NOTICE OF FUNDING OPPORTUNITY

BRIDGE YOUTH CONNECT (BYC) ACTIVITY

USAID/SENEGAL

SAHEL REGIONAL OFFICE (SRO)

NOFO NO.: 72068520RFA00005

APRIL 2020

Issue Date:	**April 14, 2020**
Deadline for Questions:	**April 30, 2020**
Closing Date:	**May 29, 2020**
Closing Time:	**17:30 Local Dakar, Senegal Time**

Subject: **Notice of Funding Opportunity Number: 72068520RFA00005**

Program Title: **Bridge Youth Connect (BYC) Activity**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Bridge Youth Connect (BYC) program. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.h. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Chitahka Floore
Supervisory Regional Agreement Officer

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This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

Note: The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "Activity" and "Project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

BRIDGE YOUTH CONNECT (BYC) ACTIVITY

Introduction

USAID is supporting the five-year Bridget Youth Connect (BYC) Activity focused on creating improved skills and economic opportunities for young women and men in Niger and Burkina Faso. BYC is one of several activities supporting USAID's Bridge Project devoted to addressing the development challenges that are drivers of recruitment for violent extremism in the Sahel.

Context

The Sahel today is marked by food and water insecurity, persistent poverty, poor governance, high population growth rates, and recurrent climate shocks and stresses that contribute to crisis and can enhance vulnerability to conflict and violent extremism. USAID and the wider development community recognize that the pattern of repeated humanitarian crises over decades is partly because the frequency and magnitude of shocks has exceeded local coping capacity leaving people and systems less able to manage the risks they face and recover when a shock occurs. In addition, they are highly vulnerable because of poor health and nutrition status, extreme poverty, illiteracy, extended annual lean seasons, indebtedness, gender inequality, degraded natural resources, poor access to clean water, sanitation and health services, and low agricultural productivity - all exacerbated by persistent governance failures. However, it is important to note that populations in the Sahel are still remarkably resilient given the very difficult conditions in the region. It is important to better understand and build on indigenous strategies for managing shocks and stresses, and analyze where and how they may no longer be able to meet current and future challenges.

Due to the global rise of violent extremism (VE) and VE spillover from the destabilization of Libya, Syria, and Iraq, violent extremist organizations (VEOs) and trafficked weapons have infiltrated the most marginalized areas of the Sahel, exploiting long and porous borders and a lack of state presence. This spread of violent extremism in the Sahel has exacerbated expressed or latent structural problems and vulnerabilities in the Sahelian landscape, thus rolling back most development gains due to rising insecurity and conflict. Further exacerbating this problem set is the response of the national governments, which largely consists of military intervention. Heavy-handed counter-terrorism operations by security forces have been a source of moral outrage driving many to seek retribution by joining VEOs. These operations have also severely impacted local economies due to restrictions on motorcycle travel, strict curfews, and the closure of markets in some areas (e.g. in the Tillaberi region of Niger). Closely linked to this is the disruptive impact of population movements as people leave their homes out of fear of both VEOs and security force reprisals.

Niger and Burkina Faso's development challenges are already some of the most difficult in the world. Niger has the highest population growth rate in the world (7.2 live births per woman), with the average age of first marriage being 15.7 years old for females. Burkina Faso also has a high population growth rate with 5.3 births per woman[1] and 52 percent of girls married before their

[1] https://data.worldbank.org/indicator/SP.DYN.TFRT.IN?locations=BF&view=chart

18th birthday[2]. Both Niger and Burkina Faso have a young age structure where approximately half of the population in Niger is below the age of 15 and half of the population of Burkina Faso is 17 years or below with 44.95 percent under 15 making Burkina the 10th youngest country in the world[3]. While Niger and Burkina Faso's large youth populations offer significant potential, without skills, viable livelihoods and a robust role in local governance, they will remain vulnerable to extreme poverty and susceptible to the aforementioned violent extremism issues. Together, these trends are exacerbating existing vulnerabilities in the region.

Niger is the sixth largest nation in Africa and the largest nation in West Africa; its territory spans the Sahara Desert and the Sahel zone. Niger continues to be one of the poorest countries in the world in terms of gross domestic product (GDP) per capita, and is characterized by extreme conditions across multiple domains, all of which greatly impede the country's development and make economic self-reliance more difficult to attain.

Burkina Faso is also marked by deep poverty, rapid population growth, and rising insecurity resulting in an estimated 560,000 internally displaced persons (IDP) as of December 2019, coupled with environmental, social and economic fragility. Burkina Faso's economic growth rests on a very narrow base, fueled primarily by the rapid expansion of the public sector. As a result, the country lacks sufficient jobs to absorb its rapidly expanding population. Burkina Faso has the world's eighth highest population growth rate, and 80 percent of the workforce is employed in low-paid agricultural jobs. This is compounded by very low literacy rates. Nationwide only 35.5 percent of men are literate and 22.5 percent of women are literate. In rural areas, women's literacy rates fall to 11 percent[4]. Compounding this situation, 1,845 schools closed since the start of the insecurity and with over 265,000 children now out of school.

Burkina Faso currently ranks 183rd of 188 countries in the United Nations Development Program's (UNDP) Human Development Index. It is highly vulnerable to external shocks, especially climate change and recurrent droughts that exacerbate the suffering of roughly 40 percent of Burkinabé who live beneath the threshold ($1.25 per day) of absolute poverty. Added to this challenge is the increasing danger of violent extremism, driven by both internal "push" factors such as high rates of poverty and poor governance, and external "pull" factors, notably having to do with Burkina Faso's location in the midst of countries with growing terrorist movements.

Education

Literacy rates in Niger for males and females are among the lowest in the world with 36.56 percent literacy for men and only 17.15 percent for women. Youth in Niger, particularly in rural areas, have very limited access to schooling at all levels. The public school system in Niger is extremely weak. While 86 percent of school-age children enroll in school, only 51 percent of those will complete the first six years of primary school and only 15 percent will complete the

[2] https://www.girlsnotbrides.org/child-marriage/burkina-faso/
[3] https://www.businessinsider.com/countries-youngest-populations-most-children-2019-9#11-tanzania-4469-under-15-15
[4] USAID Office of Food for Peace Food Security Desk Review for Burkina Faso

first four years of secondary education[5]. There is a dearth of trained teachers[6]; serious gaps in school coverage in rural areas persist; and, schools lack even the basic resources like desks or books. As a result, many children who graduate from primary school have weak skills in reading and writing.

While Nigerien public schools do not charge tuition, families are obligated to cover a range of direct and indirect costs, including school equipment, guard fees, transport, school uniforms and lunches. Given weak economic opportunities and large family sizes, the opportunity costs of sending and keeping children in school is equally as expensive, especially as children reach adolescence and move away from home to attend the secondary schools not provided in their villages. These expenses amount to a significant economic burden for the vast majority of Niger's population. In addition, most primary and secondary schools in rural areas are understaffed compared to urban areas. Rural schools often lack adequate health, sanitation and lodging facilities, and are therefore less attractive to many teachers. Beyond primary school, education is even more limited with secondary schools only located in major villages, often too far for students to commute easily.

As a result of the weak education system, it is estimated that nationally, 51 percent of children ages 7-12 and 60 percent of children ages 13-16 are out-of-school. In response to such a large, and growing, out-of-school population, government and non-governmental organizations offer a range of non-formal education opportunities to help young people gain foundational skills in reading, math and soft skills, including accelerated learning programs that help youth who dropped out of primary education, or never attended, gain the equivalency of a full primary education. However, these opportunities are extremely limited and reach a small fraction of the out-of-school population.

Niger has the highest prevalence rate of child marriage in the world with 76 percent of girls married before their 18th birthday, and 28 percent married before the age of 15. Girls in Niger are more likely to be illiterate, be younger when giving birth to their first child, and to have more children over their lifetime than girls in other parts of the world. Many girls marry into polygamous marriages, further limiting their power and agency in their relationships. Child, Early and Forced Marriage (CEFM) is often accompanied by the harmful traditional practice of Female Genital Mutilation/Cutting (FGM/C)[7].

Vocational training is available through government vocational training centers in major towns in Niger. The centers offer long-term training for out-of-school youth between the ages of 14 and 25. Students at these centers must pay tuition, though government scholarships are available. The quality of the training is inconsistent, and youth residing outside of urban areas are not able to easily access the centers.

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[5] RESEN Niger 2018 and https://www.globalpartnership.org/fr/download/file/fid/46000

[6] In addition, eighty percent of teachers in Niger are contractual, many of whom have no teacher training and/or are waiting to access better jobs.

[7] Sahel Youth Regional Analysis USAID 2018. USAID Child and Early Forced Marriage Guide, 2015.

Young people receive education first and foremost from their families, including parents and especially mothers, particularly in terms of instilling many of the most critical life skills mentioned above. Family, friends, and mentors can be a potential positive or negative influence on youth. Research indicates that families in the Sahel that are being increasingly stretched thin by multiple stressors, such as climate change, rising food prices, conflict, and poverty, have difficulty providing the positive psycho-social support they normally would, leaving youth to figure out life on their own, increasingly through the confusing influences of the internet and social media[8]. For all the reasons mentioned, youth are not receiving sufficient support and guidance to enable the critical thinking needed to make ethical, empathetic, and reasoned decisions. It is critical to teach them these skills so that they have the tools they need to develop into responsible citizens and conscientious workers.

Economy

Niger's economy is still dominated by the primary sector (agriculture, raw materials), which employs more than 8 out of 10 Nigeriens. Poverty, both monetary (44 percent of the population in 2014) and multidimensional (2/3 of under-five children deprived of 3 out 5 essential rights), remains highly prevalent, particularly in rural areas. Agriculture and livestock depend on weather conditions. The north of the country is a desert while the southern region is subject to cyclical rainfall. Agriculture is not modernized and fails to ensure real food security. Niger has diverse natural resources, mainly mining, many of which remain unexploited. The country has one of the lowest fiscal bases in the WAEMU-region (17 percent of GDP) and the Government's heavy reliance on revenues from the natural resource sector makes it vulnerable to commodity price shocks[9]. Economic growth in Niger has experienced significant fluctuations owing to significant dependence on climate shocks affecting the agriculture sector and lack of a diversified economy. Per capita GDP growth is unstable and on average remains weak given the country's rapid population growth (3.9 percent per annum according to the 2012 Population Census). Niger relies strongly on external support provided by technical and financial partners, such as non-refundable aid, budget support and loans. With the exception of the education sector, budgetary allocations to social sectors remain far below international recommendations or national commitments.

This economic growth has not translated into benefits for the average Nigerien, primarily due to the extremely high rates of fertility and population growth[10]. Today, a large majority of young people suffer from social and financial precariousness and underemployment, preventing them from gaining social recognition as independent adults. Young people are also confronted with a break in educational continuity between school, family and community as well as changes in the family and society leading to a loss of reference points and intergenerational tensions.

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[8] The "family stress model" developed by Conger, McLoyd, Wallace, et al.shows how poverty and economic pressure affects the quality of interparental relationships, which in turn impacts child outcomes. Longitudinal evidence shows that poverty or economic pressure impacts on parents' mental health, which can cause interparental conflict and difficulties with parenting. These then negatively impact on child outcomes and their future life chances, including externalising and internalising problems, academic and physical health difficulties, and social and interpersonal relationship problems.

[9] Livestock and Uranium are Niger's two biggest exports.

[10] The fertility rate currently stands at 7.2 births per woman - the highest in the world.

As a result of these economic and security factors, there is ongoing displacement and internal migration within Niger, from rural zones to Niamey, and to neighboring countries. Migration is a common livelihood strategy for youth, yet most programming does not address the reality of migration or support migration strategies. While circular seasonal migration in West Africa has long been a livelihoods strategy, more youth are traveling without support or connections to jobs, are vulnerable to traffickers, gangs, and VE organizations, and often lack safe and productive opportunities once they reach their destination[11]. VEO influence mapping research has repeatedly shown that a lack of economic opportunities is widely perceived by communities to be the main driver for VEO recruitment of youth. This perception is corroborated by interviews with former combatants and participants in their support networks in the region who indicated that financial need was a key driver of their decision to join a VEO.

Burkina Faso is a similarly poor country that is landlocked with limited natural resources. Irregular patterns of rainfall, poor soil, and the lack of adequate communications and other infrastructure contribute to the economy's vulnerability to external shocks. About 80 percent of the population is engaged in subsistence farming and cotton is the main cash crop. Cotton and gold are Burkina Faso's key exports - gold has accounted for about three-quarters of the country's total export revenues. Burkina Faso's economic growth and revenue depends largely on production levels and global prices for the two commodities. The country has seen an upswing in both formal and artisanal gold exploration, production, and exports. Working conditions in mines and human rights violations perpetrated against laborers contribute further grievances and are exacerbated the heavy reliance of the economy on this sector. This economic backdrop, featuring a lack of job opportunities for youth, is a contributing factor to social instability.

In 2016, the government adopted a new development strategy, set forth in the 2016-2020 National Plan for Economic and Social Development, that aims to reduce poverty, build human capital, and to satisfy basic needs. A three-year IMF program (2018-2020), approved in 2018, will allow the government to reduce the budget deficit and preserve critical spending on social services and priority public investments.

Mobile phone penetration is a useful indicator of the potential for economic and political engagement opportunities for youth. At the country level, Niger is below the West Africa regional averages for mobile phone market penetration, percentage of smartphone connections, and 3G network coverage. Telecom access and usage lags behind the region and is reportedly worst in rural areas, which is where the vast majority of people in Niger live. Over half (55 percent) of the population has access to 3G services, but only 28 percent of the population has smartphones. On the positive side, the GON's effort, via Niger 2.0 (a government-led connectivity project), to utilize technology to enhance development is encouraging, as is the growing number of donors and other organizations that are collaborating with this effort[12]. Burkina Faso, on the other hand is much better connected, and offers much opportunity for innovative telecommunication activity. In terms of mobile internet penetration, percentage of smartphone connections, and 3G network coverage, Burkina Faso is in line with regional averages. However, the country has very minimal

[11] Sahel Youth Regional Analysis. USAID 2018.
[12] Digital Tools for Food Security and Resilience, Findings and Recommendations for Niger" USAID February 2019

4G coverage. Over 33 percent of adults in Burkina Faso have a registered mobile money account, while 39 percent have either made or received a digital payment. From a policy perspective, Burkina Faso has inaugurated a new government agency to manage all digital development activities in Burkina Faso (Agence Nationale de Promotion des Technologies de l'Information et de la Communication (ANTPIC).

Political

The rise of violent extremism in the Sahel region has been precipitous over the last several years. Since 2015, Niger's security situation has been turbulent, and marked by terrorist assaults along its borders with Libya, Mali, Nigeria, and Burkina Faso. Niger faces threats from instability in the north from its neighbors like Mali, Libya, and Algeria. In the south, the looming threat of Nigeria's violent extremist Boko Haram group continues to present a challenge.

Although democratic principles in Niger have consolidated to a certain degree, the country has experienced many political upheavals in the last few decades: there have been four coups d'etat since independence. The country is seeking to peacefully transfer power in the upcoming February 2021 elections. It could be the first time in the country's history that power passes peacefully from one civilian leader to the next. However, political tensions have hampered democratic progress since 2015. If unresolved, they could jeopardize the elections and lead to violence. For example, the opposition is boycotting Niger's political institutions, such as the National Council for Political Dialogue (*Conseil national de dialogue politique* - CNDP) and the new, permanent Independent National Election Commission (*Commission Electorale Nationale Indépendante* - CENI). Most recently in January, the CNDP adopted a newly revised electoral code without the participation of the opposition. The revised code does not align with some of the opposition's most strident demands.

The state's inability to respond to the needs of citizens has translated into citizen dissatisfaction with public service provision and hindered sustainable development outcomes.

This capability to meet the basic needs of its citizens continues to diminish as the population grows and government resources are diverted to respond to more urgent priorities such as violent extremism and terrorism.

Burkina Faso's current experience with democracy, human rights, and governance (DRG) is embedded in its complex post-independence history of swings between more and less authoritarian forms of rule, and in particular by the past (nearly) three decades of "semi–authoritarian" government under President Blaise Compaoré.

The new government's ascent to power came in the wake of a massive social upheaval reflecting public rejection of the "semi–authoritarian" model, and the corruption, poor public service, and failure to spread the benefits of economic growth that came along with it. The new government has promised a series of major reforms and knows only too well that it must act on them in the near term. In doing so, however, it faces a daunting set of challenges: public opinion increasingly impatient with the slow pace of improvement in public services; challenges from a political opposition that enjoys greater unity and strength in numbers than at any time in the preceding three decades; restive trade unions and civil society organizations (especially those representing youth) that played a major role in overthrowing the previous government and could do so again; the deterioration of the social compact of citizenships, or public flouting of laws and civil norms; and the appearance of vigilantism, particularly in rural areas, representing an organized response to the state's inability to provide basic security and justice in a situation of growing crime and instability.

Alignment with USAID Priorities
The Youth Connect activity is aligned with regional and Agency policies and is to coordinate with other relevant projects and activities in Niger and Burkina Faso.

Bridge
The BYC activity is one of several activities within the Bridge Project. The overall goal of the Bridge Project is the reduction of vulnerability to violent extremism in the Sahel. Under Bridge, USAID seeks to address the grievances that are the main drivers of violent extremist recruitment in the Sahel, which often stem from development issues: poor governance, lack of economic opportunity, and perceived exclusion from the benefits and services provided and facilitated by governments in the region. Bridge's results framework is below. BYC is positioned under Bridge's third Development Objective, which pertains to "economic opportunities enhanced". The theory of change for this is as follows:

If at-risk communities have immediate economic support, and if economic resilience is increased in affected communities, and if there is increased job creation and investment, and if the youth have stronger transferable skills (life skills, functional literacy, and business skills) then economic opportunities will be enhanced.

See Bridge Project Results Framework on the following page.

DO1 Legitimacy of violent extremist organizations and ideology weakened

IR1.1 West African Capacity to Counter Violent Extremism Strengthened

1.1.1 Greater understanding of VE and knowledge of CVE approaches
1.1.2 Increased governmental and civil society leadership of CVE efforts
1.1.3 Improved regional coordination on CVE

IR1.2 Moderate Voices Amplified

1.2.1 Positive local narratives strengthened
1.2.2 Access to information expanded
1.2.3 Dialogue and exchange on CVE, governance, and peace concepts increased

IR1.3 Community Cohesion Increased

1.3.1 Reduced tensions within and across communities.
1.3.2 Increased trust within and across communities.
1.3.3 Increased inclusion of marginalized groups in community dialogue and decision-making processes.
1.3.4 Increased resistance of communities to radicalization and VEO

DO2 Government Legitimacy Enhanced

IR2.1 Citizen-Government Dialogue Strengthened

2.1.1 Constructive communication platforms established or increased
2.1.2 Increased non-government stakeholder communication
2.1.3 Media coverage of citizen priorities increased

IR2.2 Government Response to Priority Needs Increased/Improved

2.2.1 More inclusive public policies and legislation created
2.2.2 Delivery of basic services on targeted citizen priorities improved in conflict/VE areas
2.2.3 Increased state ability to effectively manage conflict and address long-standing grievances

IR2.3 Access to Justice for All Improved

2.3.1 Local communities better linked to formal justice system for targeted or community-identified issues
2.3.2 Targeted populations have increased access to functional conflict and dispute resolution mechanisms (mainstream or alternative)
2.3.3 Availability and use of legal services improved in conflict/VE prone areas
2.3.4 Citizens, inclusive of marginalized populations, are more aware of their legal

IR2.4 Government Support for Human Rights Demonstrated

2.4.1 Strengthened human rights organizations' effectiveness in monitoring, documenting, and reporting rights violations
2.4.2 Right to due process or redress in conflict/VE prone areas are respected by the government
2.4.3 Education and civic awareness on fundamental human rights and freedoms for populations in conflict/VE prone areas increased
2.4.4 Ability/Willingness of government to meaningfully address human rights

DO3 Economic Opportunities Enhanced in Target Regions

IR3.1 Immediate Economic Stabilization

3.1.1 Short-term income opportunities improved
3.1.2 Livelihoods of affected communities re-established

IR3.2 Increased Economic Resilience in Affected Communities

3.2.1 Increased smallholder productivity and value-addition from crops, aquaculture, and animals
3.2.2 Increased access to financial services
3.2.3 Expanded and diversified livelihood and economic opportunities

IR3.3 Increased Job Creation and Investment

3.3.1 Increased investment and employment opportunities in secondary cities and "buffer zones"
3.3.2 Public-private partnerships developed with private employers to hire or increase incomes for targeted populations

IR3.4 Strengthened transferable skills

3.4.1 Strengthened life skills
3.4.2 Strengthened soft skills
3.4.3 Strengthened functional literacy
3.4.4 Strengthened entrepreneurial and business skills

Bridge Operational Principles

Often the approach to programming can be just as critical to impact as what is done technically. This was one of the major lessons gleaned by SAREL[13] across the various RISE partners – "how" USAID does development (i.e. operating principles) can be just as important as "what" (i.e. technical interventions) USAID does. These principles should be central to how Bridge partners operate and should not remain dormant or under-prioritized. As in RISE II, potential implementing partners will be held to these principles through integrating them into the evaluation criteria for proposals.

1. **Leverage a systems approach –** Since the Sahel is a complex, multi-dimensional, and fluid operating environment, it will be critical to analyze and plan all interventions to understand the various components of the systems in which they will work, as well as how they interact, affect each other, and produce effects. Programming should always seek to approach elements in the system that can create positive catalytic effects that sustain and expand naturally after the life of the project.

2. **Strengthen and work through local systems –** Development practitioners are often outsiders that cannot fully appreciate the context and systems in which development problems exist, lacking the depth of knowledge about barriers to and opportunities for success that are second nature to local actors. Therefore, Bridge will apply a participatory approach to activity design during planning and throughout the life of the project to ensure the relevance and sustainability of the activities. Activities under this PAD will also remain open to modifying their approach based on lessons learned throughout implementation. Locally-led programming is more context-relevant, tailored, and sustainable and empowers local stakeholders on their journey to self-reliance. The project will also work to reinforce and improve existing platforms and institutions rather than creating new ones.

3. **Maintain a flexible, iterative approach that embraces CLA –** Bridge must remain flexible and be ready to adapt to changes on the ground due to the volatile and dynamic nature of the operating environment, particularly in areas that show signs of potentially shifting rapidly. This will require the robust integration of USAID's collaboration, learning, and adapting (CLA) principles throughout planning and implementation, and activity-level Shock Response planning to prepare for rapid deterioration of the operating environment.

4. **Promote institutional entrepreneurship –** In order for ineffective institutions to evolve, change, and develop, they must bring in fresh perspectives. The idea here is to stimulate change from within by incorporating outliers at the periphery with new ideas that can enhance institutional functionality. This can happen by bringing youth, women, and other non-traditional partners into institutions and allowing them to participate in institutional processes[14].

[13] The Sahel Resilience Learning activity

[14] The Overseas Development Institute and others have outlined a methodology titled "problem driven iterative adaptation" as one way to achieve these results. This is also an area of overlap with RISE II's governance approach. https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8409.pdf

5. **Leverage public-private partnerships where possible –** Many private sector firms want to pursue social responsibility and could be development partners. The private sector brings resources, skills, and capacities to the table that can augment the impact of USAID interventions when strategically aligned.

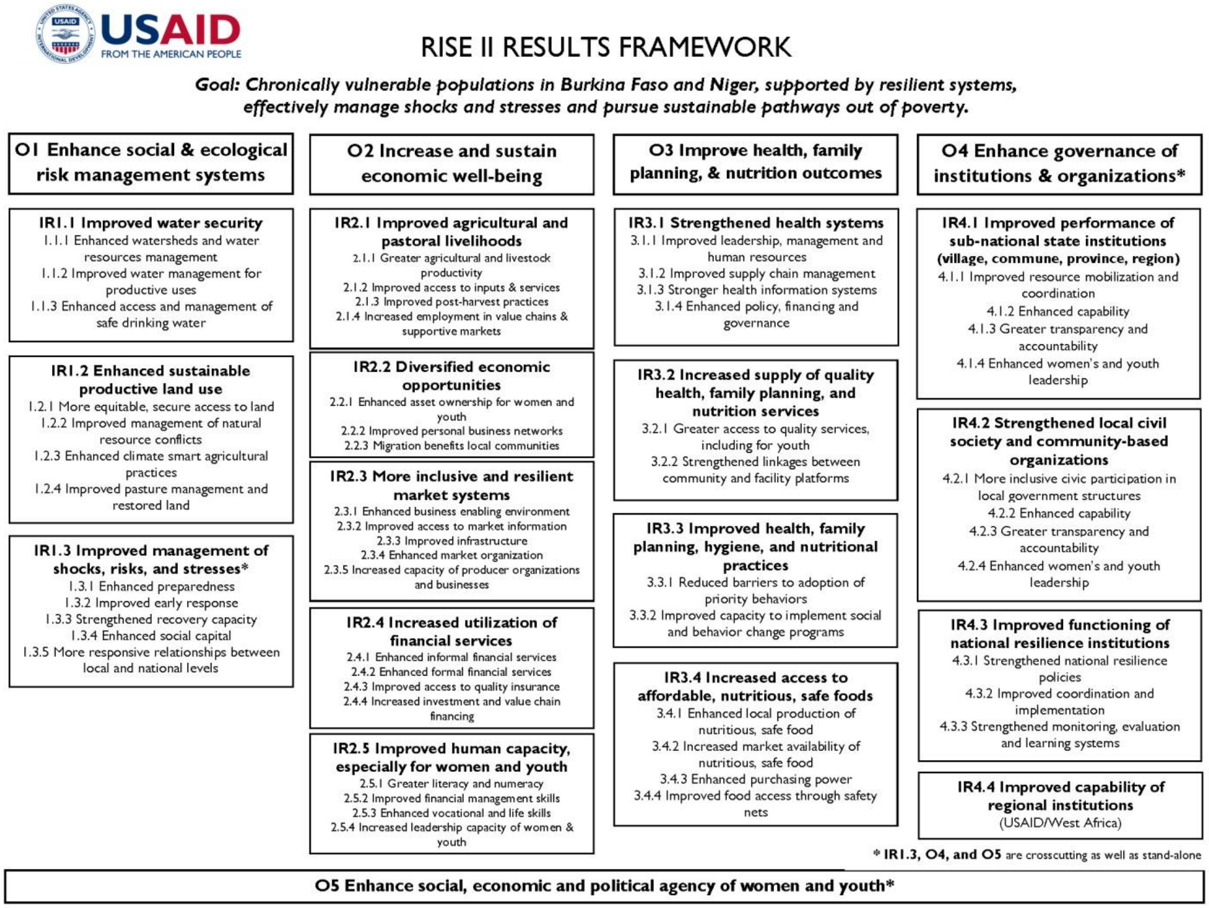
6. **Harness innovation –** Innovation can come in different forms, including critical technological innovations, and new creative approaches for piloting and testing activity effectiveness. Bridge should innovate, and learn from new models where possible. Bridge should also encourage and seek out positive deviance and innovation from the communities themselves as community problem-solving will be key to self-reliance.

RISE II

In addition to the Bridge Project, BYC should complement the Sahel Regional Office's flagship project, Resilience in the Sahel, Enhanced II (RISE II). The RISE II goal seeks for chronically vulnerable populations in Burkina Faso and Niger, supported by resilient systems, to effectively manage shocks and stresses and pursue sustainable pathways out of poverty. RISE II's five objectives are elaborated in the results framework and in the Resilience in the Sahel Enhanced (RISE) II Technical Approach Working Paper. RISE II addresses the intertwined challenges of chronic food insecurity, poor health, persistent poverty, weak governance, high population growth rates, and recurrent climate shocks, which together may drive vulnerable communities into crisis, conflict and violent extremism. RISE II will also be implementing programs that are focused on increasing and sustaining economic well-being, and improving health, family planning, and nutrition outcomes.

The BYC Activity and the broader Bridge Project are to complement RISE II in order to leverage USAID's other investments in Niger and Burkina Faso.

RISE II RESULTS FRAMEWORK



Sahel Development Partnership

USAID's Sahel Development Partnership for Burkina Faso and Niger (SDP) is an integrated approach that guides multiple interventions to help stabilize focus areas by countering violent extremism and building local communities' resilience. Through SDP, USAID seeks to halt the spread of violent extremist groups, avert costly humanitarian crises, and stem the flow of destabilizing migration. The extremist threat in the region creates another layer of shocks and stresses that compound existing resilience and development challenges, and introduces a whole host of security concerns. SDP guides development activities that are part of a broader national security partnership with Burkina Faso and Niger governments and affected communities. USAID will implement SDP in coordination with the Departments of State, Defense, and other U.S. Government agencies.

SDP has three, flexible implementation arms to enable programming to be adjusted as violent extremist organization (VEO) influence is diminished, security is expanded, and opportunities for longer-term programming are created. This flexibility will also enable intensive countering violent extremism (CVE) programming to deploy elsewhere as conditions in initial areas improve:

- Intensive CVE programming in areas with active conflict or violent attacks (“hot” areas) in Tillaberi, Niger, and the Sahel and Est regions of northern Burkina Faso to address immediate VEO threats;

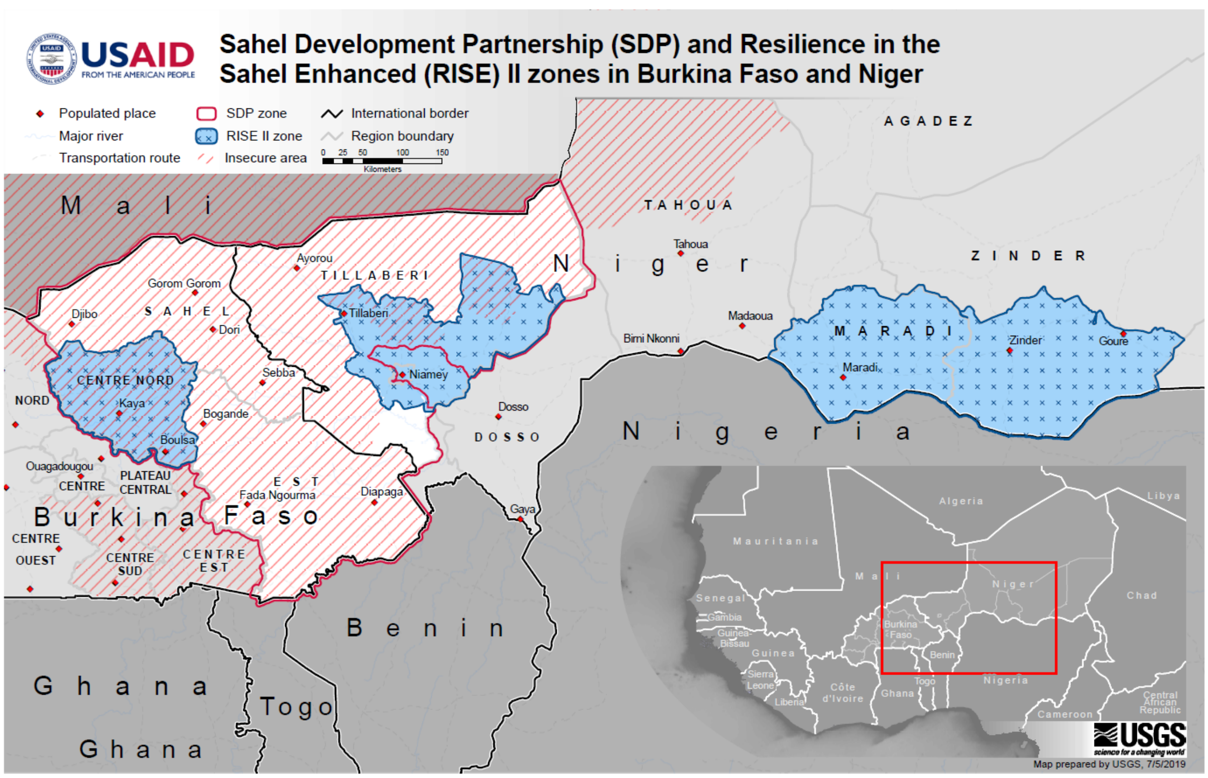
- Transitional livelihood, governance, and CVE programming focused on “warm” areas and former “hot” areas as conditions improve;

- Multi-sector resilience and development programming (e.g. RISE II) in more stable “buffer” areas prone to recurrent humanitarian crises with the flexibility to expand into former warm and hot zones as conditions further improve and resources allow.

SDP areas of intervention may change based on the dynamic security situation.

More information on USAID/West Africa’s CVE approach is available at Fact Sheet: Countering Violent Extremism in West Africa[15].

RISE II/ SDP zones of intervention



15 https://www.usaid.gov/west-africa-regional/fact-sheets/countering-violent-extremism%0B-west-africa

U.S. Government's Global Food Security Strategy (GFSS)

Niger has been designated one of twelve GFSS target countries. The GFSS Niger Country Plan, a requirement for all target countries, has the goal to "Sustainably reduce global hunger, malnutrition, and poverty in Niger." The GFSS in Niger contributes to improving agricultural and livestock production and productivity, reducing malnutrition, increasing macroeconomic growth, managing annual and frequent shocks and stresses, developing and strengthening the private sector, reinforcing government reforms, and countering violent extremism.

The plan highlights building resilience, to be implemented through the RISE II portfolio of activities that align GFSS funding in the agriculture sector with complementary funding in health and governance. RISE II also builds the foundation for agricultural growth by strengthening market systems in targeted value chains, including enhancing access to finance and improving the policy enabling environment. Under the GFSS, USAID's agricultural programs also contribute to addressing drivers of support for violent extremist groups by strengthening economic opportunities for vulnerable communities in the SDP zone, particularly through enhancing youth livelihoods.

The BYC Activity is designed to meet the requirements, including reporting and monitoring requirements, of the GFSS because the majority of its funding is agriculture.

USAID's Youth in Development Policy

The BYC Activity is also aligned with USAID's Youth in Development Policy (2012) that outlines the Agency's commitment to promoting Positive Youth Development (PYD) in its programs and policies. Positive Youth Development is an approach and philosophy that engages youth, along with their families, communities and/or governments, so that youth are empowered to reach their full potential to become healthy and productive members of society. Positive Youth Development approaches empower youth to build their skills, assets and competencies; foster healthy relationships among and between youth and their communities; strengthen the enabling environment; and transform systems to empower youth.

Positive Youth Development interventions develop prosocial youth competencies and behaviors, a clear and positive personal identity, and positive belief in the future. In addition, PYD encourages youth leadership and experiential learning, as well as utilizing adult support and mentorship. Services and opportunities are designed to support young people in developing a sense of competence, usefulness, belonging, and empowerment.

The Activity will include concrete and practical approaches that will not only address the challenges that youth face to accomplish the activity results, but will also involve and support young people in the decision-making, management and leadership of this activity.

USAID's Education Policy

The BYC Activity is also aligned with USAID's 2018 Education Policy, which has four major priority areas:

- Children and youth, particularly the most marginalized and vulnerable, have increased access to quality education that is safe, relevant, and promotes social well-being.
- Children and youth gain literacy, numeracy, and social-emotional skills that are foundational to future learning and success.
- Youth gain the skills they need to lead productive lives, gain employment, and positively contribute to society.
- Higher education institutions have the capacity to be central actors in development by conducting and applying research, delivering quality education, and engaging with communities.

The primary purpose of USAID's education programming is to achieve sustained, measurable improvements in learning outcomes and skills development. The policy applies to education programming across all levels (from pre-primary through higher education), contexts (stable contexts to crisis and conflict-affected environments), settings (formal and non-formal), and providers (state and non-state)[16].

Leveraging, Collaboration, and Partnerships

Collaboration is essential to the success of the activity, and the Implementer will actively collaborate with the relevant government agencies, key USAID Implementing Partners (IP) and other partners working in the same intervention zone. In consultation with USAID, this collaboration will lead to refinements and adjustments to the Activity's technical interventions and annual work plans. USAID has launched the Sahel Collaboration and Communication (SCC) activity which aims to build collaboration across Bridge and RISE II partners, develop and implement a shared learning agenda, including facilitating joint M&E, and enhance communication about USAID programs to external audiences. The BYC activity will contribute directly to SCC efforts to enhance the coherence of USAID's overall efforts.

Additionally, the Implementer will:

- Proactively seek opportunities for joint programming that amplifies results;
- Describe joint activities in annual work plans that clarify roles and responsibilities around specific programmatic linkages with other activities;
- Conduct joint site visits with other partners, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events, as well as national cluster meetings;
- Include a section in quarterly and annual reports on collaborative activities and synergistic results.
- Seek collaboration with local governments, participate in regional and district planning, and share plans with relevant government counterparts.

[16] https://www.usaid.gov/education/policy

The BYC activity will execute collaboratively with multiple USAID Implementing Partners contributing in complementary ways to shared high-level goals. The activity will coordinate and collaborate with the following USAID activities as necessary:

Niger and Burkina Faso Markets & Nutrition (M&N) Activities
USAID issued solicitations for Burkina Faso and Niger that will enhance agricultural markets. It will use a nutrition-sensitive market systems approach to strengthen market systems such that household incomes and nutritional status are sustainably improved. M&N will pursue three results: 1) enhanced performance of commodity market systems (small ruminants, poultry, cowpeas, and local nutritious foods); 2) increased utilization of quality inputs and services; and 3) increased local consumption of nutritious, safe foods. M&N will work predominantly with market actors such as service providers and producer organizations and at a systems level rather than with individuals or households.

Finance activities
USAID has a Development Credit Authority (DCA) program for Burkina Faso and is designing a new one for Niger. USAID is also in the process of procuring additional finance activities to enhance the availability of finance to beneficiaries through incentive grants and technical assistance to financial institutions.

Public-Private Partnerships
USAID will be partnering with the private sector to create jobs and bring services to populations in the targeted regions - this will be done through the West Africa Trade and Investment Project and will be coordinated with BYC activities.

Affordable Mobile Phones Partnership
USAID has a global development alliance activity with a technology firm called NewPath that is targeted at leasing smartphones to beneficiaries. USAID will gain the ability to push information aligned with USAID development objectives to customers, as well as solicit information and feedback.

Agricultural research activities
USAID supports a wide range of agricultural research and technology development partnerships active in the Sahel. These include the Sustainable Intensification Innovation Lab, the Livestock Innovation Lab, the Sorghum Millet Innovation Lab, the Soils Consortium, and possibly others in the future. USAID also funds Consultative Group on International Agricultural Research (CGIAR) member organization research in the Sahel.

Regional agricultural activities
USAID/West Africa supports the West and Central African Council for Agricultural Research and Development (CORAF/WECARD) through the PAIRED agreement to enhance access to high quality seeds. They also support the International Fertilizer Development Center (IFDC) to improve access to fertilizers and soil fertility management technologies.

Breakthrough-ACTION social and behavior change (SBC) activity

USAID accesses cutting-edge SBC expertise through Breakthrough-ACTION and other specialized mechanisms. These activities will develop, pilot, test and scale up SBC approaches and tools in collaboration with other USAID partners and partner governments. They will help the government at national and local levels to design and implement SBC strategies and campaigns to promote high priority behaviors and other supportive behaviors.

Food for Peace Cash Assistance and Resilience to Environmental Shocks (CARES) activity

USAID/Food for Peace is investing to meet the immediate food needs of vulnerable households in Tillaberi and other parts of Niger by increasing food access through conditional market-based cash assistance, and by improving adaptive capacity to variable stresses through livelihood recovery and restoration activities.

Participatory and Responsive Governance - Principle Activity (PRGPA)

USAID works to increase both citizen participation and Government of Niger (GoN) responsiveness to citizen priorities regarding the delivery of services, particularly in the health, education, and security sectors. Building on existing groups such as local development committees at the commune level are encouraged. These interventions are envisioned to be closely linked to the training and other services described under Objectives One and Two.

TerresEauVie

TerresEauVie focuses on enhancing land and water resource management for multiple uses, including water for household, livestock and agriculture, and land for agriculture and grazing. WSR also enhances secure access to land, supports access to climate services, and assists other USAID partners in risk reduction and shock response planning and implementation.

USAID/OTI's Niger Community Cohesion Initiative (NCCI)

USAID/OTI has been operating across northern Tillaberi (since mid-2016) and Western Tillaberi (since late-2018) partnering with local leaders to increase their ability to address violent extremist threats. The program assists communities to resist VEOs, to reduce ethnic-based exclusion, and reduce the reach of VEOs with youth and at-risk populations. The program also has substantial experience working with youth to bridge links with authorities, enhance capacity on VE related messaging and increase economic opportunity through targeted revenue-generating activities, especially in earlier work in Agadez (2014-2018) and Diffa (2014 - March 2020). The program will have been active in Tillaberi until March 2020, and it’s lessons should be leveraged for the value of relationships with local communities and authorities, as well as it’s experience and lessons learned on working with vulnerable youth in Tillaberi.

Burkina Faso Governance Activity

BFGA is intended to address governance gaps that USAID identified in two areas of its strategy under RISE II and Bridge. In Burkina Faso there is an absence of a cohesive approach to addressing core local governance deficits that impede service delivery and citizen accountability, stymie community resilience, and increase vulnerability to violent extremism. BFGA is intended to address this gap under RISE II. In addition to the need for improved government capability at the subnational level to achieve gains in resilience, strengthening state institutional performance in service provision, responding to key citizen priorities, and respecting citizen rights are central elements to enhance the legitimacy of governments in the Sahel and reduce people's vulnerability to recruitment by violent extremist organizations.

Resilient Governance in Niger

The purpose of the Resilient Governance in Niger Activity is to strengthen performance of local state and non-state institutions at the commune administrative level through interventions that take an iterative adaptation approach to improving functionality. The goal of RGN is improved delivery of services that respond to expressed citizen priorities, enhanced management of local conflicts, strengthened risk reduction and shock response, and improved local business environment.

Burkina Faso Human Rights Activity

Growing instability and the rise of violent extremism in Burkina Faso are major concerns for countries in the region as well as the U.S. Government (USG) and broader international community. In addition to the security considerations of this growing violent extremist threat, there are significant human rights abuses taking place in Burkina Faso, many of which not only stem from, but also drive, violent extremism. Assessments of the causes indicate core grievances, such as a lack of respect and protection of human rights and impunity for human rights violators. In Burkina Faso, in particular, grave human rights abuses—some amounting to mass atrocities—carried out by both state security forces and non-state armed groups, as well as due process violations for individuals arrested on suspicion of terrorism have been a defining characteristics of the country's situation within the broader Sahel context. The BFHR activity is intended to address these challenges under the Bridge project.

SHIGA/PRG-GAP

More effective governance and an increase in government responsiveness to citizen needs are both critical to future security and development efforts in Niger. USAID designed the Niger Government Accountability and Policy Reform Activity to build coalitions that demand reform while providing targeted assistance to national institutions willing and able to champion reform. The demand and supply-side efforts will be bridged via the creation and strengthening of mechanisms and spaces for multi-stakeholder, policy-level dialogue and reform. These approaches will be coupled with intensive donor coordination to catalyze critical policy reforms. The totality of this activity should result in enhanced government accountability and responsiveness to citizen needs and usher in an improved policy environment. This Activity will, among other things, support civil society advocacy and collective action efforts demanding policy reform and/or government action in response to citizen needs; support civil society oversight of service delivery; elevate the role of civil society in donor decision-making processes; and, strengthen civil society capacity to use innovative tools and approaches to monitoring public service delivery.

On est Ensemble Niger

The purpose of the Activity is to strengthen the resilience of youth to violent extremism and promote long-term stability in Northern Tillabéri by fostering youth cohesion and mobilization among and between conflicting communities to promote stability, peaceful coexistence and increasing sustainable economic opportunities for youth that incentivize collaboration across dividing lines.

On est Ensemble Burkina Faso
This program aims to strengthen economic ties between farmers and herders in Séno and Namentenga provinces to support sustainable livelihoods and broad-based resilience to social, economic, and environmental shocks. It will strengthen connections between herder and farmer communities and local government entities to break down negative perceptions identity shared livelihoods challenges, and build trust and collaborative community-driven solutions to address these challenges.

BYC will coordinate closely with and build on all other relevant donor-funded activities in areas of operation. The activity will also work closely with existing government vocational training centers, and relevant local organizations.

Geographic Coverage and Target Populations

Based on the aforementioned collaborative implementation approach, the applicant will be required to work with RISE II, Bridge, and other USG partners and others to identify the most appropriate communes to implement the various components of these activities. The regions of consideration in Niger are Tillaberi, Maradi, and Diffa. In Burkina Faso, the applicant should expect most implementation to be in Centre Nord and Est. In both countries the geographic focus may need to shift based on security concerns and strategic priorities. The current expected level of effort will be seventy-five percent in Niger, and twenty-five percent in Burkina Faso. However this is subject to change based on crisis modification. Commune selection will happen in consultation with USAID during the refinement period. However, since the majority of the population is in rural areas, the applicant should expect most implementation to be serving those populations, including if they have migrated to more urban locations.

Applicants should consider layering interventions from this activity on to effective interventions from other ongoing or recent USAID activities to deepen the impact of the programming on target communities. In particular, as relevant, the Applicant is to engage with and benefit populations and individuals supported under OTI's NCCI programs in Diffa and Tillaberi and in Burkina Faso.

Given the private sector nature of some components, the applicant will likely also implement some activities in peri-urban areas where there is a greater private sector presence, with an eye towards strengthening rural-urban linkages. Another rural-urban connection to be considered is related to migration: the applicant must understand the nature of migration patterns for youth, both nationally and internationally, and fashion interventions accordingly.

Security concerns will pose a significant challenge to operations. The implementing partner will be required to have pre-defined strategies to manage these challenges that should include enhancing the ability to effectively monitor remotely, and working through local counterparts.

This activity will focus on the most vulnerable young women and men. USAID defines the term vulnerable youth in Niger and Burkina Faso as 15-29 year olds who are insecure from an economic, political, socio-cultural or security perspective and who are disproportionately affected

by shocks and ongoing stressors. Vulnerable youth also have very low literacy and numeracy skills, as well as few other market-relevant skills. USAID will work with the successful applicant to confirm the criteria for vulnerable youth to be targeted by the activity. USAID also encourages the implementing partner to leverage community entities, such as the community-government Project Oversight Committees (POCs) with which USAID/OTI works, and to employ a co-creation effort, co-led by youth to assist in the identification of vulnerable youth.
Activity Goal and Objectives

The five-year BYC activity is focused on developing improved skills and economic opportunities for young women and men in Niger and Burkina Faso. The BYC activity is one of several activities supporting USAID's Bridge Project, devoted to addressing the grievances that are the main drivers of VEO recruitment in the Sahel, which often stem from development issues, poor governance, lack of economic opportunity, and perceived exclusion from the benefits and services provided and facilitated by governments in the region. BYC therefore serves as one of several complementary activities that together form a comprehensive approach to addressing the multiple factors that impact these development challenges.

The theory of change for BYC is as follows:

If youth, and particularly vulnerable youth (as defined in the targeting section above) have market-demanded technical, educational and soft skills; access to jobs and markets via private sector partnerships, market information, and networks; access to financing; and the capacity to participate in community decision-making,

Then youth assets and agency will improve, increasing strategic economic opportunities, thereby reducing youth's support of violent extremist groups, and reducing young people's vulnerability to recruitment and exploitation by extremist groups.

USAID recognizes that this theory of change and evidence to support it are still emerging, and is, therefore, seeking applications that will test the causal links in the theory of change and build the evidence for which types of interventions produce which individual-level economic outcomes in Niger and Burkina Faso.

Within the framework of the Bridge Project and BYC's theory of change, the goal of this activity is to increase strategic economic opportunities through improvements to the assets and agency of vulnerable young women and men in targeted communities. In order to implement this approach, the activity has the following three objectives:

1. Equip youth with market-relevant skills to prepare them for livelihoods;
2. Link youth and youth cooperatives to job information, networks, financing and business coaching; and
3. Engage youth and youth groups in local governance that will support their own development needs.

Objective 1 - Equip youth with market-relevant skills to prepare them for livelihoods

According to findings from research conducted on Nigerien youth's motivations for joining violent extremist groups, over 85-90 percent of youth cited economic reasons as compared with other factors, such as ideological, religious, or corruption[17]. While conclusive evidence about unemployment as a driver for youth extremism is still emerging, income-generation opportunities are a major priority for youth. A core part of ensuring youth have greater economic opportunities is equipping them with skills that are relevant to the local economy and are portable for different livelihoods opportunities. While it is understood that skill building alone will not create economic opportunities for youth and must be paired with demand-oriented interventions to create jobs and business opportunities, the low level of skills among Nigerien and Burkinabe youth means they are ill-equipped to take advantage of available work and income-generation activities. The extremely poor state of education in Niger leaves young women and men with very low literacy and numeracy skills as well as few other foundational or market-relevant skills. Moreover, youth migrating for work need skills and information about how to migrate safely and avoid dangers of traffickers and gangs as well as information about how to manage their risks and earnings[18].

Interventions under Objective One will address the multiple skill needs of youth beneficiaries to prepare them for embarking on or improving upon their livelihoods. Targeted youth will have diverse needs and profiles and the implementer is encouraged to assess their skills and aspirations as part of the early phase of the activity. For example, self-employed youth includes both subsistence-level self-employed individuals, and those who engage in more productive or transformational entrepreneurship through the micro- or small enterprises they develop. Training should be tailored to these two groups' different needs.

Technical skill building:
Skill-building interventions should focus on skills that are relevant for existing and future job market needs, grounded in strong market analyses. It will be essential to identify the range of skills needed for local markets as well as skills needed for markets outside of target areas, including where youth are migrating. This may include identifying growth sectors that are accessible and attractive to youth, drawing upon existing market analyses and private sector opportunities, and linking with USAID's other investments in private sector development for the country and West Africa region. Conducting a local market analysis tailored to the appropriate regions with consideration of migrant labor opportunities as appropriate. Taking a flexible approach to identifying promising sectors that consults with local industries and private sector and updates this analysis periodically is encouraged.

Based on initial analyses and consultations, it appears that Nigerien and Burkinabe youth do not want to be farmers/herders in the same way their parents were. The implementer should thus consider ways to make agriculture more appealing and lucrative to youth. Possible sectors within agriculture that can be considered for focus include: rearing of poultry or small ruminants, solar-powered horticulture, and agriculture processing. Other livelihoods linked to agriculture include

[17] Mercy Corps Vulnerability and Resilience Ae-
https://www.mercycorps.org/sites/default/files/VRAI%20Niger%20Final%20Report.pdf
[18] USAID Sahel Youth Analysis 2018

transportation, finance, and energy provision. Given the predominant agricultural funding of this activity, a broad-range of agriculture and agriculture sector linked livelihoods should be explored.

In addition, USAID expects the implementer to explore youth livelihoods related to water and sanitation services. Water and sanitation services present a particular entrypoint to provide youth with technical skills, enabling them to create sustainable local businesses that will be resilient in the face of shocks and stresses, and enable their organizations to seek government legitimacy through partnerships between youth-led social enterprises and commune authorities. Trained youth can serve as stewards of their water resources, while also improving access to basic services and economic/health opportunities for their communities.

Soft skills and other educational outcomes:
Growing evidence suggests that soft skills are highly correlated with youth work and entrepreneurship success. Moreover, there is growing evidence that soft skills may be more important to success in business and in the workplace than vocational or traditional business training, such as accounting or marketing. Soft skills like "self-starting behavior, innovation, identifying and exploiting new opportunities, goal-setting, and overcoming obstacles" may be more impactful on income and business performance[19]. There is also evidence that many of these skills are also correlated with positive outcomes in the area of violence prevention. Given this evidence, this activity will lead to measurable learning outcomes in relevant soft skills for targeted youth.

Literacy and numeracy are essential for youth's access to greater income and ability to make informed decisions for themselves and their families. The activity will deliver measurable learning outcomes in functional literacy and numeracy, and/or primary education equivalency, for youth who are not able to meet minimum levels of proficiency at the outset of their participation in the activity. Evidence shows that educational interventions for youth are most effective when they are integrated into a package of skills training and are linked to current and future job opportunities. The activity will inventory existing youth-focused literacy and numeracy materials and instructional models in Niger and Burkina Faso, and then build on or adapt effective or certified program models and materials for delivery. The activity will adapt existing literacy and numeracy assessment tools to measure progress.

Skills Training Delivery:
Best practices in youth programming suggest that offering an integrated package of skills training including different sectors, such as water and sanitation, solar, health, or civic education, may respond to youth's multiple skill needs and enable youth to make better decisions for themselves and their families. Approaches should consider both the value-addition along with the cost when proposing to offer a holistic training package.

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[19] Campos, Frese, Goldstein, Iacovone, Johnson and McKenzie 2017 https://www.worldbank.org/en/news/press-release/2017/09/22/world-bank-study-entrepreneur-training-focused-on-mindset-proves-more-effective-than-traditional-business-skills-in-west-africa

Building on lessons learned and successes from USAID's REGIS- AG and ER activities is highly desirable. The Implementer should also consider developing public private partnerships with entities (including civil society organizations) interested in longer-term training/skills delivery that can persist sustainably beyond the activity.

Illustrative Nodes of Collaboration:
USAID seeks to enhance initial collaboration by identifying "nodes of collaboration" – intervention areas that require partner collaboration to achieve a higher goal. Below we identify some of the areas where BYC will need to work closely with other USAID partners. As implementation progresses, these nodes may be revised or additional ones added as needed. Specific collaboration plans will be negotiated post-award among the relevant parties and will seek to clarify roles and timelines, reduce redundancy, and maximize synergies.

The Implementer should work with any public private partnerships that USAID is separately negotiating and implementing to identify training needs and potential employment training opportunities. The Implementer will also need to work closely with the Markets and Nutrition activities in Niger and Burkina Faso to coordinate on literacy training so as to achieve synergistic rather than duplicative outcomes.

As the methodologies to train youth to serve as stewards of water resources and to improve access to basic services are developed, the Implementer should work with the TerresEauVie activity to fine-tune training and develop strategies for youth.

Objective 2 - Link youth to workforce information, financing, networks, and business coaching
Aside from the limited job opportunities in Niger and Burkina Faso which USAID seeks to address through other programs, the constraints that youth face in their ability to earn income or improve their earnings are:

1. Challenges accessing reliable information about jobs, credit, markets and networks,
2. Lack of business support to launch or strengthen existing businesses, and
3. Difficulty accessing finance.

Supportive networks for market information and business development:
Youth lack information on a range of topics such as viable, safe ways to earn money, how to improve one's business, where to find skills training, and how to access financing. For those who have existing income-generating activities, they lack linkages to suppliers of inputs and buyers and producers to access markets that can help improve their earnings. The channels of young women and men are further constrained by deteriorating security in the region, which limits their ability to travel to markets, attend training outside of their communities, or find work. Large percentages of youth migrate to Niamey or Ouagadougou and beyond during the lean season and yet even if they have the requisite skills, youth are ill-informed of strategic and safe work opportunities. Youth also have perceptions about certain types of work and sectors which deters them from pursuing these - some cultural, some based on perceived risk, and some based on lack of knowledge about opportunities in those sectors.

Interventions under Objective 2 are intended not only to provide youth with information and services, but to result in job placement and other income generating activities, without creating the expectation that beneficiaries will definitely get a job. The emphasis should be on offering services through existing local entities and structures (including communale leaders and governance structures) as much as possible in order to foster greater sustainability.

As discussed under Objective 1, the approach should be informed by existing market analyses that identify growth sectors and private sector investment opportunities, such as in partnership with USAID's West Africa Trade and Investment Hub activity.

Access to finance:
Objective 2 will also facilitate access to financing for different types of youth beneficiaries. The applicant should refer to USAID's Livelihoods Diversification Analysis report to best tailor financing interventions to the different groups of beneficiaries[20]. Applicants should assess the financial needs of youth, and the potential for the private sector to fulfill said needs.

Some form of cash or asset transfer may be appropriate for some youth beneficiaries. The applicant should consider an appropriate cash transfer model for economically vulnerable beneficiaries or other target populations that need immediate gap-filling access to cash. Any such activity should be in close consultation with other USAID activities in the region.

Other interventions may be appropriate for youth beneficiaries with sufficient foundational skills and those with an existing income-generation or with strong capability to start an income-generation activity. Possible interventions to consider are individualized financial services such as savings and insurance products - potentially in a group setting.

Finally, qualified youth may be consumers as well as purveyors of financial services (such as tontine managers), depending on their capacity. The implementer should consider ways that this activity can facilitate the growth of a financial services business development support industry that can help businesses to sustainably and responsibly access finance.

In addition to the envisioned interventions in the BYC activity described above, USAID will have separate activities focused on access to finance.

Illustrative Nodes of Collaboration:
The Implementer should work closely with the West Africa Trade Hub Activity to identify specific partnerships that would benefit from trained youth workers. The Implementer will also need to coordinate with future USAID access to finance activities that will incentivize financial institutions to serve USAID beneficiaries - in this case, youth, or businesses that hire youth.

Objective 3 - Engage youth and youth groups in local governance structures that will contribute to their own development needs.

[20] USAID Livelihoods Diversification Analysis Report, April 2017 - https://www.usaid.gov/sites/default/files/documents/1860/LivelihoodsDiversification_Final_Study_Report_ENG.pdf

In addition to unemployment being the largest concern for youth in the Sahel, youth seek a greater public voice and would benefit from more involvement in their communities. There are youth networks and associations which are mostly active at the commune level, however they are nascent and need capacity building to be able to more robustly participate in and contribute to local governance. There are existing women's groups but young women are less active in these areas and need skills and confidence to participate. Often young women are expected to stay in and around the home, and are not given the opportunity to contribute to community decision-making until later on in life. However young business women with successful businesses can receive high reverence from the entire community, including local authorities, and are asked to support and participate in public events in their localities. Older women are given a special cultural reverence as well and should be considered as a convening entity, and included in the planning and execution of engagement of girls.

Community elders and local leaders may need greater awareness of youth's potential to contribute and may need stronger skills themselves to better work with youth. USAID and other donors are investing in building capacity of local government and subnational state institutions in villages and communes as well as improving traditional and formal justice systems. However, young people (sometimes, by design) have not been central to these initiatives, particularly young women, so there are opportunities to include them in a more meaningful way. Approaches that leverage traditional cultural practices to effect positive change, such as working through elder women in communities as advocates, are encouraged.

There is evidence from youth programming in other conflict-affected contexts that suggests that youth's desire to be valued and respected in their communities is perhaps an even stronger motivator away from extremism than employment[21]. Moreover, other research "highlights weak governance in developing countries as the critical element that allows VEOs to develop and grow, and suggests that perceived inequalities, including wealth distribution and availability of employment, are points of galvanization."[22] Community engagement interventions also complement skill building for livelihoods because they help youth to develop critical thinking, teamwork, and communication skills, reinforcing the skills aiming to prepare them for work or self-employment. Evidence from USAID's Positive Youth Development (PYD) research points to the value of engaging youth as development partners and including them in decision-making as it leads to more positive development outcomes.[23]

Objective 3 will support interventions that help youth participate more effectively in village, commune, and national governance in order to increase their role in shaping activities that respond to their needs and interests. Specifically, the activity should help youth to organize and constructively engage authorities for local and national policies, investments, services, and

[21] Mercy Corps research- Somalia- https://www.mercycorps.org/sites/default/files/VRAI%20Niger%20Final%20Report.pdf
[22] Livelihoods Diversification Report April 2017. https://www.usaid.gov/sites/default/files/documents/1860/LivelihoodsDiversification_Final_Study_Report_ENG.pdf
[23] USAID, YouthPower PYD Systematic Review 2017. https://www.youthpower.org/systematic-review-pyd-lmics

actions that support greater livelihood opportunities for youth, preferably in connection with the activities and opportunities in objectives 1 and 2.

Approaches that incorporate PYD principles and strategies are strongly encouraged, including focusing on building youth's ability for meaningful contribution and engagement. As already emphasized in this procurement, throughout this activity, approaches should work through existing community organizations and structures as much as possible, such as commune local development committees, fadas, youth councils, or market management committees.

Objective 3 should also include specific interventions to engage youth in local community decision-making structures around water and sanitation services. The goal is to enable youth to be active in local processes for planning and delivery of water services and to help manage potential for conflict around water scarcity. The activity will also assist youth to identify opportunities for public-private partnerships around service provision.

Illustrative Nodes of Collaboration:
The Implementer should work with the Participatory and Responsive Governance - Principle Activity (PRGPA), the NCCI (Niger Community Cohesion Initiative) activity, and the forthcoming Burkina Faso Governance activity to identify potential strategies to improve youth participation and government responsiveness to national policies that affect youth livelihoods[24].

Cross-Cutting Priorities: Positive Youth Development Approach and Gender

Promoting gender equality, advancing the status of women and girls, and enhancing youth participation is vital to the expected results of BYC. Efforts to achieve these results must be grounded in a nuanced understanding of local contexts regarding intergenerational and gender-related structural constraints, cultural norms, and power dynamics. Interventions need to be strategically targeted to address specific constraints or opportunities, be concretely specified, and be appropriately monitored to ensure they achieve desired outcomes. Participants should be made aware of the inherent risks of engaging in entrepreneurship, of potential failure in the job search process, and help youth to mitigate those risks (perhaps as part of the soft skills training).

Applicants will use a Positive Youth Development approach that engages youth, demonstrate compliance with USAID Policy ADS 205 and the USAID Youth in Development Policy. Applicants are also required to describe how this activity will support the gender and youth policies and strategies of USAID and the host government and proactively integrate women and youth as active participants and contributors, not just passive recipients. BYC should incorporate the lessons learned on gender and youth from the first phase of RISE implementation, from studies on gender and youth in the region, and from its own targeted analyses. New studies and analyses should build on work done by others where possible. Applicants should articulate how they plan to conduct targeted gender and youth analyses to fill gaps relevant to the specific interventions that are proposed.

[24] NCCI will have completed operations - however Office of Transitions Initiative officials will still be in country and available for coordination.

In addition to targeting women and youth, all IPs must define strategies for targeting and including other beneficiary groups such as indigenous peoples and ethnic minorities, people with disabilities, and other underrepresented persons and groups.

Key references include:
USAID's Sahel Youth Analysis prepared for RISE II at
https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis

USAID's Youth Power Positive Youth Development (PYD) approach at
http://www.youthpower.org/

A summary of the Gender Analysis is available at
https://www.usaid.gov/documents/1860/summary-rise-gender-analysis

Monitoring, Evaluation and Learning

The Youth Activity's monitoring, evaluation, and learning system should be based on USAID's Collaborating, Learning and Adapting (CLA) approach. CLA is predicated on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising approaches, continuously identify new approaches in a rapid yet targeted manner to generate improvements and efficiencies, and build on what works and eliminate what does not.

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote socio-economic development led by host country governments in response to citizen needs and demands; coordinating with other United States Government (USG) or other activities to ensure complementarity and reduce overlap, and facilitating learning with other activities to reduce the collective cost while enhancing shared results faster.

- Learning: Generating and feeding new learning, innovations, and performance information back into the program strategy to inform program management, design, policy dialogue opportunities and funding allocations; identifying critical knowledge gaps whose answers can inform programmatic decisions; 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; ensuring that the results of this learning are based in community experiences and returned to the communities and communes themselves.

- Adapting: Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions, and game changers, into strategic and programmatic adjustments. This could include adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way. This should include decisions made by the communities and communes for themselves as well.

Due to the activity's emerging theory of change and the fluid security context of the regions in Niger and Burkina Faso targeted by this Activity, the IP will work closely with USAID Senegal's Sahel Regional Office and the Burkina Faso and Niger country offices to develop and refine both the Year One work plan, and the activity's theory of change and learning agenda.

The implementer should place an emphasis on engaging and consulting with youth during the refinement period. The implementer will also engage with USAID, partner governments, and other USAID partners to 1) refine its theory of change, approach, and interventions, 2) develop plans for joint activities with other USAID implementing partners, 3) conduct necessary analyses (see below) and consultations, 4) mobilize and train its staff, 5) develop a learning agenda in consultation with USAID's Sahel Communication and Coordination mechanism, and 6) ensure coordination of shock response plans with other USAID implementing partners. At the end of six months, the IP should present a revised life-of-project design and updated annual work plan to USAID for discussion and approval. In the application, Applicants should present their work plan for this six month refinement period, including milestones for all key actions. The six month work plan should include next steps for each area to illustrate the phased implementation approach planned. USAID intends to approve the six month work plan at the time of the award to facilitate quicker start-up.

Consistent with this phased planning approach, the BYC activity will use a learning-focused approach to implementation. The activity's **theory of change** posits that if youth, and particularly vulnerable youth, have market-demanded technical and soft skills, access to jobs and markets via private sector partnerships, market information, and networks; access to financing; and the capacity to participate in community decision-making, then youth assets and agency will improve, increasing strategic economic opportunities, thereby reducing youth's support of violent extremist groups, and reducing young people's vulnerability to recruitment and exploitation by extremist groups. To test the causal links in the theory of change and to build evidence for what programming produces what individual-level economic outcomes in Niger and Burkina Faso, the implementer will further conduct intensive piloting in years 1-2 of the Activity. The results of the piloting in years 1-2 will inform continued BYC programming, as well as other relevant USAID projects.

Step 1: Build Out the Theory of Change

To plan and implement this pilot phase, the implementer will first build out the activity theory of change and evidence gaps along the theory of change by engaging in the following illustrative analyses:

- **Local Labor Market Assessment** to understand the local economy and the demand for labor so that interventions can meet market needs. The local labor market analysis should include an assessment of selected businesses in targeted sectors to understand the most common challenges and areas of technical support required. The analysis should include a discussion of gender, including attitudes, barriers, and opportunities for young women's employment.
- **Youth Assessment** to analyze youth needs, perceptions, attitudes, and challenges in relevant areas, including in migration. The assessment must include the identification of project-relevant gender challenges and opportunities. This assessment will inform and

confirm how to best partner with and support youth beneficiaries in implementation to ensure stronger outcomes. The applicant is encouraged to use the YouthPower Action "Compass" post-award tool to ensure that youth considerations have been sufficiently integrated into the proposed approach and interventions.

- **Literature Review** of existing evidence for the Nigerien context to uncover evidence gaps in the theory of change. The review should start by isolating concrete causal pathways between intervention elements and expected outcomes stipulated in the theory of change, and reviewing the evidence behind each pathway, in addition to the evidence in support of complementarity of intervention elements listed in the theory of change.

<u>Step 2: Intensive Piloting</u>

Upon completion of assessments and data-gathering to build out the theory of change and evidence gaps/assumptions regarding the links in the theory of change, the implementer will engage in an intensive pilot phase to test the causal assumptions in the theory of change. Pilots should be designed to determine the causal effects of particular programming choices on the targeted population and may be small scale and nimble while maintaining their rigor. Note that pilots may make use of different treatment arms on randomly assigned participants or, where applicable, similar treatment arms on different populations. The tested intervention models must be clearly defined and based on theory and/or existing evidence from a similar context. Pilots should be clearly designed to fill evidence gaps/assumptions in the theory of change and should produce results for the following individual-level outcomes when applicable for programming:

- Increased incidence of new employment
- Increased earnings
- Improved soft skills
- Improved literacy
- Improved civic engagement

Additional learning questions related to the theory of change which the applicant can propose to address as part of this pilot phase or later in the activity as part of other evaluations or studies include:

- What works for engaging young Nigerien women in off-farm employment?
- What soft skills are most critical for Nigerien and Burkinabe youth to access new or better employment or to increase earnings?
- What skills are most important to achieve positive outcomes for migrating youth?
- What skills and opportunities are most important to achieve positive outcomes for displaced youth or youth impacted by insecurity?
- What is the relationship between youth's access to employment or income-generation opportunities and their attraction to violent groups?
- What is the role of youth leadership and engagement in community governance and peace-building activities? Does youth engagement improve outcomes for communities?

In addition, pilot activities should make use of cost data to determine cost-effectiveness of different treatment arms. Detailed implementation data must be collected during the pilots to enable an assessment of fidelity to the model and feasibility of a scale-up. The pilot phase will culminate in a stakeholder-inclusive review of evidence and decision about which intervention to scale up.

Step 3: Scale-Up

Programming that, based on pilot results, is scaled up should be monitored for fidelity of implementation and evaluated to determine both efficacy of implementation and whether results are maintained at scale.

Monitoring and Fidelity of Implementation. The implementer will monitor program delivery to ensure that it is being delivered as planned and as it was during the pilot phase. The implementer should determine adequate, context-relevant indicators for fidelity of implementation monitoring. In addition, the implementer will monitor and report on program outputs.

Evaluation. The implementer will continue to evaluate outcomes of scale-up, though the rigorous causal studies of the pilot phase are not required.

As part of the application, the implementer will propose a draft Activity Monitoring, Evaluation and Learning Plan (AMELP). The AMELP must demonstrate how the Implementer will routinely assess the quality of data; the status of activities; whether these activities are resulting in their intended outcomes; if those outcomes are leading to the desired objectives; whether the theory of change and critical assumptions remain valid; and whether course corrections should be made.

The monitoring system must include both performance and context monitoring, utilizing a combination of quantitative and qualitative measures. Partners are responsible for collecting baseline data for their performance indicators. Performance monitoring refers to monitoring the quantity, quality, and timeliness of the activity's outputs within the control of the implementer, as well as the monitoring of outcomes that are expected to result from the combination of these outputs. Performance monitoring includes operational monitoring such as checking back later to see if completed activities still function.

Illustrative Indicators

In order to have a sound monitoring system, Applicants will propose draft indicators, determine ways to set baselines, propose realistic targets (only for performance indicators), and effective procedures for internal data quality control. Note, the draft AMELP submitted to USAID with the Application must include draft annual and life-of-project targets for performance indicators which will be further developed with USAID and partners during the refinement period (described above). The activity will identify appropriate indicators for reporting, drawing upon Standard Foreign Assistance Indicators, which track the achievement of results toward the Sahel Regional Office's Bridge Project goals, the Feed the Future Strategy, Water and Sanitation objectives and the USAID Education Policy, as applicable. The following illustrative indicators should be considered as part of the applicant's AMELP:

- EG 6-3: Percent of individuals who complete USG-assisted workforce development programs

- EG 6-4: Percent of individuals with new employment following participation in USG-assisted workforce development programs
- EG 6-5: Average percent change in earnings following participation in USG- assisted workforce development programs
- EG 6.2: Percent of individuals with improved soft skills following participating in USG-assisted workforce development programs with improved skills.
- EG 6-X: Percent of youth with improved reading skills following participation in USG-assisted programs
- YOUTH-3: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29).
- CBLD-9: Percent of organizations with improved performance with USG-assistance
- HL.8.2-2 Number of people gaining access to a basic sanitation service as a result of USG assistance
- GNDR-2 Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources
- EG.4.2-7 Number of individuals participating in group-based savings, micro-finance or lending programs with USG assistance
- EG.6-12 Percent of individuals with new employment following participation in USG-assisted workforce development programs
- CLBD-9 Percent of USG-assisted organizations with improved performance
- Supp-12 Percent of individuals who pass a context-relevant assessment in a technical, vocational, or professional skillset following participation in USG-assisted programs

The implementer may also consider the following illustrative custom indicators, but should develop custom indicators that are most useful for tracking activity outputs and outcomes:

- (Custom): Number of productive partnerships created between workforce training providers and private sector employers
- (Custom): Number of beneficiaries with new market linkages as a result of USG assistance.
- (Custom): Number of local entities with improved capacity.
- Increased number of youth at risk of violence trained in social or leadership skills through United States Government (USG) assisted programs.
- Increased number of youth participating in civil society activities following social or leadership skills training or initiatives from the USG assisted programs.
- Increased number of laws, policies, or procedures adopted and implemented with United States Government (USG) assistance designed to promote and improve youth participation at the regional, national, or local level.
- Increased number/percentage of youth report of positive value and/or recognition by adults at the conclusion of training/programming
- Increased number of traditional leaders and government trained on youth development

Results must be disaggregated by sex, age categories (15-19; 20-24; 25-29), disability, crisis and conflict setting, and geographic location.

Do No Harm and Conflict Sensitivity

USAID and the Sahel Regional Office's Bridge Program are committed to a comprehensive "do no harm" approach to program implementation, evaluation, and learning. To ensure citizen engagement is safe, productive, and does not exacerbate existing tensions or conflict, conflict sensitivity will be mainstreamed into all aspects of the activity. Successful proposals will demonstrate a conflict-sensitive approach that incorporates and then goes beyond traditional"Do No Harm (DNH)".

This approach applies to pilot evaluation designs, survey questions, etc. All evaluation activities should be approved by a local or implementer institutional review board before implementation of the evaluation. Pilot evaluations that use random assignment should consider phased approaches whereby non-assigned individuals are involved in later iterations of programming. Surveys or other data collection instruments should be aware of sensitive issues and items, clearly prioritize participant consent, and allow participants to opt-out of data collection activities or specific survey questions.

Management and Staffing

Adaptive management

Given the shock-prone nature and dynamic operating environments in the Sahel and USAID's need to be responsive to evolving situations, the BYC's technical, management, and staffing approaches and structures should allow flexibility, responsiveness, and timely course corrections when evidence suggests the need for changes. USAID expects a rigorous approach to learning and adaptation driven by data that, in consultation with USAID, also leads to refinements and adjustments to BYC's technical interventions and annual work plans.

Key Personnel and staffing

Applicants must propose, describe, and justify 5 Key Personnel positions, including the Chief of Party (COP) and Deputy Chief of Party (DCOP). The Application must include proposed staff for the COP and DCOP, and other Key Personnel positions. USAID retains the right to request that different positions be named as Key Personnel.

The Chief of Party must meet the following minimum requirements:

- At least eight years of experience in senior management of development programs of similar or greater scope and complexity;
- A minimum of a Master's degree in a relevant subject or a Bachelor's degree with an additional four years (making 12 years) of relevant technical work experience;
- Demonstrated leadership, strategic thinking/planning, management, and presentation skills;
- Strong interpersonal and supervision skills managing multicultural and high-performing teams;
- Proven ability to establish close, trusting relationships with IPs, host government officials, and other donors;
- Significant relevant technical experience, preferably in comparable settings;
- Written and oral French language competency, equivalent to tested FSI R3/S3; and

- Written and oral English language competency, equivalent to tested FSI R4/S4 - a candidate with lower levels of written English skills is acceptable if the proposed staffing structure includes a fluent English-language writer available in-country to support preparation of documents in English.

The Deputy Chief of Party (DCOP) must meet the following minimum requirements:

- At least six years of experience in senior management of development programs of similar or greater scope and complexity;
- A minimum of a Master's degree in a relevant subject or a Bachelor's degree with an additional four years (making 10 years) of relevant technical work experience;
- Demonstrated leadership, strategic thinking/planning, management, and presentation skills;
- Proven experience implementing programs in insecure and conflict prone environments;
- Strong interpersonal and supervision skills managing multicultural and high-performing teams;
- Proven ability to establish close, trusting relationships with IPs, host government officials, and other donors;
- Significant relevant technical experience, preferably in comparable settings;
- Written and oral French language competency, equivalent to tested FSI R3/S3; and
- Written and oral English language competency, equivalent to tested FSI R4/S4 - a candidate with lower levels of written English skills is acceptable if the staffing structure includes a fluent English-language writer available in-country to support preparation of documents in English.

Recognizing that it can be hard to find specialized expertise locally, the Implementer should have at its disposal pre-identified short-term and home office technical experts in key areas, to include not only substantive sectoral expertise but also programmatic expertise (e.g. Monitoring and Evaluation).

The Implementer must have a well-thought out strategy for ensuring gender, age, and ethnic diversity of its staff as well as experience implementing programs in insecure environments. Because BYC is promoting enhanced gender and youth engagement, the Implementer must take actions to ensure its entire staff is well-versed in gender equality and women's empowerment as well as Positive Youth Development principles and approaches. Cultural and attitudinal changes among beneficiaries will be difficult to achieve if implementing staff do not themselves understand and value those changes.

Use of local partners

To the extent possible, the Implementer should seek to utilize Nigerien, Burkinabe, and/or African organizations (especially youth-led organizations) capable of providing needed technical assistance or other relevant activities through the use of sub-grants and/or service contracts. Whenever possible, the mode of delivering assistance should itself strengthen system actors and lead to local capacity to support BYC outcomes in the long-term. The Implementer must use comprehensive organizational capacity building approaches to strengthen the managerial, financial, and technical capacity of these local organizations and firms, and successively empower them to take greater roles in BYC implementation.

Crisis Modifier & Shock Response

Niger and Burkina Faso are subject to shocks and stresses such as droughts, floods, insect invasions, diseases, market volatility, price and currency fluctuations, political instability, and violent conflict. Because BYC will have experienced staff with local knowledge, relationships, and specialized expertise, and because BYC will have a pre-approved Shock Response Plan, the activity will be able to respond to many of these shocks more quickly than a new partner could. Similarly, a number of other USAID implementing partners also have the award flexibility to help respond to localized or widespread shock events.

The $12 million crisis modifier provision in the BYC award, when activated by USAID, authorizes the Implementer to incur costs under the activity line item entitled “Crisis Modifier” in response to a shock, crisis, or ongoing stressor. USAID may also choose to use the modifier to scale up responses to address worsening security situations and the drivers of support for violent extremist groups. Activities to be funded under the crisis modifier are pre-approved by USAID through the Shock Response Plan, which is an addendum to the Annual Work Plan. In the event that the shock or stressor, or the required shock response, is not included in the pre-approved Shock Response Plan, the Implementer must prepare a concise supplement to the Shock Response Plan that describes the shock or stressor (if it is new), the trigger thresholds, and the proposed responses. USAID must approve the revision to the plan prior to authorizing the use of the Crisis Modifier. The Crisis Modifier provision is activated upon receipt of a written instruction signed by the Agreement Officer stating that “the Crisis Modifier provision is hereby activated.” The Crisis Modifier can be activated as many times as is determined appropriate by USAID/SRO.

In case of a shock or worsening stressor, the Implementer should first consult with USAID on response possibilities in line with the content of the Shock Response Plan, and then send a formal request to activate the crisis modifier. The request should describe the proposed actions, beneficiaries, geography, and timeline and include the required budget for the response and pipeline analysis and expenditures forecast to the end of the fiscal year for the entire activity. This will help to determine if additional funds are needed beyond what has already been obligated. The request must include two options 1) adding additional funds needed to cover the cost, 2) if additional funds are not available from USAID, what currently planned BYC activities would be reduced to free up resources for the response. USAID will respond as to whether additional funds are available, and/or what current activities should be reduced to allow for the response. If changes are made to that year’s planned activities, the Implementer must formalize the changes by submitting a revised Annual Work Plan within 30 days of the Crisis Modifier being approved by USAID.

The Shock Response Plan must be developed during the 6-month “refinement” period of BYC. The Plan must be reviewed each year as part of the annual planning process and updated as required. Trigger thresholds for the most significant potential shocks that affect the viability of BYC activities will be established in the Shock Response Plan. These triggers are meant to provide an earlier and more objective indication of when the Implementer and USAID need to consider activating the Crisis Modifier. However, the Implementer and USAID can consider activating the Crisis Modifier at any time, even if a trigger threshold is not crossed. Design and management of Shock Response plans will be done in consultation with the Office of Foreign Disaster Assistance and FFP to ensure coordinated disaster preparedness and response efforts among different activities in the region.

The Implementer should be prepared to activate the Crisis Modifier in Burkina Faso quickly, if the need should arise. If the Crisis Modifier line item is not used, or is not necessary, USAID and the partner may agree to expend those resources on other aspects of the BYC Award. The Agreement Officer will determine at the time whether this requires an Agreement modification.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $35,500,000.00 in total USAID funding over a five (5) year period. The expected Level of Effort will be seventy-five percent in Niger, and twenty-five percent in Burkina Faso.

The proposed total award amount of $35.5M includes a $12 million set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock. The funding anticipated for this award will come from a number of different USAID funding streams.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be on/or about September 2020.

3. Substantial Involvement

Award under this NOFO will be a cooperative agreement. Potential applicants should note that USAID policy prohibits the payment of fee/profit to the recipients under assistance instruments. Consistent with ADS 303.3.11, USAID will be substantially involved in the implementation of this Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the AO will delegate the following approvals to the AOR:

(a) Approval of the Recipient's Implementation Plans
USAID will approve annual work plans and the life-of-project exit strategy, and any subsequent revisions.

(b) Approval of Specified Key Personnel
USAID may designate as Key Personnel only those positions that are essential to the successful implementation of the Recipient's program.

(c) Agency and Recipient Collaboration or Joint Participation
When the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the Recipient on the program. The AO may include appropriate levels of substantial involvement such as the following:

1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the Recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

2) Concurrence on the substantive provisions of sub-awards –including subcontracts to carry out work of a technical nature under the award (examples include, carrying out a study or a training of a technical nature, etc.). 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.
3) Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP).
4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

(d) Agency Authority to Immediately Halt a Construction Activity

The AO may immediately halt construction activity if identified specifications are not met.

An award shall be made only when the Agreement Officer makes a positive determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For organizations that are new to USAID, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey in accordance with ADS 303.3.9 and ADS 591.3.4.2.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937, defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Procurement of vehicles and pharmaceuticals and other restricted commodities are subject to the limitations in 22 CFR 228, ADS 312, and ADS 310 and may require a waiver or Agreement Officer's approval.

For accurate identification of prohibited sources, please refer to 22 CFR 228 and Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID.

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the **Bridge BYC Activity** which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program 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, program objectives, and the terms and conditions of the Federal award.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply under this NOFO. Potential for-profit Applicants should note that, in accordance with 2 CFR 200.400(g), profit, which is any amount in excess of allowable direct and indirect costs, is not an allowable cost for Recipients of USAID assistance awards, and cannot be part of the activity budget. However, the prohibition against profit does not apply to procurement contracts made under the assistance instrument when the Recipient procures goods and services in accordance with the Procurement Standards found in 2 CFR 200.317 to 326.

Eligibility for this NOFO is not restricted.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a responsibility determination assessment (possibly including a pre-award survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective Recipient has the necessary organization, experience, accounting and operational controls, 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.

2. Cost Sharing or Matching

No cost-sharing is required for this award.

3. Program Income

USAID does not anticipate program income under this award. Implementers will need to consult with USAID if they generate program income to determine how it should be handled.

4. Other

Organizations may submit only one application under this NOFO.

All applications received by the deadline will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in Section D below. Applications should respond directly to the terms, conditions, specifications and provisions of this NOFO (including all portions of the program description). Applications that do not meet the requirements of this NOFO will not be considered for award.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary:
Name: Abdullahi Sadiq
Title: Agreement Specialist
Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal
Email: asadiq@usaid.gov
Phone number: +221.33 879. 4000

Alternate:
Name: Chitahka Floore
Title: Supervisory Regional Agreement Officer
Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal
Email: cfloore@usaid.gov
Phone number: +221.33 879. 4000

2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the email addresses of the **primary** and **alternate** agency contacts above, with a copy to Aminata Diallo at amdiallo@usaid.gov and Hamed Cisse at hcisse@usaid.gov no later than the date and time indicated on the cover letter, or as amended. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. General Content and Form of Application

Preparation of Applications:

Each Applicant must furnish the information required by this NOFO. Applications 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. Please see **subsections 5 and 6**, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications **must** be written in **English language**, and must include a **cover page** containing the following information:

- Name and DUNS number of the organization(s) submitting the 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), clearly identifying if the contact person has the authority to negotiate the award, and if not, a person authorized to negotiate should also be clearly identified;

- Program name;

- Notice of Funding Opportunity number; and

- Name and DUNS number of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations), per USAID's definition of 'local entity' under ADS 303.

Any erasures or other changes to the application must be initialed 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.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

a) Applications must be written in English language;

b) Technical applications may not exceed **25 pages**, excluding attachments/annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point Times New Roman font with one-inch margins on all sides, including consecutive page numbers, date of submission, and Applicant's name on a header or footer.;

c) If applications contain text boxes, they must be in no less than 10-point font, as to not unduly interfere with readability;

d) The technical application must be in a **searchable and editable Word or PDF format** as appropriate;

e) The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the **25 pages** limitation. Any page in the technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation;

f) All information from attachments/annexes must be referenced and summarized in the technical application and included in the attachment sections. All critical information from annexes/attachment that is clearly identified and summarized in the technical application will be evaluated as part of the basis of award;

g) Additional documentation beyond the **25 pages** limit and the required referenced annexes/attachments will not be read or evaluated by USAID;

h) Budget Narrative: Accompanying budget notes/narrative must explain the basis of all unit costs in each line item. The explanation must identify the factors upon which each estimate is based and show the arithmetic in reaching the cost figure; and

i) The budget should be submitted in **MS Excel format (software versions 2003 or newer)**. The Excel spreadsheet cells must be “unprotected”, and must not be zipped to allow USAID to view all formulas and calculations by line item. See **Annex #1** for a sample Budget Format.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and the application will not be considered. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, or as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office.

Applications must be submitted by email to the contacts provided in Section D.1. <u>Please do not submit applications through the Grants.gov website.</u> Email submissions must include the NOFO number and applicant’s name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID’s preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you 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.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name that it is a "corrected" submission. 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.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Senegal Mission cannot guarantee their acceptance by the internet server. File size must not exceed 10MB per email.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

The application must contain information that demonstrates the Applicant's understanding of the program description and must be prepared in such a manner as to enable the review committees to make a thorough evaluation and arrive at a sound determination of whether the application responds to the NOFO.

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO are not desired and may be construed as an indication of the Applicant's lack of cost consciousness. Elaborate art work and expensive visual or other presentation aids are neither necessary nor wanted.

Format for presentation of technical approach is as follows:

a) Cover Page (does not count toward 25-page limit)
b) Table of Contents (does not count toward 25-page limit)
c) Executive Summary (does not count toward 25-page limit)
d) Technical Approach
e) Key Personnel, Management Approach and Staffing Plan
f) Organizational Capacity and Experience
g) Programming in Insecure Zones
h) Required Annexes (do not count toward 25-page limit):
   - Annex 1: Draft Activity Monitoring, Evaluation and Learning Plan (AMELP) (must not exceed 6 pages)
   - Annex 2: Six-month Refinement Work Plan
   - Annex 3: Organizational Chart
   - Annex 4: Staffing Matrix
   - Annex 5: CVs/Resumes of Key Personnel (must not exceed 3 pages each)
   - Annex 6: Statement of Qualification (maximum 1 page per person)
   - Annex 7: Key Personnel Letter of Commitment (maximum 1 page per person)
   - Annex 8: Senior Staff Biographies (for non-Key Personnel)
   - Annex 9: Letters of Commitment from Sub-Awardees (if any)

a) Cover Page (does not count against the 25-page limit)

See guidance in Section D.3 above for contents of the Cover Page.

b) Table of Contents (does not count against the 25-page limit)

The Table of Contents must include page numbers.

c) Executive Summary (not to exceed 2 pages, does not count against the 25-page limit)

The executive summary must describe the basic elements of the technical application. This section must include a problem statement, goals and objectives and summarize the key elements of the Applicant's strategy, approach, methodologies, management, personnel and implementation plan.

d) Technical Approach

The narrative should describe the proposed technical approach for achieving the BYC activity goal and expected results. It must include a clear description of the conceptual approach—reflecting conflict- and nutrition-sensitive market systems facilitation—and general strategy being proposed, the expected outcomes and impacts, and the core interventions to implement the strategy. In addition, the narrative should describe the following:

- A theory of change that maps out the hypothesized series of changes which are expected to occur in a given context as a result of specific interventions and the associated assumptions;
- How the approach employs both evidence-based, high-impact interventions and innovative market systems and private sector engagement approaches;
- Relevant aspects of the country context and how it is taken into account in the technical approach;
- Strategy and specific actions to achieve desired population targeting (as outlined in the Program Description) to include articulation of ambitious but feasible numerical targets for numbers or percentages of targeted individuals engaged and directly benefiting;
- Approaches and actions to enhance sustainability and potential scaling of results and inclusive impacts;
- How the approach contributes to the Bridge outcomes and applies the Bridge operational principles as described above; and
- An overview and rationale of the Activity Monitoring, Evaluation, and Learning Plan (draft AMELP must be annexed) including the approach to CLA.

The Technical Approach narrative must be supported by the following required Annex:

- Annex 1: Draft Activity Monitoring, Evaluation, and Learning Plan as specified in "Section A: Program Description: 8. Activity Monitoring, Evaluating and Learning Plan."

e) Management Approach and Staffing Plan

Applicants should describe their management approach and staffing plan, and how it will enable efficient, effective, and inclusive implementation of the proposed technical approach across the required geography, taking note of the following instructions:

- Applicants must include a description of how and why they will use full-time staff, short-term assistance including home office support, and consultancies to obtain required technical and managerial skills.

- Applicants must include five (5) Key Personnel. A Chief of Party (COP) and Deputy Chief of Party (DCOP) are required. Applicants should specify other Key Personnel positions according to their technical approach. The Applicant must describe the roles and responsibilities of Key Personnel positions, as well as required qualification for each position. The Applicant should clearly state which, if any, of the Key Personnel were part of the design team responding to this solicitation. The Applicant must state proposed candidates for the COP and DCOP, and as many of the other Key Personnel as possible. USAID may request an interview with the proposed Chief of Party to inform the selection decision. USAID also retains the right, after reviewing the staffing structure proposed by the Applicant, to request changes to proposed Key Personnel positions. Key Personnel position requirements and qualifications should be included in the annexed Staffing Matrix.

- Applicants must discuss how they will build the capacity of their own staff, particularly for a market systems approach, as well as how they will enhance functional capacity of any local organization partners.

- If sub-awardees are proposed, the Applicant must describe the organizational value-add, roles and responsibilities of each, including how they contribute to particular outputs, outcomes, results and intended impacts.

- Applicants should discuss their strategy to cover the geographic area, including field offices, if any.

- Applicants must demonstrate how they will engage marginalized populations (including women and youth) or provide meaningful ongoing insight to design, programming, and learning, as part of the management plan. This should also reflect recruitment and retention of diverse staff, as well as planned staff capacity building on gender and youth empowerment topics.

- Applicants must discuss their adaptive management approach in the context of increasing and uncertain levels of insecurity, as well as the need to maintain flexibility in response to emerging opportunities and USAID's needs.

- Applicants should provide a brief overview of their approach to ensure a quick startup and complete programmatic refinements, as elaborated in more detail in their proposed Annual Work Plan Part 1 - Six-month Refinement Work Plan.

The Management Approach and Staffing Plan narrative should be supported by the following Annexes:

- Annex 2: Annual Work Plan Part 1 - Six-month Refinement Work Plan that explains how the Applicant will quickly mobilize and begin implementing core activities, while at the same time refining the approach and establishing nodes of collaboration with other relevant activities. USAID intends to approve this work plan at the time of Award. Further details are in "Section A: Program Description: 9. Management and Staffing."

- Annex 3: Organizational Chart that delineates positions and lines of authority, specifying any positions that will be staffed by a sub (if applicable), positions that will be filled by expatriates, and position geographic locations.

- Annex 4: Staffing Matrix that includes, at a minimum, the position title, position description, required skills and qualifications, geographic location, and proposed individual to fill the position if identified. The Staffing matrix should also include proposed STTA, either external consultants or home office. Level of effort (% of time) should be specified for all positions that are not full-time.

- Annex 5: CVs/Resumes for each proposed Key Personnel, no longer than 3 pages each. CVs should include four (4) professional references, including the reference's name, current location, e-mail address, telephone number and description of relationship. USAID reserves the right to obtain information on Key Personnel from any and all sources inside or outside the US Government.

- Annex 6: Statement of Qualifications (SOQ) for each Key Personnel that clearly demonstrates how the proposed individual meets the minimum qualifications for the position. The SOQ must also describe the unique attributes of the proposed individual for the function s/he will perform. The SOQ must not be a restatement of CVs or Resumes. Each SOQ should be no longer than 1 page.

- Annex 7: Key Personnel Signed Letter of Commitment from each proposed Key Personnel indicating his/her: (a) availability to serve in the stated position; and, (b) intention to serve for a stated term of service. Each should be no longer than 1 page.

- Annex 8: Senior Staff Biographies for members of the senior management team who are not Key Personnel (250 words each).

- Annex 9: Sub-Awardee Signed Letter of Commitment (if applicable). Note: given the limited numbers of qualified local organizations, USAID requests applicants not to pursue exclusive agreements with local partners.

f) Organizational Capacity and Experience

Applicants and their major sub-awardees (if applicable) should describe their organization's experience and capacities (both technical and managerial) as they relate to being able to successfully implement BYC. Applicants should clearly specify the scope and complexity of prior experiences, and provide sufficient detail to allow USAID to compare those experiences with BYC, and to be able to independently verify the Applicant's performance. Applicants should include the project title, years of performance, funder, and funder point of contact for experiences referenced. For each experience Applicants must also indicate if they were the Prime Awardee or a Sub implementer. These data must be provided in the main text of the technical application (in addition to required organizational data for the Cost Proposal).

g) Programming in Insecure Zones

Applicants must provide additional details on how they will adapt their technical approach to be effective in insecure zones and how this technical approach addresses drivers of. The discussion should reference and respond to the specific local contexts of BYC. This is not intended to be a discussion of security measures or protocols; such discussion will be considered unresponsive.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Cover Page (See Section D.3 above for requirements);

b) SF 424 Form(s);

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Required Certifications and Assurances;

The applicant must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf

(2) Assurances for Non-Construction Programs (SF-424B)

(3) 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).

d) Pre-award Terms Incorporated by Reference:

The following pre-awards terms found in https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf are incorporated into this NOFO by reference:

1) Branding Strategy – Assistance;
2) Marking Plan – Assistance; and
3) Conflict of Interest Pre-Award Term

e) Budget and Budget Narrative

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) amount. Files must not contain any hidden or otherwise inaccessible cells. <u>Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application.</u> 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 #1** 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; and

- Detailed Budgets for each sub-recipient, for all federal funding and cost share, 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. Applicants 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. Applicants must provide their established written policies on personnel compensation. 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 supporting 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. In this case, the Budget Narrative must include a detailed breakdown comprised 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. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions 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 in light of 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 200.330 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 – Applicants should not budget for construction in their application. The successful Awardee may propose to USAID specific construction activities post-Award—in line with ADS 303.3.30—if warranted by a shock response, along with relevant budget re-alignment to be incorporated through an amendment.

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 – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate 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.

<u>Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)</u>
Eligibility: Any applicant that has never received a 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 200.414(f) for further information.

<u>Method 4 - Indirect Costs Charged As A Fixed Amount</u>
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.

f) 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.

g) 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;
- DUNS 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 200.331(b); and
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

h) Dun and Bradstreet, and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (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 DUNS number for the Applicant and all proposed sub-recipients;

2. 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 (www.sam.gov); and

3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform

SAM registration: http://www.sam.gov
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 www.sam.gov, navigate to Help, then to International Registrants.

i) History of Performance

The Applicant (prime only) must provide information regarding its recent (not to exceed 3 years) history of performance on any cost-reimbursement contracts, grants, or cooperative agreements (not to exceed 5) involving similar or related programs 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 three (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 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 use the format provided in Annex #6: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should be included in the application's appendix/annex.

j) Branding Strategy & Marking Plan

Branding
Standard USAID branding and marking will apply to this activity. Branding and marking requirements for cooperative agreements are explained in 22 CFR 226. In accordance with the requirements discussed in 22 CFR 226 and ADS320, implementing partners will acknowledge USAID as BYC's donor both verbally and in writing in all BYC documents and media, as well as during meetings, public events and technical assistance sessions with government stakeholders, local partners, and beneficiaries.

BYC naming
This activity should be named in a manner that will help all audiences understand the purpose of our work. The name should be clear, concise, and represent the work of USAID. As noted in the

USAID Graphic Standards Manual and Partner Co-Branding Guide. This activity should adhere to the following guidelines:

- Names should include a basic description of the project in simple language. Activities should use local language names when possible, or in French where a local language name is not feasible
- Names should not include abbreviations or acronyms
- Names may include USAID in the name, if appropriate

Branding Strategy

After technical evaluation of applications for USAID funding, USAID Agreement Officers will request Apparently Successful Applicants to submit a Branding Strategy, defined in 22 CFR 226.2. The proposed Branding Strategy will not be evaluated competitively. The Agreement Officer shall review for adequacy the proposed Branding Strategy, and will negotiate, approve and include the Branding Strategy in the award. Failure to submit or negotiate a Branding Strategy within the time specified by the Agreement Officer will make the Apparently Successful Applicant ineligible for award.

Marking Plan

After technical evaluation of applications for USAID funding, USAID Agreement Officers will request Apparently Successful Applicants to submit a Marking Plan, defined in 22 CFR 226.2. The Marking Plan may include requests for approval of Presumptive Exceptions. All estimated costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and the like, must be included in the total cost estimate of the grant or cooperative agreement or other assistance award, and are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan. The Marking Plan will not be evaluated competitively. The Agreement Officer shall review for adequacy the proposed Marking Plan, and will negotiate, approve and include the Marking Plan in the award. Failure to submit or negotiate a Marking Plan within the time specified by the Agreement Officer will make the Apparently Successful Applicant ineligible for award.

Required communications materials

In addition to a Branding Strategy and Marking Plan, Awardees will be required to submit the following communications materials on a timeline specified by USAID, using guidance explained in USAID's Graphic Standards Manual and Partner Co-Branding Guide and on www.usaid.gov/branding. The following timelines will be adhered to:

A. Within 2 weeks of the award:
    1. Press release - announcement of the award - with feedback from USAID/DOC

B. Within 60 days of the award:
    1. A Communications Strategy submitted and completed with feedback from USAID/DOC and revised annually as the program matures
    2. Activity Fact Sheet (in English and French) completed with feedback from USAID, which will be updated annually

C. Bi-weekly Updates will include:

1. Links to media coverage of program and activities
2. Content for social media, with text and captions for photos
3. Forecast press events, social media coverage and communication products (newsletter, video, etc.).
4. Event plans (in coordination with the USAID/DOC), with social media tool kit.
5. Post-event write up and social media analysis with photos

D. Quarterly Reports will include:
   1. One or two success stories submitted with photos (success stories could be submitted also at any time) to be edited with USAID/DOC feedback
   2. A pool of selected high-resolution photos showcasing program milestones and beneficiaries (all photos with identifiable people will have consent forms signed and submitted to USAID).

E. Biannual communications products:
   2. One video (max. 4 minutes) submitted with full involvement of the USAID/DOC – including strategizing, storyboarding, script and captions.
   3. Large press event at milestone activities with full involvement of the USAID/DOC.

k) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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 NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be rated by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

USAID intends to award a single Cooperative Agreement from this NOFO. However, USAID reserves the right to make more than one award or no award if determined to be in the best interest of the Government. Each application submitted compliant with the terms of this NOFO will be reviewed according to the process set forth below.

Committee members will examine the logic, feasibility and appropriateness of the technical approach, including responsiveness to cross-cutting themes, indicators and anticipated development results or impacts; quality and availability of personnel in response to stated qualifications or requirements; and several institutional factors.

After evaluations have been completed, the Agreement Officer (AO), considering the SC review and the cost evaluation, will then make the final selection. USAID may engage in discussions or negotiations with the Apparently Successful Applicant regarding any matter to be covered in the final technical and cost application. USAID may also award without further discussions with the selected Applicant.

a) Merit Review

USAID will conduct a merit review, using adjectival ratings, of all Applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance.

Evaluation Criteria #1: Technical Approach
The extent to which the proposed technical approach is tailored to the specific country context and can be expected to effectively and efficiently achieve the BYC goal and expected results through a market systems approach while integrating CLA, inclusion (including for women and youth), and conflict sensitivity.

Evaluation Criteria #2: Key Personnel, Management and Staffing Structure:

The extent to which the key personnel, staffing and management approach supports effective, efficient, and inclusive (e.g., diversity of staffing, engagement of women and youth in programming etc.) implementation of the proposed program.

Evaluation Criteria #3: Organizational Capacity and Experience
The extent to which the Applicant and sub-grantees have demonstrated experience and organizational capacity to achieve the Activity goal and expected results.

Evaluation Criteria #4: Programming in Insecure Zones:
The extent to which the Applicant demonstrates an effective strategy for adapting the technical approach in insecure zones and the feasibility of that approach to address drivers of conflict.

b) Business Review

The Agency will evaluate the cost application of the 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.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). 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 200.207).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

These documents may be accessed through the internet as follows:

- 2 CFR 200: https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

- 2 CFR 700: https://www.ecfr.gov/cgi-bin/text-idx?SID=531ffcc47b660d86ca8bbc5a64eed128&mc=true&node=pt2.1.700&rgn=div5

- ADS 303: https://www.usaid.gov/sites/default/files/documents/1868/303.pdf

- Standard Provisions for U.S., Nongovernmental Recipients: https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf

- Standard Provisions for non-U.S. Nongovernmental Recipients: https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf

See Section H, **Annex #2**, for a list of the Standard Provisions that will be applicable to awards resulting from this NOFO.

3. Reporting Requirements

- **Financial Reporting:**

The recipient shall account for expenditures for activities carried out to ensure funds are used for their intended purposes. Financial reports shall be in accordance with 2 CFR 200.327.

(a) Quarterly Report: The recipient will submit an SF 425, the Federal Financial Report, via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov) within 30 calendar days following the end of each quarter of the United States Government fiscal year. A copy of this form shall be simultaneously submitted to the Agreement Officer's Representative (AOR) and the USAID/Senegal Office of Financial Management.

(b) Final Report: The recipient will submit within 90 calendar days following the estimated completion date of this award the original and three (3) copies of the final Federal Financial Reports (SF-425) to: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) the Agreement Officer, (c) Agreement Officer's Representative (AOR). The electronic version of the final SF 425 will be submitted to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov) in accordance with paragraph (a) above.

Electronic copies of the SF-425 can be found at:
http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf and
http://www.forms.gov/bgfPortal/docDetails.do?dId=15149

Line item instructions for completing the SF-425 can be found at:
http://www.whitehouse.gov/omb/grants/standard_forms/ffr_instructions.pdf.

- **Performance Reporting**

The successful Applicant will provide the following reports, in English, to the USAID Agreement Officer's Representative (AOR) and the Agreement Officer, as specified below, in accordance with 2 CFR 220.327 and 220.328. The Recipient will use the standard form Performance Progress Report (SF-PPR) to report performance progress for the program under the award.

A. Quarterly Reports

The recipient must submit quarterly reports, covering each calendar quarter, within thirty (30) calendar days following the end of each calendar quarter (i.e. January 30, April 30, and July 30), limited to ten (10) pages, not including annexes. The report should include the following components:

- Bulleted list of achievements in the quarter (1 page)
- Background and details of some of the key achievements, including potential impacts on target populations. Any identified best practices and or lessons learned should be included here (4-5 pages)
- Description of collaborative activities with other USAID implementing partners and/or stakeholders (1-2 pages)
- Description of key problems or issues encountered, how they were or will be resolved, and, as needed, recommended USAID interventions to facilitate their timely resolution (1-2 pages)
- Bulleted list of planned activities for the next quarter to include dates and locations of major events and meetings (1-2 pages)

In addition, the following are required Annexes for the quarterly reports:

- Annex 1: Table of indicators showing progress made during the quarter, cumulative for the fiscal year, and cumulative for the life of project toward set targets. Use a color scheme for table highlighting indicators in red if target is not met or to signal that it is in danger of not being met and green for indicators met. Provide explanations for targets exceeded and targets unmet.
- Annex 2: Include a financial table which contains expenses of the reported period, year to date amount, and remaining budget line item amount.
- Annex 3: Provide one or two success stories with relevant high resolution photos. Stories should highlight the high level impact and/or scalability of the activity's successes. If a story could not be done during the reporting period, explain why. (1 page per story)
- Annex 4: Quarterly Environmental Mitigation and Monitoring Report
- Annex 5: Quarterly Shock Response Planning Report

B. Annual Reports

The annual report will consist of both a narrative and a quantitative section and report against all indicators. The narrative section is limited to forty (40) pages, not including annexes, and should cover key achievements and high level impacts, synergistic results, scalability of results, collaborative activities, best practices, lessons learned, challenges encountered, and priorities for the next year. Annexes must include: 1) a comprehensive property inventory list; 2) reporting against all indicators; 3) financial table; 4) at least one success story with relevant photos; 5) Annual Environmental Mitigation and Monitoring Report; and 6) Annual Shock Response Plan Report. Annual reports are due 90 calendar days after the reporting period. The Annex 2 table for indicators must be submitted on or before October 15th of each year in order to be included in USAID's annual performance reporting requirements. For all results that either exceed or fall short of the annual target by 10% or more, a narrative explanation must be included. Please highlight in a different color all indicators that exceeded (green) or fell short (red) of their target so they can be easily distinguished from the rest. The annual report can also double as the quarterly report for the final quarter of the reporting period.

C. Final Report

A Final Performance Report is due within ninety (90) calendar days after the completion date of the award. The final performance report must be submitted to the AOR and the Agreement Officer. The draft final report must be submitted thirty (30) calendar days prior to the completion of the award. It is highly recommended that the final report be prepared before the end date of the award since additional costs cannot be incurred after the end date. This report should not exceed forty (40) pages (excluding annexes).

The report should minimally include:

- Executive Summary outlining award accomplishments, results, and conclusions as well as recommendations for future assistance;
- Overall description of activities conducted during the life of the Award;
- Assessment of progress towards Award objectives along with description of results;
- Description of collaborative activities with other USAID implementing partners;

- Description of programmatic impact and sustainability;
- Description of lessons learned and best practices; and
- Recommendations for future USAID programming.

In addition, a comprehensive property inventory list is required ninety (90) days in advance of award completion.

D. Other Reports

Short-Term Consultant and Technical Reports

USAID expects regular updates from the Implementer with respect to each short-term consultancy procured under this award. Upon completion of the services of each short-term consultant, the Implementer must submit a short report to the AOR summarizing the activities, deliverables, and recommendations of the consultant no later than 21 calendar days after the completion of the consultancy. This can be either in written or verbal form as determined by the AOR. In addition, the Implementer shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR once these are developed. At the time of procuring consultants or technical assistance providers, the Implementer should consult with USAID regarding the need for French-language translations of any deliverables.

Geographic Information System (GIS) data

USAID is required to make nonproprietary geospatial data available to the public. Data must be consistent with US Federal Geographic Data Committee (FGDC) level 1 metadata standards. USAID is in the process of developing standards and protocols for geospatial-related activities with mapping specialists for RISE II. The Implementer will be provided a copy of these standards once they are developed and will be required to abide by them. Implementers are to work in collaboration with these USAID hired mapping specialists and ensure that they have mapping capabilities within activity staff or procured through consultants.

All spatial and geographic information system activities financed by USG federal funds must comply with:

a. OMB Circular A-16, Executive Order 12906;
b. Automated Directives System (ADS) 507 (Freedom of Information Act);
c. ADS 551 (Data Administration); and
d. ADS 557 (Public Information).

Therefore, the Implementer must submit to USAID the following one (1) year after the start date of the award and on October 30 of each subsequent year:

a. Digital spatial data according to Federal Geographic Data Committee (FGDC) Level 1 metadata standards capturing GIS at the regional, administrative, commune, and village level for their zones of intervention;
b. Digital copies of spatial data with accompanying metadata; and
c. Make spatial data available to the public at the cost of reproduction.

Development Experience Clearinghouse (DEC) Requirements
USAID recipients are required to comply with the submission requirements for the Development Experience Clearance (http://dec.usaid.gov) pursuant to the Standard Provision entitled "Submissions to the Development Experience Clearinghouse and Publications (June 2012)."

In addition, the recipient must submit one electronic copy of development experience documentation to the AOR.

Annual Work Plans (AWP)
The Annual Work Plan will form the basis for activities to be initiated in each year of the award. For the purpose of the AWP, "Annual" is defined according to the U.S. Government fiscal year: i.e. October 1st to September 30th. Draft AWPs for subsequent years after Year One shall be submitted no later than September 1st of each year.

The AWP will be reviewed by the AOR within two weeks of submission. Following review and comment by USAID, the Implementer shall prepare a Final Work Plan for each year, to be submitted no later than October 30th. The AWPs will provide a detailed description, schedule, and expected results for activities in support of each objective under the award. The Implementer must also address:

- Any proposed actions to strategically collaborate with other implementing partners in-country and cross-border in RISE II and SDP zones
- How knowledge gaps in the theory of change, the technical implementation approach, operating environments, assumptions and risks, will be filled using activities such as, but not limited to, monitoring, research, evaluation and analytical studies
- How specific interventions will be adapted for insecure zones

During the first year of implementation the Annual Work Plan will be submitted in two parts. Part 1 is the sixth-month refinement period plan, while Part 2 is the Work Plan for the remainder of the year. Part 1 of the Annual Work Plan should also follow the guidelines above for the Annual Workplan and it should present the actions the Implementer intends to take during the six-month refinement period, including a Gantt chart with benchmarks of progress.

Modifications to the AWP may be made during the year subject to the approval of the AOR.

Shock Response Plan
The Shock Response Plan is an addendum to the Annual Work Plan that outlines the actions the Implementer will take in response to shocks and stresses. The Shock Response Plan should include at a minimum:

- Description of the major shocks and chronic stresses that may affect BYC program performance, undo BYC development gains, and harm direct BYC beneficiaries
- Interventions/strategies to mitigate ongoing stresses and to reduce risks associated with shocks (these interventions should also be included in, and implemented, as part of the regular Annual Work Plan)
- Proposed response and recovery activities for each identified shock
- Trigger thresholds for context indicators that will be used to determine when a shock may be occurring (or will soon occur) that requires a response

- Indicative unit costs for response options to allow for quick budgeting

Bridge partners, RISE II partners, and USAID, facilitated by the Sahel Collaboration and Communication activity and the Water Security and Resilience activity, will engage in a collaborative process to refine the template for Shock Response Plans and clarify the coordination mechanisms in case a shock response is required.

In the event that the shock or stressor, or the required shock response, is not included in the pre-approved Shock Response Plan, the Implementer must prepare a concise supplement to the Shock Response Plan that describes the shock or stressor (if it is new), the trigger thresholds, and the proposed responses. The initial Shock Response Plan should be submitted five months after the initial award. The Shock Response Plan must be reviewed each year as part of the annual planning process and updated as required.

Close-out Plan

No later than 180 days before the end of the Award, the Implementer must submit a close-out plan that details all equipment and provides a proposed disposition plan according to USAID regulations. The Close-out Plan must also specify actions that will be taken to hand over or transition activities to other partners, including local communities and governments. The Plan must specify sequencing of the closure of offices (if applicable), discuss sequencing of staff reductions, and include a communications strategy, activities, and products to highlight BYC accomplishments.

4. Environmental Compliance and Climate Risk Management

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. The recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this Notice of funding Opportunity.

In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. USAID may in addition require environmental reviews or mitigation measures that go beyond those required under local law.

No BYC activities 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.")

An activity level Initial Environmental Examination (IEE) has been approved for the Bridge Youth Connect Cooperative Agreement (CA). The IEE can be found in the [Environmental Compliance Database](https://ecd.usaid.gov) at [https://ecd.usaid.gov/document.php?doc_id=52681.](https://ecd.usaid.gov/document.php?doc_id=52681)

The IEE covers activities expected to be implemented under this CA. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

As part of their initial Work Plan, and all Annual Work Plans thereafter, the recipients, in collaboration with the USAID Agreement Officer Representative (AOR) 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.

If the Implementer 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.

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.

Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a mitigation and monitoring (M&M) plan, the recipients shall prepare an EMMP or M&M Plan describing how the recipients will, in specific terms, implement all IEE and/or EA conditions that apply to proposed HSD interventions within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness.

The Implementer shall submit a completed EMMP or M&M Plan within 3 months of Award and integrate it into subsequent Annual Work Plans, making any necessary adjustments to BYC implementation in order to minimize adverse impacts to the environment.

Climate Risk Management

Per ADS 201, a climate risk management (CRM) screening is required for all USAID-supported activities, with limited exceptions. Climate risk is the potential for negative consequences on activity objectives and/or outcomes due to changing climatic conditions. The focus of climate risk management at USAID is on the risk to USAID development programming. The CRM process may also identify potential development opportunities associated with current and expected climatic and meteorological changes, including chances to achieve additional development objectives (including increasing climate resilience and reducing greenhouse gas emissions).

Climate risks can be manifested through potentially severe adverse consequences for development programs resulting from the interaction of climate-related hazards with the vulnerability of societies and systems. A climate risk may arise when an activity element, target, or beneficiary is exposed to a climate hazard such as higher temperatures, flooding or drought. The level of risk increases both the severity and probability of negative impact increases. Per USAID policy, moderate and high climate risks must be addressed in the activity design and/or during implementation. In some cases, the USAID design team may accept a/some risk(s) upon consideration of tradeoffs and how USAID can best achieve its development objectives.

A project-level CRM screening analysis was conducted for the entire Bridge Project. An activity-level CRM will also be conducted during the activity-level environmental analysis process. This Activity will be required to incorporate all measures as selected and outlined in the CRM table, to be included in the Activity's IEE.

Climate risks should be adaptively managed during implementation, which should be reflected in the activity's monitoring, evaluation, and learning (MEL) processes. The Activity should, to the extent possible and practicable, utilize USAID's Guide for integrating Climate Risk Management in its MEL planning and implementation. USAID's Guide for integrating Climate Risk Management in its MEL planning and implementation can be accessed at https://www.climatelinks.org/resources/climate-risk-management-monitoring-evaluation-learning-and-knowledge-management.

SUMMARY OF REPORTS/DELIVERABLES		
Report	**Due Dates**	**Submission Requirements**
Annual Work Plan **Part 1 (first 6 months)**	**Submit with the technical application**	**Submit electronically with technical application**
Revised Program Description and/or budget (as needed)	**If necessary, as a result of the refinement period, the implementer may propose changes to the award. Submit 5 months after award.**	**Submit electronically to AO and AOR**
Annual Work Plan **Part 2 (remainder of first fiscal year)**	**Submit within 5 months after award**	**Submit electronically to AOR**
Shock Response Plan	**Submit within 5 months after award**	**Submit electronically to AOR**
Annual Work Plan (subsequent years)	**Draft due by September 1st, and final due by October 30th**	**Submit electronically to AOR**
Environmental mitigation and monitoring plan (EMMP)	**Draft due 3 months after award, final version to be integrated in all Annual Work Plans and updated as necessary**	**Submit electronically to AOR**
AMELP	**Submit abbreviated draft with technical application, full draft within 3 months of award, and final is due within 5 months after award**	**Submit draft electronically with technical application, and final to AOR.**

Branding Strategy and Marking Plan (BSMP)	**Apparently successful applicant to submit BSMP before award.** **Within 2 weeks of the award:** **1. Press release - announcement of the award - with feedback from USAID/DOC.** **Within 60 days of the award:** **1. An activity communications strategy submitted and completed with feedback from USAID/DOC and revised annually as the program matures.** **2. Activity Fact Sheet completed with feedback from USAID, which will be updated annually.**	**Submit BSMP electronically as required to Agreement Officer, and subsequent documents to AOR.**
Short-Term Consultant and Technical Reports	**• 21 calendar days after the completion of the consultancy** **• When completed, submit copies of all technical reports including analyses, policy recommendations, comparative studies, etc. Depending on audience, USAID may require a French translation and 508 Compliance.**	**Submit electronically to AOR**
Geographic Information System (GIS) data	**Submit to USAID the following one (1) year after the start date of the award and on October 30th of each subsequent year:** **• Digital spatial data according to Federal Geographic Data Committee (FGDC) Level 1 metadata standards capturing GIS at the regional, administrative, commune, and village level for their zones of intervention;** **• Digital copies of spatial data with accompanying metadata; and** **• Make spatial data available to the public at the cost of reproduction.**	**Submit electronically to AOR**

Quarterly reports (both financial and programmatic)	**30 days after the end of the reporting period**	**Submit programmatic report electronically to AOR, and submit SF 425 to the Department of Health and Human Services, with a copy to AOR and OFM**
Annual reports	**To be submitted within ninety (90) calendar days following the end of the reporting period.**	**Submit electronically to AOR**
Close-out Plan	**To be submitted minimum 180-days prior to completion date**	**Submit electronically to AOR and AO**
Final Report	**1. Draft 30 days prior to completion of award** **2. Final within 90 days after completion date**	**Submit a copy electronically to AOR and AO, and comply with DEC submission requirement**

5. Other Requirements NA.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The point of contacts for this NOFO and for any questions during the NOFO process is:

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. 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 disclosed 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."

2. List of Annexes

a) Annex #1: Illustrative Budget Template (Attached Excel File)
b) Annex #2: Standard Provisions
c) Annex #3: Abbreviations and Acronyms
d) Annex #4: SAM Quick Start Guide For New Foreign Registration
e) Annex #5: SAM Quick Start Guide For New Grantee Registration
f) Annex #6: Past Performance Information
g) Annex #7: Resources

[END OF SECTION H]

ANNEXES

ANNEX #1 - SUMMARY BUDGET TEMPLATE

An Illustrative Budget Template (Excel File) is attached to this NOFO.

ANNEX #2 - STANDARD PROVISIONS

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
Yes		RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	No	RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
	No	RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	No	RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
Yes		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	No	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
Yes		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
Yes		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	No	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	No	RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
Yes		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
Yes		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	No	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	No	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO

		PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
Yes		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	No	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	No	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
Yes		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	No	RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
Yes		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
Yes		RAA7. SUBAWARDS (DECEMBER 2014)
Yes		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
Yes		RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
Yes		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
Yes		RAA11. PATENT RIGHTS (JUNE 2012)
Yes		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
	No	RAA 14. COST SHARE (JUNE 2012)
	No	RAA15. PROGRAM INCOME (DECEMBER 2014)
Yes		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
Yes		RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
Yes		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
Yes		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING

		FUNDS (JUNE 2012)
Yes		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	No	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	No	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	No	RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
Yes		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	No	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

ANNEX #3 - ABBREVIATIONS AND ACRONYMS

Activity Monitoring, Evaluation and Learning Plan	AMELP
Agreement Officer	AO
Agreement Officer’s Representative	AOR
Annual Work Plan	AWP
Automated Directives System	ADS
Child Early and Forced Marriage	CEFM
Commission Électorale Nationale Indépendante	CENI
Chief of Party	COP
Collaboration, Learning and Adapting	CLA
Civil Society Organization	CSO
Conseil National de Dialogue Politique	CNDP
CRM - Climate Risk Screening	
Code of Federal Regulations	CFR
Countering Violent Extremism	CVE
Deputy Chief of Party	DCOP
Disaster Risk Reduction	DRR
Democracy, Human rights and Governance	DRG
Development Objective	DO
Development Food and Nutrition Security Activities	DFSA
Food for Peace	FFP
Global Food Security Strategy	GFSS
Government of Burkina Faso	GoBF
Government of Niger	GoN
Health Services Delivery	HSD
Implementing Partner	IP
Initial Environmental Examination	IEE
Market and Nutrition	M&N
Monitoring and Evaluation	M&E
Niger Community Cohesion Initiative	NCCI
Nigeriens Nourishing Nigeriens	3N
Non-Governmental Organization	NGO
Notice of Funding Opportunity	NOFO
Office of Transition Initiatives	OTI
Participatory and Responsive Governance - Principle Activity	PRGPA
Positive Youth Development	PYD
Permanent Interstate Committee for Drought Control in the Sahel	CILSS
Public International Organization	PIO
Resilience & Economic Growth in the Sahel - Accelerated Growth	REGIS-AG
Resilience in the Sahel Enhanced II	RISE II
Request for Applications	RFA
Request for Categorical Exclusion	RCE
Sahel Collaboration and Communication activity	SCC
Sahel Development Partnership	SDP
Sahel Resilience Learning Activity	SAREL

Social Behavior Change	SBC -
United Nations	UN
United Nations Development Program	UNDP
U.S. Department of Agriculture	USDA
United States Government	USG
Violent Extremist Organizations	VEO
Water Security and Resilience	WSR
West and Central African Council for Agricultural Research and Development	WECARD/CORAF

ANNEX #4 - SAM QUICK START GUIDE FOR NEW FOREIGN REGISTRATION

SAM

SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Foreign Registrations

Helpful Information

SAM is the official **free, government-operated website** – there is NO charge to register or maintain your entity registration record in SAM.

What is an Entity?

In SAM, your company / business / organization is referred to as an "Entity." You register your entity to do business with the U.S. Federal government by completing the registration process in SAM.

What do I need to get started?

1. **DUNS Number:** You need a Data Universal Numbering System (DUNS) number to register your entity in SAM. DUNS numbers are unique for each physical location you want to register.
2. **NATO Commercial and Government Entity (NCAGE) Code:** Foreign entities must obtain a NCAGE code for each DUNS number they plan to register in SAM before you start the registration process.

How do I get a DUNS number?

If you do not have one, you can request a DUNS number for **free** to do business with the U.S. Federal government by visiting Dun & Bradstreet (D&B) at http://fedgov.dnb.com/webform

It takes up to 5 business days to obtain an international DUNS number.

How do I get an NCAGE code?

For instructions on obtaining a NCAGE, visit: http://www.dlis.dla.mil/Forms/Form_AC135.asp Make sure the name and address information you provide to get your NCAGE code is the same as what you used to get your DUNS number. It takes up to 3 business days to obtain a NCAGE code.

What about a Taxpayer Identification Number (TIN)?

You only need a TIN if your entity pays U.S. taxes. If you are a foreign entity that does not pay taxes in the U.S., do not enter a number in the TIN field during registration.

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address to activate the user account), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity, most likely "Business or Organization." Definitions are in the Content Glossary on the right side of the page.
5. Tell the system why you are registering in SAM. This determines what information you have to provide.
   - Are you interested in bidding on Federal contracts? If you say "Yes," you will complete all four sections in SAM.
   - Are you just interested in becoming eligible to apply for grants or other Federal financial assistance? If you say "No" to the contracts question and "Yes" to the grants question, you will only have to complete the grant-related information.

6. Complete your registration. On each page, required information that you must provide has a red asterisk (*) next to the name of the field. Here are a few helpful hints:
   - On the Business Information page, you will create a Marketing Partner Identification Number (MPIN). Write your MPIN down. It is used as a password in other government systems.
   - If you do not pay U.S. taxes, do not enter a TIN or select a TIN type. Leave those fields blank.
   - Only use the NCAGE code you got for your DUNS number. Remember, the name and address information must match on the DUNS and NCAGE records.
   - Make sure to select "Foreign Owned and Located" on the General Information page.
   - As a foreign entity, you do not need to provide Electronic Funds Transfer (EFT) banking information on the Financial Information page. If you do choose to provide this electronic banking information, it must be for a U.S. bank: SAM cannot accept foreign banking information. The remittance name and address are the only mandatory information for you on this page.
   - In the "Points of Contact" section, list the names of people in your organization who know about this registration in SAM and why you want to do business with the U.S. Federal government. These are called "Points of Contact" or POCs.

7. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you did not submit your registration. What happens next?
   - Once approved by the IRS (if you entered a TIN) and the Commercial and Government Entity (CAGE) system, you will get an email from SAM.gov when your entity registration is active.

Please give yourself plenty of time before your contract or grant application deadline. Allow up to 10 business days after you submit before your registration is active in SAM, then an additional 24 hours for other systems such as Grants.gov to recognize your information.

For help registering in SAM, contact the supporting Federal Service Desk (FSD) at https://www.fsd.gov/

IAE

ANNEX #5 - SAM QUICK START GUIDE FOR NEW GRANTEE REGISTRATION

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Grantee Registration

Helpful Information

What is an Entity?
In SAM, your company / business / organization is referred to as an "Entity." You register your entity to do business with the U.S. Federal government by completing the registration process in SAM.

SAM is the official **free, government-operated website** – there is NO charge to register or maintain your entity registration record in SAM.

What do I need to get started?

DUNS Number
You need a Data Universal Numbering System (DUNS) number to register your entity in SAM. DUNS numbers are unique for each physical location you are registering.

If you do not have one, you can request a DUNS number for **free** to do business with the U.S. Federal government by visiting Dun & Bradstreet (D&B) at http://fedgov.dnb.com/webform
It takes no more than 1-2 business days to obtain a DUNS number.

Taxpayer Identification Number
You need your entity's Taxpayer ID Number (TIN) and taxpayer name (as it appears on your most recent tax return). Foreign entities that do not pay employees within the U.S. do not need to provide a TIN. Your TIN is usually your Employer Identification Number (EIN) assigned by the Internal Revenue Service (IRS).

Sole proprietors may use their Social Security Number (SSN) assigned by the Social Security Administration (SSA) as their TIN, but are strongly encouraged to obtain a free EIN from the IRS by visiting: http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/How-to-Apply-for-an-EIN
Allow approximately two weeks before your new EIN is ready for use when registering in SAM.

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity. Definitions are in the Glossary to the right.
5. If you are registering in SAM.gov so you can apply for a Federal financial assistance opportunity on Grants.gov, and are not interested in pursuing Federal contracts, you will have a much shorter registration path. To chose this "grants only" path:
   - Select "No" to "Do you wish to bid on contracts?"
   - Select "Yes" to "Do you want to be eligible for grants and other federal assistance?"
6. Complete the "Core Data" pages:
   - Validate your DUNS information.
   - Enter Business Information (TIN, etc.) This page is also where you create your Marketing Partner Identification Number (MPIN). Write the MPIN down as it will serve as a password for you in other government systems. You will need it for your Grants.gov registration.
   - Enter your CAGE code if you have one, but remember, CAGE codes are tied to DUNS numbers and cannot be reused. Don't worry if you don't have a CAGE code for the DUNS number you are registering: one will be assigned to you after your registration is submitted. Foreign registrants must enter their NCAGE code before proceeding.
   - Enter General Information (business types, organization structure, etc.) about your entity.
   - Provide your entity's Financial Information, i.e. U.S. bank Electronic Funds Transfer (EFT) information for Federal government payment purposes. Foreign entities do not need to provide EFT information.
   - Answer the Executive Compensation questions.
   - Answer the Proceedings Details questions.
7. Complete the "Points of Contact" pages:
   - Your Electronic Business POC is integral to your Grants.gov registration and application process. Your Government POC will be used by other government systems, such as CAGE, when they contact you. List someone with direct knowledge of this registration for both of those POCs.
8. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you have not submitted your registration.
   - There are two external validation steps, one with the IRS and another with CAGE, after you submit. You will receive an email from SAM.gov when your registration is active.

Please give yourself plenty of time before your grant application submission deadline. Allow up to 7-10 business days after you submit before your registration is active in SAM, then an additional 24 hours for Grants.gov to recognize your information.

For help registering in SAM, contact the supporting Federal Service Desk (FSD) at https://www.fsd.gov/

IAE

ANNEX #6: PAST PERFORMANCE INFORMATION

1.	**Award Number:**
2.	**Contractor/Recipient (Name and Address):**
3.	**Type of Award:**
4.	**Complexity of Work: Difficult _______Routine _______**
5.	**Description, location, and relevancy of work:**
6.	**Dollar Value of Work : ______________________ Status: Active ____Completed _____**
7.	**Date of Award: ______________** **Award Completion Date (including extensions): __________________**
8.	**Type and Extent of Subawards:**
9.	**Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer 's Representative (and other references as applicable):**

ANNEX #7: RESOURCES
This list is a sample of resource material; however, it is not exhaustive.

Sahel Regional

- USAID SRO Key Documents website
  https://www.usaid.gov/sahel-regional/newsroom/documents

- RISE II Technical Approach Working Paper
  https://www.usaid.gov/documents/1860/usaid-resilience-sahel-enhanced-ii-technical-approach-working-paper

- Summary of RISE gender analysis
  https://www.usaid.gov/documents/1860/summary-rise-gender-analysis

- Sahel Youth Analysis
  https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis

- REGIS-AG Cowpea Value Chain and End Market Assessment
  https://www.usaid.gov/documents/1860/usaid-regis-ag-cowpea-value-chain-and-end-market-assessment

- REGIS-AG Poultry Value Chain and End Market Assessment
  https://www.usaid.gov/documents/1867/usaid-regis-ag-poultry-value-chain-and-end-market-assessment

- REGIS-AG Small Ruminants Value Chain and End Market Assessment
  https://www.usaid.gov/documents/1867/usaid-regis-ag-small-ruminant-value-chain-and-end-market-assessment

- REGIS-AG mid-term evaluation
  https://pdf.usaid.gov/pdf_docs/PA00TFQT.pdf

- RISE mid-term performance assessment (Phases 1 and 2)
  https://www.usaid.gov/documents/1860/resilience-sahel-enhanced-midterm-performance-assessment-phase-1
  https://www.usaid.gov/documents/1860/resilience-sahel-enhanced-midterm-performance-assessment-efficacy-review

- Cost-benefit analyses
  https://pdf.usaid.gov/pdf_docs/PA00TC85.pdf

Niger

1. **Global Food Security Strategy (GFSS) Niger Country Plan:**
   https://www.usaid.gov/sites/default/files/documents/1867/Niger_Country_Plan_Final_Public_Scrub_Clean_WSEdits_8.13.pdf

2. **Climate Change Information and Assessments:** https://www.climatelinks.org/countries/niger

3. **Drivers of Malnutrition in Niger: Analysis of Secondary Data Sources**. USAID SPRING. https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring_drivers_of_malnutrition_in_niger_0.pdf

Market Systems

- USAID Global Food Security Strategy (GFSS) Technical Guidance Market Systems and Value Chain Programming. https://www.feedthefuture.gov/wp-content/uploads/2018/03/GFSS_TechnicalGuidance_MarketSystemsValueChains.pdf

- A Framework for Inclusive Market System Development. USAID LEO. https://www.marketlinks.org/library/framework-inclusive-market-system-development

- Lessons on Promoting Systemic Change in Shallow Markets. DFAT's Market Development Facility. https://www.marketlinks.org/post/lessons-promoting-systemic-change-shallow-markets

- Markets in Conflict Areas. Northeast Nigeria Joint Livelihood And Market Recovery Assessment. Mercy Corps. https://www.mercycorps.org/sites/default/files/Northeast%20Nigeria%20Joint%20LMRA%202017.pdf

- Value Chain Approach and Conflict-Affected Contexts. https://www.marketlinks.org/good-practice-center/value-chain-wiki/value-chain-approach-conflict-affected-contexts

- Building Market Systems to Empower Women in Fragile and Conflict-Affected States. SEEP Webinar. https://seepnetwork.org/Webinar-Post/Building-Market-Systems-to-Empower-Women-in-Fragile-and-Conflict-Affected-States-Webinar

Nutrition

- Convergence and Tension in Nutrition-Sensitive Agricultural Market Development GFSS Activities. USAID Discussion Paper. https://www.usaid.gov/what-we-do/global-health/nutrition/technical-areas/convergence-and-tension-nutrition-sensitive

- USAID Global Food Security Strategy (GFSS) Technical Guidance Nutrition. https://www.feedthefuture.gov/wp-content/uploads/2018/03/GFSS_TechnicalGuidance_Nutrition.pdf

- Designing Effective Nutrition-Sensitive Agriculture Activities. USAID SPRING. https://www.spring-nutrition.org/publications/training-materials/designing-effective-nutrition-sensitive-agriculture-activities

- Understanding the Women's Empowerment Pathway. USAID SPRING. https://www.spring-nutrition.org/publications/briefs/understanding-womens-empowerment-pathway

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