



Issue Date: March 21, 2023
Deadline for Question: March 28, 2023
Closing Date: April 20, 2023
Closing Time: 5:00PM Eastern **Standard** Time

Subject: Notice of Funding Opportunity Number: 7200AA23RFA00006

Program Title: John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Program

Federal Assistance Listing Number: 98.009

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for cooperative agreements from qualified entities to implement the John Ogonowski and Doug Bereuter Farmer-to-Farmer Program. Eligibility for these awards are restricted to applicants who are classified as: a US Private Voluntary Organization (PVO); a U.S. nonprofit agricultural organization; a US agricultural cooperative; a private U.S. agribusiness or agriculturally-related business or consulting firm; private organization (including grassroots organizations with an established and demonstrated capacity to carry out such a bilateral exchange program), private corporation; or a college, university or foundation maintained by a college or university.

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

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

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

Please send any questions to Matthew Case, Agreement Officer, mcase@usaid.gov. 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 NOFO 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,

Sara Bame-Kum
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

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

John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Program

General Description

The primary goal of F2F is to generate sustainable, broad-based economic growth in the agricultural sector. A secondary goal is to increase the American public’s understanding of international development issues and programs and international understanding of the U.S. and U.S. development programs. F2F objectives are to: 1) increase agricultural sector productivity and profitability; 2) improve conservation and sustainable use of environmental and natural resources; 3) expand sector access to financial services; and 4) strengthen agricultural sector institutions. F2F activities are varied and conform to local country needs and strategic objectives. Activities are inclusive and fully demand-driven, responding to requests and needs of local hosts. F2F country project areas align with or support USAID Mission Strategies and objectives or those of other USG programs.

Farmer-to-Farmer Program Approach

Through F2F, USAID facilitates delivery of a broad range of U.S. agricultural expertise, using U.S. volunteers who work with farmers, cooperatives, agribusinesses, and other actors in the agriculture sector in developing countries. F2F provides highly-qualified voluntary technical assistance to respond to the needs of hosts in target countries to address agricultural sector constraints and opportunities. Key factors responsible for program success include: demand-driven by local host needs with an emphasis on inclusiveness; people-to-people diplomacy that creates trust and good will; strong technical expertise of volunteers and country staff; alignment with broader local strategies of USG country objectives and activities; and flexibility to respond effectively to emerging opportunities and needs. F2F has been an effective, low cost program that blends its two goals—providing technical services to enhance sustainable economic development and opportunities for people-to-people level exchanges.

F2F program design and activities reflect extensive analysis and experience over the long history of the program. F2F has successfully adapted to evolving needs of host countries, changes in the global agricultural economy, technological innovation, changes in USG international development strategies, global events, and lessons learned from regular program evaluations and special studies. During the COVID-19 pandemic, F2F was able to adapt using paired remote assignments to continue to provide technical support as well as build local capacity including the skills of the in-country paired volunteer linked with the U.S. remote volunteer.

F2F implementing partners (IPs) are separately responsible for carrying out their individual projects, but voluntarily collaborate in a community of practice (CoP) that supports program outreach and sharing of good practice in agricultural volunteer programs. The CoP collaboration

typically involves an outreach committee, an M&E committee, annual IP meetings, regional meetings, webinars, and other activities.

F2F Theory of Change

The F2F Theory of Change (ToC) recognizes the tiered nature of the overall program—with Country Project-specific strategies and individual, sequential host interventions. The ToC is reflected in the logframe—aligning volunteer and associated support services to provide hosts with training, technical recommendations, and specific deliverables that lead to adoption of innovations, which result in enhanced productivity, profitability, and sustainability improvements in the agricultural sector.

Inputs:	Volunteer technical assistance with additional local staff support	...leading to...
Outputs:	Volunteer recommendations, training, and deliverables for the host with local staff facilitation and follow up	...leading to...
Outcomes:	Adoption of recommendations and host change in behavior, management practices and technologies (innovation) with broader dissemination of recommendations and experience	...leading to...
Impacts:	Productivity & income increases Improved social, human, & environmental capital	

At the Country F2F Project level, IPs identify specific objectives and key constraints or opportunities to be targeted by volunteer assistance. This country level analysis defines the strategy, which may vary widely by Country F2F Project. These collectively contribute to the broader program level ToC. Discrete strategies exist also at the host level, where host objectives vary and needs for volunteer assistance are defined by the unique host constraints or opportunities. Volunteer activities all contribute to achieving the objectives established for the hosts, relevant Country F2F Project, and overall F2F Program as well as often contribute to the success of other USG programming. The secondary objective of F2F is to increase public understanding of development issues, and international understanding of the U.S. is achieved as a by-product of the successful collaboration by volunteers and hosts in their development activities.

F2F Program Structure

The FY24-28 F2F Program will consist of a suite of core Leader with Associates (LWA) Cooperative Agreements plus a separate support project. The LWA core programs are run by IPs who propose the exact countries and project areas where they plan to work. The support project will provide program-wide technical support services for agricultural volunteer programs and finance smaller, specialized F2F volunteer projects that bring in new implementing organizations, test new approaches, and tap new sources of volunteers.

F2F Leader Award Structure and Program Implementation

F2F Programs will vary depending on country and sector needs and conditions. Successful implementation of an F2F volunteer program requires institutional capacity and management systems to undertake a range of activities to deliver effective volunteer technical assistance efficiently to host organizations. While other functions and activities may also be required, an

implementer must have systems to carry out the functions as described below.

Country Selection

F2F Programs are global in scope, but with core activities in a limited number of countries. These core countries can be within a given geographic region, which may allow the IP to leverage synergies in developing coordinated country programs in the region, or they can be in multiple regions and/or thematic in nature.

Core country selection criteria may vary and may include factors such as: country needs and opportunities, the applicant's experience and/or contacts in a country, relevance of the country to USG interests and objectives, ability to provide rewarding and productive volunteer assignments in the country, alignment with USAID Mission objectives, cost-effectiveness, ability to recruit volunteers for assignments in the country, and/or other factors. Typically, it is desirable for F2F programs to work in countries with good enabling environments so that the ideas of the volunteers can have wide impact, unencumbered by price distortions, corruption and red tape, but it is recognized that many countries have limitations in this regard and that substantial development impacts and rewarding volunteer assignments are also possible in other country situations.

Country eligibility is defined in the U.S. Farm Bill. When possible, F2F Programs should target countries and activities that are supportive of broader USG initiatives and priorities, including the Global Food Security Strategy, building resilience, environmental and climate change, gender considerations, youth in development, global security, trade development, and others. As per the U.S. Farm Bill, approximately two-thirds of the funding will be allocated to programs in the first four listed regions. Applications may cover multiple regional programs or larger thematic programs in a given region. Regional program categories are listed below:

1. East Africa
2. Southern Africa
3. West Africa
4. Caribbean Basin
5. Other – may include Country F2F Programs in core countries in: a) Middle East & North Africa; b) Europe, Caucasus and Central Asia; c) Latin America; d) Asia; or e) countries across multiple regions.

F2F Programs typically have between 3-6 core countries, depending on the budget. Discussions about country selection may occur during co-creation with apparently successful applicants. All core countries must receive USAID Mission concurrence.

F2F Eligible Countries and Geographical Program Regions

<i>Region</i>	<i>Countries</i>
Caribbean Basin	Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago

Sub-saharan Africa	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe
Other	<i>Middle East:</i> Egypt, Jordan, Lebanon, Morocco, Tunisia, West Bank and Gaza <i>Asia / South Asia:</i> Bangladesh, Burma, Cambodia, Federated States of Micronesia, Fiji, Indonesia, Laos, Marshall Islands, Mongolia, Nauru, Nepal, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Timor-Leste, Tuvalu, Vanuatu, Vietnam <i>Latin America:</i> Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru <i>Europe, Caucasus, and Central Asia:</i> Albania, Armenia Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kosovo, Kyrgyz Republic, Moldova, Serbia, Tajikistan, Turkmenistan, Uzbekistan

Country F2F Staff: While volunteer technical assistance is a key input, impact is heavily dependent on country field staff, including the Country F2F Director. Qualified local staff with appropriate technical, managerial, and human relations skills empower and catalyze work of the F2F volunteers. Country F2F staff provide critical support and are substantially involved in identifying constraints and opportunities, identifying appropriate hosts, planning and facilitating volunteer assignments, networking within the defined sub-sectors, and following up with hosts to monitor innovations and facilitate their up-take and dissemination.

Sector Analysis and Planning: Initial sector analysis and planning are critical to guide implementation of F2F, and will need to be updated intermittently. There is a need for a balanced assessment of the agricultural sector and potential sub-sectors in selecting and designing country projects. IPs should take a pragmatic approach to analysis and rely on existing sector and sub-sector analyses completed by other institutions (donors, governments, partners, etc.) and synthesize this for sector planning and Country Project Design.

Country F2F Projects: Country F2F Projects address constraints within: a) a specific commodity or value chain; b) a specific support sector; or c) a specific agro-ecological zone, geographic area, or beneficiary population. Country F2F Projects focus on volunteer assistance, have clearly defined objectives, are supported by adequate analysis of sector constraints and opportunities, and link to impacts. F2F Programs can be flexible to adjust activities based on experience and changing conditions. Most Country F2F Projects are five-year activities, although some may be shorter. New Country F2F Projects can be initiated during the course of the five-year program.

Selecting Country Partners: Many IPs collaborate with country partners such as an institution, project, or program to plan and implement a Country F2F Project(s). Partners may be public or private agencies, including trade associations, NGOs, commercial firms, projects, government departments and programs (e.g., Peace Corps) or educational institutions. Partners with in-country capabilities may assist in implementation of F2F; may be involved in providing goods and/or services to agricultural producers or agribusinesses; and/or may connect F2F to their clients as potential hosts for volunteers. Volunteers may work with partners to strengthen

the partner's own capacity to provide goods and services to their clients (in which case the partner is also the host). Generally, good partners will help to spread the specific knowledge or skills that volunteers bring more widely to benefit the sector. Working with local Country Partner organizations aligns with USAID's objectives for local capacity building and enhancing the sustainability of these local systems.

Selecting Hosts: A host is a local organization or individual that requests and receives direct assistance from one or more F2F volunteers. Hosts may be the ultimate beneficiaries that F2F is designed to assist, but may also be intermediaries (service providers, agribusinesses, etc.) whose improved operations benefit the target populations. The ability of hosts to absorb, utilize, and disseminate information provided by volunteers is a critical consideration in determining the potential impact of a volunteer's assignment. Hosts' contributions of lodging, transportation, meeting space, or other logistical support, when possible, can help reduce the costs to the program for fielding volunteers and these hosts may also assist the program in assessments of the impact of the volunteers' efforts. The impacts of a volunteer program are directly related to what hosts do as a result of the information and training provided by volunteers. Ideally, IPs work with each host to put together a plan to accomplish the objectives that they established. Hosts should have clear objectives that form the basis for a development plan and/or volunteer assignment scope of work and for measuring success and impact of the volunteer support.

Development of Assignment Scopes of Work (SOWs): Each volunteer assignment requires a SOW. The SOW describes services required by the host(s) and identifies the skills and experience volunteers need for the assignment. SOWs may also include background on the Country F2F Project strategy and plan. The SOW identifies results anticipated from the assignment and may also identify complementary inputs expected of the host and other partners. Ideally, there is a high degree of participation by hosts in preparation of SOWs. SOWs document the understandings reached among the parties involved, namely the host, any partners, and the F2F IP. The clearer the SOW, the easier it is to recruit for the volunteer assignment, guide the volunteer once on the job, and assess the assignment's success. The process of approving a SOW also clarifies the roles of the IP, the volunteer(s), any partners, and the hosts in making the assignment a success.

- **Volunteer Assignments:** F2F volunteers are skilled professionals with expertise relevant to agricultural sector host needs, as defined in the volunteer SOWs. Most are mid- or senior career individuals with extensive professional experience and they come from a very wide range of professional and thematic backgrounds. Assignments are generally two to four weeks in duration, although this varies and longer assignments are acceptable. SOWs generally call for volunteer services to: a) provide training, b) provide recommendations to hosts, and/or c) complete specific deliverables (e.g., business plan, marketing plan, training materials, demonstration, equipment set up or renovation, etc.). Assignments should maximize efficiency of volunteer time spent with hosts and on assignment-related tasks. Planning for assignments—while emphasizing accomplishment of SOW requirements for the host(s)—should also allow flexibility for cultural exchange and experiences to enhance understanding of country conditions and development context.
- **Paired-Remote Volunteer Assignments:** During the COVID-19 pandemic, F2F pivoted and employed a “Paired Remote U.S. Volunteer” model where hosts receive

remote technical assistance from a U.S. volunteer paired with hands-on support from a local specialist. This allowed F2F to continue providing critical technical assistance and leverage U.S. and local expertise. There were also additional benefits such as allowing volunteers with limitations (i.e., physical disabilities, inability to travel for other reasons, etc.) to participate. Therefore, although in-person assignments are the core of F2F, IPs can propose specific ways they could use a limited number of paired remote assignments, up to 10% of assignments. More guidance on paired-remote assignments will be provided upon program start-up and implementation.

- **Flexible F2F Assignments:** Flexible assignments are any F2F volunteer assignments programmed outside of a Country F2F Project. They may be in any F2F-eligible country, within or outside of the geographic region for the core country F2F program. Flexible assignments: respond to targets of opportunity for substantial developmental impact, carry out exploratory activities in new areas or sectors, and respond to unforeseen needs and opportunities of USAID Mission program and partners. Up to 10% of volunteer assignments under the core LWA awards may be used for flexible assignments. Flexible assignments are approved in Annual Work Plans or in specific approvals by the USAID AOR. If a Flexible Assignment is planned in a country in which another IP has an on-going Country Program, IPs are asked to reach out and inform them as a courtesy before sending volunteers.

Volunteer Recruitment: Successful F2F recruitment may require an extensive database of potential volunteers and/or develop linkages with U.S. farm, professional, cooperative, agribusiness, university, and trade groups to assist in identifying and recruiting volunteers. IPs should consider options for recruiting from new or non-traditional sources of volunteers and seek a gender balance among recruited volunteers to maximize the pool of volunteer resources available and to maximize the potential for public education and outreach. Volunteers should be U.S. citizens and permanent residents; non-U.S. volunteers cannot be used unless prior approval is obtained from the USAID AOR and will only be approved for unique situations. IPs must ensure and confirm in Semi-Annual and Annual Reports that the recruitment process includes screening with at least two reference checks on all potential first time F2F volunteers, reference checks on repeat F2F volunteers with regard to prior F2F assignments, and screening against the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury or United Nations Security designation lists. The IP must also immediately inform the USAID AOR of any negative F2F volunteer performance or behavior and provide information on such performance or behavior experiences to other F2F IPs when contacted for reference checks on potential volunteers.

Volunteer Orientation: Volunteer orientation includes information about travel, health and security issues, other logistics and support, the country, and the organizations and individuals with whom the volunteer will work, as well as the specific tasks of the assignment. The orientation process begins as part of volunteer recruitment and extends through the initial days after the volunteer's arrival in the host country. The more informed volunteers are about what they are getting themselves into, the better equipped they will be to make their assignment successful, both for the host as well as for themselves.

Volunteer Logistics and Support: Logistics and support services greatly impact the effectiveness of volunteers. Logistical support includes transport, housing, interpretation/

translation, compensation arrangements, and other services. Technical support includes information, links to local technology programs, teaching aids, and equipment. Volunteers that are appropriately supported will have more time to focus on their assignments and will develop a better understanding of the host's operating environment and constraints. Technical support can help volunteers adapt their technical knowledge and skills to local conditions and develop appropriate linkages to local technical support institutions. Such support is particularly important given the relatively short duration of many volunteer assignments. IPs shall provide adequate medical and evacuation insurance, vaccination and health briefings, in-country security, and other support to ensure safety and wellbeing of volunteers.

Monitoring, Evaluation, and Learning (MEL): F2F requires a monitoring and evaluation system adequate to inform program management decisions and report routinely on inputs, activities, outputs and outcomes. The system includes indicators, procedures, and reporting systems used in tracking program performance and impact. Since the IP's F2F program will involve diverse activities in different country projects with differing objectives, hosts, strategies, and timeframes, the system must be able to capture adequate detail on individual activities to reflect program and host performance and progress. It should be adaptable to different program and country situations, capable of generating a range of routine and special reports and of making data accessible to multiple users.

Each IP will develop a MEL plan to measure performance of activities, outputs, outcomes and expected impacts. Successful implementation will rely on both quantitative and qualitative approaches embedded in the MEL plan that meet program goals and objectives. MEL plans will use standard F2F indicators as well as custom indicators and will follow requirements for gendered MEL, collecting appropriate gender-sensitive indicators and sex- and youth-disaggregated data, when possible. The MEL plan will be developed and submitted as part of the Year One Work Plan.

F2F has standard indicators that will be refined during co-creation/beginning of implementation. The full set of indicators may include targets for increased net annual income by hosts, increased gross value of sales, increase in area under improved management, and others that will cut across all F2F activities globally, as well as country-specific custom indicators.

Outreach Activities: F2F requires systems to encourage and maximize outreach activities carried out by returned volunteers and also to do U.S. and in-country outreach about the program. U.S. outreach encompasses the full set of activities designed to inform both the general public and interested parties of the character and accomplishments of F2F. Outreach has three principal benefits: 1) educating the public on global development issues and market opportunities; 2) involving the public in international development; and 3) recruiting new volunteers. Outreach activities at the country level have benefits that include: a) identifying new potential hosts; b) promoting dissemination of the findings and innovations introduced by volunteers; c) and informing the public of US development activities. Consultations with USAID Mission staff are important to ensure awareness of particular issues and policies relating to such outreach.

Coordination with USAID Missions: F2F requires that country activities are coordinated with USAID Mission programs to the extent possible. The overall process for coordination and

interaction with country USAID Missions is as follows:

1. As input into solicitations for F2F, USAID Missions had the opportunity to indicate interests or priorities for F2F volunteer activities in their country.
2. Application evaluation criteria for program strategies include consideration of alignment with country USG objectives and programs.
3. Following award, USAID Missions are informed and awardees are requested to consult further with USAID Missions on country project activity planning. USAID Mission “no-objection” is required for the IPs’s proposed Country F2F Director.
4. F2F AOR submits Country F2F Project Descriptions to relevant USAID Missions to obtain "no-objection" and any comments prior to approving implementation plans.
5. IPs inform Missions of volunteer assignments and arrange for briefing/debriefing visits with USAID staff, as appropriate.
6. F2F IPs typically participate in regular USAID Mission meetings with implementing partners in the agricultural sector.

F2F Learning and Community of Practice: F2F has an active and useful F2F *IP* Community of Practice (CoP) in which all *organizations* collaborate to share lessons learned and promote volunteerism. The CoP collaborates in an annual Implementing Partners Meeting to review F2F Program progress, issues, good practice, and M&E systems. The CoP also collaborates on regional and thematic workshops and events and IPs should plan to participate in these as appropriate. The F2F CoP also collaborates in an M&E Committee, an Outreach Committee, and other special projects.

Associate Awards and Buy-ins: F2F is designed as an LWA to allow USAID missions or office to add on activities if desired via Buy-ins and/or Associate Awards. These are not guaranteed under an LWA but Buy-ins and Associate Awards may provide for: a) additional volunteer services in a core F2F country or other country; b) complementary support for Country F2F Project sub-sectors (additional technical assistance, grants, training, equipment and facilities, and/or other inputs) that can improve F2F outreach and impact; or c) volunteer services and complementary support for agricultural projects addressing specific development objectives in an F2F core country or other country. Buy-ins or Associate Awards may expand F2F activities into additional countries within or outside of the given region.

Gender Considerations: F2F will improve on gender equity for target populations by embedding considerations of gender issues and impacts. By providing women with equal access to technical assistance, knowledge, and innovations in settings where household livelihoods are predominantly agriculture-based, F2F will advance gender equity.

F2F conforms to USAID policy requirements (ADS 205) that gender issues be considered across the program cycle, including during activity planning, implementation, and MEL. F2F IPs will be required to provide systematic consideration of gender issues and impacts in their F2F programs and report on sex-disaggregated data for volunteers and persons directly assisted. The FY 2024-FY 2028 F2F Program will continue to emphasize (i) gender targeted host selection, both for women lead organizations and for those that can positively affect gender- equity in participation and benefits; (ii) gender responsive technical assistance; and (iii) materials specific to women volunteer recruitment. While none of these are entirely new, all warrant additional

emphasis. Individual-level indicators will be gender and youth disaggregated and capture inclusion in other ways as well.

Environmental Considerations: All F2F Programs should ensure systematic consideration of the implications of activities on environmental and natural resources and should seek to mitigate any adverse impacts. F2F conforms to all USAID policies and guidelines related to climate and environment, as well as adheres to applicable host country environmental laws and policies. An updated Global F2F FY24-28 Initial Environmental Examination will be shared prior to implementation, as well as a Programmatic Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP).

Reference Documents

- Additional information on the F2F Program may be found at: www.farmer-to-farmer.org.
- Final reports from past F2F projects can be found at: <https://dec.usaid.gov>.
- [February 2022 Midterm Performance Evaluation](#)
- The [F2F Fiscal Year 2021 Annual Report](#)
- A previously developed “[Managing International Volunteer Programs: A Farmer-to-Farmer Program Manual of Good Practices](#)” is dated but it has good background information:

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award between seven (7) and nine (9) Leader with Associate (LWA) Cooperative Agreement(s) pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$65 million (LWA ceiling) in total USAID funding over a five (5) year period.

Leader Award budget: The Recipient shall plan to implement a five-year Leader Award program. Applicants may propose programs in the range of \$5 to \$9 million. USAID estimates that there will be awards of various sizes made and may ask for adjustments up or down to proposed activities during the co-creation phase. USAID expects to provide core funding for each Recipient F2F Program with an initial obligation in FY23 and the remaining funding in approximately equal tranches over four years (FY24-FY28). This is a projection for planning purposes only. Any and all funding for F2F is subject to the availability of funding to USAID for this purpose. Leader awards will also include an additional \$1.0 million ceiling for potential Buy-ins. Although, Buy-ins are not guaranteed.

Associate Awards: Leader and Associate Awards are separately obligated instruments. Associate Awards will be subject to the needs, priorities, and funding available to USAID Missions and offices. Associate Awards are not guaranteed under an LWA. Based on previous experience with F2F LWA programs, there may be considerable interest from USAID Missions reflected in Requests for Associate Award Applications for a variety of types of volunteer technical assistance-based agricultural and rural development projects. Recipients should be prepared to respond appropriately to such requests from Missions or USAID/Washington, if any materialize. Associate Awards must be for activities that fall under the Leader Award and must include substantial use of volunteer technical assistance. Associate Awards may run for up to five years from date of award and may extend beyond the period for the Leader Award. The details of each Associate Award will be determined at the point when they are designed. The Mission or Office that funds them will be responsible for the procurement of the award and will oversee activities.

LWA Funding Ceilings

Each F2F LWA Cooperative Agreement will carry two funding ceiling restrictions:

1. Total of Leader Award: The ceiling for a Leader Award will be from \$5 million to \$9 million. Within each Leader Award, a \$1.0 million ceiling for Buy-ins will be added to this amount (making the TEC between \$6 - \$10 million). Buy-ins will be dependent on Mission or office interest and funding availability. This additional \$1.0 million from potential Buy-ins is not guaranteed as part of receiving a Leader Award.
2. Total of Associate Awards: The ceiling for all related Associate Awards under a given LWA will be up to four times the level of ceiling for the Leader Award. Therefore, each LWA will have a specific ceiling defined in the Leader Award document. Associate Awards for any Critical Priority Country, post-conflict, or humanitarian assistance Associate Awards are outside of this ceiling.

2. Performance Indicators, Targets, Baseline Data, and Data Collection

Program performance and impact indicators provide the basis for the management information system. Initial monitoring systems for F2F programs focused mainly on simple, relevant input indicators of numbers of volunteer assignments and budget expenditures. With greater emphasis on achieving results, F2F programs have adopted more comprehensive systems to track and report on indicator changes along the cause and effect pathway of the project's development hypothesis—from inputs and activities to outputs, outcomes (results) and impacts. The Recipient shall report against: a) Standardized F2F Program Indicators and b) Country F2F Project-specific custom performance and impact indicators, as appropriate.

A selection of Standard F2F Performance and Impact indicators are listed in the table below. These are subject to review and may be revised and finalized in consultation with USAID and other F2F Implementing Partners.

Table 5: Standard Performance and Impact Indicators in Use in the F2F Program

Inputs	Outputs	Outcomes	Impacts
Number of vol. assignments: • Male • Female • Total Volunteer demographics: • Sex/gender • State of residence • Job/occupation category • Prior F2F service Number of volunteer days completed Value of host contributions (U.S.\$) Type of volunteer assistance: • Technology transfer • Organizational development • Business/Enterprise development • Financial services • Environmental conservation • Administrative Type of value chain activity: • Support services • On farm production • Processing and handling	Hosts assisted: • Cooperatives and associations • Individual private farmers • Other private enterprises • Non-profit, public interest NGOs • Public and private education institutions • Rural financial institutions • Public sector technical agencies Host demographics • Country • Country Project Persons directly assisted: • Male • Female • Total Number of volunteer recommendations made Number of public outreach activities	Volunteer recommendations adopted Value of resources mobilized by host Value of resources leveraged by grantee/ volunteers in the U.S.	Economic: • Annual net income (U.S.\$) • Value of gross annual sales (U.S.\$) • Area under improved management (ha) Organizational capacity: • tbd Financial services: • Value of rural/ agricultural loans (U.S.\$) • Number of rural/ agricultural loans Environmental: • tbd Number of beneficiaries • Members/owners • Employees • Clients & suppliers

• Marketing			
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USAID will convene an IP workshop on reporting and program monitoring for Recipients funded under this NOFO soon after award of the LWA Cooperative Agreements. Successful applicants should plan to participate in an F2F Implementers' Meeting with country F2F Program Directors and selected home office staff to review and finalize indicator definitions in the early part of FY24. A Monitoring, Evaluation, and Learning Manual with complete information will be developed by the F2F USAID HQ team and finalized after the implementers meeting and shared at that time.

Standardized F2F Program Indicators should be generally relevant to Country F2F Projects, but it is likely that other indicators, particular to the activities and objectives of the specific Country F2F Project, will be needed to assess performance and impact. USAID country Missions may provide input to such country- specific indicators to assist with their needs for reporting on development impacts in the country. Such indicators should be identified in the Country F2F Project Descriptions to track and report on implementation progress and program impacts.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be October 1, 2023.

4. Substantial Involvement

The intended purpose of the Agreement Officer Representative (AOR) involvement during the Leader Award is to assist the Recipient in achieving the supported objectives. The Agreement Officer has delegated the Substantial Involvement approvals listed below to the AOR. Such approval delegation does not extend to approvals for changes to the Program Description or the approved budget. Any changes to the Program Description or the approved budget shall only be approved by the Agreement Officer, after first being reviewed by the AOR.

USAID will be substantially involved in the LWA Cooperative Agreements as follows:

- Approval of the Recipient's Annual and LOP Work Plans and Country F2F Projects, and any updates or revisions to these documents;
- Approval of Key Personnel - F2F Program Director and F2F Country Directors;
- Approval of F2F volunteer assignments outside of normal program parameters;
- Approval of the Recipient's Monitoring, Evaluation and Learning Plan; and
- Concurrence in Requests for Associate Award applications and Buy-ins.

Specific substantial involvement provisions for Associate Awards may be identified for each award. These provisions may include: a) approval of the Recipient's implementation plans; b) approval of specified Key Personnel; and c) USAID and Recipient collaboration or joint participation. The Mission or other office/bureau commissioning activities through an Associate Award will propose terms for substantial involvement, and ideally should be consistent with the Leader Award.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937**.

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the John Ogonowski and Doug Bereuter Farmer-to-Farmer Program which is authorized by Federal statute. The successful Recipients 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 Recipients 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.

7. Key Personnel

Key personnel for the Recipient's F2F Program shall include: the Recipient's F2F Program Director and the F2F Country Director for each core country. The total number of Key Personnel, will therefore depend on the number of core countries proposed by the Recipient. In their application, recipients shall propose Key Personnel for at least half of their proposed core countries, as USAID realizes that some staff may not be hired until the applicant is successful and therefore these can be submitted later. Please note that all country Key Personnel will need to be approved after the award of the LWA Cooperative Agreement and *before* startup of country activities.

The **Recipient's F2F Program Director**: shall have overall responsibility for implementation of the Recipient's F2F Program and shall be the principal point of contact for USAID for issues in F2F planning and implementation. The F2F Program Director will be responsible for country program design and coordination, Country F2F Project approvals, planning and use of flexible assignment volunteers, Work Plan development, project reporting, overall program monitoring and evaluation, and coordination and representation of the Program with USAID and other stakeholders. The F2F Program Director minimum qualifications include: a university degree in a subject relevant to international development or related field (technical agriculture, business administration, agricultural development, economics, rural sociology, etc.); at least eight years' experience in international development; and experience with agriculture and rural development.

The **F2F Country Directors** for each core country: shall be responsible for coordination of all F2F activities within a country, including: identifying, designing, and implementing Country F2F Projects; identifying potential partners and hosts; developing volunteer scopes of work; facilitating volunteer assignments; providing pre- and post-assignment assistance to hosts; updating sector and sub-sector analyses; ensuring sound systems for monitoring, evaluation, and learning; and coordinating work with other stakeholders. The F2F Country Directors' minimum qualifications include: a university degree (preferably in agriculture or a related and relevant field); at least eight years professional experience relevant to the Recipient's F2F Country Program; fluency in language(s) of the host country and in English; experience in agricultural production, marketing and/or development; and ability to network effectively with country

agricultural sector stakeholders.

Note: Key Personnel need not be assigned full-time to the Recipient F2F Program, as program needs may not require full time assignment. The Recipient shall justify its proposed level-of-effort from each Key Personnel position and obtain USAID AOR approval for time allocation of any position not assigned full-time to the Recipient F2F Program.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

The F2F Leader with Associates Cooperative Agreements will be fully competed among eligible organizations. To be eligible for a F2F Cooperative Agreement(s) under this NOFO, principal applicants must meet the below applicable eligibility requirements. Any proposed deviation to the eligibility requirements will not be accepted.

Eligible applicants must be either: a US Private Voluntary Organization (PVO); a U.S. nonprofit agricultural organization; a US agricultural cooperative; a private U.S. agribusiness or agriculturally-related business or consulting firm; private organization (including grassroots organizations with an established and demonstrated capacity to carry out such a bilateral exchange program), private corporation; or a college, university or foundation maintained by a college or university. Moreover, applicants must have within the past five (5) years a minimum of two (2) years' experience in planning, managing, monitoring, and reporting on international agricultural development programs. For profit businesses must waive profits and/or fees to be eligible to submit a Concept Note. USAID strongly encourages applications from new US partners.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2 CFR 200), OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the agreement.

Final award of any resultant Cooperative Agreement(s) cannot 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, potential applicants are hereby notified of these requirements and conditions for 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. Cost Sharing or Matching

There is no mandatory cost share requirement for the Leader with Associates Cooperative Agreement. If an applicant decides to include cost share to demonstrate its commitment to the program, the cost share contributions cannot be federally funded. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306. Future Associate Awards under this Leader Award may require cost share.

3. Leverage

The F2F program by its nature leverages additional resources from various sources for implementing host projects. Typically, this includes: the value of volunteer services provided;

host contributions to costs of volunteer logistics and support such as meeting space, training, resources, meals, etc.; funds mobilized by hosts as a result of volunteer assistance and/or to implement volunteer recommendations (loans or grant); and additional assistance provided by or mobilized by volunteers or the Recipient to assist hosts. The Recipient shall be responsible for monitoring and reporting on resources leveraged by the Recipient's F2F Program through a selection of indicators that will be shared with successful applicants.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency and Alternate Points of Contact

Name: Sara Bame-Kum
Title: Agreement Officer
Email: sbamekum@usaid.gov
Phone Number: 202-717-3015

Name: Matthew Case
Title: Agreement Officer
Email: mcase@usaid.gov
Phone Number: 202-916-2753

2. Questions and Answers

Questions regarding this NOFO should be submitted via email to Matthew Case no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

The method of distribution of USAID assistance information is via the Internet. This NOFO contains all necessary information, web links, and materials to submit a complete, full application. Any additional information regarding this NOFO will be furnished through an amendment(s) and will be communicated through Grants.gov. This NOFO and any future amendments can be downloaded from <http://www.grants.gov>.

The competition conducted under this NOFO will be completed in two phases:

- Phase I: Concept Note
- Phase II: Full Application

Each applicant shall initially provide USAID with a Concept Note. The Concept Note shall be competitively evaluated against the predetermined evaluation criterion. Applicants with the most highly technically qualified Concept Notes will be invited to submit a Full Application under this NOFO. Unsuccessful applicants will be notified in a timely manner and provided written feedback. Applicants can submit more than one Concept Note for different regions or programs but only one award is expected to be given to an IP as a Prime Recipient.

Phase II: Full Application instructions are provided in Section D.3.B for informational purposes only. Only applicants who are requested to submit Phase II applications should respond. Please do not submit a full application as outlined in Section D.3.B, unless invited by USAID to do so. This request will come after concept notes have been evaluated.

A. Phase I - Concept Note

Applicants shall submit initial Concept Notes covering the same general information as will be required in the Full Applications, but in an abbreviated format for the Concept Note.

Applications should describe proposed core countries and Country F2F Project activities for implementation and provide a rationale for their selection. The proposed core countries and Country F2F Project areas will be illustrative and may change depending on further country level analyses and consultations with country Missions. Final country selection and country project activities will be approved during co-design and through the project work plan process. (Note: Experience indicates that a high percentage of proposed countries/activities are subsequently approved but flexibility is essential to avoid possible duplication and accommodate adequate country consultation and analysis.)

General requirement for Applications shall be:

1. All information shall be presented in the English language.
2. 12-point, Times New Roman font using fixed pitch spacing per inch
3. 8½" x 11" sized page layout, 1" margins
4. Submitted via Microsoft Word or PDF in a searchable and editable format

There are two exceptions to the aforementioned instructions: 1) budgets may be in a slightly smaller font (10 point, Times New Roman) with smaller margins, and 2) tables may use smaller fonts and margins, however, must be easily readable.

Note: USAID will not review any pages in excess of the page limits noted below.

Please note that for NOFO Phase 1, applicants only need to provide the following information for the prime organization and any sub expected to receive 30% or more of the total funding:

i. Cover Page (1 Page):

- a. Prime Organization Name
- b. Prime Organization Business Status (non-profit, for profit, PVO, etc)
- c. Prime Tax Identification Number (TIN)
- d. Prime Contact Name (authorized negotiator)
- e. Prime Contact Email Address
- f. Prime Contact Telephone and Fax Number
- g. Prime Complete Business Mailing Address
- h. Sub Organization Name
- i. Sub Organization Business Status (non-profit, for profit, PVO etc)
- j. Sub Contact Name
- k. Sub Contact Email Address
- l. Sub Contact Telephone and Fax Number
- m. Sub Complete Business Mailing Address
- n. A summary table that lists the prime applicant and all partner organizations' percentage of funding for the overall program activities for each partner.

ii. Table of Contents (1 Page):

Not be included in page limit.

iii. Acronym List (1 Page):

Not be included in page limit.

iv. Concept Note (10 Pages):

- a. Program Strategy: This section shall describe the applicant's proposed strategy for use of voluntary technical assistance. The application should address the overall strategy, proposed approach and planning processes, development goals and objectives and expected relationships with USAID Mission, country partners, hosts, and/or other organization programs and strategies. The description should relate the proposed strategy to issues described in this NOFO. Applicants should describe how country level program strategies will be developed and updated. Applicants shall describe how gender and environmental issues will be considered across their F2F program.
- b. Implementation Plan: This section should describe the proposed implementation plan for effectively and efficiently carrying out the F2F volunteer program. The Applicant should describe how volunteer recruitment and support ensure well qualified volunteers, tailored to host needs, including provisions for ensuring opportunities and participation by women and minority populations and by first-time volunteers. The Applicant should also describe plans for host selection, needs assessments, and collaborative action to ensure suitable hosts with capacity to utilize volunteer services effectively. The Application should describe arrangements for expediting startup of project activities during Year One and approaches for any country level for collaboration with key partners. The Applicant should describe plans for continuous learning and program improvement, including participation in an F2F Community of Practice.
- c. Management Plan: This section shall describe the applicant's proposed management structure and approach and describe and justify any partnering or sub-award arrangements planned to achieve objectives or address capacity needs. The applicant should describe their experience in implementing international volunteer programs; the degree to which the applicant completed related work successfully, satisfied its customers/donors, and complied with relevant laws and regulations.

v. Summary Draft Life of Project (LOP) Work Plan (3 Pages)

The summary draft LOP Work Plan should include projected timelines and phasing of activities to achieve objectives and projections of targets by year for a selection of Standard Performance and Impact Monitoring Indicators. The LOP draft plan should also briefly describe results planning and describe systematic consideration of gender issues and impacts. Targets are recognized to be preliminary projections on just a selection of the indicators. As described in the F2F Program Description, please distinguish volunteer targets between regular F2F assignments,

Paired Remote assignments (no more than 10%), and Flexible Assignments (no more than 10%), if applicable. Applicants do not need to propose Paired Remote or Flexible Assignments if they don't fit the overall strategy. This LOP Work Plan will be expanded and reviewed after award.

Below are a selection of illustrative indicators to be used in the summary draft LOP Work Plan. Others can be included as well. All indicators are subject to review and will be revised and finalized soon after award of the LWA Cooperative Agreements

Indicator
Number of volunteer assignments*
Percentage of assignments by women volunteers
Percentage of assignments by first time volunteers
Number of volunteer days completed
Value of host contributions to volunteer assignments
Number of hosts assisted
Number of persons trained
Percentage of women trained
Number of public outreach activities
Value of host annual net income increase
Value of annual gross sales (revenue)
Area under improved management

*broken down by type, if applicable

vi. Attachment - Budget (1 Page)

- a. Overall budget breakdown that shows the following (no narrative is required for the Concept Note). The budget should reflect the full amount including the ceiling for a potential \$1.0 million Buy-in, even though that funding is not guaranteed.
 - i. Does your organization have a Current Negotiated Indirect Cost Rate Agreement (NICRA) with a Federal Agency? (Y/N)
 1. If Y, which agency?
 - ii. If your organization does not have a NICRA, does your organization have at least the previous three years of audited financial statements or have the ability to get the previous three years of audited financial statements by NOFO Phase II? (Y/N)
 - iii. Have you received Federal Funds in the past? (Y/N)
 1. When?
 2. Dollar Value?
 3. From which agency?
 4. What was the contract/agreement number?
 5. Provide Agency POC

Cost Category	Yr1	Yr2	Yr3	Yr4	Yr5	Total
Direct Costs						
Personnel						
Fringe Benefits						
Travel						
Equipment						
Supplies						
Contractual/Subawards						
Other Direct Costs						
Total Direct Costs						
Indirect Rate						
Total USAID Contribution						
Cost Share**						
Buy-in						\$1,000,000
Total Project Budget						

* Minimum mandatory leverage is the value of volunteer time, currently calculated at \$522/day. This number may change but can be used for this purpose. Other leverage (host contributions, etc.) may be included here as well.

**Cost Share is not required but if proposed, please estimate it here.

B. Phase II - Full Application:

Only upon invitation by USAID shall a recipient submit a full application to the Agreement Officer.

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) who is authorized to negotiate on behalf of the organization and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Business Status (non-profit, PVO, for profit, etc.)
- Tax Identification Number (TIN)
- Program name
- Notice of Funding Opportunity number

- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.
- The applicant's Unique Identity Number (UEI)

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

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

Applications must comply with the following:

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

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

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

Applications must be submitted by email to Farmer2Farmer@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

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

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

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

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

5. Technical Application Format

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

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

(b) Table of Contents

Include major sections and page numbering to easily cross-reference and identify merit review criteria.

c) Executive Summary (Two pages)

The Executive Summary must provide a high-level overview of key elements of the Technical Application and provide a concise summary of the applicant's program description, program methodology, and expected results and impacts.

d) Program Description (10 pages maximum)

This section shall describe the applicant's proposed F2F program, reflecting the overall strategy, proposed approach, effective use of volunteers, development goals and objectives. The Application shall include:

- **Program Strategy:** A description of the applicant's proposed Program Strategy, including, but not limited to: the proposed program objectives; rationale for proposed core country region or theme and core countries; description of any innovative use of voluntary technical assistance to achieve development objectives; planned linkages to USAID Mission strategies, USG priorities, and other donors. Applicants shall describe how gender and environmental issues will be considered across their F2F program.
- **Country F2F Project Planning:** A description of the applicant's proposed country project planning, demonstrating the ability to establish and implement a strategically focused country activity, including, but not limited to: proposal for Country F2F Projects with a proposed plan and timeline for completing full analysis and design; description and rationale for collaboration with and participation of any key partners or sub-awards; description of criteria and process for selection and work with host institutions, target types of host institutions, and/or intended beneficiary groups expected to participate; arrangements to ensure gender equality and equal participation both as volunteers and participation in the host country activities; and integration of environmental and climate considerations.
- **Results Planning:** A description of the applicant's proposed Results Planning, including, but not limited to: description of the potential for substantive and sustainable developmental impacts within the context of the F2F Program, including projection of estimated life-of-project targets for the Recipient F2F Program for Standard F2F Performance and Impact Indicators; plans for establishment of relevant and useful custom indicators for guiding strategic Country F2F Projects (if applicable); and proposed systems and procedures for monitoring, evaluation, and learning.

e) Implementation and Management Plan (10 pages maximum)

Describe the applicant's capacity and proposed implementation and management plan for carrying out the proposed F2F program. The Application shall include:

- **Implementation Plan:** A description of the applicant's proposed Implementation Plan, including, but not limited to: arrangements for volunteer scope of work development, volunteer recruitment, volunteer logistical and technical support, maximizing returned volunteer outreach activities, commitment to and experience with effective collaboration

other development partners, any innovations or strategies to reduce costs of providing volunteer services or to maximize the leveraging of other resources toward program objectives.

- **Management Plan:** proposed management structure and approach, including lines of responsibility, authority and communication, and any subaward agreements with description of the participating organization, rationale and benefits from their participation, and arrangements to ensure streamlined and efficient program management; and ensuring field staff capacity for technical support and monitoring and evaluation of program impacts.
- **Staffing and Key Personnel:** A description of the applicant's proposed Staffing and Key Personnel, including, but not limited to: proposed staffing configuration at country and HQ levels; description of the strengths of the proposed Key Personnel and the suitability of their education and work experience for proposed positions on the Recipient's F2F Program; an explanation of the time allocation for any Key Personnel who are being proposed at less than full time. CVs and references should be included in the Annexes (see below for details);

f) Annexes

Annexes shall include:

1. a proposed Work Plan for Year One (maximum 8 pages)
2. a draft Life of Project Work Plan (maximum 8 pages). These plans should be relevant to and supportive of the program description.
3. CV (3 page maximum) for the proposed F2F Program Director
4. CVs (3 page maximum) for each proposed F2F Country Directors
5. Past Performance (see below)

Past Performance

Applicants shall include three past performance references on relevant programs completed during the past no older than five years. Any past performance references older than five years will not be evaluated. The description should include, but not be limited to: degree to which the applicant completed related work successfully; demonstration of the applicant's capacity for creativity and leadership, to deliver high-impact results, and effectively partner with other organizations; and ability to comply with terms and conditions of contract or grant awards to achieve desired results through innovative planning and implementation, sound business practice and relations, and effectiveness and efficiency in achieving objectives. References should include names, current and functional email addresses and valid current phone numbers for individuals able to serve as references.

Compliance Requirements

In addition, each recipient shall be required to comply with the terms of the Initial Environmental Evaluation for the F2F Program and with the terms of the Pesticide Evaluation Report and Safer

Use Action Plan (PERSUAP). An updated Global F2F FY24-28 Initial Environmental will be shared as well as a Programmatic PERSUAP prior to implementation. The FY19-FY23 IEE and PERSUAP can be found in the Annexes. Recipient Work Plans should include provision for environmental screening of individual volunteer assignments and for provision of mitigation plans as indicated necessary. Implementation will in all cases adhere to applicable host country environmental laws and policies. The IP, sub-grantees, and subcontractor must comply with host country environmental regulations unless otherwise directed in writing by USAID. However, in case of conflict between host country and USAID regulations, the latter shall govern.

6. Business (Cost) Application Format

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

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

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

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

b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>

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

c) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy upon request by the AO:

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

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

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. The budget should reflect the full amount including the ceiling for a potential \$1.0 million Buy-in, even though that funding is not guaranteed. See Section H, Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

- 1) Salaries – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
- 2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such a rate and provide evidence of its approval. Allowances, when proposed, must be broken down by specific type and by position. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) Equipment - Must include information on estimated types of equipment, models, and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Supplies - Must include information on estimated types of supplies, models, and the cost per unit and quantity. The Budget Narrative must include the purpose of the supplies and and the basis for the estimates.
- 6) Contracts/Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- 7) Construction – Not applicable
- 8) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally,

at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

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

e) Prior Approvals in accordance with 2 CFR 200.407

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

f) Approval of Subawards

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

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

g) Unique Entity Identifier (UEI) and SAM Registration

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see ADS 303maz), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. Recipients must maintain an active SAM registration while they have an active award. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

1. Provide a valid UEI for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application.
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

h) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

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

- The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- The Branding Strategy must include, at a minimum, all of the following:

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

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

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

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

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

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

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

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

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

(i) Describe the main program message.

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

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

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

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

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

- The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.
- Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at **<http://www.usaid.gov/branding>**. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- The Marking Plan must include all of the following:

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

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

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

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

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

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

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

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

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

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

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

(v) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

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

- The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

i) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section **B.4 B.5** of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

j) Conflict of Interest Pre-Award Term

- **Personal Conflict of Interest**

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.
2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

- **Organizational Conflict of Interest**

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

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Merit Review Committee (MRC) using the criteria described in this section.

2. Review and Selection Process

a) Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in numerical and chronological order:

NOFO Phase I - Concept Note Evaluation:

The Concept Notes will be evaluated in accordance with the Technical Evaluation Criteria set forth below. If a Concept Note is recommended for NOFO Phase II following the technical review, a Full Application and Cost Application will be requested.

Applicants should note that the technical evaluation criteria serve to: (a) identify the significant issues which applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. **To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the evaluation criteria.** While the Application narrative should focus on evaluation issue-related materials in specific sections, the evaluation may draw from other sections of the Application where material is relevant to a specific evaluation criterion. Awards will be recommended based on the ranking of applications according to the technical evaluation criteria and the quality of the response to these criteria.

The following evaluation factors will be used to evaluate all Concept Notes. The Government will evaluate responsive concept notes, with technical merit being more important than cost, utilizing the following factors.

- Program Strategy: (30 points)
 - a. Clearly describes a sound strategy for use of voluntary technical assistance; overall strategy, proposed approach and planning processes, development goals and objectives, and expected relationships provide a base for an effective program; strategies for development of country level programs are clear; and demonstrates a clear understanding of implementation of volunteer technical assistance programs; clear description of consideration of gender and environmental issues.
- Implementation Plan: (30 points)

- a. Clearly describes an implementation and management plan for effectively and efficiently carrying out the F2F volunteer program, with evidence of a strategy for intensive Year One start up, and analysis and finalization of Country F2F Projects; sound planning and criteria for host selection, assessment, and follow up support; planning and arrangements for inclusive volunteer recruitment and fielding; and plans for continuous learning and F2F Community of Practice participation.
- Management Plan: (20 points)
 - a. Provides evidence of the applicant's management structure and approach; justifies any partnering or sub-award arrangements necessary to achieve objectives or address capacity needs of the applicant; describes experience and capacity in implementing international volunteer programs; describes the degree to which the applicant completed related work successfully, satisfied its customers/donors , and complied with relevant laws and regulations.
- Life of Project Plan, Results, and Indicator Targets: (20 points)
 - a. Clearly describes plan and phasing of activities; provides an illustrative set of LOP indicator targets for substantive and sustainable development impacts; reflects a commitment and plan to promote gender equity and inclusiveness; commits to ambitious and practical life-of-project targets for indicators.

Phase II - Full Application Evaluation:

The Full Application will be evaluated in accordance with the Technical Evaluation Criteria set forth below on a pass/fail basis. Please do not submit a full application unless USAID specifically requests one from your organization.

Applicants should note that the technical evaluation criteria serve to: (a) identify the significant issues which applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. **To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the evaluation criteria.** Awards will be recommended based on the analysis of applications according to the technical evaluation criteria and the quality of the response to these criteria.

The following evaluation factors will be used to evaluate all Full Applications on a pass/fail basis. The Government will evaluate responsive Full Applications on a best value basis, with technical merit more important than cost, on the following factors.

- Program Strategy: Evidence of a sound rationale and coherence in the applicant's overall F2F program proposal for the geographic regions/core countries and development objectives selected; effectively utilizing volunteer technical services; reflects a good understanding planned linkages and USG priorities; evidence of strategy to address gender and environmental issues and considerations.
- Country Project Planning: Evidence of the applicant's ability to plan for analysis and design of sound Country F2F Projects that utilize voluntary services to develop local human and institutional capacities and achieve defined sector objectives consistent with the overall F2F

Program objectives; strategies and approaches to effectively select and support hosts, achieve broader sub-sector impacts, and promote gender equity and equal participation and integration of environmental and climate change considerations into plans. Describes a clear and logical set of proposed core countries and sub-sector Country F2F Project areas with a sound rationale for selection and demonstrates ability to develop strategic and practical approaches to use of volunteers to achieve desired objectives.

- **Results Planning:** Evidence of the applicant's ability to focus an F2F program on achieving desired results, monitoring and reporting on progress and development impact, and addressing critical implementation issues (e.g., environmental, gender equity, public outreach, etc.).
- **Implementation and Management Plan:** Plan for and evidence of the ability to establish efficient, effective, and innovative management systems (e.g., analysis, host selection, scope of work development, volunteer recruitment and orientation, volunteer logistics and support, outreach, etc.) for implementing the applicant's proposed F2F volunteer program. Evidence of the applicant's ability to manage the proposed F2F program, including appropriate staffing, training, and support plans to ensure field staff capacity for technical support as well as monitoring and evaluation of program impacts. If subawards are proposed, evidence of plan for their participation and value-added to the proposed F2F Program. Evidence of ability to effectively and efficiently achieve development objectives and results through innovative planning and implementation and sound business practices and relations.
- **Staffing and Key Personnel:** Evidence of the applicant's ability to provide key personnel with appropriate level of education and experience to manage and organize program resources, and provide quality control for proposed program work [Note: As part of this review, USAID may contact some or all of the references provided by the applicant. In addition to the references provided by the applicant, USAID may also contact other past or current customers, partners, or others knowledgeable about the individual's qualifications and past performance on specific programs or activities.]; evidence of plans to provide adequate technical staffing to field offices to effectively manage host sub-sector and consultations, volunteer support, and host follow up monitoring and support; evidence of adequate technical, support and M&E staff to manage volunteer recruitment and all support needs; and arrangements for participation in community of practice learning and support activities to ensure continuous improvement in operations.
- **Branding & Marking:** (compliant Y/N)
- **Environmental Check:** (compliant Y/N)
- **Past Performance:** Past performance references on relevant current programs ~~or those completed during~~ **no older than** the past five years will be reviewed to inform selection decisions and for risk determination. As part of this review, USAID may contact some of the applicant's past or current customers and partners to assess the applicant's performance. [Note: In addition to the references provided by the applicant, USAID may also contact other individuals knowledgeable about the applicant's performance on specific programs and other sources of information, including, but not limited to, other government agencies, better

business bureaus, published media, and electronic databases.]

b) Business Review

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

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

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

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

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

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

For Non US organizations: [ADS 303](#), [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

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

3. Reporting Requirements

- **Financial Reporting:**

Financial Reports shall be in keeping with 2 CFR 200 and 2 CFR 700.

Federal Financial Form (SF-425)

The recipient shall list each country included in the program and the total amount expended for each country under the award for the reporting period in the “Remarks” block on the Federal Financial Form (SF-425), or on a separate sheet of paper. Financial Reports will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

For recipients without a letter of credit:

The Recipient must submit one electronic original to the Agreement Officer’s Representative (AOR) with one copy to the Agreement Officer of Standard Form 425 (SF-425) on a quarterly basis.

For recipients with a letter of credit:

- i.* The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services

(<http://www.dpm.psc.gov>). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR)

ii. The recipient must also submit the original and two copies of all final financial reports to USAID/Washington, M/CFO/CMP/LOC Unit, the Agreement Officer, and the AOR. The recipient must submit an electronic version of the final Federal Financial Form (SF-425) to U.S. Department of Health and Human Services in accordance with paragraph (1) above.

Electronic copies of the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf
<http://www.forms.gov/bgfPortal/docDetails.do?dId=15149>

Line item instructions for completing the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ffr_instructions.pdf

Reporting on Foreign Taxes shall be in accordance with Standard Provision II.15., Reporting of Foreign Taxes (March 2006), at the following address:

<http://www.usaid.gov/policy/ads/300/303maa.pdf>

- **Performance Reporting**

The Recipient shall submit Work Plans and Performance Reports with the format, content, and time schedule as described below. The details of the format and submission schedule may be modified in agreement between the USAID AOR and the Recipient. The Recipient's reporting shall correspond to USAID required indicators and should include progress toward benchmarks and result in indicators of development impact. In addition, qualitative descriptions of success stories and achievements to illustrate F2F Program impacts shall be included, when possible. Work Plans and reports shall be prepared to be available for public reference and limited distribution. Financial or other proprietary information can be provided in an Addendum for USAID and noted in the Work Plan or report.

Life of Project and Year One Work Plan. A draft of the Life of Project and Year One Annual Work Plans for the Recipient F2F Program shall be included as part of the Full Application in response to Part II of this NOFO. The Recipient shall revise these drafts, as appropriate, and finalize them in consultation with the USAID AOR within three months of the award of the LWA Cooperative Agreement. The Year One Work Plan should follow the outline below. The LOP Work Plan should be maximum 8 pages and include projected timelines and phasing of activities to achieve objectives and projections of targets by year for the Standard Performance and Impact Monitoring Indicators in the Performance Monitoring Plan. The LOP Work Plan may be revised, as needed, with subsequent Annual Work Plans. The Recipient shall revise the initial Work Plans, as necessary, and finalize it within three months of award.

Annual Work Plans will be required each year for the Recipient's F2F program, with plans developed based on the US fiscal year (October through September). Work Plans will be submitted and discussed with the F2F Program AOR. USAID approval by the AOR is required

for each Annual Work Plan. After the Year One Plan, subsequent Annual Work Plans are required by August 30 each year. In general, the Work Plans should cover these topics, but an email with outlines and instructions for the Work Plan will be sent to IPs at least 30 days prior to the due date.

- Introduction
- Project Management Staffing Updates
- Coordination with USAID Missions
- Planned Activities
 - By Country and Country F2F Projects (include planned flexible assignments)
 - Reference LOP targets and how planned activities contribute
 - Volunteer and staff safety issues
 - Updates to country project descriptions, if applicable
 - Challenges/issues anticipated
 - Activities under buy-ins (include a separate section here and denote buy-in activities for all other sections)
- M&E Activities
- Knowledge Management and Learning Activities
- Public Outreach Activities
- Inclusive Development (gender, youth, etc.)
- Activities related to Climate Change Adaptation
- Any updates to operating documents can be included as annexes

Country F2F Project Descriptions, as described in this NOFO, Country F2F Project descriptions are required. These should describe and justify work planned and identify expected results in terms of the Standard F2F Performance and Impact indicators and any Country Project-specific indicators for outputs, outcomes, or impacts that may be established. Project Descriptions for any Country F2F Projects should be completed as early as possible to facilitate rapid start up and smooth implementation. They may be submitted to USAID separately, as they are developed, with a request for USAID AOR approval after consultation with the USAID country Mission.

- Objective
- Description of sub-sector targeted and rationale for targeting
- Key problems/constraints or opportunities
- Proposed F2F activities
 - How volunteers will be used (including number and type of assignments)
 - Key Country Partners (if any) and their roles
 - Target hosts (number and type of expected hosts, criteria for identifying hosts, etc.)
- Key feasibility issues
 - policy, financial, institutional, environmental, social, technical, etc.
 - gender, climate change
- Other resources to accomplish desired objectives
- Logframe or similar Results Framework summarizing project design with quantified targets for number of volunteers, hosts, beneficiaries, impacts

Semi-Annual Performance Reports are required for the initial six months of each fiscal year (October through March) and are due on April 30. These Semi-Annual Performance Reports shall be short, interim reports on program implementation, generally consisting of 6 pages of narrative

and Standard F2F Program Indicator Tables. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators. Additional material, such as volunteer assignment success stories, can be included in annexes and there is no strict page limitation, though lengthy reports are not necessary. In cases of serious problems, the USAID AOR may request more detailed reporting on challenges or special issues. Semi-Annual Reports should include, but are not limited to, the following topics, but an email with an outline and additional instructions for will be sent to IPs at least 30 days prior to the report due dates:

- Summary of Experience with Program Implementation
- Discussion of Any Major Implementation Problems and/or Deviations from Expectations for Performance Indicators
- Planned Activities for the Next Six Months
- Statement of compliance with requirements and policy on volunteer background checks, IEE/PERSUAP, and M&E systems.
- Annex: Standard F2F Performance and Impact Indicator Data Tables covering the reporting period

Documentation for volunteer assignments (scope of work, volunteer assignment report, deliverables completed) should be retained in Recipient's files but need not be submitted to USAID for all volunteer assignments. The AOR may request a sample of documentation for compliance/spot check reviews following each Semi-Annual Report and may ask for details of specific assignments at any point.

Annual Performance Reports will cover all of the Recipient's F2F Program activities over the course of a fiscal year (October through September). The Annual Report will be submitted by October 30 of the calendar year for the report in question. Annual Reports need not be lengthy (possibly 10-12 pages), but should summarize the status of project implementation over the year. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators.

Recipients may format reports such that individual Country F2F Project status reporting can easily be shared with relevant USAID country Missions.

The Annual Report for the Leader Award should include the following, but an email with an outline and additional instructions for will be sent to IPs at least 30 days prior to the report due date:

- Summary of Experience with Program Implementation
- Summary of Implementation Experience for Each Country F2F Project
- Highlighting of Any Major Impacts or Accomplishments over the Reporting Period
- Discussion of Any Major Implementation Problems and/or Deviations from Expectations for Performance Indicators
- Activities in F2F Community of Practice
- Planned Activities for the Next Twelve Months
- Summary of Status of any Associate Awards, with Indicator Data on Volunteer Assignments and Outputs
- Statement of compliance with requirements and policy on volunteer background checks, IEE/PERSUAP, and M&E systems.

- Annex: Standard F2F Performance and Impact Indicator Data Tables Covering the Reporting Period
- Annex: Formatted Success Stories in Word or as PDF, with your own templates and logo. If you have additional photos you would like to share, please send them separately

Documentation for volunteer assignments (scope of work, volunteer assignment report, deliverables completed) should be retained in Recipient's files but need not be submitted to USAID for all volunteer assignments. The AOR may request a sample of documentation for compliance/spot check reviews following each Annual Report and may ask for details of specific assignments at any point. Documentation on indicator data collection methods and estimates, especially for host economic and productivity measures, should also be retained in files.

A Final Report shall be submitted at the end of the F2F Program, due by ninety days following the close of the LWA. This may be in lieu of the last Annual Report, if the program ends at the end of a fiscal year. The Final Report shall provide a comprehensive presentation of the experience, activities, and results achieved under the F2F program including an assessment of progress made toward accomplishing the project objectives and expected results, significance of these activities and accomplishments, and potential future impact resulting from project achievements. The format for the Final Report shall be discussed with the USAID AOR prior to its preparation. Final Reports should include, but are not limited to, the following, but an email with an outline and additional instructions for will be sent to IPs at least 30 days prior to the report due date:

- Executive Summary (1-3 pages)
- Overall Summary of Implementation Experience, Activities and Accomplishments for Each Country F2F Project including discussion of impacts and cost/benefit outcomes
- Data on Performance and Impact Indicators for Each Country F2F Project
- Listing of Major Program Outputs and Accomplishments
- Key Impacts, Successes and Failures during the Project
- Major Lessons Learned/Recommendations for the Future
- Status of Associate Awards and Accomplishments

The Final Report Inclusion of selected success stories from volunteer assignments is encouraged. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators. The final report should also include a final fiscal report that describes how funds were used. Fiscal data may be submitted separately from the technical and programmatic Final Report, which will be available for general distribution.

4. Program Income

Program Income is not anticipated under this award.

5. Environmental Compliance

Please see Annex 5 for the Initial Environmental Examination.

6. Other Requirements

Technical Reports shall include any substantive sector assessments, value chain analyses, technical recommendations and analyses, host or partner strategic plans, or other substantive analytical or technical reporting that may be of general interest and that does not compromise proprietary information interests of hosts or partners. The Recipient shall submit such reports to USAID and report on these in routine performance reports.

Program Evaluations shall fit the needs of the Program. The Recipient may, at its own initiative, conduct internal Program Evaluations at the Recipient Project-wide, Country F2F Program or Country F2F Project level to improve its program planning management. Plans for such evaluations shall be included in the Annual Work Plans. Copies of such internal evaluations funded with LWA Cooperative Agreement funds shall be provided to USAID. In addition, USAID may, as deemed necessary, fund external evaluations of the Recipient's F2F program.

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

For Questions:

Matthew Case
Agreement Officer
mcase@usaid.gov
202-916-2753

2. Acquisition and Assistance Ombudsman

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

[The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

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SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

“This application includes data that must not be disclosed, duplicated or used – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

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

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

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ANNEX 1 - SUMMARY BUDGET TEMPLATE

Cost Category	Yr1	Yr2	Yr3	Yr4	Yr5	Total
Direct Costs						
Personnel						
Fringe Benefits						
Travel						
Equipment						
Supplies						
Contractual/Subawards						
Other Direct Costs						
Total Direct Costs						
Indirect Rate						
Total USAID Contribution						
Buy-ins						\$1000,000
Cost Share**						
Total Project Budget						

ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at:

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

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
		RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
		RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

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

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA8. SUBAWARDS (DECEMBER 2014)
		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
		RAA12. PATENT RIGHTS (JUNE 2012)
		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)

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

ANNEX 3 - ABBREVIATIONS AND ACRONYMS

The following acronyms are particular to this RFA:

ADS	Automated Directives System. USAID's operating manual
AO	Agreement Officer
AOR	A USAID employee designated by the Agreement Officer to oversee a cooperative agreement on behalf of USAID
F2F	John Ogonowski and Doug Bereuter Farmer-to-Farmer Volunteer Program
GFSS	U.S. Government Global Food Security Strategy
IP	Implementing Partner
LOP	Life of project or program
LWA	Leader with Associates, a USAID assistance mechanism that may be either a grant or cooperative agreement. The leader award establishes the agreement relationship under which associates may be awarded without further competition.
NGO	Non-governmental organization
PVO	Private voluntary organization (a USAID registered NGO)
RFA	Request for Assistance (USAID procurement document)
RFS	Bureau for Resilience and Food Security

USAID

United States Agency for International Development

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ANNEX 4 - SUMMARY OF USAID MISSION INPUT FOR COUNTRY F2F ACTIVITY PLANNING

The following comments in response to the following three survey questions were provided by USAID Missions for consideration in planning Farmer-to-Farmer (F2F) Program activities over the period FY24-28. **Not all Missions were able to provide comments and lack of comments does not indicate that a program would not be relevant to the country.**

Question 1
<i>What are some program areas, sub-sectors, or value chains that you would recommend for a F2F focus?</i>
Question 2
<i>Can you identify ways that F2F could support Mission activities, particularly related to the current food crisis?</i>
Question 3
<i>Are there any constraints (i.e., security, political factors) that might influence potential for a volunteer program?</i>

USAID Mission	Response
Armenia	Program areas: High value agriculture, food safety, agribusiness development How F2F can support Missions: Through providing experienced experts/volunteers Constraints: No
Bangladesh	Program areas: Post harvest handling, packaging, leading to international linkages for export of vegetables, fruits (mango), cut flower; production, post-harvest handling, quality management, branding of Bangladesh grown coffee and cashew nut; greenhouse installation, management, and maintenance; diversified dairy products, bull stations management, and few other areas of livestock; diversified and value added fish products, like - fish filet, etc. How F2F can support Missions: N/A Constraints: None that I know of
Benin	Program areas: The current intervention value chains are Soybean and Cashew, identified for their importance in the economic and food security improvement of the country. In the continuity of the F2F program, attention could be paid to: 1) Staple crops value chains: including pineapple, rice, corn, cassava, market gardening. This will allow the inclusion of a wider range of crops and greater reach and help of the communities.

	2) Agribusiness sector: including food processing (in which commodities such as pineapple, cashew, soybean and cassava are transformed), animal and fish production farms. These sectors are not only important at fulfilling the needs of the Beninese population in terms of food, but also represent important motors for agricultural and economic development in Benin. Increasing the production level and food availability of crops such as rice, corn, cassava and market garden crops are very important in the fight against food insecurity and are also part of the government's strategies for a sustainably stronger and better developed Benin. Agri-food is a pioneering sector in economic development and in the competition/performance of agricultural value chains. It is also a sector with high employment potential for young people and a booster for agricultural production and the availability/accessibility of food. Rice and corn value chains are not only staple food products in the fight against food insecurity, but they also account for nearly 20% of the Beninese agriculture contribution to GDP How F2F can support Missions: As a result of the COVID-19 pandemic, the program shifted in Benin from an in-person / in-country of Americans volunteers to a hybrid version set up with a Beninese volunteer, coupled with an American volunteer who was participating virtually. With the travel and health measures being lessened, the format shifted to a different version of the hybrid version, with an in-country American volunteer paired with a local volunteer. These hybrid versions revealed beneficial not only for the communities but also for the volunteers. American volunteers provide technical knowledge, so do the Beninese volunteers but the latter have the advantage to provide local knowledge and the possibility of monitoring of organizations that received the trainings, and their progress over time. This monitoring could reveal beneficial for the F2F program, especially when it comes to seeing the impact of the volunteers and the trainings they provided and the assessment of the F2F program over time. Moreover, by providing technical and business development support to farmers groups/enterprises in the agribusiness sector in Benin, especially food processing and animal raising farms (Poultry, fish farms, etc.), the program will significantly contribute to both income increases as well as food security and value chains development. This will also help communities to build a resilience to shock and stresses, whether external (pandemics, climate change, wars, etc.) or internal at individual, household, and community levels, and empower/reinforce the capacities of communities. Therefore, some ways that the F2F program could support Mission activities, would be to: 1) Allow the continuation of hybrid versions of the program, in addition to the conventional version of the program. 2) Expand the range of approved sectors of intervention in Benin to include more crops and food processing and agribusiness Constraints: Benin is a very peaceful and stable country. Typically, presidential and legislative elections do not generate civil/political conflicts to the point of possibly disrupting the implementation of the F2F program activities. Although there has been an uptick of extremists attacks in North Benin (close to the Niger and Burkina Faso borders), those attacks have not influenced donor programs activities
Burkina Faso	Program areas: Income Generating Activities, Youth development opportunities through education (literacy) and training, Resilience, climate change mitigation How F2F can support Missions: Implement climate change mitigation practices into ongoing programming, Climate smart agriculture practices promotion with the

	fertilizer shortage due to the Ukraine Crisis and the reduction of the agricultural area due to insecurity Constraints: Burkina Faso is currently marked by growing insecurity and political instability. A Coup d'Etat occurred in January 2022 bringing the country under military regime. Around 2 million people are internally displaced due to insecurity. Burkina is ranked fourth in the 2022 Global Terrorism Index
Burma	Program areas: In Myanmar (Burma), in Eastern Shan State: pig farming; Kayah State: sesame production; Kayin State: poultry breeding; Mon State: fisheries and soil nutrient management for horticulture; Tanintharyi Region: agro-forestry. Recommend - agricultural value chain, agricultural education/training and livelihood and resilience. Livestock sector could be potential additional to crop sector How F2F can support Missions: Training on maintaining soil health for smallholder farmers of vegetables. Providing virtual trainings due to the current limitation of in country, in person trainings. Disease control and prevention for swine and poultry sector. Low cost technology for crops nutrients and management Constraints: Yes, conflict with the military government. It may be useful to train trainers (from Myanmar States that border Thailand) in Thailand and have them return to conduct further training in-Myanmar; relying on border crossing rather than going through Yangon airport. Burma is facing very unstable security situation due to the Coup in 2021
Cambodia	Program areas: Aquaculture value chain, high value agriculture, food safety, agribusiness development, conservation/regenerative agriculture, livestock / animal feed production, agricultural extension How F2F can support Missions: USAID Cambodia has a history of integrating F2F volunteers in its Mission-funded activities. These include Harvest II (now Harvest III) and CE-SAIN (Center of Excellence for Sustainable Agriculture Intensification and Nutrition). Volunteers continue to provide added value to research and extension efforts under CE-SAIN and has provided valuable expertise to agribusinesses under Harvest II in the production of high value crops (ex. horticulture, cashew, longan). Under Cambodia's new Harvest III activity, there would be a clear role for future volunteers to engage with agribusinesses on agro-processing and food safety, expertise that is in high need in Cambodia. There is also ample opportunity to continue to work directly with our CE-SAIN activity on extension education and youth engagement Constraints: No constraints
Dominican Republic	Program areas: Agriculture innovation to increase yield and quality. Soil fertility, natural fertilizers, climate smart ag, watershed management How F2F can support Missions: Our Mission has two F2F awards (a LWA and a field mechanism) which provide technical assistance through volunteers. Expanding on that could be an asset, but should be channeled through the Ministry of Agriculture to ensure that we are addressing the most pressing farmers' needs. The existing F2F field mechanism works often with the same NGOs and doesn't seem to have a strong outreach mechanism via which other organizations can request for technical assistance Constraints: Not at this time
DRC	Program areas: Enabling market systems, investment facilitation, staple crops. Extension & Advisory Services on FAW, Agribusiness Development, Maize crop management and Post-Harvest

	How F2F can support Missions: Tying in closely to the new GFSS strategy for DRC. Fertilizers application on maize crop Constraints: Security concerns in some parts of the country
Ecuador	Program areas: The NCBA CLUSA's F2F program is currently working with co-operatives and small businesses in the cacao and coffee value chains. We propose a continuation of working with these value chains to build capacity of producers, cooperatives and other value chain actors and enterprises. Given the high-value nature of coffee and cacao production, we are also interested in exploring expanded market access and opportunities. Additionally, technical assistance is needed in cooperative and association development, strategic planning, farm profitability, utilization of low-cost technologies, crop diversification, adoption of improved tree varieties, post-harvesting handling, marketing (including online) and branding, business development and digital sales How F2F can support Missions: Ecuador has the highest rate of Chronic Childhood Malnutrition in South America and second highest in the region, only behind Guatemala. Combatting CCM is a top priority of the Lasso Administration, and if left unaddressed, hampers the country's ability to reach its development goals. F2F would be a powerful tool for USAID to address a major impediment to the country's development while also demonstrating support for one of the strongest democracies in the region. F2F would be pivotal in the fight against CCM through supporting cacao and coffee producing families and providing technical assistance in areas such as: ensuring adequate nutrient intake during the first 1,000 days, nutritional education, behavior change communication strategies, and increased availability of a diverse diet, including animal protein, within the community. USAID/Ecuador is also engaged in WASH programming, which when combined with F2F programming, would enable the USG to demonstrate support for these top Government of Ecuador priorities Constraints: Indigenous groups led nation-wide protests for 18 days in June 2022. The Ecuadorian Government and Indigenous Leaders are currently working through a 90-day mediated dialogue. There is some uncertainty about what will happen once the 90-days conclude on October 12th
Ethiopia	Program areas: F2F should align/layer with USAID/Ethiopia's intervention to maximize synergy. USAID/Ethiopia is entering to new strategy dealing with agriculture and food system rather than only focusing on value chains. When saying food system, we are covering the whole food environment from production to consumption and intervening with all challenges at each phase How F2F can support Missions: please include nutrition as one of the key areas of interventions Constraints: I hope not
Georgia	Program areas: Climate adaptation/mitigation for post harvest handling/processing, reductions in food waste, technical assistance for commercial food processors, higher level assistance for coops/assoc - not 'what is a coop' but how to make that coop/assoc useful and valuable to its members How F2F can support Missions: Georgia doesn't have the food crisis in the way Africa does Constraints: COVID, like everywhere else

Ghana	Program areas: Apart from animal sourced foods programs, our portfolio covers all the areas listed above How F2F can support Missions: There is a robust Ghana FTF portfolio Constraints: No
Guinea and Sierra Leone	Program areas: Market access, value chains, access to financing How F2F can support Missions: Helping farmers connect to domestic and international markets markets, processing raw materials domestically hence increasing profits, and helping them find financing Constraints: No
Iraq	Program areas: Economic growth of agricultural value chains and agribusiness development in response to war in Ukraine. Agricultural use of water How F2F can support Missions: Improved agricultural techniques and use of water Constraints: Significant security concerns
Jamaica	Program areas: Priority crops include: Ginger, turmeric, pimento; other tree crops such as ackee; roots and tubers including sweet potato, Irish potato; short term vegetables; small ruminants with emphasis on goats; organic produce. Most of the above crops are climate smart type crops aligned with USG Climate Strategy. Youth in agriculture (particularly any intersection with at-risk youth); women in agriculture; cooperative development; private sector engagement How F2F can support Missions: Looking at how vulnerable communities could benefit. Our focus is at-risk youth in hot-spot communities, which are poor urban areas. We could look at the intersection--particularly considering Jamaica's recent data on food and severe food insecurity Constraints: Jamaica is a high-crime post and has one of the highest homicide rates in the world
Kazakhstan	Program areas: Call with the Mission stated potential areas as these, although others were touched on as well: - Animal products standard and quality issue, animal feed - Seed technology, seed varieties - Dairy, fruits vegetables, beef quality issues and standardization - Food processing How F2F can support Missions: There are a lot of challenges in the region Constraints: Lack of funding
Kyrgyz Republic	Program areas: Extension & advisory services High value agriculture Orchard management Agricultural education & training Climate change agriculture How F2F can support Missions: Make the F2F activities more sustainable and have follow-up; focus on high value chains Constraints: No
Madagascar	Program areas: Agri-forestry production; cooperative development especially increasing access to markets; diversified value chain products; improved farmer efficiencies; climate smart agriculture and nature based solutions to increasing ag yield; small irrigation solutions in drought/dry condition; support for extension

	services; vocational training including small engine repair for mechanized farm implements; small ruminants in the south - livestock health How F2F can support Missions: Increasing farmer production efficiencies and yield, post harvest storage and processing, animal husbandry and health, kitchen gardens/dietary diversification/ nutrition sensitive ag, small irrigation/water for agriculture Constraints: Next year is an election year and could impact travel and create some security issues
Malawi	Program areas: Our new flagship activity will not have any constraints on which value chains can be worked on. As of now we know the following based on the companies we are currently working with: Soya, groundnuts, wheat, mangos, honey, forest products, etc. This will also include processing and value addition How F2F can support Missions: We will be expanding work with 15 private sector companies and starting work with new companies yet to be identified through a Growth Pole approach. There will be lots of opportunities for F2F to work with them and our new flagship Constraints: None
Morocco	Program areas: High value agriculture, food safety, agribusiness development, rural livelihoods & resilience, agricultural education & training How F2F can support Missions: Engaging with current mission partners/programs to find complementary activities Constraints: --
Mozambique	Program areas: For our Mission, all the program areas, sub-sectors, and value chains mentioned are relevant and align with the current objectives of our activities. One aspect for consideration is to ensure that these interventions link to sustainable approaches that strengthen market systems, local communities, and resilience. The two recently awarded activities focus primarily on the following value chains: FTF Premier (Cassava, maize, soybeans, groundnuts, and pigeon peas) and FTF RESINA (Cassava, maize, soybeans, vegetables and poultry). Please note that these are indicative value chains and the activities are designed to respond to targets of opportunities as they arise in the Nacala corridor. Please also include resilient Market Systems development, access to finance for agriculture, food security and nutrition, agriculture processing and mitigation and adaptation to climate shocks How F2F can support Missions: One way is to share and inform the Mission of the SOW of the volunteers in advance so our Mission can provide input, plan, identify, and align opportunities from the SOW to our current activities and work plans. With regards to the current food crisis, one way to support this is to identify alternative technologies to enhance productivity such as composting and alternative fertilizers as well as working with local food processors and to enhance local solutions to help reduce dependency on imported food and fertilizers. When engaging with volunteers, please ensure that they look for opportunities to increase food production and processing opportunities at the local level and to ensure that solutions provided contribute to the overall goal of reduction in the food crisis as a result of the Ukraine and Russia war. Support increased production and processing of staples, oilseeds and vegetables. Increased use of alternatives for improved soil fertility and productivity Constraints: Recently, in the areas of implementation, there has been an influx of IDPs due to political instability and security issues in Cabo Delgado. Nampula, which

	borders the Cabo Delgado province, security issues can constrain activities and potential for a volunteer program. Other constraints could be related to climate change (cyclones, droughts and floods) that could limit travel in certain areas depending on the time of the year
Nepal	Program areas: Rice, Maize, Vegetable, Lentil and Goat and Access and use of modern agricultural inputs (Seeds, agricultural mechanization, Irrigation and fertilizer). Mission's FTF focused value chains are Rice, maize, lentil, vegetable and goat How F2F can support Missions: We need expertise on blended fertilizer and balanced use of fertilizer to minimize the crisis of fertilizer in the country. Similarly it can provide technical support on crop management at the farmers level and supporting private agro companies such as seed companies on new varieties development. Collaborate and complement with mission funded activities Constraints: No at this moment
Peru	Program areas: • The support could be focused on different areas: cacao and coffee crops, <i>asociatividad</i>, access to markets, etc. • Digital tools (apps) that do not depend on WiFi connection and that work on any device (smartphone and not) • Environmentally-sustainable business models • Agroforestry, natural resource management. Valor ecosistémico del bosque en pie, servicios ecosistémico (por ejemplo el impacto de la deforestación de bosques primarios y secundarios, alternativas a la tala y quema, etc) • Climate finance • Economic activity diversification opportunities beyond coffee and cacao • Climate smart agriculture techniques • Water management, soil conservation, waste management (organic and inorganic waste) • Human nutrition using local foodstuffs - food security (quality) • Asociatividad • Assessment of gender leadership in decision making processes (generational transition, rural versus urban) • Youth assessment (business models) are USAID projects attracting/involving youth in the value chain (not necessarily becoming farmers but identifying business/job opportunities) • Labor shortage versus mechanization • Application capacity to access public and private funds • Accounting/Financial analysis at farm-level (production costs, investments versus expenses) • Assessment of grouped farmers and independent farmers • Share volunteer experience with GOP (e.g. MIDAGRI, MINAM, PRODUCE, DEVIDA, etc) • Long lasting networks between US and Peruvian organizations on different technical issues • English training and digital literacy (to access updated information) • Link with Peruvian universities for student exchange and research assistants • Establish a volunteer program among Peruvian youth (local volunteers). Examples include: Amazonia que late

	How F2F can support Missions: • I would recommend advisory services to perform soil analysis, identification of organic fertilizer sources, lab tests of lack of nutrients in our intervention areas, specially for coffee and cacao crops. • Fertilizer efficiency • Alternatives to synthetic fertilizers • Capacity building among farmers on agricultural inputs (e.g. organic fertilizers, pesticide management, etc) • Cross contamination of pesticides on organic production Constraints: Yes, there are some areas in Peru, for example some specific districts within the Apurimac, Ene and Mantaro River Valley (VRAEM), that are forbidden for direct implementation of our projects due to security reasons. Geographic regions should be carefully reviewed with USAID prior to intervention. Other constraints include: political crisis (road blockades, civil unrest)
Philippines	Program areas: - Alternative technologies and/or sources of farm inputs, including fertilizers - Agribusiness advice for high value crops (value-addition and downstream linkages, including engaging with institutional buyers, e-commerce and fintech, etc.) - Improved production technologies for high value crops - Financial literacy and management for associations/ cooperatives How F2F can support Missions: - Alternative technologies and/or sources of farm inputs, including fertilizers; improved production technologies Constraints: None, except very limited parts of Mindanao
Senegal	Program areas: Cowpea, small ruminants and poultry How F2F can support Missions: Exchange visits, workshop, learning events Constraints: Security can be an issue in Niger and in Burkina Faso
Sierra Leone Country Office / Guinea / SL Mission	Program areas: - Ways to increase farmers production and productivity levels, - Linking farmers to market and financial houses, - Improvements in farmers agronomic activities , - Improvement in fertilizer application techniques How F2F can support Missions: - Supporting missions with designated budgets Constraints: Depending on the area of volunteering, but really not too sure
Tajikistan	Program areas: In Tajikistan, we would like F2F to focus on orchard management, production of vegetables in greenhouses, and agribusiness development. These areas of intervention will be in line of current and anticipated activities How F2F can support Missions: Yes, it can. Specifically, improving productivity of kitchen gardens and backyards because they are very important in ensuring food security of households. Kitchen gardens and backyards is very important in improving food security of households because households are not fully utilizing possessed Constraints: No, there are not any constraints that might influence potential for a volunteer program. The Government of Tajikistan and communities are very respectful of the job done by volunteers
Tanzania	Program areas: Creation of a standard financial institution lending toolkit customizable by sector, TA for credit guarantees, Training of trainers for activities within a portfolio that are working with financial institutions, leveraging digital

	solutions How F2F can support Missions: Support for the fertilizer and edible oils connection Constraints: There is a new collaborative energy in TZ
Uganda	Program areas: 1. Value chains that are income generating as per the ZOI 2. Value chains that are staples - addressing HH nutritional issues and food security in general 3. Technologies that address resilience to shock (climate change, disease and pest challenges and any other related shocks that affect the farming ecosystem) How F2F can support Missions: Collaborative works in addressing the prevailing challenges Constraints: Not now
Uzbekistan	Program areas: High value agriculture, food security, agribusiness development, extension services, financial service, and smart and climate resilient agriculture How F2F can support Missions: Advise the Ministry of Agriculture on food security, develop the local production of wheat and oil, develop the local capacity to produce organic fertilizer, and introduce water saving technologies to increase yield Constraints: No
Zambia	Program areas: Agribusiness development Food safety Rural livelihoods and resilience High value agriculture How F2F can support Missions: Training on alternative soil fertility enhancement options Constraints: Currently none, Zambia is relatively a stable country both security and political environment
Zimbabwe	Program areas: Market-demand agricultural production approach; processing of agricultural produce into value added products; smallholder post-harvest handling and storage of agriculture produce for sale during the lean season. Horticulture, small / traditional grains, livestock (beef / dairy, goats, sheep & poultry) How F2F can support Missions: Provide refresher capacity building to private sector partners and other stakeholders not currently supported by Mission funded activities. Strengthening irrigation schemes, reviving irrigation schemes, market linkage facilitation, certification with global markets, provision of agric technical skills Constraints: Upcoming Zim national elections - potential violence, tighter screening & vetting of US Volunteers, justification for US volunteers to come and conduct assignments

List of Missions consulted that did not provide a response: Albania, Angola, Azerbaijan, Bahamas, Barbados, Belarus, Bosnia and Herzegovina, Botswana, Burundi, Central African Republic, Colombia, Cuba, Djibouti, Egypt, El Salvador, Guatemala, Guyana, Haiti, Honduras, India, Indonesia, Jordan, Kenya, Kosovo, Lebanon, Liberia, Libya, Macedonia, Maldives, Mali, Mexico, Moldova, Mongolia, Namibia, Nicaragua, Niger, Nigeria, Paraguay, Rwanda, Serbia, Somalia, South Sudan, Sudan, Sri Lanka, Timor-Leste, Tunisia, Ukraine, Vietnam, West Bank and Gaza.

ANNEX 5 - INITIAL ENVIRONMENTAL EXAMINATION

{Waiting for IEE approval from RFS}

ANNEX 6 - GENDER ANALYSIS

Farmer-to-Farmer Gender Analysis

Background

Targeted technical assistance provides farmers and other agricultural system actors with the knowledge and innovations they need to increase productivity, incomes, and resilience. The John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Program activity is a centrally-funded award with options for Mission buy-in and Associate Awards.

F2F's goal is to generate sustainable, broad-based economic growth in the agricultural sector. A secondary goal is to increase the American public's understanding of international development issues and programs and international understanding of the U.S. and U.S. development programs. F2F introduces innovation and develops local capacity for more productive, profitable, sustainable, and equitable agricultural systems while providing opportunity for people-to-people interaction in agricultural development activities. Programs build institutions and transfer technology and management expertise to link small farmers with markets that exploit comparative advantages in production, processing, and marketing. F2F activities are varied and conform to local country needs and strategic objectives. F2F country project areas align with or support USAID Mission Strategies and objectives or those of other USG programs. Activities are fully demand-driven, responding to requests and needs of local organizations that request and host volunteers to address specific scopes of work.

F2F objectives are to: 1) increase agricultural sector productivity and profitability; 2) improve conservation and sustainable use of environmental and natural resources; 3) expand sector access to financial services; and 4) strengthen agricultural sector institutions. Special attention will be given to addressing challenges faced by women and youth in meaningfully engaging in agriculture as well as the use of appropriate digital tools.

Why Gender

Promoting gender equality and advancing the status of all women and girls globally is vital to achieving U.S. foreign policy and development objectives¹. This is particularly important in the agriculture sector in developing countries. Women often play a major role in agricultural activities, producing 60-80% of food, yet they have limited access to, and control of, productive resources such as land, labor, credit, and capital.² Gender intersects with other spheres of disadvantage - age, caste, ethnicity and socio-economic status and identity - further impacting how women and men engage in agriculture and food systems and reap benefits. Therefore, agriculture sector activities should address equity issues, including access to resources; access to financial services, extension, training, technologies, tools, and inputs; and access to markets, including information and business-development services.

¹ USAID ADS 205, <https://www.usaid.gov/ads/policy/200/205>

² USAID: Tips for Integrating Gender Into USAID Agriculture Sector Solicitations, https://pdf.usaid.gov/pdf_docs/Pnadu833.pdf

In the 2022-2026 US Global Food Security Strategy (GFSS), equity and equality are elevated to priority areas of emphasis and action. Despite having prioritized gender previously, “USAID must do better to fully achieve its potential for addressing hunger and poverty, nutrition, and resilience by intentionally addressing inclusion, especially of women and youth, both on farm and off”.³ Gender equality and female empowerment are also included as an explicit Cross-Cutting Intermediate Result (CCIR 2) of the GFSS and there is a deliberate effort to impact all programming through the project cycle to ensure more equitable gender outcomes. USAID will “apply evidence from the Women’s Empowerment in Agricultural Index and the Gender Integration Framework, developed under FTF, to effectively address the greatest constraints ... under the following domains: decision making in agriculture, improving women’s and men’s access to and control over resources, income, social capital and leadership, workload, human capital, and access to technologies.”⁴

There are a range of gender-related obstacles, such as discriminatory norms, power hierarchies, unconscious biases and other institutional structures and social arrangements may limit access to and adoption of innovations.⁵ USAID needs to support the participatory design of gender-sensitive and inclusive agriculture activities in order to have the greatest impact.⁶ The proposed activity can contribute to CCIR 2 as technical assistance can play an important role by helping women gain greater access to information, skills, technologies, and innovations, among other things. It can also contribute to CCIR 2 through generating policy and program relevant evidence, guidance and tools that are informed by and respond to the gendered nature of agricultural development. Building evidence of gendered roles, resources, needs, and preferences creates opportunities not only to improve the relevance and adoption of improved agricultural technologies and practices but also to advance gender equity and women’s empowerment.

Men and Women’s Roles in Agriculture and Food Systems

Across the globe, men and women play specific, often highly gendered, roles in agriculture and food systems. Specifically, while men and women contribute significantly to the sector - as farmers, agricultural laborers, and entrepreneurs - deeply rooted norms and perceptions shape the nature and terms of their work; assigning roles and responsibilities as “male” or “female”, jointly shared or not gendered. For example, across developing countries women commonly play primary roles as caregivers, providers and custodians of household food preparation, food security and nutrition. Women also dominate in informal small-scale food processing, most of which is done at home for both household consumption and sale in local markets. Men on the other hand are more often found participating in higher value crop production, harvesting and sales to wholesalers or distribution centers.⁷

³ 2022-2026 Global Food Security Strategy, https://www.usaid.gov/sites/default/files/documents/Global-Food-Security-Strategy-FY22-26_508C.pdf

⁴ Ibid

⁵ “Innovating to Address Gender-Based Violence” via the International Development Innovation Alliance (IDIA), September 2020

⁶ Ibid

⁷ World Bank; Food and Agriculture Organization; International Fund for Agricultural Development. 2009. Gender in Agriculture Sourcebook. Agriculture and Rural Development;. Washington, DC : World Bank.

Over the past few decades however, a number of demographic and economic trends have resulted in changes in women's roles in farming. For example, partly driven by male/youth out-migration to urban and off-farm employment and livelihoods, women are increasingly taking over agricultural production, a notion termed "feminization of agriculture".⁸ At the same time, increased commercialization of the sector -- the expansion and transformation of supply chains -- are creating opportunities for smallholder producers to connect with larger markets and increase and diversify their incomes through contract farming as well as employment.⁹ As noted in a recent analysis by Fischer et al, the impact of such transformation on men and women's roles and outcomes is varied and shaped by the socio-economic and cultural dynamics.¹⁰

These context specific and varied roles men and women have in agricultural production and beyond is shown to influence their preferences and eventual adoption of crop varieties. Studies that explored gendered varietal preferences for a number of diverse crops found that women's preferences focused on production and use-related traits and more closely aligned with food security considerations (such as early maturity, multiple harvests and productivity "even in bad years or soils"). Meanwhile men had fewer preferences which were related more to production and marketing. Men and women's trait preferences also differed when they had contrasting roles and responsibilities in the production and post harvest of various crops.¹¹ For example, as noted in a recent report by International Maize and Wheat Improvement Center (CIMMYT), while men and women maize farmers value the same varietal traits they often rate them differently and prefer different combinations of traits: "...both men and women value high yield potential and early maturity. A common trend across countries is a stronger interest by women farmers in consumption-related traits such as starch content, length of conservation postharvest, and men's tendency to focus more on productivity and marketability".¹² The same report also notes that as women become more involved in growing maize for markets, their varietal preferences change: "In the past, hybrid maize was seen as a man's crop, while local maize was considered a women's crop. But increased involvement of women in growing maize for the market means that women are interested in varieties for both home consumption and sale."

Common Gender Constraints that Present in Agriculture and Food Systems

Many of the issues and constraints encountered across agriculture and food systems are common to both men and women, including inadequate access to resources (land, information, tools, technology etc.), credit facilities, transportation, poor roads and infrastructure, low-level

⁸ Chan, Man-Kwun. 2010. "Improving Opportunities for Women in Smallholder-based Supply Chains." Seattle: Bill and Melinda Gates Foundation in Staritz, Cornelia; Reis, José Guilherme. 2013. Global Value Chains, Economic Upgrading, and Gender : Case Studies of the Horticulture, Tourism, and Call Center Industries. Washington, DC. World Bank.

⁹ Chan, Man-Kwun. 2010. "Improving Opportunities for Women in Smallholder-based Supply Chains." Seattle: Bill and Melinda Gates Foundation in Staritz, Cornelia; Reis, José Guilherme. 2013. Global Value Chains, Economic Upgrading, and Gender : Case Studies of the Horticulture, Tourism, and Call Center Industries. Washington, DC. World Bank.

¹⁰ Fischer, Gundula & Patt, Nicolas & Justus, Ochieng & Mvungi, Henry. (2020). Participation in and Gains from Traditional Vegetable Value Chains: a Gendered Analysis of Perceptions of Labour, Income and Expenditure in Producers' and Traders' Households. The European Journal of Development Research.

¹¹ Weltzien, E., Rattunde, F., Christinck, A., Isaacs, K. and Ashby, J. (2019). Gender and Farmer Preferences for Varietal Traits. In Plant Breeding Reviews, I. Goldman (Ed.). <https://doi.org/10.1002/9781119616801.ch7>

¹² Adam, R. I., Kandiwa, V., David, S. and Muindi, P. 2019. Gender-responsive approaches for enhancing the adoption of improved maize seed in Africa—a training manual for seed companies. Mexico, CIMMYT.

processing and marketing facilities, and poor storage, among others. However, women often face disproportionate challenges in regards to some common constraints and also face additional gender-specific obstacles.

These constraints, many of which emerge from and are reinforced by system level policies and practices, can shape the adoption of crop varieties and breeding technologies by individuals and the ultimate market demand. For example, if a new crop variety requires complementary inputs or a new processing tool or machinery, whether or not a farmer can readily access these inputs through extension services or the credit through financial institutions will affect adoption for the new variety and can potentially explain observed gender differences in demand.¹³ Finally information is often key to decision making and for markets to function efficiently and once again there are marked differences in the way men and women access and process information that are critical to consider in innovation, scaling of new technologies, and agricultural development.

Policies, governance, and institutions can either exacerbate barriers to women's and men's full participation in resilient agriculture and food systems or catalyze fundamental improvements in women's status. Gender disparities can be addressed through policy and governance, gender-responsive budgeting in institutions, and identification of policies that have different implications for women and men.

Access to Land: Access to land and tenure security are a critical and growing constraint in agriculture. Women are oftentimes more disadvantaged due to discriminatory legal and customary practices that strain ownership and long term use rights and that make it more difficult for them to inherit or otherwise acquire and retain land. Evidence also suggests that women tend to have access to smaller plots, in addition to having less irrigated land, and in less favorable locations (e.g., more distant or farther from water sources).¹⁴ The constraint of land access also prohibits women's ability to engage in contract farming and outgrower schemes, limits their access to extension and eligibility for membership in producer organizations or government programs. Secure land rights are essential for farmers to invest in land and natural resource management critical for improved productivity and sustainable practices. For example, absence of secure rights and information are shown to affect adoption of climate smart agriculture practices.^{15,16}

Gender differences in tenure security, access to land, land size and quality can influence women's and men's ability and willingness to invest in new crop varieties or choice of varieties through many pathways, including perceived risk and returns to their investment. Since women tend to have access to fewer plots of land, they often practice crop rotation on the same plot which makes

¹³ Doss, CR and Michael L Morris. 2001. How does gender affect the adoption of agricultural innovations?: The case of improved maize technology in Ghana, *Agricultural Economics*, Volume 25, Issue 1,, Pages 27-39, ISSN 0169-5150, [https://doi.org/10.1016/S0169-5150\(00\)00096-7](https://doi.org/10.1016/S0169-5150(00)00096-7).

¹⁴ Doss, CR. Women and agricultural productivity: Reframing the Issues. *Dev Policy Rev.* 2018; 36: 35– 50. <https://doi.org/10.1111/dpr.12243>

¹⁵ World Bank; Food and Agriculture Organization; International Fund for Agricultural Development. 2009. *Gender in Agriculture Sourcebook. Agriculture and Rural Development*,. Washington, DC : World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/6603> License: CC BY 3.0 IGO.

¹⁶ Udry, Christopher & Goldstein, Markus. (2008). The Profits of Power: Land Rights and Agricultural Investment in Ghana. *Journal of Political Economy*. 116. 981-1022. 10.1086/595561.

them favor varieties with shorter growth cycles. They also have less ability to grow a hybrid of varieties which may be considered a way of risk mitigation.

Significant gender gaps also remain in access to other critical agricultural inputs including labor, fertilizers, tools, and pesticides. As Doss and Morris (2001) find in their study in Ghana, differences in the rate at which men and women adopt agricultural innovations is not directly related to their gender but through the differences in their access to complementary inputs which arise due to a number of other challenges.¹⁷

Access to Finance: Access to finance challenges faced by the agricultural sector in developing countries are well documented and are mainly attributed to the high transaction costs, the systemic risks in agricultural production, asymmetric information, and limited acceptable collateral.¹⁸ Gender norms and structural factors make access to finance an even bigger challenge for women compared to men and affect their ability to take advantage of and invest in on- and off-farm economic opportunities and productivity, quality and safety improving technologies including within food systems as producers and entrepreneurs. Seventy percent of women-owned SMEs in developing countries are not served or underserved by financial institutions and prevent women entrepreneurs from innovating and scaling to larger markets.¹⁹

The inability to access financing can disproportionately affect women regarding the adoption of new crop varieties in a number of ways. As explained in the above sections, more limited access to finance prevents adoption of crop varieties in the event that the crop requires additional inputs and new technologies to grow or process. Without access to capital, women cannot upgrade facilities or purchase machinery necessary to adopt the new varieties.

More limited access to financial products and services, such as savings, credit and insurance, also make women producers and entrepreneurs significantly more vulnerable to production and market risks. Relatively more limited access to such financial tools make it more difficult for women to smooth consumption when faced by income shocks and can be a deterrent for adoption of new varieties which appear to carry production risks and uncertain demand in the market.

Access to Information: How and where men and women receive information vary by country and community, however often follow gendered patterns. Women commonly have lower education levels and higher rates of illiteracy than males, which limits their access to written and complex information. The gender digital divide means women are less likely to access information through mobile phones or other digital tools and technologies compared to men. Finally, women and men's informational needs also diverge due to the gender-based differences including due to their often differing roles and responsibilities in the social, health and economic spheres.

¹⁷ Doss, CR and Michael L Morris. 2001. How does gender affect the adoption of agricultural innovations?: The case of improved maize technology in Ghana, *Agricultural Economics*, Volume 25, Issue 1,, Pages 27-39, ISSN 0169-5150, [https://doi.org/10.1016/S0169-5150\(00\)00096-7](https://doi.org/10.1016/S0169-5150(00)00096-7).

¹⁸ Gammage, S., Kes, A., Winograd, L., Sultana, N., Hiller, S. & Bourgault, S. 2017. Gender and Digital Financial Inclusion: What Do We Know and What Do We Need to Know? Research Report. International Center for Research on Women: Washington DC.

¹⁹ https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/news/bridging+the+gender+gap+in+access+to+finance

In the context of agricultural production systems, both men and women need information on good practices, technologies for improved production, productivity and processing, market demand and pricing, and weather data. However, information should account for differences in gendered cropping patterns, household and agricultural division of labor, the variation in scale of men and women's production, and resource allocations.

While agricultural technical assistance often provides access to information and technologies as well as training, services and technologies are often tailored for and targeted to male-dominated value chains such as cash and export crops.²⁰ For example, Seymour et. al. (2017) found significant gender gaps in accessing extension services in Ghana, where 12 percent of the male-headed households and less than two percent of female spouses in male-headed households received an extension visit. According to the same study, women's extension access was highest in Ethiopia, where 20 percent of women and 27 percent of men received agricultural extension visits, although access to livestock services was higher for women in India compared to men, likely because women are often the caretakers for animals.²¹

Beyond production, the market share and segmentation as well as the differences in scale and capacity between women-owned and men-owned enterprises also create need for different types of technical and market information that would facilitate adoption

Access to Markets: A number of factors underscore the differences in male and female farmers' and processors' market access and the types of markets they sell into. These include participation in producer organizations such as cooperatives, farmer's groups, or other groups that provide for economies of scale and bargaining power; the scale and quality of production; mobility and transport constraints to list a few. Though unreliable transportation and lack of infrastructure influence everyone's ability to get to and from the market, women face additional challenges. Women are less likely to have their own means of transport, have limited cash to pay for transport, and may face higher risk to personal security. Moreover, market infrastructure, including wholesale and assembly markets and postharvest processing and storage facilities, is frequently not tailored to women's needs.²² Typically female responsibilities such as cooking meals, childcare and fetching water are necessary on a daily basis. As a result, women may have limited control over their schedules and are often tied to an inflexible home routine that may leave insufficient time to go to markets and search for better prices and terms. Furthermore, women are often bound by gender restrictive norms that may not allow them to interact with men and businesspeople, particularly in public spaces. Men on the other hand are more likely to own bicycles, have greater access to cash for transportation, and have more freedom to negotiate publically, are constrained by socio-cultural norms restricting their mobility and have household

²⁰ Okonkwo, Nkiruka Stella. "Special Highlight on Youth & Women Economic Empowerment Through Agriculture in West Africa". A Review of Agriculture Sector Performance in West Africa. September 2020

²¹ Seymour, Greg; Doss, Cheryl; Marenja, Paswel; Meinzen-Dick, Ruth Suseela; and Passarelli, Simone. 2016. Women's empowerment and the adoption of improved maize varieties: Evidence from Ethiopia, Kenya, and Tanzania. Paper prepared for presentation at the Agricultural & Applied Economics Association's Annual Meeting, Boston, MA, July 31 - August 2, 2016. <http://purl.umn.edu/236164>

²² "Gender in Agriculture Sourcebook" The World Bank, 2009 <https://openknowledge.worldbank.org/handle/10986/6603>

obligations that limit their time to spend traveling and finding/negotiating for better terms. and commonly operate in an environment where men take charge of commercial activities.²³

Oftentimes, these differences result in women selling into local markets while men having more reach to larger markets - domestic and international. The market segment they supply shapes the demand (taste, quality and other preferences) men and women producers need to respond to and other variables such as shelf life which may result in preference for different traits in crop varieties. Taste, quality (starchy/nutritious/etc.), and expiration time are qualities whose importance varies depending on their application.

Decision-making: Power relations in terms of roles and responsibilities in production, use of technology, resource management, access to markets, and income control are often gendered within households, communities and associations and across cultures and countries. Gender norms also shape women's and men's abilities to participate in, be represented in and have leadership roles in agriculture and food system institutions from research to extension to markets.

Studies across various contexts demonstrate that when women can exert more influence on household decisions regarding production and income use, this can lead to increased access to food and health care and eventually improved nutrition.²⁴ There is also some evidence that shows that women's control over land, cash, other assets, and related decision-making reduces the prevalence of child malnutrition.^{25,26} In many contexts however, discriminatory social institutions, including norms and legal frameworks, limit women's critical access to these assets and their ability to make decisions regarding their use.

Gender Considerations in the F2F Program

F2F has been tracking data related to gender since it started 37 years ago. Looking at the most recent rounds, in the FY09-13 Program, 24% of assignments were completed by women and 37% of persons directly assisted were women. The FY14-18 program improved on this with 30% of assignments completed by women and 41% of those directly trained were women.

The FY19-23 program, with data up to the FY21 Annual Report so far, shows further improvement with 44.33% of those directly trained being women. The gender breakdown of volunteers is a bit more involved in this round. The official percentage is 30% of assignments were completed by women. However, during the COVID 19 pandemic, F2F could not field US volunteers and pivoted to a model where a US volunteer would provide remote assistance paired with a local/national volunteer in-country visiting with the host. So for FY20 and most of FY21, the reported data is capturing the characteristics of the local/national volunteer, not the US

²³ Christie, Maria. Integrating gender and increasing women's participation: experiences from Peanut, SANREM, and IPM CRSPs, Virginia Tech, USAID Seminar Series. Friday, October 12, 2012.

²⁴ Ruel, M. T., & Alderman, H. (2013). Nutrition-sensitive interventions and programmes: how can they help to accelerate progress in improving maternal and child nutrition? *The Lancet* 382 (9891): 536–51. doi:10.1016/S0140-6736(13)60843-0.

²⁵ Allendorf, Keera, (2007), Do Women's Land Rights Promote Empowerment and Child Health in Nepal?, *World Development*, 35, issue 11, p. 1975-1988, <https://EconPapers.repec.org/RePEc:eee:wdevel:v:35:y:2007:i:11:p:1975-1988>.

²⁶ Quisumbing, A., & Maluccio, J. (2003). Resources at marriage and intrahousehold allocation: Evidence from Bangladesh, Ethiopia, Indonesia and South Africa. *Oxford Bulletin of Economics and Statistics*, 65(3), 283-327.

volunteer. Implementing Partners (IPs) often found it challenging to recruit local volunteers as many countries do not have a culture of volunteerism and it was even more difficult to recruit women, they found. So 30% is a strong number with these challenges in mind. Even more interesting is that looking at the data for the remote US volunteers, 39% were women. There is an on-going study of paired-remote assignments that is exploring motivations for participating and other factors so it will be interesting to see why the number of women participating virtually is so high.

The FY 2024-FY 2028 F2F Program will continue to emphasize (i) gender targeted host selection, both for women lead organizations and for those that can positively affect gender- equity in participation and benefits; (ii) gender responsive technical assistance; and (iii) materials specific to women volunteer recruitment. While none of these are entirely new, all warrant additional emphasis. Individual-level indicators will be gender and youth disaggregated and capture inclusion in other ways as well.

The F2F Program conforms to USAID policy requirements (ADS 205) that gender issues be considered across the program cycle, such as during activity planning, implementation, and MEL. F2F IPs will be required to provide systematic consideration of gender issues and impacts in their F2F programs and report on sex-disaggregated data for volunteers and persons directly assisted. Each Country F2F Project description for country-specific focus area work will assess gender issues relevant to the sub-sector and identify measures the project will take to enhance positive gender impacts. USAID will monitor gender participation levels in annual performance reporting and, in the event that a program falls substantially behind in women's participation, will require corrective action be taken in subsequent Annual Work Plans. The F2F IP Community of Practice may assist with reviews of gender equity and participation during the course of the five-year program and, as appropriate, may collaborate on joint outreach to target recruitment of women volunteers.

Recommendations

The following are the expected outcomes of the F2F activity. Each has multiple gender considerations and potential recommendations. Below are some of these although the implementing partner will further expand on these recommendations.

	Expected Outcomes	Gender Considerations	Gender Recommendations
1.	Prioritized knowledge and technology packages are scaled through public and/or private sector	F2F should identify and address barriers to adoption, information asymmetries, and gender gaps in knowledge and	A gender analysis and/or a gender technology assessment ²⁷ (if relevant) should be implemented to

²⁷ Manfre, C., Rubin, D., Nordehn, C. (2017). Assessing how Agricultural Technologies can change Gender Dynamics and Food Security Outcomes.

Ruel, M. T., & Alderman, H. (2013). Nutrition-sensitive interventions and programmes: how can they help to accelerate progress in improving maternal and child nutrition? The Lancet 382 (9891): 536–51. doi:10.1016/S0140-6736(13)60843-0.

	pathways to contribute to inclusive and sustainable agriculture-led economic growth; and strengthen resilience among people and systems, especially among women and children.	technology packages and capitalize on the contributions of women and men farmers in achieving outcomes.	improve the design and dissemination of agricultural technologies in ways that increase adoption by men and women farmers. Consultations, activities and knowledge products should include gender-sensitive activities and knowledge products that build capacity to intentionally respond to the gendered constraints and opportunities for greater uptake of information and technologies in the agriculture sector.
2.	F2F will target women-led host organizations; host organizations that promote gender equity and gender-sensitive programming in agriculture-focused activities; and on recruitment of female volunteers to influence USAID's food security goals.	Host organizations that do not promote gender equity through increasing women's participation, and tailoring services and content to meet women's needs and priorities lower agricultural performance and other negative outcomes. By not achieving gender balance among recruited volunteers, gender disparities can reduce the potential capacities of women and men to contribute to F2F program objectives through volunteering.	F2F should focus on gender-targeted host selection, both for women-led organizations and for those that can positively affect gender equity in participation and benefits; and improved relevance of services to women clients. F2F should develop and promote materials specific to women volunteer recruitment and construct an environment for volunteering that is conducive to equal opportunities for all, regardless of gender. The program should collect and report on sex disaggregated and gendered data for

			volunteers and persons directly assisted.
3.	F2F will embed systematic considerations of gender issues and impacts that promote gender equity.	Topics wherein gender dynamics may be especially relevant to F2F success and efforts are anticipated to include, but are not limited to: access to financing, business development services and networks for women smallholder farmers and women-led MSMEs; access to training; gender-responsive governance of local associations/cooperatives; women's influence over earnings and benefits within households and within associations; men's awareness of nutrition issues and valuation of practices to support nutrition; and who is prioritized in use of equipment and services.	F2F processes with respect to topics wherein gender dynamics may be especially relevant to F2F success and efforts should align with the gender integration principles in design and implementation in the Global Food Security Strategy Technical Guidance Advancing Gender Equality and Female Empowerment.
4.	F2F program participants' sensitivity to gender considerations enable them to better contribute towards meeting SOW deliverables for individual assignments, and greater program goals in resilience and food security.	Ensuring that all F2F participants (volunteers, host organizations, and farmer clients) take into account the needs of women and girls and the gender dynamics involved in the greater agriculture sector will increase the likelihood of project success.	F2F overall and country projects should take action to 1) enhance F2F personnel and all volunteers' awareness of and ability to identify and manage gender dynamics, barriers, and opportunities that are likely to affect their project's or assignment's success; 2) encourage equitable participation in and benefit from the project by women and men; and 3) anticipate and mitigate potential unintended negative consequences.

5.	F2F will improve on gender equity for target populations by embedding systematic considerations of gender issues and impacts.	A critical, and qualitatively-focused examination of the ways in which F2F incorporates gender considerations in the F2F program may lead to more systematic change in achieving gender equity.	F2F should consider ways of collecting information on gender-relevant impacts beyond women's participation as volunteers and persons trained. This might include: open-ended questions in follow-up processes/ documentation with volunteers and with hosts, targeted questions based on F2F country-level gender analyses or findings from analysis of monitoring data, or outcome mapping with small groups of staff and volunteers.
6.	Improved uptake and prioritization of promoted practices through close examination and understanding of the gender considerations in technical assistance delivery models.	The content and mode of technical assistance delivery models may inadvertently exclude women's participation if not relevant and anticipatory of potential barriers to participation or cognizant of gender-specific situations.	Technical assistance delivery models must include understanding of the constraints faced by women farmers and ensuring that services are tailored to specific country contexts.
7.	Host organizations and volunteers are supported to identify problems and have access to best practices that meet the changing needs of women clients.	Ensure that the needs of women and girls are addressed as the agriculture sector evolves so they are not left behind.	F2F integrates tools, guidance and good practices that demonstrate the importance and promotes the practice of inclusion of women (as well as other key stakeholders) at all levels.
8.	Farmers, farm groups, agribusinesses, NGOs, educational institutions, and other agriculture sector institutions participating in F2F are better able to leverage and apply practices promoted through	Women farmers need to benefit from and be reached by quality technical assistance and training, including having access to and the ability to use quality agricultural inputs and new technologies, and be able to take advantage of	Women should be included in training and access to information. Programs should target women within households (not just the male co-head) with information. Targeting

	technical assistance efforts to help achieve resilience and food security.	agricultural innovations, new research, market information, etc.	women directly with relevant information in ways that are appealing increases their agency, access to resources, and achievements in farming.
9.	The appropriate use of digital tools for disseminating relevant information and collecting and processing feedback regarding the effectiveness of promoted practices while being sensitive to the gender divide that is typically inherent with many digital tools will be a priority.	When employing the use of digital tools in technical assistance delivery, there is a need to continue to increase understanding of gender issues.	Programs should set up metrics for tracking the utility and relevance of digital tools among marginalized populations, women and youth. To do so, a dashboard or suite of elective options, rather than a subset of standardized metrics, should be used.