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012) |
| | | RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012) |

| | | |
|---|---|---|
| | | RAA12. PATENT RIGHTS (JUNE 2012) |
| | | RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012) |
| | | RAA14. INVESTMENT PROMOTION (NOVEMBER 2003) |
| | | RAA 15. COST SHARE (JUNE 2012) |
| | | RAA16. PROGRAM INCOME (AUGUST 2020) |
| | | RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012) |
| | | RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004) |
| | | RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012) |
| | | RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012) |
| | | RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012) |
| | | RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012) |
| | | RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009) |
| | | RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012) |
| | | RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014) |
| | | RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014) |
| | | RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014) |
| | | RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014) |
| | | RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016) |
| | | RAA30. RESERVED |
| | | RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020) |

**[END OF ANNEX 3]**