NOTICE OF FUNDING OPPORTUNITY

BURKINA FASO MARKETS AND NUTRITION ACTIVITY

USAID/SENEGAL

SAHEL REGIONAL OFFICE (SRO)

NOFO NO.: 72068519RFA00010

AUGUST 2019

Issue Date:	**August 29, 2019**
Deadline for Questions:	**September 10, 2019**
Closing Date:	**October 01, 2019**
Closing Time:	**17:30 Local Dakar, Senegal Time**

Subject: **Notice of Funding Opportunity Number: 72068519RFA00010**

Program Title: **Burkina Faso Markets and Nutrition Activity**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Burkina Faso Markets and Nutrition program. Eligibility for this award is not restricted.

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

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

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

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

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

Thank you for your interest in USAID programs.

Sincerely,

Chadwick Mills

Chadwick Mills
Regional 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.

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

BURKINA FASO MARKETS AND NUTRITION ACTIVITY

1. Executive summary

The countries of the Sahel are characterized by chronic food insecurity, poor health status, persistent poverty, weak governance, high population growth rates, and recurrent climate shocks, which together may drive vulnerable communities into crisis, conflict and violent extremism. USAID's regional Resilience in the Sahel Enhanced (RISE II) initiative addresses these intertwined challenges through strategic layering and sequencing of development and life-saving humanitarian assistance. RISE II also contributes to USAID's regional efforts to reduce vulnerability to extremism under the Sahel Development Partnership (SDP).

Well-functioning markets that sustainably support livelihoods and human well-being are central to achieving resilience in the face of shocks and stresses. Households that remain below the poverty line do not have the ability to invest in the types of assets or profitable diversified livelihoods that can sustain them through periods of crisis. Sustainably escaping poverty requires that households move beyond subsistence activities to ones that produce a surplus they can sell to earn income to invest in further income generation, asset purchases, or their own human capacity and well-being. Efficient, resilient markets create the opportunities to obtain inputs and services necessary to enhance production, and link producers to buyers who can absorb the excess production and pay higher prices for higher quality goods. Markets in turn are essential to providing sufficient nutritious foods, particularly in locations or time periods when local production is insufficient to meet the need. Global trends show that households, even in the poorest and most remote villages, are increasingly buying food, often in more convenient processed forms.

Well-functioning markets are also essential to addressing the growing crisis of violent extremist groups in the Sahel. These groups often recruit by providing income and assets and a sense of purpose that the poorest, particularly young men, lack. Vibrant markets produce job and entrepreneurship opportunities that are productive alternatives to joining violent groups.

USAID intends to issue two solicitations, one for Niger and one for Burkina Faso, that will enhance agricultural markets. These two awards will strengthen the market systems for small ruminants, poultry, cowpeas, and local nutritious foods by contributing to the following Goal and Expected Results:

M&N Goal: Strengthen market systems such that household incomes and nutritional status are sustainably improved.

Result 1: Enhanced performance of commodity market systems
Result 2: Increased utilization of quality inputs and services
Result 3: Increased local consumption of nutritious, safe foods

Because M&N is part of the regional RISE II project, it must also contribute to the RISE II transformative outcomes and the RISE II cross-cutting objectives, and apply the RISE II operational principles (described in Section 2 below). These outcomes, objectives, and principles operationalize the fundamental USAID priority of supporting countries and people on their journey to self-reliance.

M&N Implementers must collaborate actively with all RISE II partners, as appropriate, to help achieve the higher level RISE II objectives to "*Increase and sustain economic well-being*" and to "*Improve health, family planning and nutrition outcomes,*" and the RISE II Goal that "*Chronically vulnerable populations in Burkina Faso and Niger, supported by resilient systems, effectively manage shocks and stresses and pursue sustainable pathways out of poverty.*"

M&N activities must complement other RISE II activities working on markets, finance, agricultural livelihoods, governance, and nutrition. In particular, Food for Peace Development Food Security Activities (DFSAs) at the village and commune level in Niger and Burkina Faso support community level actions to improve livelihoods and nutrition. M&N must also forge close collaboration with other planned USAID activities that will enhance availability of finance, through mechanisms like credit guarantees, incentive grants, and technical assistance to financial institutions. M&N will also need to contribute to the goal of SDP by working in partnership with planned USAID activities that promote youth livelihoods and entrepreneurship, and create jobs through public private partnerships.

Subject to the availability of funds, the USAID/Senegal Sahel Regional Office (SRO) expects to make an award in Burkina Faso for a value of approximately $19.62M. The award will include a $2 million set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock. The funding anticipated for this award will come from a number of different USAID funding streams including agriculture, nutrition, and private sector development. The activity will also contribute to micro-enterprise reporting. USAID also intends to issue a separate solicitation for a companion M&N award in Niger for approximately $29.5M that will have the same results and general technical approach. While each award will be separate, the respective Implementers must collaborate closely on issues that cross borders and communicate regularly on lessons learned and approaches taken.

2. USAID's approach to building resilience and countering violent extremism in the Sahel

The Sahel today is marked by food and water insecurity, persistent poverty, poor governance, high population growth rates, and recurrent climate shocks and stresses that contribute to crises and can enhance vulnerability to conflict and violent extremism. USAID and the wider development community recognize that the pattern of repeated humanitarian crises over decades is partly because local populations lack the means to manage the risks they face and recover when a shock occurs. In addition, they are highly vulnerable because of poor health and nutrition status, extreme poverty, illiteracy, extended annual lean seasons, indebtedness, gender inequality, degraded natural resources, poor access to clean water, sanitation and health services, and low agricultural productivity - all exacerbated by persistent governance failures and the resulting weak enabling environment.

The Sahel is also marked by a history of conflict and insecurity that has varied over time. Recent years have seen a dramatic increase in insecurity driven by violent extremist and criminal groups that take advantage of low government presence and are driven by expanding extremist ideologies and underlying grievances related to poverty, predatory state behavior, and lack of basic services. Burkina Faso, in particular, has seen a recent escalation in deadly attacks that are displacing large numbers of people and threatening lives and livelihoods.

Shocks and stressors in the Sahel will become even more severe in the future. Climate projections indicate that rainfall will become more intense, unpredictable, and less frequent while average temperatures will increase, affecting the frequency and intensity of major droughts and floods in the Sahel and confounding the existing vulnerabilities in the region (Fifth Assessment Report, IPCC, 2014). Added to this are increased conflict and instability, rapid population growth, and a young age structure, where approximately half of the populations in Burkina Faso and Niger are below the age of 15. Together, these climate and non-climate trends are exacerbating existing vulnerabilities in the region.

In response to these dynamics, USAID is working in the Sahel region to build resilience, defined as "the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth." (See USAID's Resilience Policy). In short, resilience is the ability to manage adversity and change without compromising future well-being. As this suggests, resilience is a necessary condition— or set of capacities— for reducing and ultimately eliminating poverty, hunger, malnutrition, and humanitarian assistance needs in the complex risk environments in which USAID works and in which poor and chronically vulnerable people live.

Resilience in the Sahel Enhanced (RISE)

The RISE project was developed in 2012 to implement USAID's resilience programming in Niger and Burkina Faso. The second phase, RISE II, continues the same efforts, but with a refined approach. The RISE II goal is that: *Chronically vulnerable populations in Burkina Faso and Niger, supported by resilient systems, effectively manage shocks and stresses and pursue sustainable pathways out of poverty.*

This goal statement reflects USAID's key priorities – that vulnerable populations and individuals need to be the actors in their own development, that supportive systems (including but not limited to markets, health, natural resources management, early warning and response, and governance systems) are essential to their success, that shocks and stressors are central contextual factors that must be explicitly addressed, and that our success will be measured by the extent to which these communities are able to sustainably progress to a higher level of well-being.

The RISE II goal is transformational, seeking to enhance individual, household, community, and institutional capacities to sustain and improve well-being in a dynamic environment of changing challenges and opportunities. RISE II seeks to contribute to absorptive, adaptive, and transformative resilience capacities and will measure the extent to which those capacities are enhanced over the life of RISE II. However, to enhance results, RISE II will provide extra attention to those aspects of the resilience capacities that have been shown by research and experience to be particularly crucial to sustained resilience in the face of shocks and stresses. Under RISE II, these aspects are termed *transformative outcomes*. All USAID activities should contribute to these outcomes:

- **Enhanced community leadership of local development**
- **Enhanced social capital, through strengthened ties of mutual assistance among people**
- **Enhanced capacity to learn and adapt among beneficiaries, local partners and partner governments**

RISE II has the following five objectives that together will contribute to achieving the goal and the transformative outcomes.

Objective 1: Enhance social and ecological risk management systems
Objective 2: Increase and sustain economic well-being
Objective 3: Improve health, family planning, and nutrition outcomes
Objective 4: Enhance governance of institutions and organizations
Objective 5: Enhance social, economic, and political agency of women and youth

While particular USAID implementing partners may have areas of technical focus under these objectives, all partners must contribute to Objectives 1, 4, and 5 because these include cross-cutting elements. Partners must contribute to relevant aspects of enhanced risk management shock response under Objective 1, to enhanced capacity of relevant local organizations under Objective 4, and to the empowerment of women and youth under Objective 5. The five objectives are elaborated more fully in the RISE II results framework (below) and in the Resilience in the Sahel Enhanced (RISE) II Technical Approach Working Paper.

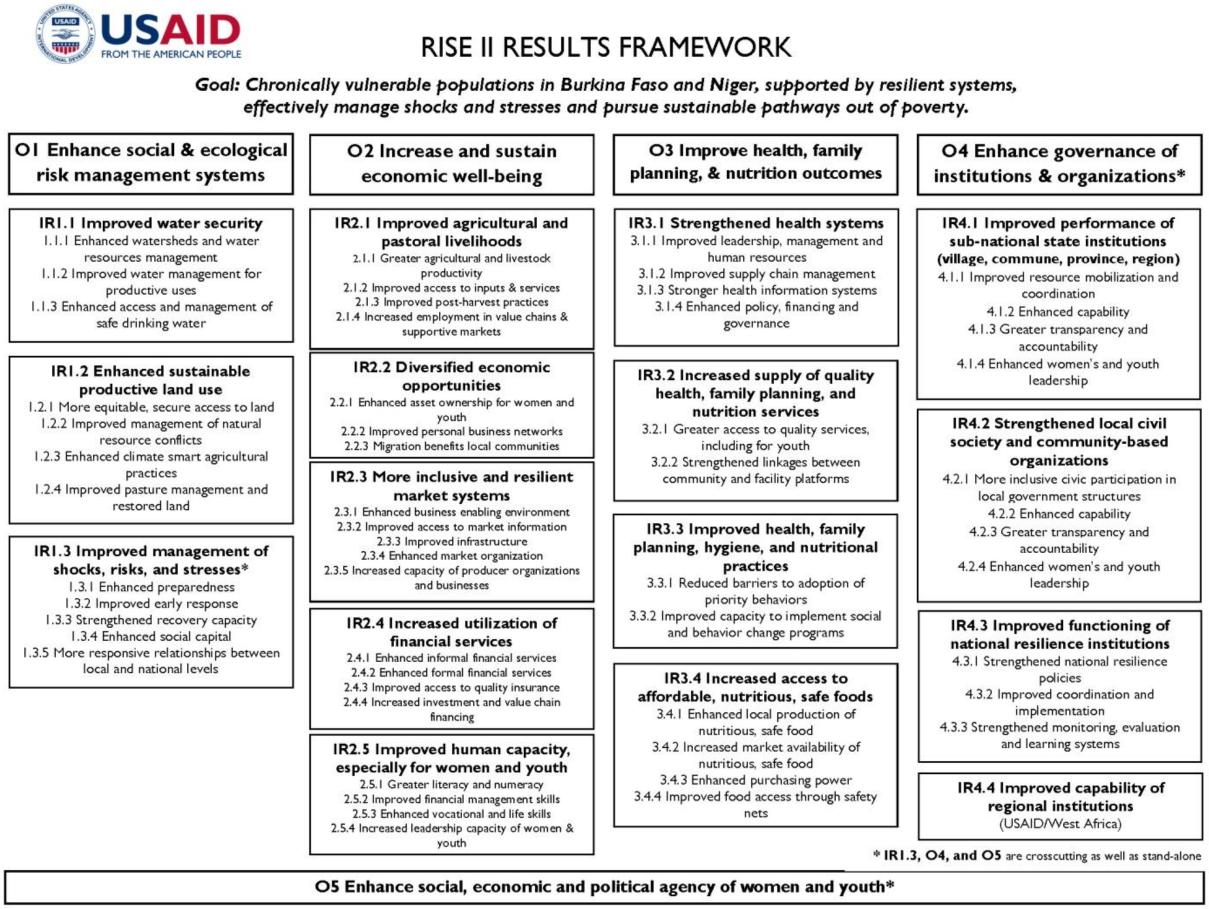
To achieve its goal and objectives, RISE II has the following *operational principles* that must be applied by all partners:

- **Community-led development –** Through dialogue, support communities to develop and implement priority actions that address core challenges and opportunities
- **Systems strengthening** - Analyze and seek to strengthen formal and informal systems that build resilience and improve well-being
- **Inclusive targeting** - Support the poorest households by responding to their specific needs, enhancing their aspirations, and strengthening their ability to access resources and services to pursue pathways out of poverty
- **Collaboration for collective impact** - Seek active collaboration among RISE II implementers, host country governments, community leaders, the private sector, civil society, USG agencies and partners, international agencies, and donors to collectively benefit chronically vulnerable populations

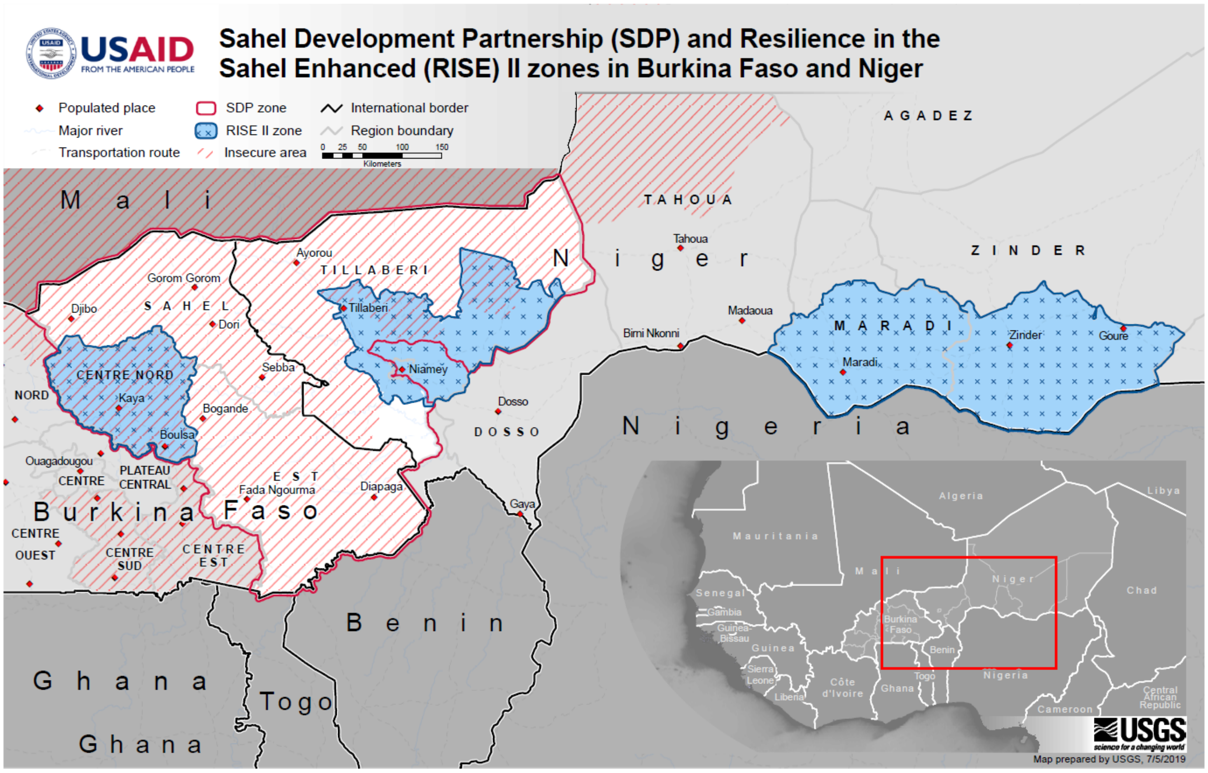
USAID intends to implement RISE II in a targeted geography (a zone of intervention) in which multiple partners implement complementary programs in the same areas and can program collaboratively. In Niger, the RISE II zone of intervention encompasses parts of Tillaberi, Maradi, and Zinder regions. In Burkina Faso, the RISE II zone of intervention is the Centre Nord region. The RISE II/SDP map is included below. Complementary investments will be made at the national levels as well. The zone of intervention may be adjusted during the lifetime of RISE II in response to changing situations on the ground, U.S. Government (USG) priorities, resource availability, and other challenges or opportunities.

For additional information, Applicants should refer to the resources provided on the Sahel Regional Office website, the Food for Peace (FFP) FY18 Country Specific Information documents for Burkina Faso and Niger, and the Food Security Desk Reviews for Burkina Faso and Niger. Applicants should also be familiar with the Global Food Security Strategy (GFSS) for Niger.

RISE II Results Framework



RISE II/ SDP zones of intervention



Sahel Development Partnership (SDP)

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

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

- Intensive CVE programming and emergency humanitarian interventions in areas with active conflict or violent attacks ("hot" areas) in Tillaberi, Niger, and the Sahel and Est (and increasingly Centre Nord) regions of northern Burkina Faso to address immediate VEO threats
- Transitional livelihood, governance, and CVE programming focused on "warm" areas and former "hot" areas as conditions improve
- Multi-sector resilience and development programming (e.g. RISE II) in more stable "buffer" areas prone to recurrent humanitarian crises with the flexibility to expand into former warm and hot zones as conditions further improve and resources allow.

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

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

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

Burkina Faso was selected as a GFSS aligned country. Aligned countries are expected to seek programmatic alignment of Feed the Future programs with the goals, objectives (agriculture, resilience and nutrition), and approaches outlined in the GFSS. The RISE II portfolio of activities is USAID's primary contribution to the GFSS in Burkina Faso by aligning GFSS funding in the agriculture sector with complementary funding in health and governance to enhance resilience and nutrition. RISE II also builds the foundation for agricultural growth by strengthening market systems in targeted value chains, including enhancing access to finance and improving the policy enabling environment. Under the GFSS, USAID's agricultural programs also contribute to addressing drivers of support for violent extremist groups by strengthening economic opportunities for vulnerable communities in the SDP zone, particularly through enhancing youth livelihoods.

The United States Department of Agriculture (USDA) and the U.S. Department of State also contribute to the GFSS in Burkina Faso. USDA funds school feeding programs, engages on regional trade issues, and provides targeted technical assistance to the government and agricultural sector actors. The Department of State promotes policy priorities and U.S. business investments and engagement.

M&N in relation to RISE II and SDP

M&N is one of the central activities that will contribute to both RISE II and SDP. Under RISE II, M&N will contribute to the goal of enhancing supportive resilient systems, in this case market systems, in order to improve economic well-being and nutrition. M&N also contributes to improved management of shocks and stresses, enhanced civil society capacity, and empowerment of women and youth. As part of the resilience portfolio, M&N must also seek to enhance the RISE II transformative outcomes and apply the RISE II operational principles in its approach to achieving desired results. M&N will work intensively in the RISE II zone, in particular making sure to cover all the communes served by the DFSAs, as well as continuing to support previous Resilience & Economic Growth in the Sahel - Accelerated Growth (REGIS-AG) beneficiaries. In the SDP zone of Centre Nord, Sahel and Est in Burkina Faso, M&N contributes to the multi-sector resilience and development programming “implementation arm” of the SDP by enhancing economic opportunities for populations vulnerable to recruitment by violent extremist organizations. M&N activities in SDP zones should first seek to continue support to previous REGIS-AG beneficiaries, and then, as resources and security allow, engage with additional market actors.

M&N is also designed to meet the requirements, including reporting and monitoring requirements, of the GFSS.

3. Collaborative implementation approach to improve economic well-being and nutrition

RISE II, SDP, and the GFSS are being executed collaboratively, with multiple USAID Implementing Partners contributing in complementary ways to shared high-level goals. In partnership with other USAID activities, M&N’s expected results (detailed in Section 6) map to the following Objectives and Intermediate Results (IRs) of RISE II:

Objective 1: Enhance social and ecological risk management systems
IR 1.3 Improved management of shocks, risks and stresses

Objective 2: Increase and sustain economic well-being
IR 2.1 Improved agricultural and pastoral livelihoods
IR 2.2 Diversified economic opportunities
IR 2.3 More inclusive and resilient market systems
IR 2.4 Increased utilization of financial services
IR 2.5 Improved human capacity, especially for women and youth

Objective 3: Improve health, family planning, and nutrition outcomes
IR 3.3 Improved health, family planning, hygiene and nutritional practices (M&N contributions to IR 3.3 will focus on nutrition-sensitive practices and behaviors related to diets)
IR 3.4 Increased access to affordable, nutritious, safe foods

Objective 4: Enhance governance of institutions and organizations
IR 4.2 Strengthened local civil society and community based organizations

Objective 5: Enhanced social, economic, and political agency of women and youth

While M&N is expected to contribute to the shared RISE II goals, it should focus on achieving the specific M&N activity goal and expected results and engage with other USAID partners post-award to develop collaborative strategies for shared RISE II goals. The broad respective roles and potential areas of collaboration of different USAID partners activities with M&N are outlined in Section 6. Below are brief descriptions of the most relevant USAID partner activities:

Sahel Collaboration and Communication (SCC)
SCC aims to build collaboration across RISE II and SDP partners, develop and implement a shared learning agenda, including facilitating joint M&E, and enhance communication about USAID programs to external audiences. SCC will sponsor collaboration and learning events and processes that engage USAID partners, governments, and a diversity of beneficiaries. SCC will facilitate the identification and validation of long-term and short term goals to which relevant partners will contribute collaboratively. Partners will agree on measures and indicators of their joint success, and agree on how to attribute results to their respective contributions. Within this broad framework, specialized technical activities, such as Markets and Nutrition, will be responsible to technically lead working groups, with the facilitative support of SCC. The complete set of collaboration and communications expectations for M&N are outlined in Section 9. The NOFO for SCC is available in the archives of www.grants.gov. SCC was recently awarded to Mercy Corps with a start date of September 1, 2019.

Food for Peace (FFP) Development Food Security Activities (DFSAs)
DFSAs aim to reduce poverty, reduce stunting and enhance food security of the most vulnerable households. DFSAs include a comprehensive package of interventions designed to enhance agricultural and pastoral production, diversify livelihoods, empower women and youth, build individual capacity (such as literacy), improve the health and nutritional status of targeted populations, and strengthen local governance. DFSAs tend to focus on household, village and commune level interventions, but may also engage with outside or higher level actors as needed. FFP has awarded one DFSA in Burkina Faso:

ViMPlus Food for Peace Development Food Security Activity

- *Partner:* ACDI/VOCA with Save the Children and Tufts
- *Award:* $50 million, 2018-2022
- *Geographic focus:* Burkina Faso - Centre-Nord Region
- *Program description:* ViMPlus seeks to address the major determinants of food insecurity in the region through interventions in agriculture, livelihoods, water and sanitation, and more. ACDI/VOCA is building on successes from its recently completed activity in Center-North, which started in 2011. More information is available here.

Finance activities
USAID currently has active Development Credit Authority loan guarantees in Burkina Faso with Ecobank and Caisse Populaire. USAID is designing new programming for both Burkina Faso and Niger to enhance the availability of finance to beneficiaries through incentive grants and transactions assistance.

Public-Private Partnerships
USAID will be partnering with the private sector to create jobs and bring services to populations in the targeted regions. This includes investments facilitated by the forthcoming West Africa Trade Hub.

Agricultural research programs

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

Regional agricultural programs

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

Breakthrough-ACTION (B-A)

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

Health Services Delivery (HSD)

The Health Services Delivery NOFO was released August 23, 2019. HSD will enhance the quantity and quality of health services delivered in the RISE II and SDP zones by strengthening the health system. HSD will address nutrition by enhancing health clinic capacity to monitor and diagnose nutritional deficiencies, supporting social and behavior change interventions through health clinics and health workers, enhancing community-level social groups (such as mother-to-mother groups), and ensuring provision of treatment for acute malnutrition (Ready-to-Eat Therapeutic Foods) through health clinics.

Water Security and Resilience (WSR)

WSR focuses on enhancing land and water resource management for multiple uses, including water for household, livestock and agriculture, and land for agriculture and grazing. WSR also enhances secure access to land, supports access to climate services, and assists other USAID partners in risk reduction and shock response planning and implementation. Winrock International is the lead implementing partners on WSR. More information is available here.

Local governance activities

USAID has a portfolio of local governance activities, both active, as well as in design, that aim to build the functionality, responsiveness, and accountability of local government. While other Implementers may interface with local authorities on specific technical matters, the governance activities support enhancements that serve all sectors.

4. Markets and Nutrition activity goal and expected results

M&N Goal: Strengthen market systems such that household incomes and nutritional status are sustainably improved.

This goal aims to achieve sustainable, transformative impacts by working at the system level so that increasingly resilient market systems deliver the desired impacts of increased income and improved nutritional status. USAID will be successful when the desired impacts are being generated endogenously without subsidy or direct intervention. This goal requires a long time horizon to be fully realized, but significant progress can be made within the time-frame of this five-year activity. USAID recognizes that income and nutritional status alone will not make households resilient; the full portfolio of RISE II activities will address complementary resilience capacities for households.

Working at the market system level is important because it can also contribute to agriculture-led economic growth. Burkina Faso has a primarily agricultural economy with potential to enhance basic productivity as well as value addition. The target commodities are regionally traded, with the potential to improve the balance of trade and increase inflows of revenue and investment. Overall sectoral growth driven by professionalization and competitiveness will result in multiplicative economic impacts and increased national and local state revenues. In the end, only wide-based inclusive growth can lift sufficient households out of poverty and mitigate economic drivers of support for violent extremist organizations.

In order to achieve this goal, the Activity will address 3 critical results areas:

Result 1: Enhanced performance of commodity market systems
Result 2: Increased utilization of quality inputs and services
Result 3: Increased local consumption of nutritious, safe foods

In its approach to achieving these results, the Activity should contribute to the cross-cutting RISE II transformative outcomes:

- Enhanced community leadership of local development
- Enhanced social capital, through strengthened ties of mutual assistance among people
- Enhanced capacity to learn and adapt among beneficiaries, local partners and partner governments

Interventions must also contribute to the RISE II cross-cutting results:

- Improved management of shocks, risks, and stresses
- Enhanced governance of institutions and organizations
- Enhanced social, economic, and political agency of women and youth

Finally, as part of the SDP, M&N is expected to contribute to addressing the drivers of vulnerability to violent extremism, particularly in terms of enhancing economic opportunities.

5. M&N technical approach to achieving expected results

The Implementer's plan to achieve the results above should be informed by a strong theory of change, coupled with robust adaptive management mechanisms.

While collaboration among USAID partners is often necessary to achieve the higher level shared RISE II and SDP goals, where there is a core expected result for M&N, the Applicant's approach and level of effort should include all necessary components to achieve the results. M&N includes a six-month refinement period (discussed in Section 9) during which the Implementer will consult widely to determine areas of overlap and gaps, forge collaborations, collect information and review the theory of change. The Implementer will then submit to USAID a revised project document and a workplan for the rest of the year. The refinement period exists because USAID recognizes that plans often need to change once the team is on the ground, particularly when there are interdependencies with other actors.

USAID encourages the Implementer to take into account the following technical considerations when designing the approach, bearing in mind the specific shock-prone context.

Market systems strengthening:
M&N should implement a market systems strengthening approach to achieve its goal and expected results. This approach is facilitative and focused on sustainability, implementing the exit strategy from day one. A market system consists of all the market actors that collectively produce, add value, and deliver the product to the end consumer. Commodity market systems are linked to supportive market systems (or cross-market functions) such as those for agricultural inputs, technical services, and financial investment. Strengthening market systems involves enhancing linkages, building capacity of market actors, and establishing supportive environments that create incentives for more efficient, competitive, and inclusive markets. USAID is also interested in promoting market resilience which means that the market system is flexible, contains redundant and diverse elements and linkages, and adapts to changing circumstances. Some of the main areas for interventions within the market system approach include:

Improving market system structure and governance by strengthening vertical and horizontal linkages among value chain actors to improve market access and aggregation functions as well as to address failures in cooperation and/or cases of destructive competition. The quality of these linkages matters beyond the transaction of the sale, as they also represent potential conduits for the transfer of learning, information and technical, financial and business services. The inclusiveness of market systems must also be enhanced such that the poor, marginalized, women and youth are able to participate profitably in market opportunities and in market governance. Market systems include both public and private actors, so the approach should engage with governments to encourage, for example, commune governance that supports markets with public-private partnerships.

Enhancing the capacity of market system actors especially their business, financial, and organizational effectiveness. Actors should be able to assess market opportunities, plan their approach, obtain necessary resources and services, implement, and then adjust on the basis of how well they are achieving their short- and long-term business goals. Capacity building should be delivered in a manner that utilizes and strengthens market relationships, reinforces local business service providers, and paves the way for longer term sustainable access to supportive services.

Enhancing individual capacities of women, youth and marginalized individuals by building functional literacy. Literacy, including numeracy and financial literacy, are foundational skills that should help individuals participate in business, organizational, and household decision making. Capacity building should also include developing important soft skills that help individuals successfully obtain and sustain employment, as well as function in market interactions. M&N's capacity building activities, including literacy, should focus on the market participants supported by M&N, such as producer group members or small entrepreneurs.

Linkages between functional literacy and market success are an area about which USAID seeks further understanding. The Implementer is encouraged to conduct a comparative study where the impacts on the producer groups' performance and on the individual outcomes of the participants are assessed relative to groups who did not receive the training. Meaning, the Implementer could conduct a randomized control trial (RCT) whereby some producer groups participate in functional literacy activities as well as other M&N activities while other producer groups only participate in other M&N activities (no functional literacy activities) to study the differences in the groups' performance and individual outcomes for an initial period of M&N to determine if or how to adjust or scale. The Implementer should budget for this study, balancing budget and rigor. USAID is available to collaborate on final study design.

Stimulating and leveraging financial services can be the core intervention of a market system approach. Market actors should have access to, and use, a variety of finance sources to enhance their competitiveness, including within-chain financing (such as from buyers to producers, or wholesalers to retailers), external financing (such as from financial institutions), and investments through partnerships. Actors will need assistance to prepare requests for finance, and then monitoring and coaching on the use and repayment of that finance. Financial institutions need to better understand the needs, constraints and abilities of these new customers, as well as the potentials and challenges in the targeted commodity sectors. USAID is separately providing support to financial institutions through credit guarantees, technical assistance, and other loan incentives. The Implementer will be able to leverage those USAID investments, but should not be completely dependent on them. The technical approach of Markets and Nutrition should include all the components necessary to facilitate beneficiaries obtaining the finance they require. Depending on beneficiary challenges, this may include working with financial institutions. Once the additional finance activities are awarded, M&N implementers will need to seek synergies with those new partners and negotiate, with USAID's assistance, respective roles and contributions.

Increasing production to meet market demand is often necessary to attain sufficient profitability and competitiveness. Production increases occur at all stages: from raw commodities to processed products. Meeting quality and food safety requirements is necessary to obtain the best prices and build loyal customers. Market demand for new or improved products, such as those with greater nutritional value or safety, may need to be built through demand-creation activities.

The enabling environment can either hinder, or enhance, market functioning. Improvements to the enabling environment such as public investments or policy reform are often stimulated by stakeholder lobbying, requiring investments in association building, lobbying capacity, supportive analyses, and actions guided by political economy analyses.

Economic analyses:
USAID encourages the use of a variety of analytical tools to assess options and guide adaptive management. Cost-benefit analysis models commissioned by USAID on a number of agricultural interventions should be kept up to date by the Implementer to inform programming decisions. Additional cost-benefit analyses, economic rate of return, and profitability analyses should be regular tools used by the Implementer and market actors to guide decision making.

Nutrition-sensitive approach:
The Implementer should identify nutrition-sensitive impact pathways and outcomes. At the household-level, there are three main impact pathways—food production, agriculture-related income, and women's empowerment. The women's empowerment pathway includes women's energy expenditures, women's control and use of income on both food and non-food items, and women's ability to care for themselves and their family. Evidence supports the need to broaden our view from the traditional focus on the household pathways, towards food market systems to improve the enabling environment which exerts a strong influence on household pathways. (SPRING 2018). Nutrition approaches should not be implemented separately from agriculture market approaches; instead appropriate nutrition-sensitive objectives and outcomes should be identified within agricultural market approaches. A first and critical step is to intentionally articulate nutrition-sensitive impact pathways and intermediate outcomes, and to strategically choose or design indicators to measure progress along these longer impact pathways. This requires understanding and identifying where practices and principles of agriculture markets and nutrition are complementary and where the principles are in opposition.(USAID 2016).

Gender, youth, and inclusive development:
Promoting gender equality, advancing the status of women and girls, and enhancing youth participation is vital to achieving the expected results of M&N. Efforts to achieve these results must be grounded in a nuanced understanding of local contexts regarding intergenerational and gender-related structural constraints, cultural norms, and power dynamics. Interventions need to be strategically targeted to address specific constraints or opportunities, be concretely specified, and be appropriately monitored to ensure they achieve desired outcomes.

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

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

Key references include:
USAID's Sahel Youth Analysis prepared for RISE II
at https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis
USAID's Youth Power Positive Youth Development (PYD) approach
at http://www.youthpower.org/
A summary of the Gender Analysis is available
at https://www.usaid.gov/documents/1860/summary-rise-gender-analysis)

Conflict Sensitivity/Do No Harm:
The Sahel region faces not only environmental challenges, but also a range of political, social, and economic threats including, but not limited to, localized disputes over resources, a history of non-democratic transitions, and trafficking in illicit products and extremist organizations. The Implementer should be cognizant of these threats and remain diligent in understanding the impact of M&N activities on local economies, social networks, and livelihoods in order to avoid exacerbating existing or potential future tensions. M&N is expected to implement programs in insecure zones of SDP, while minimizing risks to its own staff and beneficiaries. Approaches should be tailored to that context, working with local actors that can remain active. Populations in insecure zones are often supportive of extremist groups, or engage in illegal behaviors, because licit activities and official support is lacking. To the extent that licit trade and supportive private sector services and inputs can continue, the drivers of extremist support will be reduced.

Building on RISE successes and approaches:
The Implementer must build on the progress achieved to date under RISE in order to reinforce sustainability and local ownership while continuing to enhance performance and outcomes through innovation and partnerships. More details about the approach and lessons learned can be found in the REGIS-AG mid-term evaluation and in the RISE mid-term performance assessment. Information on the commodities targeted under REGIS-AG can be found in their respective end-market analyses – posted on the USAID/SRO website (for a list of more resources, see Annex #7). Information on the geography and beneficiaries of REGIS-AG is provided in Annex #8.

Resilience capacity enhancement:
As part of the RISE II portfolio, M&N must design and implement activities that enhance resilience capacities *through the manner in which they are implemented*. M&N should avoid developing separate resilience building interventions, but rather should integrate resilience strengthening into interventions that deliver the core M&N activity goal and expected results. USAID identified the RISE II transformative outcomes because evidence suggests that they are particularly important capacities that help individuals, households, communities, organizations, and countries respond to, and recover from, shocks and stresses. They are also capacities that can assist households and communities sustainably escape from poverty. M&N should focus on developing those capacities. In addition, USAID expects that by following the RISE II operational principles M&N will enhance its contribution to those resilience capacities.

Additional information on USAID's approach to resilience can be found at https://www.usaid.gov/resilience/resources.

6. M&N expected results and illustrative outcomes

The following section elaborates in more detail the results and outcomes USAID expects will be achieved as a result of M&N implementation, supported by collaboration with other RISE II and SDP partners.

Result 1: Enhanced performance of commodity market systems

USAID chose its target commodities on the basis of their potential to increase the income of large numbers of vulnerable people, while also contributing to the supply of nutritious foods locally, nationally, and in the West Africa region. Diverse end-markets must be considered in order to contribute to agriculture-led economic growth through enhanced market competitiveness and scale while also boosting incomes of households in the RISE II and SDP zones. *M&N will continue the RISE focus on small ruminants, poultry and cowpea, while maintaining flexibility for new opportunities.* Because the target commodities have very complex and large market systems, the Implementer must ensure they remain the primary focus of Result 1. It is important to note that USAID wishes to develop cowpea as both human food and animal fodder. The Implementer should seek synergies among these commodity systems, such as between cowpea fodder and livestock.

The Implementer must build on and strengthen groups, businesses and networks supported by REGIS-AG under the first phase of RISE, as well as expand to serve new local market actors in RISE II zones covered by FFP DFSAs (see Annex #8 for a list of communes where these activities are located). Where a group, business or network was previously supported, interventions should focus on increasing profitability, strengthening and formalizing relationships, enhancing local ownership, creating linkages to supportive systems, and professionalizing/formalizing organizations as registered business entities.

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

When a DFSA-supported livestock, poultry or cowpea producer group is well-established, M&N should take on support of that group to grow its capacity as a market actor. If DFSAs are working with other types of commodities, M&N may provide limited capacity building to those groups to help them professionalize and access the market. The Implementer should also partner with USAID's Water Security and Resilience (WSR) activity and with the DFSAs who will assist women and youth to have secure access to land, a necessary precondition for larger-scale crop production for markets.

Once they are awarded, the Implementer should explore collaboration with USAID's public-private partnership activities which may be able to offer services or complementary investments. Similarly, the Implementer should partner with USAID programs that seek to strengthen the availability of finance in the targeted geographies. M&N can particularly help by creating a pipeline of finance applicants and helping financial institutions understand the targeted commodities.

Illustrative outcomes on business functioning:

- Market actors have increased sales and profitability through ongoing business relationships
- Women, youth, poor, and members of marginalized groups are profitably accessing markets
- New jobs are created
- Producer group members, especially women, are functionally literate
- Producer groups and other market actors are registered as businesses
- Producer groups and other market actors have increased sales
- Market actors regularly use financing to enhance their businesses
- Market actors are able to assess market opportunities, plan their approach, secure the necessary resources or assistance, implement, and then adjust on the basis of how well they are achieving their short- and long-term business goals

Illustrative outcomes on sector governance:

- Established livestock market management committees are strengthened and new committees established in new markets
- Market infrastructure, including sanitation facilities, is improved through local public and private investments
- Women, youth, the poor, and members of marginalized groups actively engage in market governance processes
- Market actors successfully lobby local and national government for supportive investments and policies
- National and local governments adopt policies and procedures that support private sector growth in the targeted commodity market systems
- Policies and capacities are enhanced to better manage the principal risks that can affect the selected commodities
- End-markets are diversified to mitigate currency, price, conflict, and political risks

Result 2: Increased utilization of quality inputs and services

USAID is targeting the services and inputs necessary to achieve the expected results in the chosen commodity market systems. Many of these services, however, are also necessary for other commodities, and indeed their sustainable provision relies on a diverse customer base. Thus the Implementer should take an expansive view in terms of promoting access to these services and inputs for a wide variety of customers. In particular, the Implementer should partner with FFP DFSAs to ensure inputs and services are extended to their local communities.

USAID will continue to support the inputs targeted under the first phase of RISE: *improved seeds, fertilizers, animal feed, and PICs bags*. Priority services will include: *veterinary care, business development and support, agricultural/livestock technical advice, and market and climate information*. Technical advisory services should include helping farmers think through their cropping, grazing and land use choices as well as integrated approaches to soil fertility management. The Implementer may identify and propose to USAID other key inputs or services to be supported.

USAID expects that the Implementer will not only expand access to inputs and services but will also support their increased utilization by helping to aggregate demand, lower costs, educate consumers, and increase quality.

The Implementer must build on and strengthen groups, businesses, and networks supported by REGIS-AG under the first phase of RISE, as well as expand to serve new local market actors in RISE II zones covered by FFP DFSAs. Where a group, business, or network was previously supported, interventions should focus on increasing profitability, strengthening and formalizing relationships, enhancing local ownership, creating linkages to supportive systems, and professionalizing/formalizing organizations as registered business entities.

Illustrative nodes of collaboration:
Groups supported by DFSAs that produce annual crops, livestock, and poultry could all benefit from improved services and inputs. The Implementer should also partner with DFSAs on seed production because DFSAs often work with local farmer groups to multiply improved seeds for their own members and for local re-sale. M&N should help these local seed producers professionalize and connect with buyers for their seeds.

Once they are awarded, the Implementer should explore collaboration with USAID's public-private partnership activities which may be able to offer services or complementary investments. USAID also intends to award complementary activities to enhance financial services (such as credit guarantees, incentives, and transaction facilitation), so the Implementer will need to partner with them to facilitate access to finance by market actors. The Implementer will also need to partner with WSR to enhance access of market actors to climate information services.

Illustrative outcomes on agricultural inputs:

- The quantity of certified seeds available on the market is increased
- Farmers regularly purchase improved seeds from private seed companies and reputable seed producing cooperatives
- Access to quality livestock feed and fodder is improved
- Well-labeled, high quality fertilizers and pesticides are available locally in affordable quantities
- Affordable PICs bags of appropriate size and high quality are widely available
- Women and youth have agricultural inputs-related businesses
- Local inputs providers are functionally literate
- Inputs-related businesses have increased sales
- Inputs-related businesses are registered as businesses
- Inputs-related businesses regularly use financing to enhance their businesses

- Inputs-related businesses are able to assess market opportunities, plan their approach, secure the necessary resources or assistance, implement, and then adjust on the basis of how well they are achieving their short- and long-term business goals.
- New jobs are created
- International donors increasingly use a voucher system for farmers to directly purchase seeds and fertilizers (USAID will also support this outcome by engaging with other donors)
- National government implements policies that facilitate high quality, competitive, inclusive input markets

Illustrative outcomes on services:

- Poultry and livestock vaccination services are widely utilized
- Animal mortality and morbidity are reduced
- Veterinary services businesses are thriving and reaching remote communities
- Business development service providers are profitable and have regular customers
- Farmers obtain quality agricultural and land use advice through private providers or farmers associations
- Herders and poultry producers obtain quality livestock advice through veterinary services and sectoral associations
- Market actors have access to sustainably-produced market information
- Market actors in the targeted commodities have access to climate information services
- Women and youth are profitably engaged in providing services
- Local service providers are functionally literate
- Services businesses have increased sales
- Services businesses are registered as businesses
- Services businesses regularly use financing to enhance their businesses
- Services businesses are able to assess market opportunities, plan their approach, secure the necessary resources or assistance, implement, and then adjust on the basis of how well they are achieving their short- and long-term business goals
- National government and local government implement policies and make investments that support private sector service delivery
- New jobs are created
- Service provider networks have plans and greater capacity to respond to relevant shocks and stresses

Result 3: Increased local consumption of nutritious, safe foods

Under RISE II, USAID has a portfolio of interventions supporting enhanced nutrition outcomes, an enduring challenge in the arid agro-pastoral zone. M&N's primary contribution to RISE II nutrition outcomes will be to enhance the market availability and local purchase of nutritious, safe foods. USAID does not have an a-priori determination of what foods should be promoted as nutritious, rather this choice must be grounded in an understanding of local diets. Foods that improve the quality of the local diet, that are most likely to improve the nutritional status of the target population, and that can be provided through a market-based approach should be prioritized. The intent of Result 3 is not to sell nutritious products in urban areas (although that is a likely outcome of Result 1), but rather to sell those products in the rural areas where malnutrition and poverty are higher.

Using markets to enhance nutrition in rural areas is a relatively unexplored dimension of nutrition programming, requiring the Implementer to assess options, pilot, and then scale approaches that work. Some piloting and scaling of interventions may be done by M&N alone, whereas others may be done in collaboration with other USAID partners. M&N should focus on nutrition-sensitive behaviors and practices related to improving diets through agriculture market interventions. Key practices along nutrition-sensitive impact pathways should be identified, such as food safety, storage and consumption.

While the food system will need to be responsive to local dietary needs, cultural preferences, and ability to pay, it will also need to build demand for nutritious products. M&N should support robust demand-creation rooted in up-to-date social behavior change and marketing approaches. M&N's approach to demand creation should engage food system actors in the process so that they understand and can continue the efforts as part of their own marketing actions. These demand creation efforts should be consistent with, and complementary to, SBC by other USAID partners.

To achieve Result 3, nutrition programming must be integrated into the activities supporting Results 1 and 2. Some ways to incorporate nutrition under Result 1 include:

- Enhancing storage practices and improving distribution to help smooth seasonal food availability
- Promoting food safety practices and value addition that maintain or enhance the nutritional quality of the final product for sale
- Helping market management committees ensure physical markets are hygienic, promote food safety, and provide adequate access to clean water and sanitation services
- Training and coaching market actors to think about their local markets and what local consumers demand – such as simpler, smaller, and cheaper packaging
- Enhancing literacy of women producers which may result in greater income and voice in household-decision making, and more openness to behavior change
- Improving access to interconnected markets to improve the availability and affordability of food, and increased income to spend on items that support nutrition and health
- Using SBC approaches to influence the dietary practices of the members of producer groups to encourage them to consume a portion of their production rather than selling it all
- Using SBC with members of producer groups to improve food preparation, water storage practices, and other essential nutrition actions.

Ways to incorporate nutrition under Result 2 might include:

- Promoting labor-saving technology that reduces women's time and energy burdens
- Mitigating harmful effects of chemical inputs, unsafe water, or other contamination in agriculture production or processing reduces the risk of disease, which in turn can lead to reduced rates of malnutrition
- Supporting seed producers and retailers to promote and sell more nutritious varieties, or a greater diversity of vegetable seeds.
- Improving animal sanitation practices that reduce contaminants that contribute to ill-health and stunting

Examples of additional market-based nutrition activities include:

- Facilitating inflows of nutritious products during the lean season, taking care to avoid undercutting local producers
- Supporting production, distribution, and marketing of other nutritious foods beyond those in the targeted commodities. As noted below, these will likely be collaborative activities with the DFSAs.

To guide nutrition-sensitive interventions under Results 1 and 2, and to identify other impactful actions, M&N will need to analyze issues including consumer preferences, buying power, cultural constraints, nutritional deficiencies, and pathways to enhancing nutrition. As interventions are piloted, the Implementer will need to invest in close monitoring to assess impact and facilitate adaptive management. High-level nutrition outcomes, such as stunting, are not appropriate for a nutrition-sensitive agriculture market activity to measure. M&N will contribute to high-level outcomes, but measurement of those outcomes will not occur at the activity level. Rather, population-based surveys on the overall RISE II portfolio will capture high-level nutrition outcomes.

Illustrative nodes of collaboration:
The Implementer will need to work closely with Breakthrough-ACTION (B-A), USAID's social behavior change activity. B-A is cataloging, testing, and developing approaches and tools for behavior change in several health areas, including nutrition. M&N can use those standard tools, and co-develop new ones with B-A to promote purchase, consumption and other appropriate nutrition-sensitive behaviors.

The DFSAs promote the production and consumption of nutritious foods as a core objective and they are conducting food security and nutrition analyses to guide their work. While they may invest heavily in household production and consumption, they may also support livelihoods that enhance food availability in their communities and regions. M&N will need to engage with each DFSA individually to understand its theory of change and major investments, and propose how M&N can add value to that work through specialized market systems expertise and systems-level interventions. For example it could involve helping local producers and processors "take it the next level" of producing at scale for local markets, helping processors develop new products or improve quality or safety of their current products, helping them network with like-minded producers, linking them to supportive service markets, or enhancing the enabling environment so they can grow.

Illustrative outcomes:

- Animal source foods are available in the local market in smaller quantities at affordable prices
- Enriched processed food products are locally available and affordable
- Market actors in livestock, poultry, and cowpea sell to local consumers
- Food producers and processors understand and implement food safety practices
- Nutritious foods are affordably available during the lean season
- Producer group members ensure that children and women in their households consume a portion of their nutrient-dense commodities rather than selling it all

- A portion of income earned through market activities is spent on enhancing the nutrition of household children
- Women's time burden is reduced, allowing her to rest, generate income, and practice healthy behaviors
- Plans and capacities to use private sector food systems in disaster response scenarios are enhanced
- Members of producer groups practice essential nutrition behaviors at home

A list of resources, including existing analyses, background documents, and guidance on good practice can be found in Annex #7.

7. Geographic coverage and target populations

M&N will support investments in Centre Nord, Sahel and Est in Burkina Faso. In order to maximize the benefits of layering, priority M&N communes are ones where DFSAs are active under RISE II, while secondary priority communes are where previous REGIS-AG beneficiaries are located. Subject to availability of resources, M&N may pursue other opportunities within the RISE II and SDP zones. The specific communes to be covered by M&N will be jointly agreed with USAID post-award (see Annex #8 for a list of communes of interest, including details on REGIS-AG locations that require continued support). Due to security situations and other considerations, M&N may have to change geographies during implementation in consultation with USAID.

Target populations:
As a market systems activity, M&N will engage actors throughout the market system, ranging from large business owners to the poorest herders. Some of these actors may be located outside the RISE II or SDP zones, such as major processors in the capital city or buyers in other countries. M&N should work with whichever actors are interested and needed to ensure benefits accrue sustainably to the targeted, vulnerable rural populations in the RISE II and SDP zones. While RISE II targets the poor and vulnerable, M&N is not expected to work exclusively with them, recognizing that a viable market system requires actors at all levels, including large and small producers, processors, and traders. The essential point is to implement the RISE II operational principle of "Inclusive Targeting" which means that the poor must be included in the activity along with all the other important actors.

M&N will need to assess the level of poverty of its beneficiaries, identify specific strategies to ensure the engagement and benefit of the poor in its activities, and annually report to USAID the numbers of poor who are actively benefiting. Where M&N beneficiaries are shared with DFSA partners, they should explore with the DFSA partners how to track shared beneficiaries through a unique identifier system. DFSAs will likely take the lead on developing these systems, for adoption by others. While ensuring that poor and marginalized social groups benefit from all interventions, M&N will also need to find a balanced approach to engaging and benefiting the following two core constituencies:

1. Small-holding farmers and agro-pastoralists, especially women
2. Young men and young women

USAID expects a particular focus on women for two reasons. First, women are systematically disadvantaged in Sahelian societies, while at the same time they are important economic and social anchors of the household and the community with great potential to enhance development outcomes. Second, women are often the most influential in determining household diets and ensuring that children are well-fed. By improving the status of women, including their access to, and control over resources, we expect improved outcomes for their communities and for their children.

M&N should target results for women in several areas: improvements in their capacities, in their income, in their access to and control over resources, in their social and organizational status, and in their personal health and nutrition. Of particular note, M&N is not meant to work directly on children's nutrition, as there are other partners (notably the DFSAs, Breakthrough-ACTION, and Health Services Delivery) who will do so. Rather, M&N is expected to seek to improve the nutrition of women market participants with special focus on periods of adolescence, pregnancy, post-partum, and lactation.

The second target audience, youth, is important to USAID for two reasons. First, the youth bulge provides an opportunity for a demographic dividend if youth get off to a good economic start, and become highly productive and socially-minded actors in society. Second, the youth bulge constitutes a potential challenge in that dissatisfied youth can be recruited into violent extremist organizations and/or criminality in response to economic and social appeals. The second concern is particularly important In the SDP zone. As explained in Section 5 above, M&N should promote youth engagement in alignment with USAID's policy and best practices.

8. Activity Monitoring, Evaluating, and Learning Plan (AMELP)

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

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

● Learning: Generating and feeding new learning, innovations, and performance information back into the program strategy to inform program management, design, policy dialogue opportunities and funding allocations; identifying critical knowledge gaps whose answers can inform programmatic decisions; creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared 'learning moments'; conducting analytical review of existing and/or new evidence that may support or contradict common understanding; ensuring that the results of this learning are based in community experiences and returned to the communities and communes themselves.

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

The AMELP is a tool to organize the CLA process - tracking progress, identifying learning opportunities, and adapting programming to anticipate and respond to challenges and opportunities that arise. The AMELP must demonstrate how the Implementer will routinely assess the quality of data; the status of activities; whether these activities are resulting in their intended outcomes; if those outcomes are leading to the desired objectives; whether the theory of change and critical assumptions remain valid; and whether course corrections should be made.

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

M&N must set targets for, track, and report relevant indicators in a sex- and age-disaggregated manner (categories to be determined in consultation with USAID). M&N must also track the wealth quintiles of benefitting households to understand the extent to which its activities are engaging and benefiting the poor. M&N must also develop a system in collaboration with the DFSAs to track M&N engagement with individuals who are also receiving DFSA support. This may involve collaboration on the use of unique identifiers established by the DFSA partners. Where there are shared beneficiaries, the RISE II Project MELP should clarify how M&N will measure its contributions to the joint effort. USAID will engage with all partners as necessary to resolve questions of attribution.

Context monitoring is the monitoring of local conditions that may directly affect implementation and performance or external factors that may indirectly affect implementation and performance (such as macro-economic, social, or political conditions). It improves understanding of activity results by placing them in context. Context monitoring should be used to monitor assumptions and risks identified in the M&N logic model, and may also be useful as trigger indicators for shock response activities.

In order to have a sound monitoring system, Applicants will propose indicators, determine ways to set baselines, propose realistic targets (only for performance indicators), and effective procedures for internal data quality control. Note, the draft AMELP submitted to USAID with the

Application must include annual and life-of-project targets for performance indicators. Applicants should include Feed the Future indicators as applicable.

USAID will commission a population-based evaluation (to include baseline, midline, and endline) of the RISE II project as a whole (to include high-level nutrition outcomes such as stunting). In addition, USAID may commission third party performance evaluations of M&N, to include mid-term and final evaluations. The Implementer shall cooperate with any evaluators as needed.

9. Management and staffing

Collaboration

Collaboration is essential to the success of the activity, and the M&N Implementer will actively collaborate with the Ministry of Agriculture, other relevant government agencies, and key USAID Implementing Partners (IP) and other partners working in the same intervention zone. Further, M&N Implementers will need to collaborate with each other to share learning about successful interventions that may be applicable in the other country context and to work on joint initiatives that require cross-border collaboration. In consultation with USAID, this collaboration is expected to lead to refinements and adjustments to the Activity's technical interventions and annual work plans.

USAID's forthcoming Sahel Collaboration and Communication activity will support collaboration among RISE II partners and streamline communication for collective impact. Partners will be expected to work closely with this mechanism. To facilitate the collaborative process, all RISE II activities will be required to do the following:

- Proactively seek opportunities for joint programming that amplifies results;
- Describe joint activities in annual work plans that clarify roles and responsibilities around specific programmatic linkages with other RISE II activities;
- Conduct joint site visits with other RISE II and SDP partners, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events, as well as national cluster meetings;
- Include a section in quarterly and annual reports on collaborative activities and synergistic results.
- Contribute to joint indicators linked to the RISE II results framework, analysis, and the diffusion of reliable information in collaboration with other RISE II activities, the Government of Burkina Faso's reporting system, and other donors;
- Seek collaboration with local governments, participate in regional and district planning, and share M&N plans with relevant government counterparts.
- Respond to information requests and taskers coming from USAID's Sahel Collaboration and Communications activity. Participate fully and actively in meetings and events organized by this activity.

Adaptive management

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

First six-month refinement period

During the first six months following award, the Implementer will engage with USAID, partner country stakeholders, and relevant IPs to 1) refine its theory of change, approach, and interventions, 2) develop plans for initial joint activities with other RISE II and SDP partners and partner country stakeholders, 3) begin implementing support for previous REGIS-AG beneficiaries, 4) hire and train its staff, 5) collect baseline data for performance indicators, and 6) develop its Shock Response Contingency Plan. Three months after award, the applicant must submit its full initial AMELP to USAID. No later than five months after award the Implementer will submit a revised life-of-project design, the complete first year annual work plan, the Shock Response Contingency Plan, and a revised final AMELP to USAID for approval. The Annual Work Plan Part 1 (first six months) submitted with the Application must lay out the detailed schedule of activities for the six-month refinement period. USAID intends to approve the Annual Work Plan Part 1 at the time of award.

Key Personnel and staffing

Applicants must propose, describe, and justify five Key Personnel positions, of which two are the Chief of Party (COP) and Deputy Chief of Party (DCOP). The Application must include proposed staff for the COP and DCOP, and as many of the other Key Personnel positions as possible. USAID retains the right to request that different positions be named as Key Personnel, for a total of no more than five Key Personnel.

The Chief of Party must meet the following minimum requirements:

- At least eight years of experience in senior management of development programs of similar or greater scope and complexity;
- A minimum of a Master's degree in a relevant subject or a Bachelors degree with an additional four years (making 12 years) of relevant technical work experience;
- Demonstrated leadership, strategic thinking/planning, management, and presentation skills;
- Strong interpersonal and supervision skills managing multicultural and high-performing teams;
- Proven ability to establish close, trusting relationships with IPs, host government officials, and other donors;
- Significant relevant technical experience, preferably in comparable settings;
- Written and oral French language competency, equivalent to tested FSI R4/S4; and
- Written and oral English language competency, equivalent to tested FSI R4/S4 - a candidate with lower levels of written English skills is acceptable if the proposed staffing structure includes a fluent English-language writer available in-country to support preparation of documents in English.

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

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

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

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

Use of local partners

To the extent possible, the Implementer should seek to utilize Burkinabe, Nigerien and/or African organizations capable of providing needed technical assistance or other relevant activities through the use of sub-grants and/or service contracts. As a market system strengthening activity, the mode of delivering assistance should itself strengthen market actors and lead to local capacity to support upgrading and diversification of market actors. The Implementer must use comprehensive organizational capacity building approaches to strengthen the managerial, financial, and technical capacity of these local organizations and firms, and successively empower them to take greater roles in M&N implementation.

10. Construction

Applicants should note that there is a possibility for reprogramming of funds for limited construction or infrastructure rehabilitation to achieve the goals of M&N when the need arises, and cannot be handled by other means or donors. In such a situation, and consistent with the ADS 303 guidance on construction: https://www.usaid.gov/sites/default/files/documents/1868/303maw.pdf, the Applicant will be required to identify the site and submit specific details on proposed activities along with budgets, and these will be reviewed and added to the award through an amendment to the agreement. Construction must comply with USAID requirements on Limitation on Construction under Assistance award pursuant to ADS 303.3.30. Implementers are encouraged to consult early with USAID to ensure compliance with USAID construction policies and legal requirements and to allow sufficient time to review and concur with proposed activities and to process the required Agreement modification.

This may also require an amendment to the Initial Environmental Assessment prior to commencing construction activities. The Implementer may need to commission an Environmental Impact Assessment and the Implementer will have to demonstrate sufficient engineering expertise and construction oversight capacity.

11. Crisis modifier and shock response

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

The $2 million crisis modifier provision in the M&N award, when activated by USAID, authorizes the Implementer to incur costs under the activity line item entitled “Crisis Modifier” in response to a shock or crisis. Activities to be funded under the crisis modifier are pre-approved by USAID through the Shock Response Contingency Plan, which is an addendum to the Annual Work Plan. In the event that the shock, or the required shock response, is not included in the pre-approved Contingency Plan, the Implementer must prepare a concise supplement to the Contingency Plan that describes the shock (if it is a new shock), the trigger thresholds, and the proposed responses. USAID must approve the revision to the plan prior to authorizing the use of the Crisis Modifier. The Crisis Modifier provision is activated upon receipt of a written instruction signed by the Agreement Officer stating that “the Crisis Modifier provision is hereby activated.” The Crisis Modifier can be activated as many times as is determined appropriate by USAID/SRO, subject to the overall $2M level. If greater responses are needed, the Implementer may request a budget modification for consideration by USAID.

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

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

If the Crisis Modifier line item is not used, or is not necessary, USAID and the partner may agree to expend those resources on other aspects of the M&N Award. The Agreement Officer will determine at the time whether this requires an Agreement modification.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $19,620,000.00 in total USAID funding over a five (5) year period.

The award will include a $2 million set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock. The funding anticipated for this award will come from a number of different USAID funding streams including agriculture, nutrition, and private sector development.

2. Start Date and Period of Performance for Federal Awards

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

3. Substantial Involvement

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

(a) Approval of the Recipient's Implementation Plans

USAID will approve annual work plans and the life-of-project exit strategy, and any subsequent revisions.

(b) Approval of Specified Key Personnel

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

(c) Agency and Recipient Collaboration or Joint Participation

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

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

2) Concurrence on the substantive provisions of sub-awards –including subcontracts to carry out work of a technical nature under the award (examples include, carrying out a study or a training of a technical nature, etc.). 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.

3) Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP).

4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

(d) Agency Authority to Immediately Halt a Construction Activity

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

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

4. Authorized Geographic Code

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

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

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the **Burkina Faso Markets and Nutrition Activity** which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

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

Eligibility for this NOFO is not restricted.

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

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

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective Recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

2. Cost Sharing or Matching

No cost-sharing is required for this award.

3. Program Income

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

4. Other

Organizations may submit only one application under this NOFO.

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

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

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

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

2. Questions and Answers

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

3. General Content and Form of Application

Preparation of Applications:

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

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

- Name and DUNS number of the organization(s) submitting the application;

- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address), clearly identifying if the contact person has the authority to negotiate the award, and if not, a person authorized to negotiate should also be clearly identified;

- Program name;

- Notice of Funding Opportunity number; and

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

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

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

Applications must comply with the following:

a) Technical applications may not exceed 2**5 pages**, excluding attachments/annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point Times New Roman font with one-inch margins on all sides, including consecutive page numbers, date of submission, and Applicant's name on a header or footer.;

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

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

d) The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the 2**5-page** limitation. Any page in the technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation;

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

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

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

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

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

4. Application Submission Procedures

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

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

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

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

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

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

5. Technical Application Format

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

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

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

Format for presentation of technical approach is as follows:

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

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

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

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

The Table of Contents must include page numbers.

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

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

d) Technical Approach

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

- A theory of change that maps out the hypothesized series of changes which are expected to occur in a given context as a result of specific interventions and the associated assumptions;

- How the approach employs both evidence-based, high-impact interventions and innovative market systems and private sector engagement approaches;

- Relevant aspects of the country context and how it is taken into account in the technical approach;

- Strategy and specific actions to achieve desired population targeting (as outlined in the Program Description Section 7) to include articulation of ambitious but feasible numerical targets for numbers or percentages of targeted individuals engaged and directly benefiting;

- Approaches and actions to enhance sustainability and potential scaling of results and inclusive impacts;

- How the approach contributes to the RISE II transformative outcomes and applies the RISE II operational principles as described in "Section A: Program Description: Resilience in the Sahel Enhanced (RISE)"; and

- An overview and rationale of the Activity Monitoring, Evaluation, and Learning Plan (draft AMELP must be annexed) including the approach to CLA.

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

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

a) Management Approach and Staffing Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

b) Organizational Capacity and Experience

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

c) Programming in Insecure Zones

Applicants must provide additional details on how they will adapt their technical approach to be effective in insecure zones and how this technical approach addresses drivers of conflict and support for violent, extremist organizations. The discussion should reference and respond to the specific local contexts of M&N. This is not intended to be a discussion of security measures or protocols; such discussion will be considered unresponsive. Security measures and protocols should be summarized in the Management Approach section.

6. Business (Cost) Application Format

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

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

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

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

b) SF 424 Form(s);

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

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

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

c) Required Certifications and Assurances;

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

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

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

(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Pre-award Terms Incorporated by Reference:

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

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

e) Budget and Budget Narrative

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

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See **Section H, Annex #1** for Summary Budget Template;

- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E; and

- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

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

2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g.,

superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

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

5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.

6) Construction – Applicants should not budget for construction in their application. The successful Awardee may propose to USAID specific construction activities post-Award, along with relevant budget re-alignment to be incorporated through an amendment. See Section A.10 above for further guidance on construction.

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

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

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

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

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

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
Eligibility: Any applicant that has never received a NICRA.

Initial Application Requirements:
Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount
Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO.

Initial Application Requirements:

Provide the proposed fixed amount and a worksheet that includes the following:

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

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

f) Prior Approvals in accordance with 2 CFR 200.407

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

g) Approval of Subawards

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

- Name of organization;
- DUNS Number;
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list;
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM);
- Confirmation that the subrecipient is not listed in the United Nations Security designation list;
- Confirmation that the subrecipient is not suspended or debarred;
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b); and
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

h) Dun and Bradstreet, and SAM Requirements

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

1. Provide a valid DUNS number for the Applicant and all proposed sub-recipients;

2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov); and

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

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

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

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

i) History of Performance

The Applicant must provide information regarding its recent (not to exceed 3 years) history of performance on any cost-reimbursement contracts, grants, or cooperative agreements (not to exceed 5) involving similar or related programs as follows:

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

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

Applicants should use the format provided in Annex #6: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should be included in the application's appendix/annex.

j) Branding Strategy & Marking Plan

Branding
Standard USAID branding and marking will apply to this activity. Branding and marking requirements for cooperative agreements are explained in 22 CFR 226. In accordance with the

requirements discussed in 22 CFR 226 and ADS320, implementing partners will acknowledge USAID as M&N's donor both verbally and in writing in all M&N documents and media, as well as during meetings, public events and technical assistance sessions with government stakeholders, local partners, and beneficiaries.

Activities under RISE II must refer to themselves as part of the Resilience in the Sahel Enhanced program in all written and official M&N materials and products. This includes radio and TV spots, billboards and other signage, and documents/materials used for any of the following audiences:

- Host country national, regional and local government officials
- Regional and international donors and/or organizations
- M&N participants/beneficiaries
- USAID staff (in host nation countries, regional offices, and Washington DC)
- Local and international media
- American public

Acknowledgement that M&N is part of the Resilience in the Sahel Enhanced program should include the following language:

> The (M&N Name) is part of USAID's Resilience in the Sahel Enhanced program, which supports vulnerable communities in Burkina Faso and Niger to effectively prepare for and manage recurrent crises and pursue sustainable pathways out of poverty.

M&N naming

Activities under USAID's Resilience in the Sahel Enhanced (RISE) program should be named in a manner that will help all audiences understand the purpose of our work. M&N names should be clear, concise, and represent the work of USAID. All RISE II activities will follow USAID naming guidance, as noted in the USAID Graphic Standards Manual and Partner Co-Branding Guide. Specifically, RISE II activities should adhere to the following guidelines:

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

Branding Strategy

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

Marking Plan

After technical evaluation of applications for USAID funding, USAID Agreement Officers will request Apparently Successful Applicants to submit a Marking Plan, defined in 22 CFR 226.2.

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

Required communications materials
In addition to a Branding Strategy and Marking Plan, Awardees will be required to submit the following communications materials on a timeline specified by USAID, using guidance explained in USAID's Graphic Standards Manual and Partner Co-Branding Guide and on www.usaid.gov/branding. As stated above, all written and/or official communications materials will acknowledge the activity's role in the wider USAID Resilience in the Sahel Enhanced program.

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

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

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

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

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

RISE II communication strategy
M&N will be expected to contribute to and participate in the implementation of a RISE II communication strategy developed jointly with USAID and other RISE II partners.

k) Funding Restrictions

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

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

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

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

2. Review and Selection Process

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

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

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

a) Merit Review

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

Evaluation Criteria #1: Technical Approach
The extent to which the proposed technical approach is tailored to the specific country context and can be expected to effectively and efficiently achieve the M&N goal and expected results through a nutrition-sensitive market systems approach while contributing to the RISE II transformative outcomes, and integrating CLA, inclusion (including for women and youth), and conflict sensitivity.

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

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

Evaluation Criteria #3: Organizational Capacity and Experience

The extent to which the Applicant and sub-grantees have demonstrated experience and organizational capacity to achieve the Activity goal and expected results.

Evaluation Criteria #4: Programming in Insecure Zones:

The extent to which the Applicant demonstrates an effective strategy for adapting the technical approach in insecure zones and the feasibility of that approach to address drivers of conflict and support for violent, extremist organizations.

a) Business Review

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

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

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

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

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

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

These documents may be accessed through the internet as follows:

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

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

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

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

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

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

3. Reporting Requirements

- **Financial Reporting:**

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

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

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

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

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

- **Performance Reporting**

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

A. Quarterly Reports

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

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

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

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

B. Annual Reports

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

C. Final Report

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

The report should minimally include:

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

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

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

D. Other Reports

Short-Term Consultant and Technical Reports

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

Geographic Information System (GIS) data

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

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

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

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

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

Development Experience Clearinghouse (DEC) Requirements

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

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

Annual Work Plans (AWP)

The Annual Work Plan will form the basis for activities to be initiated in each year of the award. For the purpose of the AWP, "Annual" is defined according to the U.S. Government fiscal year: i.e. October 1st to September 30th. Draft AWPs for subsequent years after Year One shall be submitted no later than September 1st of each year. The AWP will be reviewed by the AOR within two weeks of submission. Following review and comment by USAID, the Implementer shall prepare a Final Work Plan for each year, to be submitted no later than October 30th. The AWPs will provide a detailed description, schedule, and expected results for activities in support of each objective under the award. The Implementer must also address:

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

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

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

Shock Response Contingency Plan

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

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

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

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

Close-out Plan

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

4. Environmental compliance and climate risk management

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

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

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

A Programmatic Initial Environmental Examination (PIEE) has been approved for the RISE II project to which this Cooperative Agreement (CA) contributes. The PIEE can be found in the Environmental Compliance Database at https://ecd.usaid.gov/document.php?doc_id=51010 . Prior to award, USAID will approve the Supplemental IEE specific to M&N and also make it publicly available in the same database. The PIEE covers activities expected to be implemented under this CA. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

As part of their initial Work Plan, and all Annual Work Plans thereafter, the recipients, in collaboration with the USAID Agreement Officer Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

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

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

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

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

Climate Risk Management

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

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

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

The project-level CRM screening focused on primarily on two climate stressors (i.e., increasing temperatures and increasingly variable and unpredictable seasonal rainfall) and two primary shocks (i.e., increased flooding and the increased frequency and magnitude of drought). Three of these shocks and stresses (i.e., seasonal rainfall, flooding, drought) are related to both climate variability and change. The differentiated risks from climate to men, women, and youth need to be considered in all interventions. This is especially important as climate shocks and stresses (whether direct threats or underlying drivers) will materialize differentially among different populations and locations.

Most people in the target zones derive their livelihood from water and rain dependent activities (e.g., agricultural, pastoralism), and thus are already at risk from the significant inter-annual variation in rainfall that occurs in the Sahel. This risk is likely to be exacerbated by an increase in variability and unpredictability. Changing rainfall patterns can act as a both a direct threat and an upstream driver of negative impacts in the health sector. For example, rainfall variability affects the accessibility of nutritious foods.

Not only is rainfall expected to become more variable and unpredictable, but when rain does fall it is expected to do so less often and during extreme events. More rainfall in more limited events is likely to lead to increased flooding under some circumstances and in some geographies. Floods can wash away cropland, and less frequently, livestock, negatively affecting livelihoods. Flood-induced land and crop loss may affect women and youth disproportionately as they are often given more marginal lands. Floods can also wash away poorly sited infrastructure (e.g., irrigation, storage facilities, roads) that prevent people from being able to access markets as well as RISE II implemented trainings and capacity building activities. Such flooding effects are likely to be significant, but limited both spatially and temporally.

Increasing temperatures have both near term (e.g., changes in disease burdens, increased heat stress) as well as longer-term (e.g., exceedance of crop tolerance thresholds) effects. Where appropriate, such impacts are considered within RISE II. For example, the potential shift in the viability of certain crops (e.g., maize) and livelihoods (e.g., farming) in some parts of Burkina Faso and Niger owing to increasing temperatures needs to be considered in the context of longer-term resilience. However, the time frame over which significant changes are likely to happen will allow for more opportunity to adapt. Therefore, while it is unlikely that rising temperatures will have a large direct impact on RISE II activities, the program seeks to ensure that the systems being supported are sustainable and realistic under future climate conditions.

The biggest climate risk to the people living in the target zones, and thus to RISE II, is drought, both localized and large-scale. While droughts have, and will continue to, occur periodically across the Sahel, most studies suggest their frequency and magnitude are likely to increase. Many of these impacts are similar to those discussed under interannual rainfall variability. While RISE II envisions improved risk management, even these systems can be overwhelmed by a large enough drought or consecutive smaller scale droughts. For example, while social capital is one of the most effective means people have to cope with a drought, such capital is limited and can be used up during significant events. The most noticeable effects of a drought are those associated with the decrease in the productivity of rainfed agriculture and pastoralism (which often drive the negative coping mechanisms that lead to increased land degradation). Drought can also act as a direct threat to access to finance and insurance. In the face of drought, demand for credit can overwhelm institutional capacity in terms of liquidity and ability to assess dynamic risk profiles of potential borrowers. Drought can also hinder repayment, further destabilizing credit markets and institutions. Drought can also overwhelm poorly designed insurance schemes with too many payouts, or damage the credibility of others with not enough payouts or slow timelines to payout. While poorly understood, drought is likely to have a significant impact on migratory patterns, both temporary and permanent. While pastoralism is a drought risk mitigation strategy that has been practiced in the Sahel for generations, the growing realities in both Niger and Burkina Faso now limit its effectiveness. Even in good rainfall years some people in target zones have to skip meals during the lean season. During droughts a decreased intake of calories can lead to significant health problems, and even death.

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

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

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

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

5. **Other Requirements** NA.

[END OF SECTION F]

<u>**SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)**</u>

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

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. Other Information:

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

Applications with Proprietary Data

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

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

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

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

2. List of Annexes

- **a) Annex #1: Illustrative Budget Template (Attached Excel File)**
- **b) Annex #2: Standard Provisions**
- **c) Annex #3: Abbreviations and Acronyms**
- **d) Annex #4: SAM Quick Start Guide For New Foreign Registration**
- **e) Annex #5: SAM Quick Start Guide For New Grantee Registration**
- **f) Annex #6: Past Performance Information**
- **g) Annex #7: Resources**
- **h) Annex #8: List of Communes**

[END OF SECTION H]

ANNEXES

ANNEX #1 - SUMMARY BUDGET TEMPLATE

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

ANNEX #2 - STANDARD PROVISIONS

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

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

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

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

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

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

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

ANNEX #3 - ABBREVIATIONS AND ACRONYMS

Activity Monitoring, Evaluation and Learning Plan	AMELP
Agreement Officer	AO
Agreement Officer’s Representative	AOR
Alliance Globale pour l'Initiative Résilience au Sahel	AGIR
Automated Directives System	ADS
Breakthrough-ACTION	B-A
Chief of Party	COP
Collaboration, Learning and Adapting	CLA
Civil Society Organization	CSO
Code of Federal Regulations	CFR
Countering Violent Extremism	CVE
Deputy Chief of Party	DCOP
Disaster Risk Reduction	DRR
Democracy, Human rights and Governance	DRG
Development Objective	DO
Development Food and Nutrition Security Activities	DFSA
Food for Peace	FFP
Global Food Security Strategy	GFSS
Government of Burkina Faso	GoBF
Government of Niger	GoN
Health Services Delivery	HSD
Initial Environmental Examination	IEE
Implementing Partner	IP
Millennium Challenge Corporation	MCC
Monitoring and Evaluation	M&E
Market and Nutrition	M&N
Nigeriens Nourishing Nigeriens	3N
Non-Governmental Organization	NGO
Notice of Funding Opportunity	NOFO
Permanent Interstate Committee for Drought Control in the Sahel	CILSS
Public International Organization	PIO
Resilience & Economic Growth in the Sahel - Accelerated Growth	REGIS-AG
Resilience in the Sahel Enhanced II	RISE II
Request for Applications	RFA
Sahel Collaboration and Communication activity	SCC
Sahel Development Partnership	SDP
Sahel Resilience Learning Activity	SAREL
Secrétariat Exécutif du Conseil National de Sécurité Alimentaire	SE/CNSA
United Nations	UN
United Nations Development Program	UNDP
U.S. Department of Agriculture	USDA
United States Government	USG
Violent Extremist Organizations	VEO
Water Security and Resilience	WSR

West and Central African Council for Agricultural Research and Development	WECARD
West African Economic and Monetary Union	UEMOA
World Health Organization	WHO
West and Central African Council for Agricultural Research and Development	CORAF

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

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Foreign Registrations

Helpful Information

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

What is an Entity?

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

What do I need to get started?

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

How do I get a DUNS number?

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

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

How do I get an NCAGE code?

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

What about a Taxpayer Identification Number (TIN)?

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

Steps for Registering

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

6. Complete your registration. On each page, required information that you must provide has a red asterisk (*) next to the name of the field. Here are a few helpful hints:

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

7. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you did not submit your registration. What happens next?

- Once approved by the IRS (if you entered a TIN) and the Commercial and Government Entity (CAGE) system, you will get an email from SAM.gov when your entity registration is active.

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

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

IAE

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

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Grantee Registration

Helpful Information

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

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

What do I need to get started?

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

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

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

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

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity. Definitions are in the Glossary to the right.
5. If you are registering in SAM.gov so you can apply for a Federal financial assistance opportunity on Grants.gov, and are not interested in pursuing Federal contracts, you will have a much shorter registration path. To chose this "grants only" path:
   - Select "No" to "Do you wish to bid on contracts?"
   - Select "Yes" to "Do you want to be eligible for grants and other federal assistance?"

6. Complete the "Core Data" pages:
   - Validate your DUNS information.
   - Enter Business Information (TIN, etc.) This page is also where you create your Marketing Partner Identification Number (MPIN). Write the MPIN down as it will serve as a password for you in other government systems. You will need it for your Grants.gov registration.
   - Enter your CAGE code if you have one, but remember, CAGE codes are tied to DUNS numbers and cannot be reused. Don't worry if you don't have a CAGE code for the DUNS number you are registering: one will be assigned to you after your registration is submitted. Foreign registrants must enter their NCAGE code before proceeding.
   - Enter General Information (business types, organization structure, etc.) about your entity.
   - Provide your entity's Financial Information, i.e. U.S. bank Electronic Funds Transfer (EFT) information for Federal government payment purposes. Foreign entities do not need to provide EFT information.
   - Answer the Executive Compensation questions.
   - Answer the Proceedings Details questions.

7. Complete the "Points of Contact" pages:
   - Your Electronic Business POC is integral to your Grants.gov registration and application process. Your Government POC will be used by other government systems, such as CAGE, when they contact you. List someone with direct knowledge of this registration for both of those POCs.

8. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you have not submitted your registration.
   - There are two external validation steps, one with the IRS and another with CAGE, after you submit. You will receive an email from SAM.gov when your registration is active.

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

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

IAE

ANNEX #6: PAST PERFORMANCE INFORMATION

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

ANNEX #7: RESOURCES

This list is a sample of resource material; however, it is not exhaustive.

Sahel Regional

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

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

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

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

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

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

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

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

  https://www.usaid.gov/documents/1860/resilience-sahel-enhanced-midterm-performance-assessment-efficacy-review

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

Burkina Faso

- Climate Change Information and Assessments https://www.climatelinks.org/countries/burkina-faso

- Burkina Faso Nutrition Profile https://www.usaid.gov/sites/default/files/documents/1864/Burkina-Faso-Nutrition-Profile-Mar2018-508.pdf

Market Systems

- USAID Global Food Security Strategy (GFSS) Technical Guidance Market Systems and Value Chain Programming. https://www.feedthefuture.gov/wp-content/uploads/2018/03/GFSS_TechnicalGuidance_MarketSystemsValueChains.pdf
- A Framework for Inclusive Market System Development.USAID LEO. https://www.marketlinks.org/library/framework-inclusive-market-system-development
- Lessons on Promoting Systemic Change in Shallow Markets. DFAT's Market Development Facility. https://www.marketlinks.org/post/lessons-promoting-systemic-change-shallow-markets
- Markets in Conflict Areas. Northeast Nigeria Joint Livelihood And Market Recovery Assessment. Mercy Corps. https://www.mercycorps.org/sites/default/files/Northeast%20Nigeria%20Joint%20LMRA%202017.pdf
- Value Chain Approach and Conflict-Affected Contexts. https://www.marketlinks.org/good-practice-center/value-chain-wiki/value-chain-approach-conflict-affected-contexts
- **Building Market Systems to Empower Women in Fragile and Conflict-Affected States. SEEP Webinar.** https://seepnetwork.org/Webinar-Post/Building-Market-Systems-to-Empower-Women-in-Fragile-and-Conflict-Affected-States-Webinar

Nutrition

- Convergence and Tension in Nutrition-Sensitive Agricultural Market Development GFSS Activities. USAID Discussion Paper. https://www.usaid.gov/what-we-do/global-health/nutrition/technical-areas/convergence-and-tension-nutrition-sensitive
- USAID Global Food Security Strategy (GFSS) Technical Guidance Nutrition. https://www.feedthefuture.gov/wp-content/uploads/2018/03/GFSS_TechnicalGuidance_Nutrition.pdf
- Designing Effective Nutrition-Sensitive Agriculture Activities. USAID SPRING. https://www.spring-nutrition.org/publications/training-materials/designing-effective-nutrition-sensitive-agriculture-activities
- Understanding the Women's Empowerment Pathway. USAID SPRING. https://www.spring-nutrition.org/publications/briefs/understanding-womens-empowerment-pathway

ANNEX #8 – LIST OF COMMUNES

A List of communes is attached to this NOFO.

[END OF ANNEXES]
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