**Notice of Funding Opportunity Number: SOL-669-15-000021**
**Feed the Future Liberia Agribusiness Development Activity**

Issuance Date: June 26, 2015
Deadline for Questions/Clarifications: July 10, 2015: 1700 hrs. Liberian Time
Closing Date: July 31, 2015
Closing Time: 1700 hrs. Liberian Time

Subject: Notice of Funding Opportunity (NFO) Number SOL-669-15-000021;

Program Title: Feed the Future Liberia Agribusiness Development Activity

Ladies/Gentlemen:

The United States Agency for International Development (USAID) Mission in Liberia is seeking applications for a cooperative agreement from qualified and eligible organizations to fund a program entitled "Feed the Future Liberia Agribusiness Development Activity in Liberia". Eligibility for this award is not restricted. See Section C of this NFO for eligibility requirements.

Subject to the availability of funds, an award will be made to responsible applicant(s) whose application(s) best meets the objectives of this Notice of Funding Opportunity and the selection criteria contained herein. While one award is anticipated as a result of this Notice of Funding Opportunity (NFO), USAID reserves the right to fund any or none of the applications submitted.

For the purposes of this NFO the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer". Eligible organizations interested in submitting an application are encouraged to read this NFO thoroughly to understand the type of program sought, application submission requirements and evaluation process.

To be eligible for award, the applicant must provide all information as required in this NFO and meet eligibility standards in Section C of this NFO. This funding opportunity is posted on www.grants.gov, and may be amended. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity. Applicants will need to have available or download Adobe program to their computers in order to view and save the Adobe forms properly. It is the responsibility of the applicant to ensure that the entire NFO has been received from the internet in its entirety and 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 NFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

The successful Applicant will be responsible for ensuring the achievement of the program objectives. Please read each section of the NFO.

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 (NFO) 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,

Gerald Smith
Supervisory Agreement Officer
USAID Liberia

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## SECTION A: PROGRAM DESCRIPTION

### a. Program Description

The Feed the Future Liberia Agribusiness Development Activity is designed to provide broad support to agricultural development and food security initiatives at the community and national levels in Liberia. The Activity supports forging innovative partnerships with the private sector to leverage new resources and maximize impact in support of its development efforts. The goal of the Activity is to expand access and use of agricultural inputs, and post-harvest handling, processing, packaging and marketing services, broadly applicable to raising incomes for Liberian small-holder farmers (SHF).

### 1. Background

At the World Summit on Food Security in Rome in November 2009, summit leaders declared that "Food Security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life." The summit also noted that "the effects of longstanding underinvestment in food security, agriculture, and rural development have recently been further exacerbated by food, financial and economic crises, among other factors."

Liberia has significant agriculture productivity potential, but decades of mismanagement and fourteen years of civil war have severely undermined the development of the sector. Serious constraints continue to hamper the sector, including developing needed human and institutional capacities; rehabilitating and building physical infrastructure; making improvements in agricultural productivity; and the need to support market accessibility and market linkages as critical components of the agriculture sector and the economy of the entire country. In 1974, Liberia produced 87 percent of its grain consumption requirements, but rice production fell 76 percent between 1987 and 2005[1]. Although some improvements have been made since 2006, Liberia still relies heavily on food imports to meet domestic requirements of staples, vegetables, pulses, chicken, meat, and condiments. Agriculture productivity is very low, post-harvest losses are exceptionally high, reaching up to 45 percent in some areas, and value chains are severely underdeveloped[2]. Notwithstanding these significant constraints, agriculture remains the mainstay of Liberian economic activity. Agriculture accounted for one half of GDP in the post- war period, and more than two-thirds of Liberians depend on agriculture for their livelihood; women and children are particularly dependent on the sector[3].

Liberia has long benefitted immensely from the tree crop (e.g. rubber, oil palm and, to a lesser extent, cocoa and coffee) sector as a generator of much-needed state revenues and creator of employment for many Liberians. According to the International Labor Organization's (ILO), report, *A Rapid Impact Assessment of the Global Crisis on Liberia* (November 2009), production of rice, rubber, and cassava are the most significant activities within the agriculture sector; a sector that accounts for the largest share of Liberia's GDP. According to the ILO's 2009 report, rubber

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[1] IMF. (2008). *Liberia: Poverty reduction strategy paper.* Washington, D.C.: IMF Publication Services.

[2] *MOA/FAO. (*2010).*The state of food and nutrition security in Liberia.*

[3] Ministry of Agriculture (MOA). (2009). *Liberia agriculture sector investment program.*

accounted for 78 percent of the total value of Liberia's exports in 2008. According to reports (web page http://www.tradingeconomics.com/liberia/exports, visited October 5, 2014), Liberian exports decreased from 53.20 USD Million in May of 2014 to 34.80 USD Million in June of 2014, a period during which Ebola began to have a major impact on the Liberian economy. Rubber now accounts for only 65 percent of exports mainly due to the President's ban on unprocessed rubber from the country; a measure that was taken in a bid to encourage in-country processing of rubber in order to provide economic activity and job creation in the country. Rubber, cacao, and coffee account for 22% of the national GDP. Other cash crops grown in Liberia include fruits (e.g. plantain/banana, pineapple, mango and citrus) and vegetables (e.g. peppers, onions, sweet potatoes, okra, etc.). Food crops such as rice and cassava are also extremely important crops in the country. Rice is Liberia's staple and most important food crop and is central to the country's food security, job creation, household welfare, and political stability. Increasing and sustaining the production of this important crop among smallholders is crucial for employment generation and reducing pressures on the national budget from the Government of Liberia's (GoL's) support of rice imports.

**Table 1. Illustrative agriculture value chains in Liberia**

| Value Chain | End product/Value-added products | Uses | Processing technologies that may be required for value chain |
|---|---|---|---|
| Rice | Rice; breakfast cereals; pudding and other desserts; casseroles and stir-fry recipes; beer; rice flour; vegetable oil; bird/livestock feed; etc. | Nutritious foods for humans and livestock | Cold chains, dryers, grading, sorting, packaging, transportation, storage or warehousing, standards and quality control, and marketing (e.g. regional markets and high-value customers including embassies or Missions, super markets, hospitals, schools, universities, community shops, etc.). |
| Cassava | Gari, cassava flour, foo-foo, domboy, GB (Gaengba), Dippor, etc. | Nutritious foods for humans and livestock | |
| Fruits and vegetables | (Fresh, dried, frozen, etc.) Fruits and vegetables; juice and ciders; wines; jams, (and jellies, marmalade, fruit cheeses, etc.); sauces (and pickles, chutney, pickles, etc.); tinned/canned fruits and vegetables; medication; etc. | Nutritious foods, drinks, medication, etc. for humans and livestock; etc. | |
| Rubber | Household plastic materials (chairs, tables, crates, PVC pipes, poly tanks, tubs, dishes, etc.)<br><br>Slippers (or flip-flops)<br><br>Pencil-mark erasers, toys, gloves, elastics, etc. | Various household and farm uses<br><br>Footwear<br><br>Schools, homes, offices, etc. | Threshers, dehullers, mills, parboilers may be specifically needed for rice; peelers, cutters and graters for cassava, and salting or brine and molasses for fish and fruits and vegetables; and dehullers also for cocoa and coffee. |
| Oil palm | Crude palm oil,<br>Palm oil<br>Palm kernel oil<br>Other products | Cooking oil (may be eaten raw);<br><br>Manufacture of soap<br>Biofuel<br>Mulch, fertilizer<br>Animal feed | Post-harvest handling, processing and transportation of products require particularly great care in order to ensure proper quality and safety; so that the nutritional values of the products can be retained and debilitating effects of product-borne illnesses are avoided. |
| Cocoa | Cocoa tea, chocolates, candies | Cocoa tea, chocolates, candies<br>Manufacture of soap | |
| Coffee | Raw Coffee, Processed Coffee, etc. | Manufacture of soap | |

| | | | |
|---|---|---|---|
| Livestock (goats) | (Fresh, dried, smoked, frozen, etc.) goat meat; goat cheese; goat milk<br><br>Hides/leather | Nutritious foods for humans<br><br>Belts, shoes, jackets, | |
| Fish | (Fresh chilled, dried, smoked, frozen, etc.) fish; tinned/canned fish; fish oil; fish meal; etc. | Nutritious food fo humans; s r livestock feed for fertilizer and fish | |
| | | | |
| **Target** | Local & regional markets; NGOs; donors; private sector; artisanal community; farmers; etc. | | |
| **Major actors** | Private sector (distributors, etc.); local and regional markets; artisanal community; farmers; NGOs; donors; etc. | | |
| **Supporting** | Public sector; NGOs; donors | | |

Smallholder farmers in Liberia are also highly involved in livestock and fisheries but these two sub sectors have not been a major focus of Government of Liberia. For instance, according to the Ministry of Agriculture (MOA), Liberia has an estimated 2 million hectares of pastureland but the livestock sector accounts for only 14% of agricultural GDP (MOA 2007); approximately 47% of rural and semi-urban Liberian households are engaged in poultry production, and approximately 5% of farming families own pigs and goats, according to the United Nations (UN 2006). Fish provide a relatively cheap source of protein for the population when compared to poultry and other livestock.

The fisheries sector currently supplies the protein needs for about 65% of Liberia's population; and its contribution to the national GDP was 3.2% during 2005, according to FAO (2007). During this period, it was estimated that about 5,000 fishermen and women annually produced about 20,000 tons of fish. According to the Fishery Committee of West Central Gulf of Guinea (a sub-regional committee of fisheries in the west central part of the Gulf of Guinea, established by the Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic Ocean), Liberia has an area of about 20,000 $km^2$ of fishing ground extending to 200 nautical miles. There is little doubt that the sub sector provides a large percentage of the fish consumed locally in Liberia and that artisanal fisheries provide employment and incomes for a large number of Liberians, including women, in the processing and marketing of fish. However, it is also clear that a large quantity of fish spoil daily as smallholder actors in the fish value chain do not have access to cold chains or other facilities for proper and sanitary processing or storage of fresh fish and fish products. As a result, many fish vendors end up selling their product at well below market prices and many consumers end up buying poor quality fish in the process. Table 1 describes features of important crop, livestock and fish value chain products in Liberia. The lower rows of the table lists target markets together with major actors and supporting actors in scaling these value chains.

Agricultural inputs (including fertilizers and animal feeds; crop and animal protection chemicals; seeds/planting materials and animal breeding stocks; soil, water, and other natural resources; agricultural machinery (including processing and storage machinery) and infrastructure; credit and insurance products; advisory and information services; and labor, knowledge and skills) must be available, accessible, reliable, and effectively used if smallholder farmers (SHFs) are to supply larger food markets, lower prices and increase smallholder incomes. Judicious use of inputs (including soil and water and other natural resources), through input-related knowledge acquisition and application, is also vital for SHFs to contribute to maintaining a cleaner environment, reducing post-harvest losses, and sustaining higher production and income levels. However, agricultural input insecurity (analogous to food insecurity) is pervasive in Liberia. The GoL Comprehensive Food Security and Nutrition Survey launched in June 2013 recommended, among other things, providing SHFs and farmer organizations with agricultural inputs including appropriate equipment and training to reduce pre- and post-harvest losses; increasing the availability of fertilizers and vegetable seeds to encourage crop diversification; and increased use of small machinery (e.g. tractors and parboiling and milling machines). In 2011, USAID launched the five- year Food and Enterprise Development (FED) activity as the flagship of Liberia's Feed the Future (FtF) Strategy. FED targets four value chains: rice, cassava, goats and vegetables. The Feed the Future Liberia Agribusiness Development Activity will further focus on strengthening market opportunities along commodity value chains, not necessarily only the FED-focused four value chains.

In the context of the Feed the Future initiative, the end market for input supply systems is the SHF. Much of the initiative's strategy depends on small holder uptake of profitable agriculture technologies which largely depends on a well-functioning agriculture input system. For many smallholders, especially those working on staple commodities, the inputs needed to move along the production- to-commercialization pathway are not available or affordable and supply is not reliable. In many other cases, many small holders do not know how to profitably use inputs to maximize outputs. FtF activities have trained farmers in the use of pesticides, fertilizers, small machinery and processing and have assisted entrepreneurs in establishing input retail outlets in three counties. The FtF strategy also emphasizes gender considerations (including women's labor, skills and knowledge); well defined roles for the public and private sectors; diversified small holder farming systems; competitive market models; regional and global synergies; and adaptability and risk reduction as pivotal to developing, strengthening or transforming agricultural input and output systems.

Through FtF and other programs, the US Mission in Liberia has made sizable investments in staple crops, vegetables, tree crops, livestock, and non-timber forest products, and in improving agricultural production and productivity at the community level. However, with the few exceptions initiated by the FED Activity (e.g. rice and cassava processing sites) and some limited work in the oil palm sector, post-harvest processing facilities in Liberia still remain under-developed, resulting in shorter shelf-life of produce and increased product loss during transportation. Furthermore, lack of post-harvest processing such as grading, cleaning and quality control of fresh produce has resulted in low demand of locally grown produce in domestic markets. The GoL Agriculture Sector Investment Plan (LASIP) identified this lack of post-harvest processing facilities as a key issue/ constraint in the growth of the agriculture sector. Although some initial piloting work has been done in post-harvest processing, value addition, and marketing facilities, these areas need to be expanded upon and are necessary to realize the true potential of investment at the community level.

Energy is one of the major determinants of a country's growth and progress. The poor state of (major and feeder) roads and agricultural energy are major constraints to commercial agriculture in Liberia. To reduce production costs and post-harvest losses, minimize negative impacts on the environment, and achieve sustained economic growth, agricultural industries (e.g. irrigation, food and fiber production, food processing, etc.) require energy-efficient technologies and management practices. The absence or lack of use of cold storage facilities or post-harvest commercial opportunities is amongst the largest challenges to commercial agriculture in Liberia. Improper storage results in significant degradation of product by the time it reaches the market and reduces opportunities for export and/or value added processing for income generation. Moreover, without appropriate storage techniques or institutional buyers, farmers are forced to sell their product directly at the time of harvest, when prices are lower, in lieu of storing for off- season/higher value sales. Marketing costs of agricultural inputs can be reduced by investments that lower the costs of transportation, which will lower prices for farmers and increase the profits for input suppliers. Reduced port fees and fuel taxes will also lower farmers' prices and increase suppliers' profits.

Local capacity to reduce postharvest loss and promote processing and handling technologies and strengthen markets is low. It is worth acknowledging that smallholder farmers are experienced in what they grow; however, they need help with preparing their produce -including packaging, storage, distribution and marketing – to meet evolving market and consumer demands. In Liberia however, institutions or facilities, as well as trained personnel that are focused on or specialized in agro-processing technologies, are generally either non-existent or operate at very low technological levels. Apart from the large scale concessions in palm oil and rubber, some efforts are also being made to establish agricultural processing entities that will benefit small holder farmers cultivating oil palm, rice, cassava, and cocoa. While there are some successes, these are limited to select communities. A wider dissemination of other processing technologies for more crops and for the broader population is needed to transform the agriculture sector. Currently neither the private nor public sectors are able to provide these services to the scale required.

## 2. The Feed the Future Multi-Year Strategy

The Feed the Future Liberia Multi-Year Strategy (MYS) works across many complementary components to increase food security, including support of domestic food production in Liberia by focusing on improving agricultural productivity among SHFs. The Feed the Future MYS recognizes that access by SHFs to affordable and quality fertilizers, seeds and plant cuttings is essential to supporting the development of Feed the Future selected value chains. In addition, smallholder farming is facing significant labor constraints due to rapid urbanization and non-farm employment opportunities, making the introduction and scale up of low cost, small scale mechanization critical to addressing these constraints. It is expected that low cost, small scale mechanization will improve smallholder agricultural production efficiencies, contribute to making smallholder agriculture profitable and make agriculture more attractive as a vocation, especially to the large number of unemployed youth. As such, the Feed the Future MYS focuses on strengthening the rice, cassava, vegetable and goat value chains through investments that work with private sector-led change agents to strengthen their capacity and expand access to improved technologies, management practices, finance, and market information. FtF works with the private sector and lead farmers to create a network of agricultural input retailers in rural areas to make available affordable machinery, fertilizer, and chemical inputs and multiply improved varieties of rice, vegetable seed and cassava planting materials. Through these investments, FtF aims to increase the capacity of the private sector to provide critical agricultural support services. FtF is also making investments to support small scale mechanization that includes rice and cassava processing facilities, rotary rice weeders, treadle pumps, and power tillers.

FtF is also working with commercial banks to improve access to finance for farmers, SMEs and other private sector stakeholders in the agricultural sector. More broadly, the Mission recognizes the need to improve access to finance in the agricultural sector, particularly micro-finance. The Mission has a Development Credit Assistance (DCA) program with two local partner banks in Liberia (Eco Bank and International Bank) that has set a lending goal of US$ 12 million in eight sectors, one of which is agriculture. The recently concluded Small Holders Oil Palm Support Activity (SHOPS) collaborated with Afriland First Bank and the Central Bank of Liberia to establish a Micro Community Credit (or MC2) financial institution in a rural community. The MC2 facility is currently handling GoL payroll in the community.

Despite these efforts, agriculture lending remains a challenge. Many of the target smallholder beneficiaries are too small to qualify for commercial bank loans. In addition, the few established agricultural enterprises that are big enough are also having a hard time accessing credit, as agricultural lending is generally new to commercial banks and agricultural loan products are yet to be developed. A complementary USAID/Liberia access to finance program, the Liberia Investing for Business Expansion (IBEX) Activity is working with these enterprises but has found that lending requirements, including those of DCA partner banks, are making accessing agricultural credit very difficult. DCA partner banks often require a deposit of 20 percent of the value of the loan, collateral value of over 100 percent of the value of the loan and charge high interest rates (over 15 percent). ECOBank and International Bank Liberia currently have only 0.03% of their lending portfolios dedicated to agriculture and are utilizing only 25% of the DCA loan guarantee. Moreover, these banks generate healthy income from short-term high interest trade finance with the large volume of import trade in Liberia. In addition, the banks are generating healthy income on fees with the high volume of international transactions (mining and agricultural commercial interests (exports), donors, trade transactions, Liberians in the Diaspora). As such, commercial banks in Liberia are not incentivized to diversify into agricultural lending. Lending to the agriculture sector requires longer term lending, and is considered more risky and less profitable because of longer term lending and higher transaction costs.

To many of these institutions, agricultural lending is a new business and one they are hardly willing to undertake. The few banks and micro-finance institutions that traditionally lend to agriculture have stringent terms that cannot be met by most agricultural borrowers. They also have significant poor performing loan portfolios, limiting their capacity to lend to the few borrowers who may qualify for their loans. A few private sector actors have partnered to establish agricultural input services and sales to rural areas, including providing inputs on credit. These rural distribution networks sell fertilizers, seeds, and pesticides on credit while also providing free extension services. However, their reach is very limited. In addition, a few lending institutions have small agricultural lending portfolios that target smallholders of the kind that Feed the Future is targeting and offer free extension as a part of their loan package. Some of these institutions have tentative plans to establish leasing programs for small scale machinery.

## 3. Problem Statement

Despite the importance of agriculture to the country and people of Liberia, the sector has received only three percent or less of the GoL's annual budget in recent years (http://mof.gov.lr/doc/Budget%20Framework%20Paper%20FY13%20-14.pdf), a level that falls far short of the GoL's Comprehensive Africa Agriculture Development Program (CAADP) commitment to allocate at least ten percent of its annual budget to the agriculture sector. It is important to note how little the GoL is able to allocate to the sector (see Figure 1 in the Annex at the end of this document), especially relative to what the country receives from donors to support the sector and the great degree of the country's dependence on the sector. The country still imports most of the staple food of its people. The vast majority of farmers and other actors engaged in agriculture (or those who are planning to engage in it) have many challenges to effectively compete in local agriculture markets including lack of adequate access and information about agriculture inputs, challenges in addressing post-harvest losses on small, fragmented plots, and lack of opportunity to engage profitably in the packaging, transport and marketing of their products.

Furthermore, inadequate availability of, access to, and utilization of nutritious food is common across the country and critically affects the development of viable agriculture and agro-industries in the country. Among smallholders and in rural areas, these problems are compounded.

Table A1 in the Annex illustrates the root causes of the high postharvest losses, which the Activity Design Team illustrates in the following way:

> Smallholder households are generally characterized by low total and monetary incomes, with limited consumption and expenditures, a poorly developed monetary economy, and relatively thin (small trade volumes) markets for agricultural inputs, outputs and finance, consumer goods and services, etc., which are prone to large seasonal variability in demand and supply. Co-existing with these challenges are poor roads, weak energy telecommunications, and information (e.g. on prices, new and innovative technologies, and potential contracting partners) infrastructure, and difficulties in enforcing contracts. These conditions pose significant problems for supply-chain development needed for agricultural intensification. Additionally, these conditions are exacerbated by the fact that such development may require significant simultaneous and complementary investment by a number of market participants. Such investments incur high transaction costs to obtain protection against inherent risks and, therefore, are prone to a high risk of transaction failure.

Postharvest losses are high in Liberia because there is little investment in postharvest technologies; the vast majority of actors in agriculture value chains lack basic training and skills to prevent postharvest losses; there is inadequate agro-processing, storage and marketing infrastructure and equipment; postharvest input supply chains are either lacking or are inadequate and largely unintegrated; and agricultural extension advisory systems are inadequate. These conditions result in high post-harvest losses for smallholder value chain actors who are inaccessible due to, among other things, bad road conditions and little or no development or implementation of policies that support agriculture.

## 4. Activity Goal

The goal for the Feed the Future Liberia Agribusiness Development Activity is to expand access and use of agricultural inputs, and post-harvest handling, processing, packaging and marketing services broadly applicable to raising incomes for Liberian small-holder farmers (SHF).

## 5. Activity Objectives

The objective of the Feed the Future Liberia Agribusiness Development Activity is to promote and strengthen private sector investment in the supply, distribution, and management of agricultural input systems including advisory and information services (capacity building); post-harvest processing and marketing technologies and practices; and other support facilities and services to promote efficient and effective private sector led, sustainable agricultural input, processing and marketing systems for agricultural commodity value chains in Liberia.

**Justification/Policy Relevance of Activity: Relationship to Liberia's CDCS (Country Development Cooperative Strategy), Feed the Future Multi-Year Strategy (MYS), and LASIP (the Liberia Agricultural Strategy and Implementation Plan)**

The mission's CDCS including the agriculture and private sector strengthening strategy is rooted in the Liberian Agenda for Transformation and the Liberian Agriculture Sector Investment Plan. The Feed the Future Liberia Agribusiness Development Activity is consistent with the mission's Economic Growth (EG) Development Objective (DO) #2 (Sustained, Market-Driven Economic Growth to Reduce Poverty); the overall Mission Strategic objectives in poverty alleviation, food security, capacity building, and increased participative governance; and will support USG efforts towards achieving results of the Feed the Future MYS.

Specifically, the Activity is expected to:

- Contribute directly to achieving Liberia's Country Development Cooperative Strategy (CDCS) Intermediate Results (IR) IR 2.1: Food Security Enhanced, and its Sub-IR 2.1.2: Agriculture sector growth increased and sub-sub IR 2.1.2.1: selected value chain strengthened);
- Complement Mission efforts made under CDCS IR 2.2: Natural Resources Managed Sustainably (and its Sub-IR 2.2.2: Sustainable forestry management enterprises strengthened) by availing post-harvest facilities and services to beneficiaries of investments made under this IR;
- Contribute directly to CDCS IR 2.3 (Enabling Environment Supports Private Enterprise Growth).

The Feed the Future Liberia Agribusiness Development Activity is expected to support the achievement of the Liberia Feed the Future Results Framework contributing to:

- IR 1: Improved agricultural productivity through increased use of improved seed varieties and plant cuttings, fertilizers and technologies and management practices that decrease post-harvest losses;
- IR 2: Expanding markets and trade as production expands and generates surpluses through improved seed, plant cuttings, appropriate use of fertilizers, less post-harvest losses allowing former subsistence SHFs to begin to trade those surpluses leading to new markets and deeper existing markets;
- IR 3: Increased private sector investment in agriculture and nutrition and related activities; and

- IR 4: Increased agricultural value chain productivity resulting in expanded on-and off-farm employment.

Furthermore, the Activity is consistent with the USAID Local Solutions Initiative and related Implementation and Procurement Reform (IPR), as well as the GoL's Comprehensive Food Security and Nutrition Survey (CFSNS) which recommended, among other things, providing SHFs and farmer organizations with a wide range of agricultural inputs.

Post-harvest practices & actors and services are essential to reducing post-harvest and transportation losses, increasing food shelf life and improving the marketability of agricultural commodities. These facilities and services will complement the Mission's other activities and support the Liberian private sector and other beneficiaries along agriculture, agro-forestry and forestry value chains. These activities include PROSPER, LAUNCH, FIFES, IBEX, and SHOPS II, as well as other future USG investments in Food For Peace development assistance programming. Considerable investments are being made in the Liberian agriculture sector by the GoL, USAID, and other donors such as the Swedish Development Agency (SIDA), the World Bank and the African Development Bank. These investments have varied focus in terms of targeted agricultural commodities, types of engagement along value chains and geographic focus. Perhaps more importantly, there are numerous Liberian private sector actors working to advance agribusiness services and establish themselves as profitable businesses. The Activity complements these efforts by supporting the creation of and strengthening post-harvest facilities and services in the private sector that are necessary for upstream value addition and marketing. It is important that the Activity coordinate closely with other USG programs, GOL, other donors, and private sector actors to avoid duplicative efforts, leverage the investments of other stakeholders and respond creatively and flexibly to opportunities that emerge across and within value chains.

The GoL, through LASIP and other policy documents, has clearly identified processing and value addition in agriculture as a priority investment area. A request for support to post-harvest processing was specifically made at the US-Liberia Partnership Dialogue in Washington DC in early 2013, in support of the agriculture sector and numerous studies have validated the lack of these services as a constraint to development of the agricultural economy.

## 6. Activity Approach/Principles

Best Practices and Efficient and Effective Resource Use

Access to agricultural inputs is at the heart of this Activity and engages USAID in the strategic and powerful aspect of agricultural enterprise and agricultural rural development where private sector engagement, participation, and leadership can be pivotal. Best practices suggest the importance of identifying and accommodating community- and situation-specific needs. This will require innovative and collaborative approaches as well as efficient and effective use of resources.

Banks and other financial institutions are generally not inclined to lend to SHFs and their lending requirements (including high interest rates, collateral requirements, etc.) make accessing agricultural credit extremely difficult. Thus, private sector investments and engagement to make affordable agricultural inputs and agricultural processing and marketing systems available is essential. By encouraging and achieving increased investment and partnership in these areas, it should be possible to advance the development of services and make private enterprises more viable. For example, resource partnerships described as Public Private Partnerships (PPPs) and/or Global Development Alliances (GDA) can contribute to objectives of this Activity. Viable partnerships are possible with a multitude of public and private institutions and it is these partnerships and the business networks that they support which may be most likely to ensure the sustainability of the Activity interventions over the long run.

Successful and strong coordination amongst and outside of these activities will broaden and leverage the efforts of other actors in the sector and strengthen the interactions of the network of input supply and distribution systems and post-harvest enterprises and services that will facilitate improved market access to rural producers and also make Liberian products more marketable.

The design team considered the importance of interventions and institutional arrangements necessary to support the sustainability of the activity and to provide services and operate into the future, after the Activity ends This effort will require balancing the immediate needs of farmers, entrepreneurs and other stakeholders with an appreciation that these same private sector actors will ultimately lead and manage the sector on their own. In the final years of the activity, for example, technical and programmatic assistance may be more in the nature of an advisory role to networks of well-functioning businesses, but with the possibility of some continued financial support as necessary. The creativity, innovation and expertise of the implementing partner will define the scope of support throughout the lifespan of the activity, ultimately leading to a sustainable network of private sector service providers who play a positive role in advancing private sector growth.

## 7. Activity Components

When farmers boost and sustain production and diversify production and income, they are more resilient. This Activity has three interrelated components, described below. All three components of the activity imply close coordination and strengthening of agricultural cooperatives, individual entrepreneurs and business organizations. The design of each component is relevant to county and national programs responding to the specific challenges of enhancing food security and reducing rural poverty. There are many opportunities within each component to collaborate with and support other community- and county-level investments.

### Component 1: Supporting private sector investment in agricultural input systems

Agriculture and agriculture-related activities are the main source of livelihood for Liberia’s rural population. Especially during the planting season, farmers face soaring prices of inputs. Fertilizer is one type of input that is extremely important. The cost of fertilizer for SHFs in Liberia is more than three times the cost compared to other markets in most of the rest of the West African region. Other types of inputs include not only seeds, cuttings and fertilizer access, but also mechanized equipment, access to credit (including micro-finance), pesticides and other inputs. By providing farmers with appropriate and affordable inputs (including appropriate training, improved seeds or planting materials, and small machinery), farmers can boost and sustain production, diversify production and income. By strengthening the private sector as deliverers of these inputs through novel business and support models appropriate to the Liberian context, competition amongst providers will increase and services should become more available and affordable. By focusing on ways to strengthen input access, the Activity will also contribute to cooperatives, businesses and institutions best able to promote income generation for a broad range of stakeholders.

Investments in agricultural input systems can lead to many positive outcomes, including promoting participatory input use and trial and making farmers aware of existing and innovative practices and technologies.

Information from previously conducted analyses of current agricultural production and market demand studies may be highly instructive and relevant. The partner may need to fill information gaps. In order for investors to make better decisions, there may be a need for further assessments, including, for example, an assessment of the demand for specific products and services and value chain gap analyses. The Agribusiness Commercial Legal and Institutional Reform diagnostic (AgCLIR) has been recently completed in Liberia. However, value chain gap analyses are still not completed for many commodities. The implementing partner (IP) will doubtlessly wish to review, analyze and gather information to coordinate with stakeholders and determine whether existing data or analysis contains the needed information.

Analysis will be useful in aligning SHFs with market demands, opportunities, and competitiveness which, in turn, will inform their decision-making in production, processing and marketing processes. Local public and private sector actors can also help to identify the potential investor/partners and may help to develop support studies to attract investment and commitment. The nature and depth of the analyses, technical assistance and studies is entirely up to the ADA Activity to describe and validate.

The Feed the Future Liberia Agribusiness Development Activity can promote more inclusive financial services. USAID studies and programs in other countries have demonstrated that establishment and utilization of digital financial services (DFS) including mobile money can enhance commercialization by farmers and increase input use and household income. The use of DFS promotes increased savings and purchase of farm inputs, smoothing of cash flow management, and linking to downstream value-added services such as market price information and index-based crop insurance.

**Component 2: Support private sector investment in post-harvest handling support, storage, packaging, transporting, marketing and auxiliary services**

Effective business networks serve as facilitators, connectors, educators, and advocates. Farmers and entrepreneurs along agriculture value chains can benefit from these improved networks, including access to market information, access to trainings and innovating technologies, strengthened linkages with other businesses, and many other benefits and services. Such networks can also facilitate trainings in, e.g., post-harvest storage and handling techniques, and packaging and marketing services and help investors and local private sector actors improve practices. There are many local value addition opportunities but few activities and little extension support across Liberian commodities that model innovative opportunities and practices available to Liberians. Some of these processing and value addition technologies are simple but not widely practiced. Almost all private sector actors will benefit from strengthened private sector networking and facilitation to enhance competitiveness. These networks will also aim to orient producers and processors to become more sensitive to price and other market signals to inform their production decisions; adoption of best practices to meet product quality standards, source financial services to expand economic activities, and improve collective bargaining with both input suppliers and output buyers. Due to the wide range of commodity post-harvest opportunities in Liberia, “selectivity” will be important in choosing value addition techniques that have the potential to affect large numbers of people, increase competitiveness in the market, raise incomes and reduce food insecurity. SHFs in Liberia presently have various challenges in effectively marketing their produce. In some cases, agricultural markets that ensure the efficient flow of goods from farmer to end consumer share common constraints across crops, while other issues are limited to the specific value chains. Many of the farmers producing staples, vegetables and tree crops in rural areas are selling to local weekly markets, where demand and supply are not consistent. In many cases, a household’s desperate need for cash at certain times of the year forces farmers to sell at a lower price than otherwise possible. Women are often completely shut out of market transactions. Most of the smallholders are not organized into cooperatives or other formal groups. Instead they are trading in local markets with inconsistent demand and lack of proper storage facilities that cause farmers to sell at a low price. Essentially, lack of post-harvest handling technologies and know-how, as well as inconsistent sorting and grading techniques, have limited farmers’ incomes.

Agribusinesses and capable farmer associations and organizations can make smallholder agricultural processing and marketing services more scalable and sustainable. To create strong incentives for partnerships within component 2, the Activity may provide sub-grants; facilitate public-private partnerships, or other appropriate models of financial and technical support that assists the private sector and farmers. The objective of this component is to support private sector investment in post-harvest handling and processing and auxiliary services more available. To achieve growth in this sector, market information, technological innovation and post- harvest services will have to be more widely known, more widely understood as profitable and ultimately more widely practiced. The measure of success would therefore be the degree to which farmers and agribusinesses widely adopt new practices that improve competitiveness. In doing so, the Activity could model the gains that can be made, and farmers and businesspeople would subsequently adopt new practices. The illustrative interventions presented in Table 1 are only one set of possible business opportunities.

An institution or network of institutions could support the private sector to strengthen post-harvest services as well as promote information about post-harvest practices, e.g. agro-processing, handling, packaging and marketing. These activities would then strengthen information flow, create wider market information, and achieve a sustainable and supportive institutional network to enhance competitiveness in agricultural production, processing and marketing input trade in Liberia. The network may provide services widely and market their services where feasible. A wide range of capacity building support may be applicable to strengthening and professionalizing this network, including, e.g. a range of targeted Business Development Services Trainings, trainings in post-harvest handling, processing, packaging technologies, trainings in how to understand market information, food health safety, etc.

**Component 3: Strengthened Facilitation, Market Information, Advocacy and Support**

The institutional arrangements, services and business networks to be strengthened under Components 1 and 2 *are likely need to be continued* and varied types of support in Liberia, even after the finalization of the activity. The design team believes it is very important to plan from the beginning of the program for sustainability of these interventions, understanding the paucity of services currently available. A mix of public and private sector actors who are stakeholders who can engage in business facilitation, advocacy or other support. Prior USG and other donor partners have provided support to educational institutions, other institutions, and enterprises throughout Liberia and the Activity may choose to sponsor events and provide resources via arrangements with such targeted institutions. Careful attention should be given to ensure that the efforts of other GoL initiatives and/or private sector institutions are not un-necessarily replicated, i.e. there is no need to establish a new office or satellite offices if by contrast an existing institution with a complementary mandate can provide that space and in so doing commit to the continuation of these services after the USG support is completed. The Activity should focus on targeted capacity building aimed at bringing together stakeholders and decision makers, supporting stakeholders to achieve more profitable access to market information and market linkages. The larger objectives are to ensure that there will be a continuation of services described below for the benefit of the sector.

A wealth of information is currently available about the capacities and strategic interests of institutions in the sector, but there will be a need to establish the "space" where the Activity can best operate, best avoid redundancy with other institutions and add value to the sector. Based upon the institutional assessment and dialogue with private sector representative institutions, it is envisioned that the Activity would establish a sustainable platform for the continuation of support (after the end of the activity), as necessary, under Components 1 and 2. There are many types of resources that could be developed to promote the sustainability of services including the development of a resource center for private sector involvement in agriculture, market information and advocacy, i.e. an avenue for stakeholders to solicit programmatic alliances and collaborations. Such a center could be placed anywhere, or continue as a function of an existing organization. It may use IT (Information Technology) to facilitate communication between producers and marketers, which may also strengthen the ability of participating producers and processors to negotiate and fulfill beneficial contractual agreements.

Through workshops, trainings, coordination and targeted events, the Feed the Future Liberia Agribusiness Development Activity can play a positive role in advancing business enabling environment reform. It can advance research, analyses, market information, market functionality, information sharing and private and public sector strategy development and advocacy. It can inform the public dialogue and empower both the private sector and civil society. For example, support to conduct policy studies and make recommendations, advocate for private sector-friendly policies and regulatory reforms is important to private sector development. Working with the private sector, the Activity can create a platform for discussion and advocacy that is responsive to private sector development needs, including needs in specific sub-sectors, where the implementing partner may choose to identify such a specific need.

Through improved access to market information and market linkages including supporting the generation and dissemination of price information, the Activity can strengthen markets. This will include orienting producers and processors to become more sensitive to price and other market signals to inform their production decisions; adoption of best practices to meet product quality standards, source financial services to expand economic activities, and improve collective bargaining with both input suppliers and output buyers. Improved health food safety and environmental standards are recognized as important elements of sustainability and good business practice.

## 8. Management of Activities across Components

There are strong synergies across the components of the Feed the Future Liberia Agribusiness Development Activity, and opportunities for aspects of each component to support other components.

## 9. Performance Monitoring and Evaluation Plan and End of Activity Evaluation

The Activity will operate with a focus on achieving developmental results and impacts, including putting in place a strong monitoring and evaluation (M&E) system to track and document performance against indicators developed in collaboration USAID/Liberia and M&E implementing mechanisms. A Performance Monitoring and Evaluation Plan (PM&EP) will be completed as part of the Life-of-Activity Work plan and will provide for routine M&E and reporting focusing on program performance and impact. Specific performance and results indicators will be built into all Activity activities. The Activity PM&EP with performance and impact indicators will provide the basis to track and report on changes along the cause and effect pathway of the program's development hypothesis—from inputs and activities to outputs, outcomes (results) and impacts. To the extent possible, the PM&EP will gather data and report against applicable Feed the Future standard indicators.

The USAID/Liberia EG Office will undertake an evaluation of the Feed the Future Liberia Agribusiness Development Activity at the end of the second year of implementation to determine whether adjustments are required to the Activity design and implementation approach. The evaluation will assess performance in delivery of inputs and outputs from the Activity. A final evaluation will be conducted at the end of the Activity.

## 10. **Implementation Policy Issues/Cross-Cutting Issues**

Cross-cutting activities in the Feed the Future Liberia Agribusiness Development Activity include capacity building, gender and youth, and the environment.

### Apply a Collaborate, Learn and Adapt (CLA) approach

The CLA approach, part of a USAID Mission's broader learning effort, including monitoring programs and evaluating their impact, facilitates collaboration within USAID and with external stakeholders; feeds new learning, innovations, and performance information back into the strategy to inform decision regarding program/Activity design and management. It translates new learning information about changing conditions into iterative strategic and programmatic adjustments. Through these processes, CLA helps to create the conditions for development success. The approach ensures that progress toward Activity or development objectives is guided by continuous learning and iterative adaptation of program implementation and, where relevant, strategy. The intent is to continuously assess the causal pathway to desired outcomes and adjust activities as necessary to yield the most effective course of action.

**Youth**

Recent estimates suggest that over 80 percent of the world's 1.5 billion youth aged 15-24 live in developing countries. In Liberia, people under age 35 are included in the youth category and they make up over 70 percent of the population. Economic opportunities including access to quality education and training, employment, or entrepreneurship are not growing at pace to catch up with the rapid youth population growth in the country. Unemployment rates are much higher for youth than for adults. In many cases, the combination of the above problems and underemployment and dubious informal sector employment activities leave much insecurity for the youth as well as for the communities where they live. Thus there is need for greater attention to youth and their economic prospects.

USAID is committed to supporting innovative approaches to tackling this complex challenge. Therefore applicants are encouraged to include activities that have the greatest potential to engage youth and to result in creating sustainable economic opportunities for Liberian youth.

**Gender**

Gender, a social category that refers to the roles, responsibilities, motivations and voice of both men and women in a given society, is one of many categories that shape social behavior. Men and women typically access, and manage resources in different ways due to traditions, status, and responsibilities. For instance, most Liberian women are more engaged and active in the informal economy.

At a minimum, incorporating gender aspects into a Activity requires disaggregated data on the roles and actions of women and men and on differential benefits and risks to men and women from a given action. It is anticipated that the Feed the Future Liberia Agribusiness Development Activity will pay attention to gender differences as it builds capacity for the private sector, and enhances income generation and job opportunities.

Greater and more strategic investments in skills development, especially among women and youth, are needed. An example is the establishment of a partnership between youth and the private sector to offer employment opportunities, build sustainable livelihoods, and integrate into society. This way, women and youth may contribute to the process of job creation and inclusive growth in the country.

**Social Capital**

Groups differ in their access to resources due to factors including religion, ethnicity, etc., resulting in high "social capital" within some groups, and implying that an awareness of these dynamics is important to designing effective interventions. Cross-cutting ties, the linkages between social groups, are important and critical to social cohesion as well as to economic growth. Therefore, activities that ensure cross-cutting ties between groups and have the potential to open up economic opportunities to those belonging to less resource-rich groups are encouraged.

**Environment**

USAID takes environmental concerns seriously in its intervention areas. The Foreign Assistance Act of 1961, as amended, Section 117 requires that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. In addition, implementers must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

Therefore, any activity funded under this Agreement will be implemented only after 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).

Environmental mitigation and management measures, and sound design are integral to the Activity; as part of the Activity work plan, and all subsequent annual work plans, these measures should be described and shall undergo review and approval in collaboration with the USAID Agreement Officer's Representative (AOR), Mission Environmental Officer or Bureau Environmental Officer, as appropriate. The Recipient will be expected to comply with all conditions specified in the approved Regulation 216 documentation.

## 11. Analytical requirements:

The Feed the Future Liberia Agribusiness Development Activity conforms to USAID policy requirements that gender and environment issues be considered during activity planning and implementation. Gender is a key issue for agricultural interventions and promotion of small and medium enterprises. Gender and environmental consideration should be incorporated into planning for all activities. The implementing organization will be required to provide systematic consideration of gender and environment issues and to promote gender equity and environmental sustainability, and to report on performance and impact indicators disaggregated by gender. Environmental, cost-benefit analysis (CBA), and sustainability analyses are all conducted by USAID. The applicant should consider and include a description of their approach to these analytical requirements in conjunction with specific activity level interventions proposed, as well as consider the overall impact of the activity in light of these requirements.

The Feed the Future Liberia Agribusiness Development Activity is based on the principle that private sector empowerment is the path to sustainability. This principle further supports the objective that useful and innovative activities will continue beyond the performance period of the activity. The expected outputs of the Activity are privately owned and managed enterprises that respond to market dynamics. USAID/Liberia will evaluate and prioritize partnerships that prioritize sustainable investments, based upon an analysis of the value, scalability, efficiency, effectiveness, and sustainable impact.

## 12. Key Personnel:

To achieve the objectives of this program, the applicant will provide long- and short-term technical personnel that are relevant to and appropriate for the activities to be undertaken under each component. The key personnel that will manage these activities should have an extensive background in supporting small holder farmers' access to and use of agricultural inputs, post-harvest handling, processing, packaging and marketing services, as well as forging innovative partnerships with the private sector.

The Applicant must have the ability to field qualified, local professionals and technical experts who possess significant professional expertise directly related to the program. Key personnel should include: Chief of Party (COP), Deputy COP (DCOP), and Agribusiness/Private Sector Advisor (PSA).

At least one of the key personnel should have experience working in Liberia in the agricultural sector.

Chief of Party (COP): The COP supervises and oversees all technical, operational, and financial aspects of the activity. The COP is the primary liaison with USAID/Liberia on all matters pertaining to the award and adjusts programs and operations in response to the AOR and USAID/Liberia Agreement Officer. The COP is responsible for ensuring overall quality control for the assistance provided under the award.

Deputy Chief of Party (DCOP): The DCOP supports the COP in the overall administration and financial management of the program including management of personnel, reporting, budgeting and procurement. In the absence of the COP, on a temporary basis, the DCOP assumes responsibilities for coordinating award management and implementation tasks, liaises with USAID/Liberia on technical matters, and responds to the USAID AOR and USAID/Liberia's Agreement Officer.

Agribusiness/Private Sector Advisor (PSA): The PSA serves as the principal advisor to the COP on agribusiness, private sector, and small enterprise development. The PSA provides technical leadership for activities that cover production, processing, and marketing of agricultural products, including value-added manufactured products. The PSA works closely with relevant partners and line ministries to enhance and engage private sector development and investment in activity field sites.

### b. Authorized Legislation

This is a discretionary Cooperative Agreement opportunity to be completed and awarded pursuant to the authority of the 1961 Foreign Assistance Act, as amended, and the applicable sections of the Uniform Guidance - 2 CFR 200 and 700

### c. Program Eligibility Requirements

Type of entity which may apply is described in Section C.

### d. Award Administration

For US organizations, USAID Regulation 2 CFR 200 and 700, OMB Uniform Grant Guidance issued December 26, 2013 (which supersedes OMB Circulars), and USAID Standard Provisions for U.S. Nongovernmental Recipients will be applicable. For non-U.S. organizations, the Standard Provisions for Non-U.S., Nongovernmental Recipients and the applicable cost principles (found in the OMB Uniform Grant Guidance issued December 26, 2013) will apply. The OMB Uniform Grant Guidance issued December 26, 2013 is available in the following link: https://www.whitehouse.gov/omb/grants_docs. For both U.S. and non U.S. for-profit organizations Federal Acquisition Regulation (FAR) Part 31 will be applicable. Please refer to Section VI of this NFO for more information on the standard provisions. While 2 CFR 200 and 700 do not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2 CFR 200 and 700 in the administration of the award. Further information including the referenced documents may be obtained via our agency website http://www.usaid.gov directly or via links in USAID Automated Directive System (ADS) Chapter 303: http://www.usaid.gov/policy/ads/300/303.pdf. Copies may also be obtained from the listed agency points of contact for this NFO.

Pursuant to 2 CFR 200.401(g) and 2 CFR 700.13, it is USAID policy not to award profit under federal assistance instruments. However, all reasonable, allocable, and allowable expenses, direct and indirect, which are related to the Cooperative Agreement and are in accordance with applicable cost standards, may be paid under the Award.

**[End of Section A]**

## SECTION B: FEDERAL AWARD INFORMATION

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

Subject to the availability of funds, USAID intends to provide approximately $20,037,501.00 in total USAID funding for the life of the activity. The ceiling for this program is $20,037,501.00. Actual funding amounts are subject to availability of funds.

USAID intends to award One (1) Cooperative Agreement pursuant to this Notice of Funding Opportunity.

USAID reserves the right to fund any one or none of the applications submitted.

### 2. Start Date and Period of Performance for the Federal Award

The anticipated period of performance is four (4) years and one (1) option year, total of five (5 years) with option period., The estimated start date will be upon signature of the award.

### 3. Substantial Involvement

USAID desires to be substantially involved in the implementation of the selected program that is consistent with USAID policy contained in ADS Chapter 303, 2 CFR 200 and other applicable regulations or provisions concerning nongovernmental assistance activities. The intended purpose of the substantial involvement during the award is to assist the recipient in achieving the supported objectives of the agreement.

A Cooperative Agreement implies a level of "substantial involvement" by USAID through the Agreement Officer's Representative (AOR). The intended purpose of the AOR involvement during the award is to assist the recipient in achieving the supported objectives of the agreement. USAID will be substantially involved during the implementation of this Cooperative Agreement in the following ways:

1. Approval of the Recipient's Implementation Plans
2. Approval of Specified Key Personnel
3. Agency and Recipient Collaboration or Joint Participation. Agency involvement when specifically tailored to support identified elements in the program description may be included. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

    - 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.
    - Concurrence on the substantive provisions of sub-awards. **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.

- Approval of the recipient's monitoring and evaluation plans.

**4. Title to Property**

(a) *Real Property*. Unless the agreement provides otherwise, the title to property will vest in accordance with 2 CFR 200.311.

(b) *Equipment*. Unless the agreement provides otherwise, the title to property will vest in accordance with 2 CFR 200.313.

**5. Authorized Geographic Code**

The authorized geographic code for this award is 937 defined as the United States, the Cooperating Country (Liberia), and developing countries other than advanced developing countries, and excluding prohibited sources. For accurate identification of developing countries, advanced developing countries, and prohibited sources, please refer to Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID.

**6. Purpose of the Award**

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 Feed the Future Liberia Agribusiness Development 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. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

**[End of Section B]**

## SECTION C: ELIGIBILITY INFORMATION

### 1. Eligible Applicants

U.S. and non-U.S. organizations may participate under this NFO. In support of the Agency's interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID/Liberia encourages applications from potential new implementing partners.

In order for an award to be made, the Agreement Officer (AO) must make an affirmative determination that the applicant is "responsible", as discussed in ADS 303.3.9. This means that the applicant must possess, or have the ability to obtain, the necessary management and technical competence to conduct the proposed program. Applicants must have established financial management, monitoring and evaluation, 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 risk assessment assessment (Pre-award Survey) by the AO.

In the absence of an affirmative "responsibility" determination, an award will ordinarily not be made. However, in rare cases, an award can be made with "special award conditions" (e.g., additional nonstandard award requirements designed to minimize the risk presented to USAID of making an award to an NGO for which an affirmative determination of "responsibility" cannot be made), but only where it appears likely that the applicant can correct the deficiency in a reasonable period.

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required and if so, would establish a formal survey team 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:

While applicant is encouraged to propose opportunities to leverage additional funding through partnerships, income generating activities or their own resources, cost sharing is not required for this activity.

### 3. Other

Applicants may submit under this NFO only one proposal.

Applicant will be screened for minimum technical acceptability. If failed to meet a minimum rating of **Acceptable** for Technical Approach noted in Section E applicant will be eliminated from further review and will be rejected. If found to be in violation of a particular Federal statute, Applicant will be considered as ineligible (Ref: Section VI.3.O).

The authorizing legislation for this Cooperative Agreement is the Foreign Assistance Act of 1961, as Amended, and the award is subject to Uniform Guidance 2 CFR 200 and 700.

**[End of Section C]**

## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### 1. Agency point of contact

| | | | |
|---|---|---|---|
| Name: | Edward S. Lamin | & | Mary Wambugu |
| Title: | A&A Specialist | | Senior A & A Specialist |
| Email: | elamin@usaid.gov | | mawambugu@usaid.gov |
| Phone: | 077 677 7138 / 077 555 0702 | | 077 677 7268 / 077 746 5886 |

Questions and Answers:

All questions regarding this NFO should be submitted in writing via email addresses above, with copy to Cheryl Hodge-Snead at chodge-snead@usaid.gov, by the date listed on cover page with the subject line "Questions Regarding the Feed the Future Liberia Agribusiness Development Activity SOL-669-15-000021".

Questions regarding this NFO should be submitted to the emails above by date and time indicated on the cover page of this solicitation to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation. Any information given to a prospective Applicant concerning this NFO will be furnished promptly to all other prospective Applicants as an amendment to this NFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

### 2. Content and Form of Application Submission

This Notice of Funding Opportunity will be posted on the federal government's World Wide Web Address at http://www.grants.gov. Each Applicant shall furnish the information required by this NFO. Application is to be submitted in two separate parts: (a) Technical application or management plan, and (b) Cost or business application; to Edward S. Lamin, email: elamin@usaid.gov and Mary Wambugu, email: mawambugu@usaid.gov with copies to Cheryl Hodge-Snead at chodge-snead@usaid.gov.

Applicants are expected to review, understand, and comply with all aspects of the NFO.

Required Forms:
Applicant is to submit the application using the SF-424 series, which includes the:

- SF-424, Application for Federal Assistance;
- SF-424A, Budget Information - Nonconstruction Programs; and
- SF-424B, Assurances - Nonconstruction Programs.

The program described in Section I above includes non-construction elements. Therefore, these mandatory forms for non-construction programs must be completed. Costs to non-construction activities should be included on the SF-424A. Copies of these forms may be found in the following website: **https://apply07.grants.gov/apply/FormsMenu?source=agency**

Preparation of Applications

i. Each Applicant shall furnish the information required by this NFO. Applications shall be submitted in two separate parts: (a) Technical Application, and (b) Cost/Business Application.

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

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

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to this Applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

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

Applicants should retain for their records one (1) copy of the application and all enclosures which accompany it.

**(A) Application Submission Procedures**

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

Applications and modifications thereof is to be submitted with the name and address of the Applicant and the NFO number inscribed thereon, via e-mail, to elamin@usaid.gov, and mawambugu@usaid.gov with copies to chodge-snead@usaid.gov.

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

Our preference is that the technical application and the cost application be submitted as single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them. 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. All applications received by the submission deadline will be reviewed for responsiveness to the NFO and the application format. No addition or modifications will be accepted after the submission date.

After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov 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.

**(B) Technical Application Guidance/Format**

**(a)** The technical proposal in response to this solicitation will be specific, clear, and complete, and is to respond to the instructions set forth in this Section. The technical application is to be submitted separately from the cost application

**(b)** Formatting

Technical proposals should be in English, should not exceed 25 pages and should be printed on standard 8 ½-inches by 11-inch letter size paper. The Cover Page, Table of Contents (that follows the technical application format outlined herein), and Executive Summary will not count against the page limitation. The cover page shall include the following:

a. Program title;

b. Notice of Funding Opportunity reference number;

c. Name of organization(s) applying for the agreement;

d. Any partnerships; and

e. Contact person, telephone number, fax number, address and types names(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

The font size is to be at least 12-point type Times Roman with 1-inch margins and single-spaced. The front and back sides of a single sheet are counted as 2 pages. Pages should be sequentially numbered with the page number on each page. Any page that exceeds the page limitation will not be reviewed.

(c) The technical application will at a minimum include the following:

i. Cover Page

ii. Table of Content

iii. Executive Summary

iv. Technical Approach

v. Institutional Capability

vi. Key Personnel

vii. Past Performance

(d) The following should be presented as annexes not subject to the page limitations:

i. Resumes, references, and table summarizing qualifications for proposed personnel.

ii. Draft Performance Management Plan

iii. Draft Branding Strategy and Marking Plan

It is the premise of this NFO that there is substantial knowledge about approaches, policy dialogue, stakeholder, and community mobilization, application of quality assurance systems, and the utilization of information technology and other tools and skills to improve administrative and financial management and quality of services. It is the intent of this NFO to solicit as much of that knowledge as possible. This NFO is written to allow the Applicant as much as possible to lay out an innovative approach, with special attention given to evidence-based approaches.

The technical proposal will, at a minimum, include the following sections:

1. Technical Approach

The Applicant's Technical Approach is to demonstrate thorough knowledge of proposed Activity complexities and results, as well as a feasible plan to achieve those results. The Applicant's Technical Approach must describe in detail the proposed strategy and methodology, timelines, and milestones to achieve the results, referenced herein in Section A. The Applicant's Technical Approach must describe the Applicant's vision of a "expand access and use of agricultural inputs, and post-harvest handling, processing, packaging and marketing services broadly applicable to raising incomes for Liberian small-holder farmers (SHF)". In particular, the Applicant's Technical Approach shall detail the proposed activities within the three components of (1) Supporting private sector investment in agricultural input systems, (2) Support private sector investment in post-harvest handling support, storage, packaging, transporting, marketing and auxiliary services, and (3) Strengthened Facilitation, Market Information, Advocacy and Support, and explain how these activities will be integrated to the extent possible for synergies among the components.

2. Institutional Capability

The Applicant will prepare an overall Institutional Capability Plan that describes the extent to which the Applicant's institutional capability demonstrates the ability to effectively implement this program. That is organizational structure, staff, volunteers, and NGO implementing partners as appropriate that they will utilize to achieve the results and objectives of the proposed Activity.  The Plan will also include a list and description of the anticipated statement of work of NGO implementing partners.  The Plan will be aligned with the technical proposal. The Applicant will describe its proposed in-country financial and procurement management systems as well.

The Applicant will also develop a draft Performance Management Plan (PMP) for inclusion as an Annex in the Technical Proposal.  The Award Recipient will finalize the draft including a Results Framework and indicator performance tracking table for AOR approval within three months of Activity inception.  The PMP needs to contribute to measuring progress in reaching the Development Objective of sustained economic growth for poverty reduction and include, among others, indicators from the Feed the Future Initiative.  The Award Recipient will need to report against the Development Objective, Feed the Future, and other indicators. To ensure successful monitoring and evaluation (M&E), Applicant staffing will include, at minimum, a local position focused on M&E.

The PMP will comply with USAID Policy Directives, the Automated Directives System (ADS) 203 series, on Assessing and Learning for monitoring results and data quality.  Specifically, the Award Recipient will consider data quality issues for all indicators reported by the Mission to Washington.  Data Quality Assessment (DQA) must be conducted as soon as the Activity is implemented and updated at least every three years.

3. Key Personnel

The Applicant will propose a minimum of three candidates for key personnel including the Chief of Party (COP).  Resumes will be included as an attachment.  Applicants are requested to submit biographical data sheets signed by both the Applicant and the individual. The application will include a list of three professional references for each candidate, including at least one current or former supervisor, with referees' name, title, organization, nature of professional relationship with the candidate, telephone number, and e-mail.

4. Past Performance

The Applicant will provide information for at least three past performance references in accordance with the following table.

| PD/SOW Summary | Primary Location of Work | Term of Performance | Dollar Value | Contract Type and Number | AOR/COR Name | AOR/COR E-mail and Tel. No. |
|---|---|---|---|---|---|---|
| | | | | | | |

USAID may use performance information obtained from sources other than those identified by the Applicant.  USAID will utilize existing databases of contractor performance information and solicit additional information from the references provided herein and contact the individual(s) indicated as well as others.

## (C) Cost Application Format

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

1. The budget must have an accompanying detailed budget narrative and justification that provides in detail the total program amount for implementation of the program your organization is proposing. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.).

2. A budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program. The budget must be submitted using Standard Form 424 which can be downloaded from the following web site at: http://apply07.grants.gov/apply/FormLinks?family=15

3. A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices.

4. Applicants who intend to utilize contractors or sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive contracts/agreement financial plans should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.

   *Pursuant to 2 CFR 200 Contract* means a legal instrument by which the Applicant purchases property or services needed to carry out the Activity or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

   The cost/business application should contain the budget categories: as shown on the SF-424A

   The proposed budget will provide cost estimates for the management of the program (including program monitoring). Applicants should minimize their administrative and support costs for managing the Activity to maximize the funds available for Activity activities. A cost share is not expected under this cooperative agreement.

   If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severely liable for the acts or omissions of the other.

The following describes the documentation that an Applicant for assistance award will submit to USAID prior to award:

i. Budget

**(a)** A budget with an accompanying budget narrative that provides in detail the total costs for implementation of the program the Applicant is proposing. The budget must be signed and submitted using Standard Form 424 and 424A which can be can be accessed electronically at www.grants.gov, downloaded from USAID web site, http://www.gsa.gov/Portal/gsa/ep/formslibrary.do, or at Federal Offices. The following forms must be completed and included in the Cost Application submitted in response to this Notice of Funding Opportunity:

- SF 424.
- SF 424A, Budget Information - Non-Construction Programs.
- Certification, Assurances, Statements and Other Required Forms (per Addendum 1 of the NFO).
- Detailed data to support each cost element (object class categories) as shown below.
- Current Negotiated Indirect Cost Rate Agreement (NICRA) or proposal for Indirect Cost Rate as detailed below (if the Applicant organization does not have a NICRA).

**(b)** In addition to providing summary cost data in the SF424A format noted above, Applicants are required to provide a detailed budget in cost applications and narratives (Microsoft excel worksheets hyperlinked and unlocked formulas to allow analysis for cost; and Microsoft word for narratives respectively), submitted in response to this solicitation.

**(c)** The following section provides guidance on budget line items.

- Personnel

(i) Identify, by title and name, each position to be supported under the proposed award.

(ii) For home office support staff, identify who will be compensated by USAID, the percentage of time and briefly specify related duties.

(iii) State the amounts of time, such as months and percent of time that will be expended by each position, their base pay rate and total direct compensation under this program, e.g., Position/Person Time XX Rate = $XXXX.

(iv) Provide rate verification documentation.

- Fringe Benefits

(i) Indicate the rate(s) used and the base of application for each rate.

(ii) Provide a copy of any Government approval of your indirect cost rates.

- Travel

(i) Identify international and domestic travel as separate items.

(ii) Indicate the estimated number of trips, number of travelers, position of travelers, number of days per trip, point of origin, destination and purpose of travel.

(iii) For each trip, itemize the estimate of transportation and/or subsistence costs, including airfare and per diem.

- Allowances

(i) Identify and itemize for each eligible or policy-covered employee/position.

- Equipment, Materials and Supplies

(i) Itemize the equipment, materials and supplies and briefly justify the need for the items to be purchased as they apply to the Program Description.

(ii) Indicate the estimated unit cost and number of units for each item to be purchased.

(iii) Provide the basis for the cost estimates, e.g., pro forma invoice, published price lists, etc.

- Contractual

(i) For each proposed sub-award provide a Statement of Work or Program Description and concerned detailed costs for each of the partner.

(ii) Provide complete details of costs that may be incurred.

- Other Direct Costs

(i) Identify other costs and briefly justify the need for each cost item proposed relative to the Program Description.

(ii) Indicate the estimated unit cost and number of units for each item proposed.

(iii) Provide the basis for the cost estimates.

- Indirect Costs

(i) State the percentages and amounts used for the calculation of indirect costs.

(ii) Provide a copy of your latest Government-approved Negotiated Indirect Cost Rate Agreement (NICRA).

(iii) If indirect costs have not been approved by a Federal agency, state the basis for the proposed indirect cost rates, if any.

(iv) Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency shall also submit the following information:

1. Reviewed Financial Statements Report: a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements; or
2. Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

- If local institutions are proposed for sub-awards, these institutions usually do not have a Negotiated Indirect Cost Rate Agreement (NICRA) letter with the US Government. For this category please refer to 2 CFR 200
- Cost sharing is encouraged but not required. If submitted, it will be treated in accordance with ADS 303.3.10
- Cost implications of the Branding Strategy and Marking Plan must be considered when preparing the cost application
- Required assurances, certifications and representations
  The Applicant shall complete the Required Certifications and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications will be requested from the successful applicant prior to the agreement award.
- Evidence of Responsibility the Agreement Officer can use to determine the Applicant:
  a. Have adequate financial resources or the ability to obtain subject resources as required during the performance of the award.

b. Has the ability to comply with award conditions, taking into account all existing and currently prospective commitments of the Applicant, non-governmental and governmental.

c. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

d. Has a satisfactory record of integrity and business ethics; and

e. Is otherwise qualified and eligible to receive a Grant under applicable laws and regulations (e.g., Equal Employment Opportunity).

- 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).

- Applicants that have never received a Grant, Cooperative Agreement or Contract from the U.S. Government are required to submit a copy of their accounting manual. If a copy has already been submitted to the U.S. Government, the Applicant must advise which Federal Office has a copy.

- Statutory and Regulation Certifications
  The Applicant shall complete the certifications in Section IV, B. Required Certifications and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications will be requested from the successful applicant prior to the agreement award.

**(D) Potential Request for Additional Documentation**

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. Applicants should not submit the information below with their applications! The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer:

The information submitted should substantiate:

- Bylaws, constitution, and articles of incorporation, if applicable.

- Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The Applicant should provide copies of the same.

**(E) Required Certifications**

**Unique Entity Identifier and System for Award Management**

USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements and, if an applicant has not fully complied with the requirements by the time the Federal awarding agency is ready to make a Federal award, the Federal awarding agency may determine that the applicant is not qualified to receive a Federal award and use that determination as a basis for making a Federal award to another applicant.

**Dun and Bradstreet and SAM.gov Requirements**

USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. Each applicant is required to:

**(i)** 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.;

**(ii)** Provide a valid unique entity identifier in its application; and

**(iii)** 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.

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

### 3. Funding Restrictions

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

**[End of Section D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### 1) Criteria

The applications will be evaluated as per ADS 303.3.6.3. The criteria are presented by major category in order of descending importance. Applicant should note that these criteria serve as the standard against which all technical information will be evaluated and serve to identify the significant matters which the Applicant must address.

- Rated Merit Review Criteria

Criterion 1: Technical Approach
Criterion 2: Institutional capability
Criterion 3: Key Personnel
Criterion 4: Past Performance

Non-Rated Cost Application Criteria

When combined, all Merit Review Criteria are significantly more important than the cost factors. As applications become more nearly equal in terms of technical factors, the non-rated cost application criterion becomes more important.

These Merit Review Criteria have been tailored to the requirements of this NFO to allow USAID to choose the highest quality applications. These criteria: a) identify the significant areas that the Applicant must address in their applications; and b) serve as the standard against which the Selection Committee (SC) will evaluate all applications. USAID will award to the Applicants whose applications best meet the program description. The Government may evaluate applications and award cooperative agreements without discussions with successful Applicants. However, the Government reserves the right to conduct discussions if later determined by the Agreement Officer as necessary. Therefore, each initial offer must contain the Applicant's best terms from a cost or price and technical standpoint.

The entry into discussion is to be viewed as part of the review process and must not be deemed by USAID or the applicant as indicative of a decision or commitment upon the part of USAID to make an Award to the applicant with whom discussions are being held.

**Adjectival Rating:**

Applications for the activity will be reviewed based on adjectival ranking for overall application and each section of the application, respectively. The following adjectives will be used in assessing the criteria set forth:

| Adjectival | Description |
|---|---|
| **Exceptional** | Indicates that the application demonstrates an "outstanding" capacity; exceeds all minimum requirements of the criteria; has a high probability of success; contains no weaknesses or deficiencies and exceeds the fullest expectations of the Government. |
| **Good** | Indicates that the application demonstrates a level of effort that fully meets the NFO's requirements and that this effort has produced, or could produce, results |

| | |
|---|---|
| | which should prove to be substantially beneficial to achievement of the strategic objective and intermediate results; exceeds all the minimum requirements of the criteria; has an above average probability of success; contains no significant weaknesses and only minor, correctable weaknesses exist. |
| **Acceptable** | indicates that, in terms of the overall application and/or specific sections, the application demonstrates a "good" understanding and ability to fulfill the requirements; meets all the minimum requirements of the criteria; has an average probability of success; no significant weaknesses and any deficiencies can be readily corrected. |
| **Marginal** | Indicates that the application demonstrates a shallow understanding of the requirements and approach and marginally meets the minimum evaluation standard; fails to meet one or more of the minimum requirements of the criteria; low probability of success; major weaknesses and/or significant number of deficiencies exist which suggest a moderate risk that the applicant will not be successful. |
| **Unacceptable** | Indicates that the application fails to meet any of the minimum requirements of the criteria or contains a major deficiency or major deficiencies; application is incomplete, vague, incompatible, incomprehensible, or so incorrect that Evaluator thinks it is uncorrectable without a major revision; very low probability of success. |

**2) Review and Selection Process**

Technical applications will be reviewed by a Selection Committee in accordance with the Merit Review Criteria set forth below. At the time of NFO issuance, all panel members are anticipated to be USAID employees. However, USAID may include personnel from the Government of Liberia or from other U.S. Government Agencies as appropriate in its sole discretion. The panel may make an award recommendation based on the extent of its evaluation scope. In addition, one or more panel members may be asked to provide input to the cost effectiveness review, any substantial implementation involvement desired by USAID, and on any special provisions that may be included in the award. The terms of the final award decision are made by the Agreement Officer, with consideration of the Selection Committee recommendations.

Once the application is reviewed and an award imminent, additional information and discussion may occur between the applicant and USAID Agreement Officer, before the Agreement Officer makes the final funding decision.

USAID will conduct a merit review of all applications received that complies with the instructions in this NFO. Applications will be reviewed and evaluated in accordance with the criteria stated above.

**A. MERIT REVIEW**

For this Cooperative Agreement, all evaluation factors other than cost when combined are significantly more important than cost. Technical, cost and other factors will be evaluated relative to each other, as described herein.

The technical proposal will be reviewed by a Selection Committee using the criteria shown in this Section. Applicant is to note that these criteria serve as the standard against which all proposals will be evaluated and serve to identify the significant matters which the Applicant is to address in their application.

1. Technical Approach

USAID will evaluate the quality of the Applicant knowledge of proposed Activity complexities and results and the quality and feasibility of the proposed plan to achieve those results. USAID will evaluate the quality and comprehensiveness of the proposed strategy and methodology, timelines, and milestones to achieve results; and the extent to which the proposed technical approach and PMP demonstrate a clear understanding of the objectives of the program and a convincing approach to achieve them.

2. Institutional Capability

USAID will evaluate the extent to which the Applicant's institutional capability demonstrates the ability to effectively implement this program.

USAID will evaluate the quality of the Institutional Capability Plan that describes the organizational structure, staff, volunteers, and NGO implementing partners, as appropriate, that the Applicant will utilize to achieve the results and objectives of the proposed Activity and the degree to which the Plan is aligned with the Applicant's technical approach. USAID will also evaluate the proposed implementing partners, the description of their anticipated statement of work; and the draft Performance Management Plan (PMP) on the extent to which it demonstrates a clear understanding of the concepts and requirements of a PMP. Finally, USAID will evaluate the Applicant's proposed in-country financial and procurement management systems.

3. Key Personnel

USAID will evaluate proposed key personnel on the quality of their professional/technical qualifications, interpersonal skills, demonstrated experience, and the minimum criteria for Key Personnel elaborated in this NFO.

4. Past Performance

The Applicant's past performance information determined to be relevant will be evaluated in accordance with the following elements:

- Quality of product of service.
- Capacity to effectively coordinate and collaborate with Government and other stakeholders.
- Record of controlling costs.
- Record of conforming to cooperative agreement requirements.
- Timeliness of performance.
- Effectiveness of home and field office management.

## B. COST EVALUATION

While Cost is less important than technical and is not weighted, however, the cost applications of the apparently successful technical applications will be evaluated for cost effectiveness including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a risk assessment.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the program. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, estimated cost is an important factor and the estimated cost to the Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process. Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

Cost has not been assigned a weight but will be evaluated for realism, reasonableness, allocability, allowability and cost-effectiveness. Other considerations are the completeness of the application, adequacy of budget detail, and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured by a risk assessment.

### Cost Sharing

Cost sharing is not required for this program, but encouraged. Applicant may propose cost share at its discretion. However, if cost share is proposed, information regarding the proposed cost share shall be included in the SF 424 and the budget as indicated on those documents. The cost sharing plan shall be discussed in the budget notes to the extent necessary to demonstrate its feasibility and applicability to the program. USAID/Liberia encourages applicants to demonstrate their commitment to program success by addressing the issue of cost-sharing. The amount of cost sharing, i.e. cash and/or in-kind contributions, will be evaluated in accordance with 2 CFR 2200.306 AND 2 CFR 700.1.

If at the end of any funding period, the recipient has expended an amount of non-Federal funds less than the agreed upon amount or percentage of total expenditures, the Agreement Officer may apply the difference to reduce the amount of USAID incremental funding in the following funding period. If the award has expired or has been terminated, the Agreement Officer may require the recipient to refund the difference to USAID.

**[End of Section E]**

## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### 1) Federal Award Notices

The Notice of Award (ADS 303.3.7.1.a) signed by the Agreement Officer is the authorizing document that you have an agreement with USAID. USAID shall provide this Notice electronically to the person designated to receive this information in the application. The notice shall be transmitted to the Recipient electronically for countersignature. Unsuccessful applicants will be notified the same way when their application is no longer considered for the next step.

Award of the agreement contemplated by this NFO 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. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

### 2) Administrative & National Policy Requirements

Grantees who are US Nongovernmental recipients, the Standard Provisions for US Nongovernmental recipients will be included in any final agreement. Grantees who are non-US Nongovernmental recipients, the Standard Provisions for non-US Nongovernmental recipients will be included in any final agreement. Standard Provisions for both US Nongovernmental and non-US Nongovernmental can be found at the following link: http://www.usaid.gov/policy/ads/300/303maa.pdf

The final award will include any deviations to the standard provisions.

### 3) Reporting Requirements.

- Financial Reporting. Financial reports will be due quarterly and no later than 10 days after the end of each quarter and shall be submitted using the SF425 as a financial reporting requirement. They will include budgeted versus the actual expenditures, along with a brief analysis of any variance. Accrued expenditures will be reported on a quarterly basis – ten days prior to March 31, June 30, September 30, and December 31.
- Performance Reporting. The successful Applicant will use the standard form Performance Progress Report (SF-PPR) to report performance progress for the program under the award when the program exceeds $100,000 or more per Activity/grant period.
- Development Experience Clearinghouse Requirements. The successful Applicant will use ADS 540 for detailed guidance on the submission of copies of reports and other information to USAID's Development Experience Clearinghouse (DEC).
- Program Income: Program income is not expected to be generated by the Recipient implementing the Cooperative Agreement. However, any program income that is generated

under the resulting award shall be in accordance with 2 CFR 200.307 and shall account for Program Income earned under this award and shall be added to the Activity as follows:

> In accordance with 2 CFR 200.307, program income earned during the Activity period shall be retained by the recipient and, in accordance with USAID regulations, other implementing guidance, or the terms and conditions of the award, shall be added to funds committed by USAID and the recipient to the Activity or program, and used to further eligible Activity or program objectives."

- Branding and Marking. In accordance with ADS 303.3.6.2.f, 2 CFR 700.16, and a special determination signed by the USAID Administrator in December 2014, applicant must submit a Feed the Future approved Branding Strategy and a Marking Plan for evaluation and approval by the Agreement Officer before an award under this solicitation will be made. "Marking Plan" and "Marking of USAID-funded Assistance Awards" are contained in 2 CFR 700.16. Please note that in contrast to "exceptions" to marking requirements, waivers based on circumstances in the host country must be approved by Mission Directors or other USAID Principal Officers, see 2 CFR 700.16. Feed the Future approved Branding Strategy and Marking Plan is required for award execution. Additional guidance can be found at the following hyperlinks: Feed the Future Branding (feedthefuture.gov/branding)

  The Agreement Officer will review the Marking Plan for adequacy and reasonableness, ensuring that it contains sufficient detail and information concerning public communications, commodities, and program materials that will visibly bear the USAID Identity. The Agreement Officer will evaluate the plan to ensure that it is consistent with the stated objectives of the award; with the Applicant's cost data submissions; with the Applicant's actual Activity, activity, or program performance plan; and with the regulatory requirements of 2 CFR 700.16. The Agreement Officer will approve or disapprove any requested Presumptive Exceptions on the basis of adequacy and reasonableness. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

  **A.** Final program and budget plans.

  **B.** Payment terms.

  **C.** Procedures concerning administrative reporting and logistical requirements for program including training components.

  **D.** Initial Environmental Examination

  **E.** Other award terms including audit, special provisions and/or special award conditions.

- Environmental Compliance. 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 Part 204 (http://www.usaid.gov/who-we-are/agency-policy/series-200) that requires the potential environmental impacts of USAID-financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

If any new activities are planned outside the scope of the approved Regulation 216 environmental documentation, an amendment to the documentation for USAID review and approval shall be prepared. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments. If an IEE, as developed and approved by USAID, includes a Positive Determination for one or more activities, the grantee will be required to develop and submit an EA addressing these activities.

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.

The grantee must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

- Quarterly and Annual Progress Reports. Quarterly Progress Reports will be submitted within thirty days after the end of each quarter, with Annual Progress Reports at the end of the fourth quarter, and will include details of actual achievements against agreement targets.
- Final Completion Report. A final performance report will be submitted sixty days after the completion date of the award and will include: (a) an executive summary; (b) an overall description of the Grantee's activities during the life of the Activity; (c) an assessment of progress made toward achieving overall objectives, results, expected outcomes and targets; (d) issues, problems, and constraints that emerged during program implementation and actions taken to address them; (e) lessons learned and recommendations; and (f) a fiscal report describing how the Grantee's funds were used. Annexes should include: an index of all reports and information products produced under the Activity.

**[End of Section F]**

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

1. The Agreement Officer for this Award is:
   Cheryl Hodge-Snead
   Agreement Officer
   chodge-snead@usaid.gov
   Phone: +231 77 677 7042

2. The Senior Acquisition and Assistance Specialist for this award is:
   Mary Njeri Wambugu
   Senior Acquisition & Assistance Specialist
   mawambugu@usaid.gov
   Phone: +231 77-677-7426 /

3. The Acquisition and Assistance Specialists for this award are
   Edward S. Lamin
   A&A Specialist
   elamin@usaid.gov
   Phone: + 231 77 677 7138 / 077 555 0702

   &

4. The Acquisition and Assistance Specialist for this award is:
   Thomatta C. Cooper
   Acquisition & Assistance Specialist
   tccooper@usaid.gov
   Phone: +231 77-677-7426 / 077 601 0928

**[End of Section G]**

## SECTION H: OTHER INFORMATION

**(a)** In accordance with 2 CFR 200.400(g) and 2 CFR 700.13, no funds under the award(s) resulting from this NFO shall be paid as profit to any recipient or sub-recipient. Profit is any amount in excess of allowable direct and indirect costs. This does not preclude payment of profit to the recipient's or sub-recipients' vendors (contractors) under procurement contracts and subcontracts for the acquisition of goods and services, which are subject to 2 CFR 200 and 2 CFR 700, as well as the USAID standard provision entitled "USAID Eligibility Rules for Goods and Services." Also see http://www.usaid.gov/ads/policy/300/303sai.

**(b) FUNDING APPLICANT**

Issuance of this NFO 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 the preparation and submission of an application. Further, USAID reserves the right to reject any or all applications received. In addition, final award of any resultant Cooperative Agreement(s) will not be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, applicant is hereby notified of these requirements and conditions for award. All application preparation and submission costs are at the applicant's own expense.

**(c) AWARD**

The Government will award one Cooperative Agreement resulting from this NFO.

**(d) AUTHORITY TO OBLIGATE THE GOVERNMENT**

The Agreement Officer is the only individual authorized to commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Cooperative Agreement may be incurred before receipt of either a fully executed Cooperative Agreement or a specific, written authorization from the Agreement Officer.

**(e)** E**XTERNAL EVALUATIONS**

USAID/Liberia may conduct mid-term and final external evaluations to assess and substantiate performance and overall achievements of the Activity. The external evaluations may be funded directly by USAID and will not be included in the funding of this Agreement.

**(f) REFERENCE DOCUMENTS**

Annex – Figures showing the Government of Liberia's contribution of GDP to Agriculture and other sectors; and a table describing the root causes of postharvest losses in Liberia

**[End of Section H]**

**Addendum One CERTIFICATIONS AND REPRESENTATIONS**

AFFIRMATION OF CERTIFICATIONS

The undersigned affirms that the following certifications provided in connection with (enter Grant or Cooperative Agreement number) remain valid, or any updated information or new certifications are signed and attached:

"Assurance of Compliance with Laws and Regulations Governing
Nondiscrimination in Federally Assisted Programs";

“Certification Regarding Lobbying."

“Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)”

“Certification Regarding Terrorist Financing Implementing Executive Order 13224”

“Key Individual Certification Narcotics Offenses and Drug Trafficking” (as applicable)

“Participant Certification Narcotics Offenses and Drug Trafficking” (as applicable)

“Certification of Compliance with the Standard Provisions entitled ‘Condoms’ and ‘Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking’” (as applicable).

By: ___________________________ Title: _____________________

Typed Name: ________________________ Date: ___________

**Addendum Two – COST PROPOSAL ILLUSTRATIVE BUDGET WORKSHEET**

COST PROPOSAL ILLUSTRATIVE BUDGET WORKSHEET

<u>Budget summary breakdown by year for Prime and  for Subcontractors</u>

| *Item* | *Year 1* | *Year 2t* | *Year 3* | *Total Budget for Year 1-Year 3* |
|---|---|---|---|---|
| Salaries and Wages | | | | |
| Fringe Benefits | | | | |
| ST Expatriate Consultants | | | | |
| ST Local Consultants | | | | |
| Travel, Transportation and Per Diem | | | | |
| Equipment and Supplies | | | | |
| Subcontracts | | | | |
| Allowances | | | | |
| Participants Training | | | | |
| Other Direct Costs | | | | |
| Indirect Costs: | | | | |
| Overhead | | | | |
| Material Overhead | | | | |
| G&A | | | | |
| Total Estimated Cost | | | | |

**Addendum Three – BRANDING STRATEGY AND MARKING PLAN – GENERAL INSTRUCTION AND TEMPLATE**

## GENERAL INSTRUCTIONS - ASSISTANCE AWARDS BRANDING/MARKING

**BACKGROUND:**

The USAID Identity is the official marking for USAID, comprised of the USAID logo and brandmark with the tagline "from the American people," unless amended by USAID to include additional or substitute use of a logo or seal and tagline representing a Presidential initiative or other high-level interagency initiative. The USAID Identity (including any required presidential initiative or related identity) is on the USAID Web site at www.usaid.gov/branding.

**On December 29, 2014, the USAID Administrator signed a special determination that allows the Feed the Future initiative to provide its own naming and branding guidance for implementing partners. This determination was made possible through recent updates to ADS chapters 320 and 303, in addition to 2 CFR 700, which clarify branding exceptions for Presidential and other high-level interagency initiatives. These updates included the following clarifying language related to the USAID Identity:** ***In exceptional circumstances, upon a written determination by the USAID Administrator, USAID may authorize the use of an additional or substitute logo or seal and tagline representing a presidential initiative or other high level interagency federal initiative that requires consistent and uniform branding and marking by all participating agencies.***

These updates will help enhance project visibility and brand recognition that promote awareness and value of U.S. foreign policy and taxpayers' contributions. The revisions to the Agency's branding and marking regulations protect USAID's identity and are aligned with the spirit of existing USAID requirements to ensure a clear connection to the "umbrella" brand of Feed the Future.

**Co-Branding:** Materials for Feed the Future activities conducted under assistance instruments from USAID should include both the Feed the Future and USAID logos. A review team (AOR, AO, BFS Communications & Outreach team) must approve exceptional cases where this requirement is not met. The USAID logo must be positioned at the lower left in accordance with the USAID ADS 320 and the USAID Graphic Standards Manual reference to co-branding placement (see www.usaid.gov/branding/gsm section 1.1).

**INSTRUCTIONS:**

To adhere to these new guidelines, we ask that you reference and comply with guidance contained in the attached Feed the Future Graphic and Naming Standards Manual, including specific guidance on project naming. Additional information and guidance can be found on www.feedthefuture.gov/branding.

**You can use this sample/template to create your branding and marking plan (for assistance awards only).**

***The recipient, by responding to the questions below and referencing the <u>Feed the Future Graphic and Naming Standards Manual</u>, will be able to substantially comply with the ADS and CFR requirements.***

**<u>THIS PORTION TO BE COMPLETED BY THE RECIPIENT</u>**

**"FEED THE FUTURE BRANDING STRATEGY"**
**[INSERT AWARD NUMBER (if known)]**
**[INSERT DATE OF PLAN]**

**1) Positioning**

What is the intended name of this program, project, or activity? Be sure to follow the guidance found in the Project Name Criteria section of the <u>Feed the Future Graphic and Naming Standards Manual</u>.

**2) Program Communications and Publicity**

Who are the primary and secondary audiences for this project or program?

| | |
|---|---|
| Primary audiences: | |
| Secondary audiences: | |

What communications or program materials will be used to explain or market the program to beneficiaries?

What is the main program message?

Will the recipient announce and promote publicly this program or project to host country citizens? If yes, what press and promotional activities are planned?

Please provide any additional ideas about how to increase awareness that the American people support this project or program.

**3) Acknowledgements**

Will there be any direct involvement from a host country government ministry or any other organization? If yes, please indicate which one(s).

**MARKING PLAN GENERAL INSTRUCTIONS**

**"FEED THE FUTURE MARKING PLAN"**
**[INSERT AWARD NUMBER (if known)]**
**[INSERT DATE OF PLAN]**

Marking requirements, including requests for presumptive exceptions and waivers for assistance awards, must be in accordance with 22 CFR 226.91 and 2 CFR 700.16.

***With reference to ADS Sections 320.3.3.2, 22 CFR 226.91 and 2 CFR 700.16 and the Feed the Future Graphic and Naming Standards Manual, the Recipient shall prepare a Marking Plan containing information substantially similar to the sample provided below:***

**(1)** Requirement: A description of the public communications, commodities, and program materials that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the Feed the Future (where applicable) and USAID identity. These include: (i) program, project, or activity sites funded by the U.S. Government, including visible infrastructure projects or other programs, projects, or activities that are physical in nature; (ii) technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, websites/Internet activities, and other promotional, informational, media, or communication products funded by the U.S. Government; (iii) events financed by the U.S. Government, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and (iv) all commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by the U.S. Government, and their export packaging. They do NOT include administrative materials (e.g., business cards, fax covers, internal memos, tax forms, customs forms, etc.) and advertisements, which should maintain the branding and identity of the contractor. This includes partner-released press releases.

**(2)** Table of Supplies and Equipment to be used in a visible manner in the fulfillment of the goals of the Feed the Future ________ project and an indication of how and where they will be tagged with the Feed the Future and USAID identity (please add or remove specific entries as needed):

| Office/Lab Equipment | Type of Marking | Where Marking Placed |
|---|---|---|
| Computers | USAID sticker/label | Above monitor |
| Printers | USAID sticker/label | On top of printer |
| Microscopes | USAID sticker/label | On side of microscope |
| | | |
| | | |
| | | |

| Vehicles | Type of Marking | Where Marking Placed |
|---|---|---|
| Cars | Feed the Future sticker/label | On the driver's side door of car |
| Trucks | Feed the Future sticker/label | On the driver's side door of truck |
| Tractors | Feed the Future sticker/label | On the driver's side of the |

| | | |
|---|---|---|
| | | tractor |
| | | |
| | | |
| | | |

| **Promotional Materials (must further the objectives of the project)** | **Type of Marking** | **Where Marking Placed** |
|---|---|---|
| Field Backpacks | Feed the Future sticker/label | On outside of backpack |
| Pins | Feed the Future Logo | N/A |
| Stickers | Feed the Future Logo | N/A |
| | | |
| | | |
| | | |

**(3)** Table of Deliverables expected to be produced in the conduct of this program: All deliverables will be marked in a visible manner with the Feed the Future and USAID identity; below is an indication of what type of marking will be used and where on the deliverable the Feed the Future identity will be placed.

| **Signage** | **Type of Marking** | **Where Marking Placed** |
|---|---|---|
| Project signs (field) | Feed the Future logo, USAID logo, [partner] logo | Front of sign. Feed the Future upper left, USAID lower left, [[partner] logo right of USAID |
| Project signs (office/lab) | Feed the Future logo, USAID logo, [partner] logo | Front of sign. Feed the Future upper left, USAID lower left, [[partner] logo right of USAID |
| | | |
| | | |

| **Deliverable** | **Type of Marking** | **Where Marking Placed** |
|---|---|---|
| Reports | Feed the Future logo, USAID logo, [partner] logo | Front cover. Feed the Future upper left, USAID lower left, [partner] logo right of USAID |
| Publications (brochures) | Feed the Future logo, USAID logo, [partner] logo | Front cover. Feed the Future upper left, USAID lower left, [partner] logo right of USAID |
| Website (Note: creation of a new website must be approved in advance by the USAID Website Governance Board) | Feed the Future logo, USAID logo, [partner] logo | Home page. Feed the Future upper left, USAID lower left, [partner] logo right of USAID |
| Fact sheets | Feed the Future logo, USAID logo, [partner] logo | First page. Feed the Future upper left, USAID lower left, [partner] logo right of USAID |
| Videos | Feed the Future logo, USAID logo, [partner] logo | First and last frames. Feed the Future upper left, USAID |

| | | |
|---|---|---|
| | | lower left, [partner] logo right of USAID |
| | | |
| | | |

**(4)** Sub-recipient: As specified in the standard provisions, the marking requirements will "flow down" to sub-recipients or sub-awards, and will include the USAID-approved marking provision in all USAID funded sub-awards.

**(5)** Any "public communications," as defined in 22 CFR 226.91 and 2 CFR 700.16, funded by the U.S. Government should follow labeling guidance set forth in the Feed the Future Graphic and Naming Standards Manual.

**(6)** As specified in the standard provisions, ___________ will provide the Agreement Officer's Representative (AOR) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, ____________ will submit one electronic or one hard copy of all final documents to USAID's Development Experience Clearinghouse.