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Closing Time:	5pm GMT
Activity Title:	Markets and Nutrition (M&N)

This USAID/Sahel Regional Office (SRO) RFI is issued for the purpose of providing stakeholders an opportunity to review, comment, suggest, and enhance areas in the attached draft design document for a new USAID/SRO activity: the **Markets and Nutrition activity (M&N)**. USAID intends to issue two solicitations for five year activities, one for Niger of \$34-\$37M and one for Burkina Faso for \$18-\$19 million. However, they will share the same approach outlined in this RFI. For this reason, we are conducting one joint RFI to solicit input.

M&N will serve as the lead markets development activity for USAID's Resilience in the Sahel II Project (RISE II) and the Sahel Development Partnership (SDP).

M&N has 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

USAID has revised its program cycle guidance to facilitate more adaptive, contextually-driven programming approaches, and the choice of an outcomes-oriented design rather than a more prescriptive scope reflects this. USAID/SRO may significantly revise this proposed new activity and planned solicitation resulting from the comments received, and from further stakeholder consultations.

This RFI is issued solely for information and planning purposes and does not constitute a Request for Applications or Proposals (RFA/RFP). Responses to this RFI shall not be portrayed as proposals and will not be accepted by the U.S. Government (USG) to form a binding agreement. This RFI is not to be construed as a commitment by the USG to issue any solicitation or ultimately award of an assistance agreement or contract on the basis of this RFI, or to pay for any information submitted as a result of this request. Responders are solely responsible for all expenses associated with responding to this RFI. USAID reserves the right to modify the scope and scale of the RFI (following the pre-solicitation conference).

It should be noted that responding to or providing comment on this RFI will not give any advantage to any organization in any subsequent procurement. USAID/SRO will not provide answers to any question submitted in response to this request.

By issuing the draft for comment, USAID/SRO aims to consult with a broad community of public and private sector actors. Your comments are requested to help refine the draft design document to ensure clarity, maximum development impact, coordination with existing and planned USAID and other development partner programs, and alignment with the Government of Niger and Government of Burkina Faso priorities.

Please provide no more than four (4) pages of comments no later than June 18, 2019 via email to sahelregional@usaid.gov. While the limit on the length of submissions is four pages, we value concise, issue-specific comments with reference to page and section numbers in the draft design document. You may receive an electronic confirmation acknowledging receipt of your response.

USAID seeks feedback in particular on the following questions:

- 1) Are the Activity technical approach and expected outcomes clear and realistic?
- 2) Does the program description provide potential implementers with sufficient information and guidance about USAID/SRO's objectives and expectations?
- 3) What lessons would you like to share with USAID to strengthen its approach, in particular:
 - a) What is the ability of the poor in the targeted Sahel regions to purchase nutritious foods and how can we enable them to do so?
 - b) How can a market systems approach enhance food availability and access in the Sahel?

USAID will hold a Pre-Solicitation Conference on Thursday June 13, 2019 at the U.S. Embassy in Dakar from 14:30 to 17:00 local time (GMT). For convenience, participation through webinar and conference call will be provided.

Organizations may send up to two (2) participants to the conference in-person. Additionally, others may connect remotely.

To facilitate better planning, please RSVP your attendance by filling-in the registration form no later than June 5, 2019 indicating whether you will participate in-person in Dakar, or call in remotely. Link for registration form:

https://docs.google.com/forms/d/e/1FAIpQLSfJ3ZQPNal_mEpRCPfl_Yvjs3zSDU4Hp1YHFZpLI6ngzjt0g/viewform?vc=0&c=0&w=1

Find below the connection and attendance information.

In addition, we encourage attendees to submit their questions in advance to sahelregional@usaid.gov to help us prepare answers. Please quote the RFI number as the subject line of your email.

Provisional agenda:

1. Introductions
2. USAID overview presentation on the RFI
3. Audience Q&A and comments on the RFI
4. Audience sharing and discussion on the following questions:
 - a. What is the ability of the poor in the targeted Sahel regions to purchase nutritious foods and how can we enable them to do so?
 - b. How can a market systems approach enhance food availability and access in the Sahel?

Connection and attendance information to participants:

1. In-Person Attendance:

Date and Time:

Thursday, June 13, 2019

14:30 pm to 17:00 pm (GMT)

Location:

USAID/Senegal

C/O U.S. Embassy

B.P. 49, Route des Almadies, Dakar, Senegal

Tel. +221.33 879.4000

<https://goo.gl/maps/5ZbsrMsHko22>

2. Remote web-conference attendance using Adobe Connect

- Go to this website: <https://ac.usaid.gov/markets-nutrition/>
- If you do not have an Adobe Connect account, click “enter as a guest” then enter your name.
- Then click “enter room.”
- You must have Adobe Flash player enabled on your web browser to connect.

3. Call-in from a telephone:

The calling process is as follows:

If calling from Senegal:

Dial 33 879 4400 from any phone.

When prompted enter the meeting ID of 1124#

When prompted enter 3214# as password.

If calling from outside Senegal (not the U.S.):

Dial +221 33 879 4400 from any phone.

When prompted enter the meeting ID of 1124#.

When prompted enter 3214# as password.

If calling from the U.S.:

Dial 301 985 8790 then 4400

When prompted, enter the meeting ID of 1124#

When prompted enter 3214# as password.

4. Useful Information for In-Person Attendance:

- Please arrive at the US Embassy before 14:15 pm to facilitate entry clearance.
- Please bring a photo ID.
- You will not be permitted to bring electronics into the Embassy. This includes cell phones, computers, tablets and other electronic devices. You may check these devices at the Embassy entrance if you wish.
- All visitors will be screened before entry.
- If you have any issues upon arrival at the U.S. Embassy, please contact: **Ndeye Fatou Ndiaye at +221 77 425 2727.**

Markets and Nutrition RFI (RFI-685-19-MN)

Section A: Program Description

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 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 two separate awards, one in Niger for \$34-\$37 million and one in Burkina Faso for \$18-\$19 million. These awards will include up to \$5 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 these awards will come from a number of different USAID funding streams including agriculture, nutrition, and private sector development. The activities will also contribute to the micro-enterprise earmark.

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 causing large numbers of internally displaced 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.” 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 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 zone of intervention encompasses parts of Tillaberi, Maradi, and Zinder regions. In Burkina Faso, the 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.

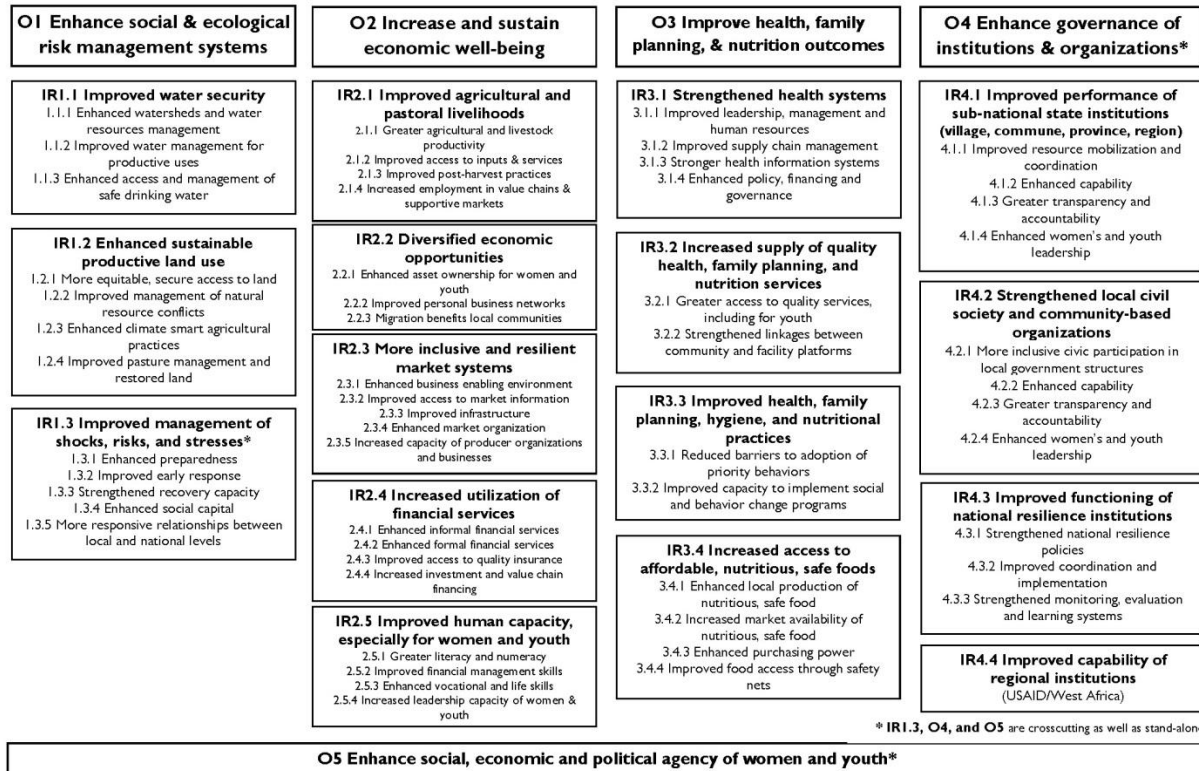
For additional information, Applicants should refer to the resources provided on the [Sahel Regional Office website](#), the Food for Peace (FFP) FY18 Country Specific Information documents for [Burkina Faso](#) and [Niger](#), and the Food Security Desk Reviews for [Burkina Faso](#) and [Niger](#).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

RISE II Results Framework



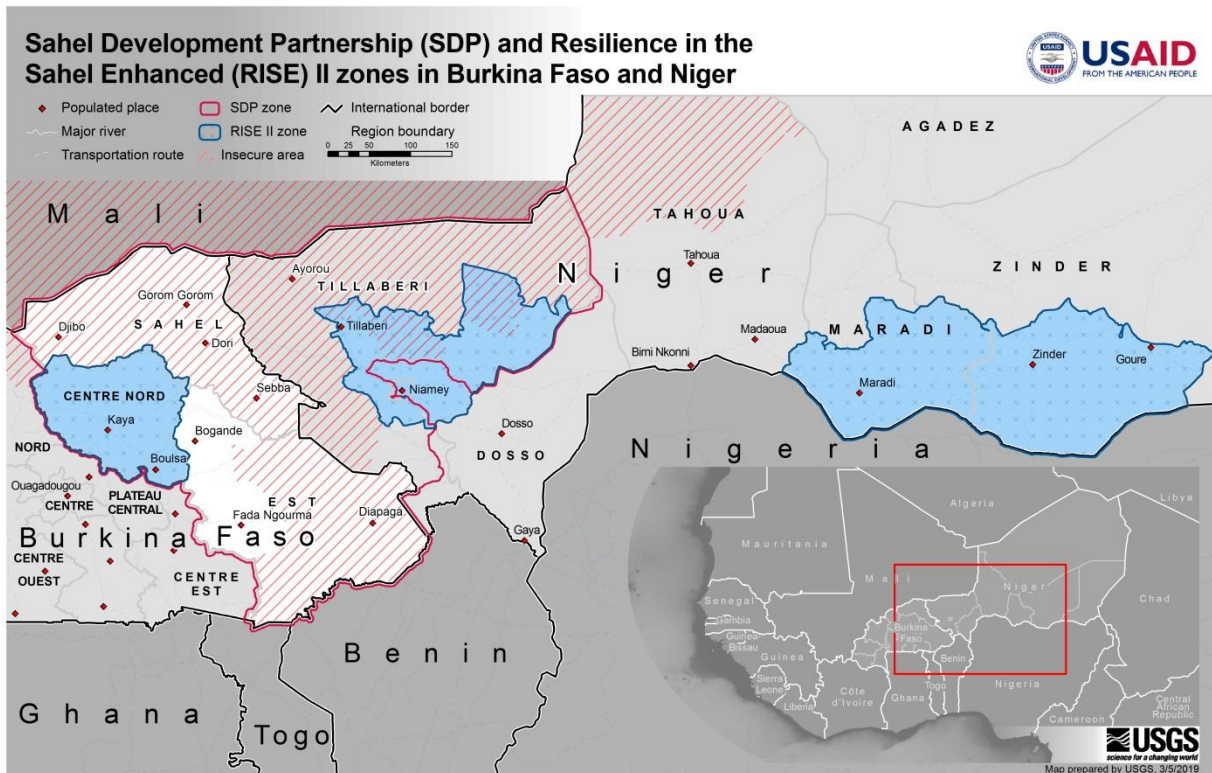
RISE II RESULTS FRAMEWORK

Goal: Chronically vulnerable populations in Burkina Faso and Niger, supported by resilient systems, effectively manage shocks and stresses and pursue sustainable pathways out of poverty.



* IR1.3, O4, and O5 are crosscutting as well as stand-alone

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 Departments of State, and Defense, and other U.S. Government agencies.

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

- Intensive CVE programming and emergency humanitarian interventions in areas with active conflict or violent attacks ("hot" areas) in Tillabéri, Niger, and the Sahel and Est regions of northern Burkina Faso to address immediate VEO threats

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

SDP areas of intervention 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](#).

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 cross-cutting aspects of objectives 1, 4, and 5, and will particularly focus on “*Objective 2: Increase and sustain economic well-being*,” and “*Objective 3: Improve health, family planning, and nutrition outcomes*.” M&N must apply the RISE II operational principles in its approach to achieving desired results. In the SDP zones of Tillaberi in Niger, and 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.

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

RISE II and SDP 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 focuses on the following two high level objectives of RISE II.

“*Objective 2: Increase and sustain economic well-being*,” which has five Intermediate Results (IRs) as follows:

- 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*,” which has four IRs as follows:

- IR 3.1 Strengthened health systems
- IR 3.2 Increased supply of quality health, family planning and nutrition services
- IR 3.3 Improved health, family planning, hygiene and nutritional practices
- IR 3.4 Increased access to affordable, nutritious, safe foods

M&N will be responsible for major contributions to IRs 2.1, 2.3, 2.4, 2.5, 3.3 and 3.4 in partnership with other USAID activities. The respective roles and potential areas of collaboration are outlined in Section 6.

Relevant USAID partner activities include:

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. FFP has awarded one activity in Burkina Faso and three in Niger. 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. Each DFSA is taking its own approach to these challenges, so the M&N Implementer will need to develop collaborative relationships with each separately.

Finance activities

USAID currently has active Development Credit Authority loan guarantees in Burkina Faso with Ecobank and Caisse Populaire. The DCAs in Niger have ended and a decision has not been reached about whether new ones will be granted. USAID is designing new programming for both Burkina Faso and Niger to enhance the availability of finance to beneficiaries through incentive grants and technical assistance to financial institutions.

Youth livelihoods activities

Under the SDP, USAID is designing a new youth activity in Niger to enhance livelihood alternatives for youth.

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/WE CARD) 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.

Millennium Challenge Corporation (MCC)

The MCC compact in Niger is focused on agriculture and pastoral development. Aspects relevant to RISE II include support for pastoral livelihoods, promotion of climate-smart agriculture, and partnership with the government of Niger to reform the fertilizer sector.

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.

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.

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.

Government Accountability Project (GAP) – in Niger

GAP is a USAID activity in Niger to support national policy reform in response to citizen mobilization. GAP partners with other USAID Implementers to help mobilize civil society in support of reforms, as well as build parliamentary and Ministry capacity to understand and respond.

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 the market systems deliver the desired outcomes of increased income and improved nutritional status. USAID will be successful when the desired results are being generated endogenously without subsidy or direct intervention. This result requires a long time horizon to be fully realized, but significant progress can be made within the time-frame of this five-year activity.

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, M&N 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. USAID encourages the Implementer to take into account the following technical considerations when designing the approach.

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 1. 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 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 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.

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. 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 whereby producer groups are randomly selected to participate in functional literacy activities, and 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.

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.

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, toward 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 approaches; instead appropriate nutrition-sensitive objectives and outcomes should be identified within agricultural 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 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 promoting 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 concretely specified, strategically targeted to address specific constraints, and 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.

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
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/>

USAID's Gender Analysis prepared for RISE
at: https://pdf.usaid.gov/pdf_docs/441710cf4df2476995764a3337adf0d0.pdf

(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, trafficking in illicit products and extremist organizations. The Implementer should be cognizant of these threats and remain diligent in understanding the impact of their activities on local economies, social networks, and livelihoods in order to avoid exacerbating existing or potential future tensions.

Building on RISE successes and approaches

The Implementer must build on 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](#).

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 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 available locally. *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. Where a group, business or network was previously supported, interventions should focus on increasing profitability, 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.

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, particularly by creating a pipeline of finance applicants and helping financial institutions understand the targeted commodities.

In Niger, the Implementer should seek collaboration with USAID youth livelihood activities, by, for example, helping interested individuals become integrated into market networks. In addition, the Implementer will need to partner with USAID's Governmental Accountability Project (GAP) in Niger that will support national-level stakeholder engagement in policy reforms that support resilience, such as reforms that benefit 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
- Producer group members, especially women, are functionally literate
- Producer groups and other market actors are registered as businesses
- 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 is improved through local public and private investments
- Women, youth, 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

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 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. 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, enhancing local ownership, creating linkages to supportive systems, and professionalizing/formalizing them 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 and technical assistance to financial institutions), 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.

In Niger, the Implementer should seek collaboration with USAID youth livelihood activities, by for example, helping interested individuals become integrated into market networks. The Implementer will also need to partner with GAP in Niger, another USAID activity that will support national-level stakeholder engagement in policy reforms that support resilience, such as reforms to the seed, fertilizer and veterinary services sectors.

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 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 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.
- International donors increasingly use a voucher system for farmers to directly purchase seeds and fertilizers
- 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 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 profitably engaged in providing services
- Local service providers are functionally literate
- 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

Result 3: Increased local consumption of nutritious, safe foods

Under RISE, USAID has a portfolio of interventions supporting enhanced nutrition outcomes, an enduring challenge in the arid agro-pastoral zone. The main role of M&N will be to enhance the market availability and local purchase of nutritious, safe foods. This is a relatively unexplored

dimension of nutrition programming, requiring the Implementer to assess options, pilot, and then scale approaches that work.

The intent of Result 3 is not to sell nutritious products in urban areas (although that is the likely outcome of Result 1), but rather to sell those products in the rural areas where malnutrition and poverty are higher.

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:

- Enhanced storage practices and improved distribution to help smooth seasonal consumption
- Producers and processors use food safety practices and value addition that maintains or enhances nutritional quality of the final product for sale
- Market actors think about their local markets and what local consumers demand – such as simpler, smaller, and cheaper packaging
- Literate women may have higher income, greater voice in household-decision making, and more openness to behavior change
- Access to interconnected markets can improve the availability and affordability of food, and increased income to spend on items that support nutrition and health.
- SBC approaches can 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.

Ways to incorporate nutrition under Result 2 might include:

- Labor-saving technology can reduce 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
- Seed producers and retailers can promote and sell more nutritious varieties, or a greater diversity of vegetable seeds.
- Improved animal sanitation practices can benefit animals and 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 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.

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 and consumption 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 higher quality, 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 sourced 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

7. Geographic coverage and target populations

M&N will support investments in the RISE II zone of intervention which includes Centre Nord in Burkina Faso; and Tillabéri, Maradi and Zinder in Niger. M&N will also pursue opportunities in the SDP zone, which includes areas outside the RISE II zone that are conflict-affected. Taking into account the security context, M&N should continue supporting market actors that were assisted by REGIS-AG, and commence support to new market actors in the RISE II DFSA communes. The specific communes to be covered by M&N will be jointly agreed with USAID post-award. 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 work with actors throughout the systems, 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 needed to ensure benefits accrue sustainably to the targeted, vulnerable rural populations in the RISE II and SDP zones.

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 livelihoods, 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 nutritional status 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 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 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 an age-disaggregated manner (categories to be determined in consultation with USAID). M&N must also track the extent to which its activities are engaging and benefiting the poorest or marginalized households. 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.

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). Context monitoring should be used to monitor assumptions and risks identified in the M&N logic model.

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.

USAID will commission a population-based evaluation (to include baseline, midline, and endline) of the RISE II project as a whole. In addition, USAID may commission third party performance evaluations of M&N, to include mid-term and final evaluations.

9. A sampling of useful resources (not exhaustive!)

Sahel Regional

1. **USAID SRO Key Documents website**
<https://www.usaid.gov/sahel-regional/newsroom/documents>
2. **RISE II Technical Approach Working Paper**
<https://www.usaid.gov/documents/1860/usaid-resilience-sahel-enhanced-ii-technical-approach-working-paper>
3. **Summary of RISE gender analysis**
<https://www.usaid.gov/documents/1860/summary-rise-gender-analysis>
4. **Sahel Youth Analysis**
<https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis>
5. **REGIS-AG mid-term evaluation**
https://pdf.usaid.gov/pdf_docs/PA00TFQT.pdf
6. **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>
7. **Cost-benefit analyses**
https://pdf.usaid.gov/pdf_docs/PA00TC85.pdf

Niger

1. **Global Food Security Strategy (GFSS) Niger Country Plan:**
https://www.usaid.gov/sites/default/files/documents/1867/Niger_Country_Plan_Final_Public_Scrub_Clean_WSEdits_8.13.pdf
2. **Climate Change Information and Assessments:**
<https://www.climatelinks.org/countries/niger>
3. **Drivers of Malnutrition in Niger: Analysis of Secondary Data Sources.** USAID SPRING. <https://www.spring->

[nutrition.org/sites/default/files/publications/briefs/spring_drivers_of_malnutrition_in_niger_0.pdf](https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring_drivers_of_malnutrition_in_niger_0.pdf)

Burkina Faso

1. **Climate Change Information and Assessments:**
<https://www.climatelinks.org/countries/burkina-faso>
2. **Burkina Faso Nutrition Profile**
<https://www.usaid.gov/sites/default/files/documents/1864/Burkina-Faso-Nutrition-Profile-Mar2018-508.pdf>

Market Systems

1. **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
2. **A Framework for Inclusive Market System Development.** USAID LEO.
<https://www.marketlinks.org/library/framework-inclusive-market-system-development>
4. **Lessons on Promoting Systemic Change in Shallow Markets.** DFAT's Market Development Facility. <https://www.marketlinks.org/post/lessons-promoting-systemic-change-shallow-marketsNutrition>
5. **Convergence and Tension in Nutrition-Sensitive Agricultural Market Development Activities.** USAID Discussion Paper. <https://www.usaid.gov/what-we-do/global-health/nutrition/technical-areas/convergence-and-tension-nutrition-sensitive>
6. **USAID Global Food Security Strategy (GFSS) Technical Guidance Nutrition.**
https://www.feedthefuture.gov/wp-content/uploads/2018/03/GFSS_TechnicalGuidance_Nutrition.pdf
7. **Designing Effective Nutrition-Sensitive Agriculture Activities.** USAID SPRING.
<https://www.spring-nutrition.org/publications/training-materials/designing-effective-nutrition-sensitive-agriculture-activities>
8. **Understanding the Women's Empowerment Pathway.** USAID SPRING.
<https://www.spring-nutrition.org/publications/briefs/understanding-womens-empowerment-pathway>