USAID | SENEGAL
FROM THE AMERICAN PEOPLE

Issue Date:	October 10, 2019
Deadline for Questions:	October 17, 2019 at 1500 Dakar time
Concept Note Closing Date:	October 25, 2019 at 1500 Dakar Time
Co-creation conference:	November 14, 2019 at 1500 Dakar Time
NOFO Closing Date:	December 5, 2019 at 1500 Dakar Time

Subject: Notice of Funding Opportunity No.: 72068520RFA00002

Program Title: Feed the Future in Senegal, Policy Systems Services

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified organizations to fund a program entitled **"Feed the Future in Senegal, Policy Systems Services"**. The applicable Catalog of Federal Domestic Assistance (CFDA) number is 98.001, USAID Foreign Assistance for Programs Overseas. Please see Section C of this NOFO for eligibility requirements.

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.

Subject to funding availability, USAID intends to provide $15 million in total USAID funding over a 5 year period. Applicants will be evaluated on their demonstrated ability (as described herein) to successfully adapt to potential funding fluctuations, as well as other criteria specified herein.

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. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download Adobe program to their computers in order to view and save the Adobe forms properly. It is the responsibility of the applicant to ensure that the entire NOFO has been received from the internet in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Only one award is anticipated as a result of this NOFO and it is anticipated that such award will be made to a consortium with an appropriate portfolio of skill sets among the consortium members. The successful Applicant will be responsible for ensuring the achievement of the program objectives. Please read each section of the NOFO. Please send any questions to the point 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.

USAID intends for application to this NOFO to be a three step process. In the first step, Applicants respond to the NOFO with a Concept Note as specified in the NOFO that is appropriate to one or more of the objectives specified in the NOFO. In the second step, USAID intends to hold an invitation-only co-creation conference in Dakar, Senegal at the Embassy of the United States Dakar, Senegal at the date and time specified above. Invitations will be determined on the basis of the Applicant's Concept Notes. Details on the conference will be provided with the invitation. In the third step, USAID will invite some or all of the co-creation conference attendees to submit Full Applications as specified in the NOFO. The successful Applicant will be responsible for ensuring the achievement of all program objectives, and it is anticipated that the successful applicant may be a consortium.

Any questions on this NOFO may be emailed to **dakaregosolicitations@usaid.gov** by the date specified above; please include the potential Applicant's full name, title, organization, and contact number.

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,

Albert P. Asante
Regional Agreement Officer

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List of Acronyms

ACCES	Assainissement, Changement de Comportement et Eau pour le Sénégal
AMELP	Activity Monitoring, Evaluation and Learning Plan
AO	Agreement officer
AOR	Agreement Officer's Representative
APIX	Agence de la Promotion des Infrastructures et des Grands Travaux
BOS	Bureau Opérationnel de Suivi du Plan Sénégal Emergent
CAADP	Comprehensive Africa Agricultural Development Programme
CDES	Conseil des Entreprises du Sénégal
CLM	Cellule de Lutte contre la Malnutrition
CNCR	Cadre National de Coopération des Ruraux
CNES	Conseil National des Employeurs du Sénégal
CNP	Conseil National du Patronat
COMFISH	Collaborative Management for a Sustainable Fisheries Future in Sénégal
CPI	Conseil Présidentiel pour l'Investissement
DGPPE	Direction Générale de la Planification et des Politiques Economiques
EG4ALL	Economic Growth for All
ERA	Education and Research in Agriculture
FTF	Feed the Future
GFSS	Global Food Security Strategy
GOLD	Governance for Local Development
JSR	Joint Sector Review
MFE	Ministry of Finance and Economics
MARE	Ministry of Agriculture and Rural Equipment
NASAN	Nouvelle Alliance pour la Sécurité Alimentaire et la Nutrition
NOFO	Notice of funding opportunity
PAP	Plan d'Action Prioritaires
PDDAA	Programme Détaillé de Développement de l'Agriculture Africaine
PNIASAN	Plan National d'Investissement pour l'Agriculture, la Sécurité Alimentaire et Nutritionnelle
PRACAS	Programme d'Accélération de la Cadence de l'Agriculture Sénégalaise
PSE	Plan Senegal Emergent
PSS	Policy System Services
RFA	Request for assistance
SENWASH	Senegal Water Sanitation and Hygiene
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
UNACOIS	Union Nationale des Commerçants et Industriels du Sénégal
USAID	U.S. Agency for International Development
USD	United States Dollar

SECTION A – PROGRAM DESCRIPTION

1. Purpose

The purpose of the five-year Feed the Future in Senegal, Policy Systems Services (PSS) is to strengthen Senegalese agricultural and food policy systems[1]. Stronger agricultural and food policy systems in turn are anticipated to strengthen Senegal's self-reliance while decreasing poverty, improving nutritional outcomes, building resilience to climate change and other shocks, improving water security, and accelerating inclusive agricultural growth and transformation. Strengthened policy systems in turn comprise a strong institutional architecture governing the way in which stakeholders participate in policy formulation, implementation, and impact generation; a prioritized agenda of needed policy reforms in support of Plan Senegal Emergent (PSE), the Programme National d'Investissement Agricole et de Sécurité Alimentaire (PNIASAN), Programme d'Accélération de la Cadence de l'Agriculture Sénégalaise (PRACAS), the Lettre de Politique de Développement de l'Élevage (LPDE), the Plan Stratégique, Multisectoriel de la Nutrition, and other country process with broad stakeholder consensus on the priorities; and mutual accountability for multi-stakeholder commitments to action in support of consensus national plans, and accountability for responsible execution of stated commitments.

PSS is an integral part of USAID/Senegal's new Economic Growth For All (EG4ALL) Project (2018-2023)2, which aims to reduce poverty and undernourishment among beneficiaries via increased incomes, consumption of nutritious and safe diets, and environmental capital. EG4ALL includes five components: Value Chain Services; Nutritious Food System Services (primarily addressed by Cultivating Nutrition); Entrepreneurship and Vocational Development Services; Policy Systems Services; and Sustainable Ecosystem and Fisheries Management. The focus of these activities will be on domestic food security and consumption, and hence activities will be designed to ensure that legislative restrictions regarding agricultural activities outside of the United States will be abided by.

2. Background

2.1 Agricultural and Economic Growth

EG4ALL recognizes the agricultural economy as the most immediate means of generating income and employment for large numbers of individuals, especially young people. It further recognizes ecosystem services as a foundation for economic growth. Thus, in alignment with the Government of Senegal Plan Senegal Emergent and the U.S. Government Global Food Security Strategy3 (GFSS), EG4ALL will link efforts to accelerate agricultural growth, create jobs for young people and women, improve nutrition, and sustainably manage ecosystems. EG4ALL complements other USAID/Senegal activities, particularly the Health Project and the Senegal Water & Sanitation Project (SENWASH), both of which contribute to reduced malnutrition.

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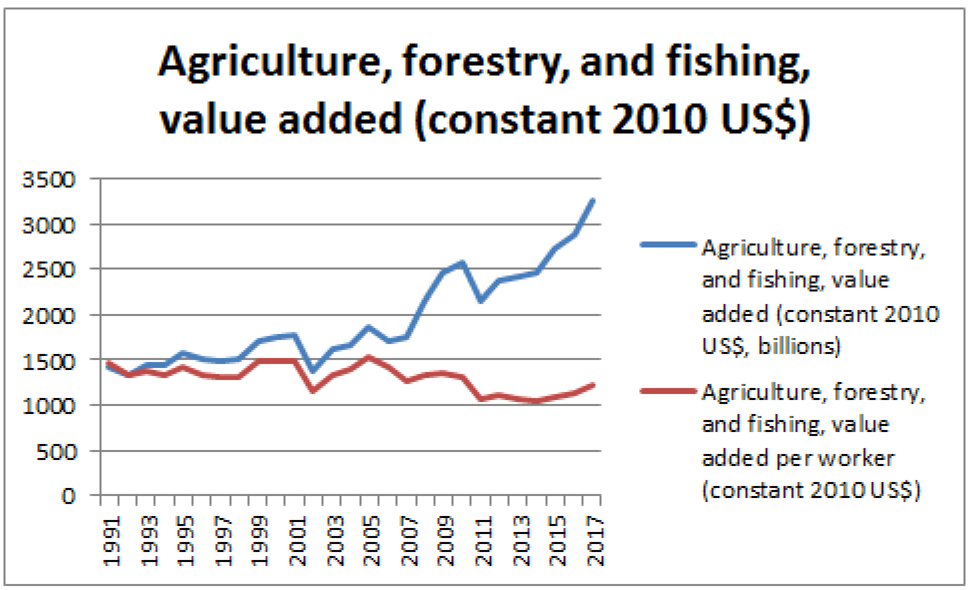
[1] We interpret agriculture to include forestry and fisheries and agricultural policy to include agricultural inputs policy including land, water, and financing policy, among others.

[2] For more information on the EG4ALL vision, including the theory of change and expected results, refer to the Supporting Document entitled "EG4ALL Project Vision."

[3] https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy

Senegal’s economy grew by 6.5% in 2015, the second fastest growth rate in West Africa behind Côte d’Ivoire (World Bank, 2016). Nonetheless, poverty remains high: the most recent poverty survey (2011) indicated that at the international poverty line of $1.90/day 38% of the population were poor, and at the national poverty lines 46.7% of the population were poor, with the absolute number of poor increasing from 2006-2011 and reaching 6.3 million in 2011. Poverty affects almost two out of three residents in rural areas, especially in the south, versus one out of four residents in Dakar. Women have far lower access to productive resources (land, labor, finance, water, and infrastructure) and opportunities to enhance skills (time, access to training, extension services, and technologies). Half of youth (52.2 %) live in rural areas (ANSD, 2014), and rural youth experience higher levels of extreme poverty, illiteracy and inactivity than urban youth (ANSD, 2006).

The agricultural sector has performed well since the advent of the African Union’s Comprehensive Africa Agricultural Development Programme (CAADP), of which Senegal is a strong participant. CAADP helped enable countries to prioritize agriculture after decades of neglect, and Senegal has taken advantage of this prioritization. Agricultural value added grew from $1.383 billion (constant 2010 USD) to $3.244 billion in 2017, an annualized rate of increase of over 5.8%.

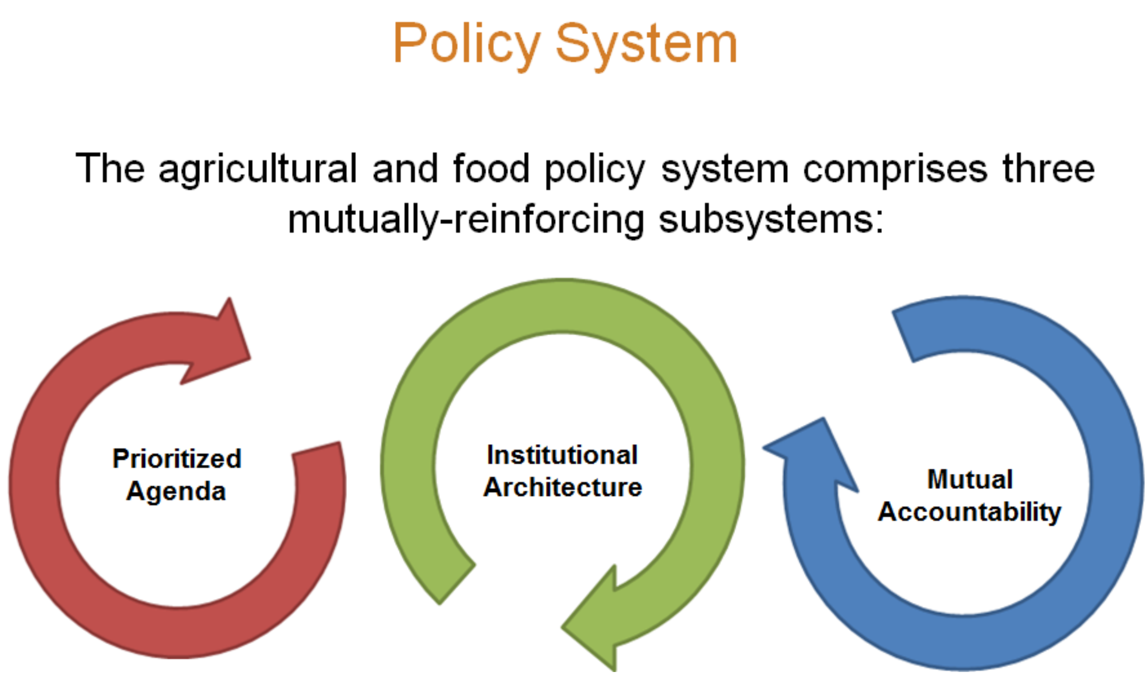


Source: developed from World Development Indicator data.

The acceleration in agricultural value added growth was soon followed by an increase in the number and proportion of workers employed in agriculture. Senegalese rural population growth was just over two percent per annum during this period or an increase of about 2.7 million persons from 1991 to 2017. The proportion of the population employed in agriculture also increased from a low of 40% in 2006 to 53% in 2018; agriculture’s share of women’s employment increased from a low of 41% in 2006 to 58% in 2018. Simultaneously, the agricultural value added per worker declined from a peak of $1,542 (constant 2010 USD) to $1,232 in 2017, an annualized real decline of 1.8% per year, although there was an upturn in 2016 and 2017. An increase in the number of workers in and of itself decreases the average value per worker; if the new workers are less productive than the long-term workers this would also put downward pressure on value added per worker.

2.2 Agricultural and Food Policy Systems

Feed the Future conceptualizes agricultural and food policy systems comprising three subsystems: the institutional architecture for policy formulation and implementation, a prioritized policy agenda of near-term policy changes, and mutual accountability for action and results. The Feed the Future experience has been that each of these three subsystems needs to function effectively in order to catalyze sustainable actions and high-level results.



The **Prioritized Agenda** defines target/priority policy results and actions to be implemented by national/local stakeholders with U.S. Government support. For example, Senegal's recent actions exempting imported agricultural machinery from customs duties and value-added taxes was a priority policy action and part of the policy agenda. **Institutional Architecture** refers to the processes for policy formulation and implementation, including both written and de facto rules regarding the participation of stakeholder groups in these processes and the stakeholders themselves. There is a consensus among stakeholders that progress on policy implementation, monitoring and evaluation has lagged behind progress on policy formulation. **Mutual Accountability** is a process that provides meaningful opportunities to make aligned commitments to country plans for agricultural development on the basis of shared values, and to be accountable for responsible execution of these commitments.

Senegal's agricultural and food policy system comprises several legislative and administrative actions and plans, a set of processes for policy formulation and implementation, multiple stakeholders and stakeholder groups, and mutual accountability processes. The remainder of this section summarizes a few of the key laws, processes, and stakeholder groups.

Loi d'Orientation AgroSylvoPastorale (LOASP);

The agro-sylvo-pastoral orientation law (LOASP) sets the legal, institutional and financial framework for agricultural policies over a period of twenty years. Promulgated on June 4, 2004, its implementation depends almost exclusively on the executive decrees and regulations, as application without implementation protocol is bound to lose its original purpose.

The LOASP states that agriculture should contribute to the reduction of inequalities between rural and urban populations, gender equity, as well as the reduction and eradication of poverty. Specific objectives of the LOASP include:

- Diversification of agriculture production and better water resources management
- Access to markets
- Promotion of research, extension and training services
- Social protection scheme for rural population
- Coherent development of the territory ensuring better access to infrastructures and public services
- Natural resources management, environment protection as well as soil fertility
- Promotion of private investment in rural areas
- Improving the quality of production so that agriculture is a driver of industrial and artisanal development.

After almost twenty five years of existence, many of its implementing decrees have not been developed. Its implementation is getting even more complex in a changing context marked by the new political orientations outlined in the PSE through the PRACAS, land tenure reform process, and climate change adaptation policy.

Emerging Senegal Plan (ESP)

The Government of Senegal designed the ESP framework in 2014, setting the parameters for the country's economic and social policy over the mid- and long-term. The ESP vision describes an emerging Senegal in 2035, with a cohesive society under the rule of law. The ESP envisages boosting economic growth through a large scale-up of investment and structural transformation. The PSE is articulated around three pillars:

- Bringing about a structural transformation of the economy by strengthening current drivers of growth and developing new sectors that can create wealth, jobs, and social inclusion with a strong power of attraction for export and investments.
- Promoting human capital through a significant improvement of people's living conditions and a more sustained fight against social inequalities, while preserving the resource base and fostering the emergence of viable territories.
- Enabling good governance: to strengthen security and stability, protect rights and liberties, consolidate the rule of law and create a setting more conducive to social peace.

The ESP is operationalized through a five-year Priority Action Plan (PAP) and priority reforms. The PAP includes various development projects and programs linked to the three strategic pillars with sectoral objectives and the Strategy's lines of action. The PAP includes all the sectoral programs and projects that contribute to the achievement of the ESP objectives and a set of priorities reforms

Senegal is currently implementing a second PAP covering the period 2019-2023 following the first phase in 2014-2018.

The Delivery Unit the Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS) monitors the ESP. The BOS reports directly to the President on the progress of the priority reforms and the implementation of the PAP. The BOS has received substantial support from USAID including the implementation of a monitoring and evaluation system (M&E) and a dashboard to report weekly progress of priority projects and reforms.

The PRACAS is the operational plan of the PSE in the Agriculture sector. During the first phase 2013-2017, PRACAS targeted rice, groundnut, onion, counter seasonal fruits and legumes as priorities value chains. The second phase of the PRACAS covering the period 2019-2023 new value chains such as maize, cowpea, cassava.

The Joint Sector Review and the General Review. Senegal conducted its first Joint Sector Review of Agriculture in 2015 as a government-led exercise, convened by the Minister of Agriculture and supported by government and multiple donors. In 2016 the private sector was tasked with contributing to the definition of the agenda, and they defined the most critical issue to be customs duties and value-added taxes imposed on agricultural machinery. Ministry of Economy & Finance ‘s General Planning and Economic Policy Department (DGPPE) has used the agricultural Joint Sector Review as a model for other sectors, and to contribute key information and findings into the Joint Annual Review.

The General Joint Annual Review (RAC -Revue Annuelle Conjointe) is one of the major instruments of the Harmonized Monitoring and Evaluation Framework (CASE) of the Senegal Emergent Plan (PSE) policies.

The Harmonized Framework for Monitoring and Evaluation of Public Policies (CASE, Decree No. 2015-679 of May 26, 2015), which aims at establishing a better coordination of monitoring and evaluation and the sharing of results, aims at promoting the principles of surrender Accountability, Accountability and Results-Based Management, aims to ensure better coordination of monitoring and evaluation of policies and sectoral projects and programs responding to the priorities identified in the ESP.

The Joint Annual Review (RAC) of Economic and Social Policy, in principle, reviews the sectoral reviews and regional harmonization conferences whose inputs have contributed to the development, thereby providing an opportunity to assess the performance of public policies, taking into account the objectives and financial resources mobilized, identifying constraints and making recommendations for the successful implementation of the ESP .

NASAN (New Alliance for Food Security and Nutrition). The NASAN is mostly inactive in Senegal, but several lessons learned are relevant: 1) the NASAN was motivated externally rather than internally with country ownership and in alignment with country plans; 2) there was a lack of mutuality and reciprocity, e.g. private sector commitments were often elicited in one-off closed discussions rather than as part of an inclusive dialog and process; 3) commitments especially private-sector commitments were at times vague rather than SMART (specific, measurable, achievable, relevant, and time-bound); 4) inadequate attention was given to shared values as a context for commitments; and 5) there was a lack of accountability for responsible execution of commitments.

National Agriculture Investment Plan for Food Security and Nutrition (PNIASAN)

Validated in 2018, the PNIASAN is the second generation of the GOS investment following the implementation of the National Agricultural Investment Plan (2011; PNIA in its French acronym) under CAADP. The PNIA presented an investment plan for agricultural development for the period 2011 to 2015. The PNIASAN aims to promote "an agro-sylvo-pastoral and halieutic sector, driving the country's sustainable socio-economic emergence by 2025". Its objective is to "contribute in a sustainable way to economic development, poverty reduction, improved food security and nutrition of the Senegalese population". It covers agro-sylvo-pastoral sectors, fisheries, food and nutrition, the system of financing the sector and strengthening the resilience of vulnerable populations by 2025. At the strategic level, after an analysis of the potential of the various speculations to contribute to GDP growth, food security and nutritional status, the insertion of the countries in regional and international trade, job creation and inclusive and balanced development of the territory, the following commodities were prioritized: (i) cereals (millet / sorghum, rice, fonio, maize.), (ii) diversification crops (cassava, cowpea, watermelon,), (iii) cash crops (peanuts, cotton) and horticulture (tomato, potato, onion,), (iv) animal products (livestock and meat, milk, leather, short-cycle animals) and fisheries including aquaculture. For each of these production objectives has been defined over the 2018-2022 period.

The PNIASAN takes into account the ambitions issued nationwide and builds on the lessons learned from the formulation and implementation of the first-generation PNIA. The coordination and steering of the implementation of the first-generation has suffered from the non-functioning of structures dedicated to its operationalization, with the exception of the Social and Political Dialogue Group. About that, the following recommendations were made at the end of the review: (i) Higher political and technical level endorsement, (ii) improving the coherence of the monitoring and evaluation system of the PNIASAN with the Harmonized Monitoring Framework (CASE, in its French acronym) of the Emerging Senegal Plan; (iii) consolidation and structuration of the dialogue between groups of actors (government, civil society, private sector).

CLM

Cellule de Lutte contre la Malnutrition (CLM), the Government of Senegal charged with coordinating efforts to reduce malnutrition. Specifically CLM missions include:

- Support the Prime Minister to define and implement the national nutrition strategies and policies.
- Strengthen national capacities for effective implementation of nutrition programs
- Promoting behaviour communication change and good nutrition practices
- Building synergies between nutrition and poverty reduction programs
- Coordinate the concertation framework between technical

The CLM has Plan Strategique Multisectoriel de la Nutrition du Senegal (PSMNS) 2017-2021 operationalizes the National Nutrition Policy. The PSMNS focuses on five areas of interventions:

- Malnutrition and non-vectoriel food diseases prevention.
- Micronutrients deficiencies reduction.
- Strengthening availability of diversified, healthy and nutritious food.
- Training, research and innovation
- Nutrition Governance

Farmers Organizations

A unique feature of Senegal is the long history and strong role, relative to other African countries, played by producer organizations (POs). The National Council of Rural Cooperation (CNCR, for its French acronym), founded in 1993 and composed of 26 farmer associations, plays an important role in Senegal in promoting cooperation among and strengthening its members and lobbying for smallholder interests with the state. In 1999, a government policy directive, the Institutional Development of the Agricultural Sector, was issued, aiming to strengthen the capacity of POs to play a lead role in development activities (Mboup and Anouilh, 2008). The technical branch of CNCR, the Association for Community Based Development (ASPRODEB, in its French Acronym) becomes a key actor of the agriculture extension system and is a member of the Feed The Future Naatal Mbay implementing consortium led by RTI.

During the past ten years, USAID Senegal's approach focuses on developing the capacity of smallholder associations in particular areas to become trusted co-managers of natural resources such as Artisanal Fishery Local Committees (CLPA, for its French acronym) or grain consolidation networks, and integrating these networks into competitive and sustainable grain and seed value chains. The main approach to helping them do so is through assisting them to develop digital-based information systems including climate information services, providing them with information on cultivated areas, yields, quantities available for marketing and costs and returns. CLPAs, consolidation networks and their umbrella organizations such as Saloum Maize Producer Association (FEPROMAS, in its French acronym), the Federation of farmer managed irrigated schemes (FPA, in its French acronym) and seed producers networks are now key actors of Feed The Future targeted value chains.

Private Sector Organizations

Senegal has a vibrant private sector. Umbrella organizations like CNES, CNP, UNACOIS, CDES are important stakeholders involved in the dialogue and consultation process to elaborate policies. The umbrella organizations play key roles in the Presidential Council for Investment (CPI). The private sector are leading the CPI working group in charge of monitoring reforms. The private sector organizations are regularly consulting by the by the private sector and competitiveness donor group.

Present in each region of the country with a National Umbrella association, the Chambers of Commerce, Industry and Agriculture are public professional institutions. Privileged interface between the public authorities and the private sector, they play a pivotal role in the Senegalese economy. The chambers represent all economic operators and defend the general interests of industrial, commercial and agricultural companies. Their Mission is to assist, coach and support businesses. They play a leading role in the creation, promotion, supervision and assistance of private companies. They accompany them at all stages of the development of their business by offering them a wide range of services adapted to their needs particularly trainings (initial and continuing training adapted to the requirements of the labor market) and access to economic information (publishing numerous books, pamphlets, notes of economic situation and reviews to report on the evolution of the Senegalese economy and Dakar Chamber has a very rich documentary fund).

The Biennial Review of Progress towards Malabo Commitments. In 2014 African Heads of State adopted the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods as a set of commitments to achieve a re-articulated 2025 Vision on CAADP. The Malabo Declaration emphasized a greater private-sector role in agricultural development among other topics and contained seven areas of detailed government commitments, including a special commitment to "Mutual Accountability, Actions and Results". In 2016 the African Union's Department of Rural Economy and Agriculture published the Implementation Strategy and Roadmap to Achieve the 2025 Vision on CAADP, which included the use of a continental Biennial Review of progress towards Malabo implementation, with self-reported country scores publicly available.

Agricultural systems will be significantly affected by climate change. For example, annual mean temperatures are anticipated to increase by 1.1 to 1.8 degrees Celsius by 2035, depending on the region. Crop models predict reductions in groundnut yields by five to 25 percent in areas where they are currently grown, but increases in yields of maize and rainfed rice (CIAT and BFS/USAID, 2016).

As part of the preparation of its National Adaptation Plan (NAP), Senegal studied the vulnerability to climate change over the medium and long terms of the following sectors: agriculture, water resources, livestock, coastal areas, biodiversity, fisheries, health, tourism, transport infrastructure and services, disaster risk management (floods). To develop its NAP, Senegal adopted a sectoral approach based on the experience of the development of the National Adaptation Plan for Fisheries and Aquaculture. The development of the NAP-fishing / aquaculture was inspired by the technical guidelines for developing NAPs , contextualized in Senegal's fisheries sector. The implementation of this strategy has been facilitated by a methodology based on a participatory and concerted approach at all levels.

The ESP outlines that setting up adaptation options will require national commitment and external funding. The total cost for effective implementation of adaptation options by 2035 is estimated in the ESP (slide 23) at US $ 14,558 billion, of which 13% is covered by national funding commitments. About 48% of this total costs are dedicated to adaptation in Coastal Areas, 15% to Water Resources, 15% to flood, 20.5% to agriculture, livestock, fisheries and Biodiversity, and 1.5% to health.

Donor policy dialogue engagement:

Donors have initiated various frameworks to elevate the policy dialogue with the Government of Senegal. The G15 comprised of director-level heads of cooperation is responsible for coordinating the dialogue with the GOS. The G15 validates key Donor messages and monitors the functioning of sector/thematic groups. The main purpose of the sector/thematic groups is to encourage and facilitate coordination and high level policy engagement between the GOS and the donor community. The groups also serve as a platform of information exchange and synergies among development partners in their interventions. Thematic groups are also fully engaged with sectoral Ministries in reviewing strategic and policy documents, monitoring policy implementation and providing feedback to the Government. USAID is co-chairing for two years the G15. USAID has co-chaired the G15 the last two years. USAID is also co-leading three sector donor groups: the water, the enabling environment and competitiveness, and the fishery and aquaculture donors group. Others USG agencies working in policy include, MCC the enabling environment for energy, USDA in regulation related to biotechnologies and input subsidies, and the Department of State in barriers to trade.

2.3 Expenditures and Governance

Recent agricultural growth has occurred in the context of increased government expenditures on agriculture and progress in reducing corruption. Government of Senegal agricultural expenditures have increased since the early 2000s, likely aided by Senegal's investment in the CAADP process and more recently by the emphasis on agriculture in the PSE.

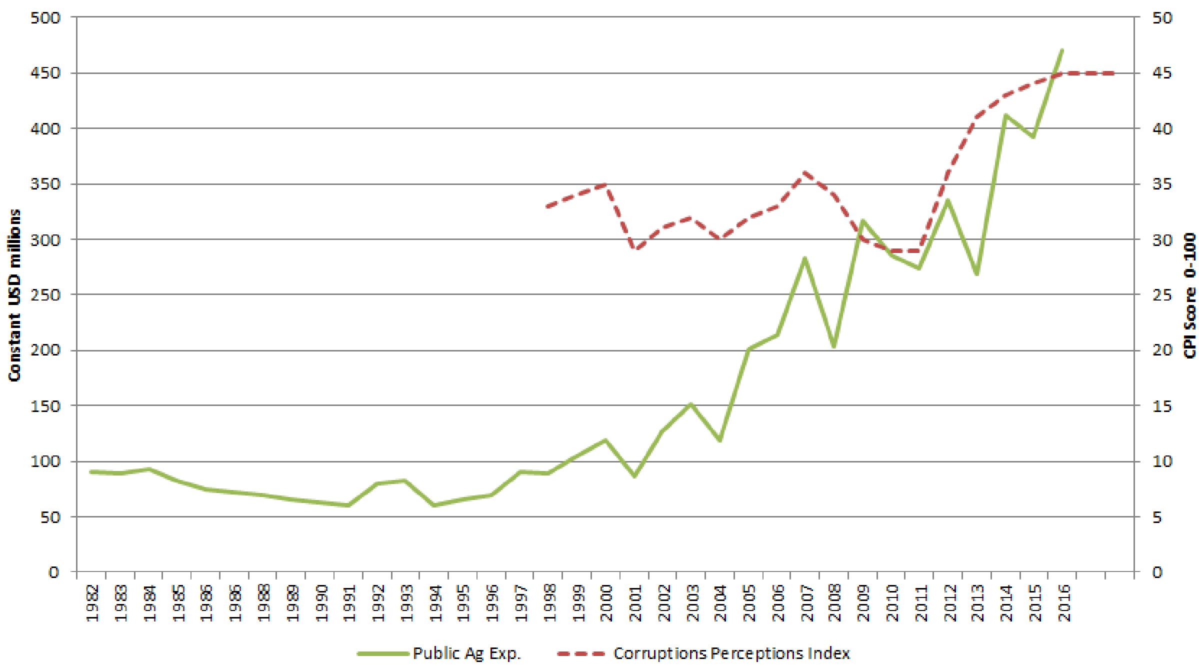


Figure 3: Public Agricultural Expenditures 1982-2016 and Corruptions Perceptions Index score, 1997-2018.

2.3 Challenges

Over the past 12 months, USAID has consulted with a number of stakeholders in the agricultural and food policy system and identified the following challenges:

- Slow policy formulation
- Insufficient focus on facilitating/stimulating private sector investment
- Narrow sectoral/geographic focus

- Lack of high quality information/evidence/analysis for decision making (leading to ineffective policy implementation)
- Limited GOS capacity to process/use information for effective decision making
- Weak/inequitable stakeholder capacity to influence policy formulation
- Weak/inequitable stakeholder capacity to oversee/enforce policy implementation
- Lack of public support/confidence in GOS capacity to set and implement an effective policy agenda
- Lack of political will to allocate sufficient resources to the policy process vs. tangible realizations (e.g. infrastructure, subsidies)
- Lengthy policy process often vulnerable to shifting political priorities
- Unclear value of policy reform for political decision-makers
- Limited understanding (multiple stakeholders) of political economy for agricultural and food policy
- Inability to enlist domestic support base that is influential enough to generate momentum and overcome resistance from the status quo
- Ineffectiveness of policy implementation
- Lack local stakeholder capacity or access in policy decision making
- Need for improvement of national and regional business environment
- Weak strategies to attract investment at regional level, and public private partnership strategies for local investment
- Limited capacity to attract and access finance for climate adaptation strategies

In 2017 Senegal completed its inaugural self-assessment as part of the continental Biennial Review of Malabo Implementation, with a score indicating that the country was not on track to achieve Malabo Declaration and CAADP 2025 targets. The African Agricultural Transformation Scorecard identified areas of concern in Senegal directly related to policy systems and/or public expenditures, including the following thematic challenges that the Senegal agriculture and food systems policy system will have to face such as:

- Cooperation, partnership and alliance based on the CAADP
- Public expenditure in agriculture
- Improved access to financing
- Investment in strengthening resilience
- Strengthening national capacities in planning and M & E
- Framework for the biennial review process for agriculture
- Climate change, both from the perspective of its influence on agricultural production, processing, and food distribution, and from the perspective of challenges to coastal populations including potential disruptions to food and water supplies, and population migration away from coastal danger zones potentially to inland rural areas.
- Population demographics including a growing youth population that needs both jobs and food.
- Gender equity including equitable access to economic opportunity in agriculture and the food system for women and for other marginalized populations.

2.4. Geographic Area

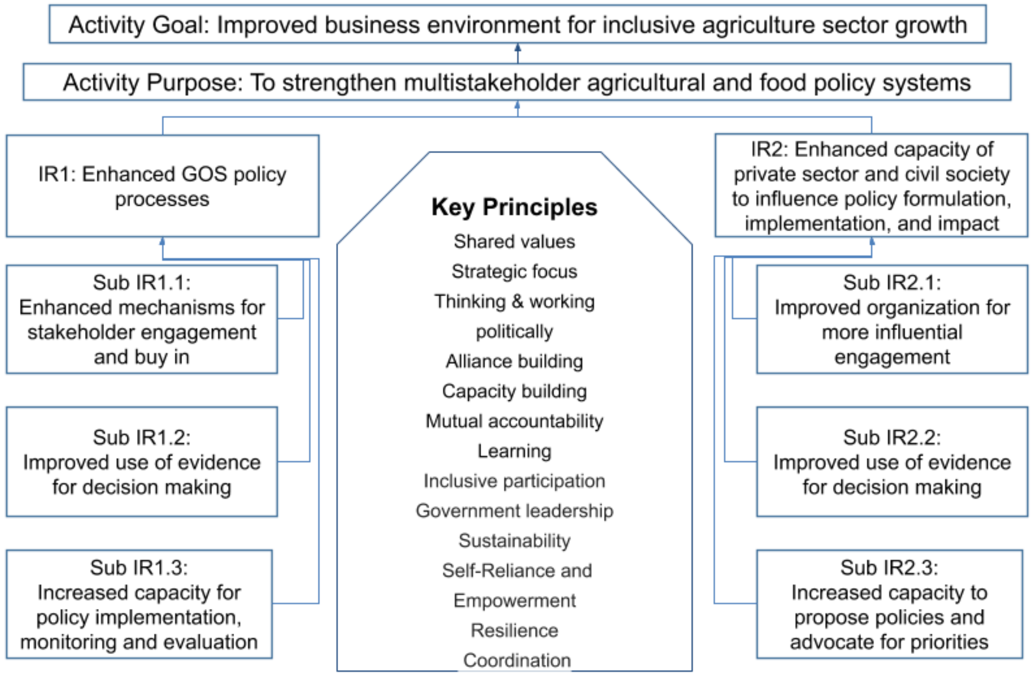
Policy formulation occurs primarily at the national level and better policy can improve national level indicators such as the national poverty rate. It is anticipated that the majority of the activity will focus on national-level improvements in agricultural and food policy systems.

However, some policy formulation and significant implementation occurs at sub-national levels. Applicants seeking to work at sub-national levels should focus on the Feed the Future Zone of Influence: further details can be found in the Annex A.

3. Results Framework

The overall goal of this Feed the Future activity is: *Improved business environment for inclusive agriculture sector growth*. The specific purpose of this Feed the Future activity is to strengthen multi-stakeholder agricultural and food policy systems. The rationale is that strengthened policy systems will reinforce the enabling environment towards effective and strong agriculture and food sector growth by attracting private investments, improving competitiveness and supporting domestic resource mobilization.

A multi-stakeholder process recognizes that development itself is a multi-stakeholder phenomenon requiring systemic change, and no individual stakeholder group or breakthrough is likely to be sufficient to catalyze the necessary change. Development is most successful with the active engagement and participation from all stakeholders, making commitments to take actions in alignment with common plans and on the basis of shared values, holding themselves and each other accountable for responsible execution of these commitments. In agriculture and food policy processes the stakeholders include a variety of government stakeholders, the private sector, and civil society. For example, if an improved business environment is to catalyze inclusive agriculture sector growth then the government must improve the policy enabling environment for agricultural and food sector business; the private sector must make investments in the agriculture and food sector; the financial sector must help finance private sector and smallholder investments; and civil society must serve both as an impartial monitor to ensure that commitments are met, and as a development partner helping smallholder producer groups to link with the private sector to meet processing quantity and quality needs, repaying loans, etc.



3.1 Key Principles

Several key principles are important. The key principles guide both how the successful Applicant provides policy system services and how they technically approach and implement the Activity to help embody these principles in the Senegal agricultural and food policy system.

Shared Values are the foundation of a common, multi-stakeholder approach to solving country problems. Motivation, trust and shared societal values have been increasingly recognized as emergent behaviors that enable collective action and help transform system performance. Particularly relevant to today's interest in partnering with the private sector as a development partner, the model of corporate shared value is that the private-sector companies build or rebuild their "business models around social good, which sets them apart from the competition and augments their success. With the help of NGOs, governments, and other stakeholders, business has the power of scale to create real change on monumental social problems" (Shared Value Initiative).

Strategic Focus refers to an effective implementation of reform priorities at a national level. The Government of Senegal has identified in the Priorities Action Plan of the Plan Senegal Emergent 2.0 (2019-2023) key policy reforms to be implemented through the Programme de Renforcement de l'Environnement des Affaires et de la Competitivite (PREAC). The USAID Feed the Future policy matrix aligns with GOS priorities to remove barriers that inhibit more private sector investment and competitiveness of the agriculture sector. FTF Policy agenda include areas such as agricultural inputs, land and natural resources tenure rights, nutrition, institutional architecture and mutual accountability, and enabling environment for private sector investment. Enabling the business environment leads to more private and public resources essential to sustainability.

Thinking and Working Politically (TWP) integrates a better knowledge of the policy ecosystem and the political dynamic as key factors for effective implementation of reforms and institutional changes. 'TWP takes the naivety out of institutional relationships by understanding that change happens as a result of decisions that will always have a political dimension'. Reforms in the Senegalese agriculture sector anticipate power shifts in decision making, resource allocation and utilization from a GOS-led policy perspective to an inclusive process with private sector and civil society organizations. TWP includes strong political analysis, insight and understanding; detailed appreciation of, and response to, the local domestic environment; and flexibility and adaptability in proposed changes that increase the buy in of the stakeholders and effective implementation of policies.

Alliance building: Policy systems strengthening involves multiples institutions, relationships and processes. The policy agenda is dynamic and subject to quick changes and resistance that can be influenced by various stakeholders. Policy services success entails to a broader understanding of drivers and resisting forces that can advocate for or against intended reforms, and also the strategic alliance built with a wide range of key actors in government, the private sector, civil society, donor groups, and research and advocacy institutions to keep momentum on policy reforms.

Capacity building rather than training. USAID Human and Institutional Capacity Development (HICD) model is structured and integrated processes designed to identify fundamental causes of performance gaps in host country partner institutions, address those gaps through a wide array of performance solutions in the context of all human performance factors, and enable cyclical processes of continuous performance improvement through the establishment of performance monitoring systems. Empowering public, private and civil society partners organizations contributes are essential for strengthening and increasing their collaboration and coordination for policies formulation, implementation and evaluation.

Mutual accountability: Mutual accountability appeared in the Paris Declaration on Aid Effectiveness largely as financial accountability between donors and governments. In the intervening years, African agriculture has led the deepening of the concept to reflect the multi-stakeholder nature of development. At the national level, mutual accountability has four components:

1. An inclusive, transparent, evidence-based national plan for sectoral progress.
2. Voluntary, public, SMART commitments to the plan by stakeholders, determined in multi-stakeholder dialog.
3. Accountability to oneself and others for responsible execution of commitments.
4. Joint accountability that the plan and set of commitments is sufficient to generate sector progress.

Mutual accountability can also operate at regional (multi-national) or sub-national levels analogously to the national level. Further information on African agricultural mutual accountability processes and the private sector is available at (http://www.choicesmagazine.org/choices-magazine/submitted-articles/mutual-accountability-opens-private-sector-opportunities-in-african-agriculture)

Learning: A Learning Agenda will be designed to maximize the results of the Feed the Future in Senegal, Policy Systems Services (PSS).The Learning Agenda helps ensure that the different stakeholders are able to learn from implementation and adapt the activity accordingly. It will improve the efficiency and effectiveness of the activity by enabling the stakeholders to quickly adapt according to both short-term and long-term opportunities. This will ensure that the PSS's targets are realized and strategic direction maintained.

Inclusive Participation: The Feed the Future experience to date has clearly demonstrated the central importance of inclusive participation to foster and achieve sustainable results. A facilitative approach to policy systems strengthening emphasizes the capacity and resilience of local systems and institutions, and the ways that local actors and citizens interact with these systems in seeking to influence food security outcomes. Public, private, and civil-society actors all have crucial roles to play in sustainable, inclusive economic development. Policy systems success is most likely when stakeholders have the option and ability to engage throughout the policy process from agenda setting to evidence-based dialog to policy implementation to stakeholder investment and action based on the improved policies. Particularly important is inclusion of underrepresented gender and youth groups. Youth and gender groups voice in policy elaboration, implementation and evaluation is key to address the disparities on access to resources, information and opportunities.

Government Leadership rather than implementation by government agencies. In an agricultural and food sector as large as Senegal's, it is impossible for any one stakeholder to take all the actions and make all the investments necessary, especially the government. Private sector investment and well-regulated markets have tremendous potential to resolve a number of agricultural sector development challenges. The Government of Senegal's interest in partnering with the private sector speaks to the need of a market-based development approach. This type of a facilitative approach promotes market solutions differs from classic development approaches used in the past; it pursues leadership and capacity from the government to capitalize opportunities and catalyze change with the private sector and civil society as development partners rather than attempting to cover all identified needs via direct service provision.

Sustainability of improved policy systems is paramount to achieving lasting impact. Sustainability is fostered by employing a facilitative approach to development that favors working with and through local systems over the provision of services by an external, impermanent entity. This entails understanding existing systems and mechanisms, the permanent stakeholders in such systems especially the Government of Senegal, the citizens of Senegal, and the Senegalese private sector, and then seeking to build capacity of the stakeholders and their linkages as well as strengthen the processes through which these stakeholders engage.

Self-Reliance and Empowerment are foundational. Ultimately, the successful emergence of Senegal and its agricultural and food systems requires that these systems become increasingly self-reliant, particularly when it comes to local capacity to formulate and implement policy for greatest impact on strategic goals. Empowerment is intimately linked to self-reliance. Empowerment of stakeholders including citizens and the private sector to contribute to policy change is the only way for their voices to be truly spoken and their full contributions realized.

Resilience is essential in a context of increasing climate variability and unpredictability. Inclusive, evidence-based policy systems enable better accuracy and greater agility to adapt to climate change as it impacts Senegal, whether this is affecting agricultural production, food distribution, or migration away from coastal cities and population centers. Further, sustainable and inclusive land and water management that conserve ecosystem services is essential to promote viable livelihoods. Additional information regarding climate risks is available in the EG4ALL Project Vision[4] and online[5].

Coordination is the new way of business. Each new development activity enters an arena full of ongoing initiatives and engaged actors. Programmatic success relies on effective coordination, collaboration, and synergy. To achieve the EG4ALL project purpose, PSS must collaborate very closely with the other EG4ALL activities. It will also coordinate with other USAID projects including but not limited to the USAID Health Project component for Integrated Service Delivery and Healthy Behaviors (known as "Neema"); USAID SENWASH Project and its principle activity ACCES; USAID Governance for Local Development Project (GOLD); Feed the Future Senegal Value Chain Activity (known as "Naatal Mbay"); USAID COMFISH Plus; and Feed the Future Senegal Education and Research for Agriculture (ERA). PSS must also collaborate very closely with Government of Senegal agencies including but not limited to BOS, the Ministry of Economy, Planning and Cooperation/DGPPE, the Ministry of Agriculture, CLM, and Parliament; with civil society, especially farmers' organizations including but not limited to CNCR, and rural women's organizations; and with the private sector and private-sector associations including but not limited to UNACOIS (others)

3.3 Intermediate and Sub-Intermediate Results

The activity purpose is supported by two intermediate results: "IR1: Enhanced Government of Senegal policy processes" and "IR2: Enhanced capacity of the private sector and civil society to influence policy formulation, implementation, and impact" (Figure #, Results Framework).

IR1: Enhanced Government of Senegal Policy Processes.

In past years many governments including the Government of Senegal acted as both the planner and the implementer of development processes. With the recognition that no single stakeholder acting in isolation can catalyze the development process--even government--the Government of Senegal is now trying to enhance their policy processes to bring in complementary actors in an aligned fashion on the basis of common values. Government of Senegal Policy Processes can be enhanced through better stakeholder engagement and buy-in; increased and improved use of evidence for decision making; and increased capacity for policy implementation, monitoring, and evaluation.

Multiple stakeholders identified as a critical issue the need to be consulted when setting agricultural and food policy agendas, as well as when implementing policy. Stakeholders generally recognized that over the past five years there were some improvements in evidence-based policy formulation to address targets set, but that the targets set were not necessarily reflective of stakeholder concerns and/or reported success was not necessarily translating into stakeholder benefits. An illustrative example is of the divergence between good sectoral growth and stagnant value-added per worker (Figure #), so that stakeholders do not necessarily feel that they are participating in or benefitting from the sector growth. As another example the CLM feels that policies are formulated to achieve sectoral targets, whereas nutrition policy and

[4] For more information on the EG4ALL vision, refer to the Supporting Document entitled "EG4ALL Project Vision."

[5] ARCC, Senegal Climate Change Vulnerability Assessment and Options Analysis, October 2014, https://www.climatelinks.org/resources/senegal-climate-change-vulnerability-assessment-and-options-analysis.

nutrition-sensitive agricultural policy needs to target individuals in order to make progress in improving nutritional outcomes. That is, targeting sectoral growth rates will lead to one set of policies; targeting the well-being of the 18-year old mother will lead to a different set of policies. Whether or not these examples are supported by the evidence is in some sense irrelevant to the process issue: the process issue is to enhance government processes so stakeholders have better opportunity to raise these issues, to collect and present relevant data (for or against), and to have an inclusive and transparent dialog about what policy changes are then the priorities moving forward.

<u>IR1.1 Enhanced Opportunities for Stakeholder Engagement and Buy-in</u>.

Stakeholder opportunities for engagement and buy-in as partners in the development process are limited under many current government policy processes. For example, stakeholders have said that they are not invited to policy dialogue, are invited at the last minute, are not given a chance to contribute to or even review the agenda, are not provided with reports and documents to review prior to discussion, etc. Enhanced opportunities provide stakeholder engagement from the start, including opportunities to help shape policy agendas and dialogs so that these processes are most responsive to stakeholder needs. Illustratively, enhancing opportunities for stakeholder engagement may include building government capacity across line ministries, in super-ministerial bodies, and among sub-ministerial directorates and agencies to hear and respond to different stakeholder voices, as well as increased stakeholder capacity to articulate their needs as well as their commitments (see IR 2.3). Along with hearing stakeholder voices, enhanced processes also enhance opportunities for stakeholders to contribute directly to the development process, e.g. by the private sector investing in input services or processing plants, by financial institutions improving access to credit, by farmer organizations working with their members to use input services optimally to increase farm revenues for multiple uses including repayment of credit and loans.

<u>IR1.2 Improved Use of Evidence for Decision Making</u>

Better information and better use of evidence in policy decision making means a greater likelihood that government policies and expenditures will accomplish their intended goals and limit unintended negative consequences. Information and evidence also improves the likelihood that stakeholders will understand and buy into a common agenda, and it improves accountability for all stakeholders. Improved use of evidence for decision making can be accomplished through: improved data including better quality data, more representative data, and broader data coverage; better capacity for conducting and internalizing analyses and analytic information; and increased capacity for communicating data and analytic results and findings.

<u>IR1.3 Increased Capacity for Policy Implementation, Monitoring and Evaluation</u>

The best formulated policy can fail if it is poorly implemented. Poor implementation can arise from a number of sources: substandard implementation protocols, lack of funding, unclarity as to implementation responsibilities, inadequate domestication of the policy change, or many others. For a policy system to work effectively, government (and the private sector and civil society) must have the capacity for both policy formulation and implementation.

No policy is formulated and implemented perfectly, and policy and economies are constantly changing. Increased capacity for policy monitoring and evaluation is critical to ascertaining where policies have worked effectively and why, and where policy formulation and implementation needs adjustment in order to be more effective in promoting country goals and objectives.

IR2:Enhanced capacity of the private sector and civil society to influence policy formulation, implementation, and impact

When governments make policy decisions with limited information from the private sector and civil society it becomes difficult to make policy that is effective in addressing private-sector concerns and issues about the enabling environment, often because the government does not have sufficient information on these concerns. Similarly, even policies that are effective in addressing private sector concerns and accelerating growth are not always effective in enabling smallholders and citizens to participate in the growth opportunity. Consequently it is important that civil society organizations have a stronger capacity to represent broad collections of smallholders and other citizens so that policy formulation, implementation and impact can benefit both private sector corporations and investors, and all segments of society.

IR2.1 Improved Organizations for More Influential Engagement

Private sector and civil society will be most effective in influencing policies to stimulate investment for shared growth opportunities with effective, inclusive organizations that are able to represent the needs of all their members, articulate their needs as well as their contributions to country goals and objectives, present evidence supporting their applications, and mobilize their own members. Organizational improvement may include capacity building within existing private sector associations and civil society organizations, expanding membership, creating new organizations to facilitate participation of underrepresented populations, improving their use of evidence and improving capacity to propose policy changes and advocate for their members, priorities.

IR2.2 Improved Use of Evidence for Decision Making

Better information and better use of evidence for private-sector and civil society advocacy means more accurate policy proposals; more efficient policy implementation; better alignment across private-sector, civil-society, and government objectives and actions; more accurate commitments; and better tracking and accountability for all stakeholders. Improved use of evidence for decision making can be accomplished through: improved data including better quality data, more representative data, and broader data coverage; better capacity for conducting and internalizing analyses and analytic information; and increased capacity for communicating data and analytic results and findings.

IR2.3 Increase Capacity to Propose Policy and Advocacy for Priorities

Ultimately, the private sector best knows its own needs in terms of an enabling environment for investment and growth, and civil society knows best its own needs in terms of enabling participation in these growth processes. This knowledge will become codified in policies and priorities only if the private sector and civil society can articulate this knowledge in the form of policy proposals and funding and action priorities.

4. Lessons learned and best practices

Feed the Future world-wide has supported strengthened agricultural systems since 2012 at national (including Senegal), regional and global levels, with significant progress as well as lessons learned. This section summarizes the most relevant lessons and best practices.

4.1 Institutional Architecture

1. *Transformational Leadership*: Developing and supporting leadership to actively push for transformational change at the organizational, network or system level in line with CAADP goals and Malabo Declaration commitments. Previous USAID programming[6] has demonstrated that transformational leadership is a critical part of the reform process at all levels of the system. Fostering common understanding and action to prioritize and accelerate policy implementation for food security requires multi-sector, multi-stakeholder collaboration and dialogue. However, in many FTF countries, the communication and interaction practices that connect policy system actors are often fractured and weak, leaving critical stakeholders out of the loop and resulting in inadequate mobilization for change.
2. *Inclusivity*: Strong policy systems depend on effective leadership of diverse actors and institutions at multiple levels. Supporting two-way information flow at scale increases transparency, accountability, and trust through inclusive and constructive dialogue.
3. *Coordination*: Collaborating and coordinating with internal and external actors to improve efficiency and alignment in implementing food security priorities.
4. *Monitoring and Evaluation (M&E):* Generating and analyzing data-driven and results-based M&E of food security programs and policies to ensure accountability for food-security related commitments.
5. *Evidence-based Adaptation*: Evidence-based analysis and learning to inform planning and improve implementation of food security policies and programs.
6. *Resource and Investment Attraction*: Designing and implementing credible and realistic national agricultural investment strategies and work plans to secure and attract increased resources, investments, and commercial activity into the agriculture sector. Also important is attracting and supporting the development, and funding of climate adaptation strategies.

Additional resources and more recent tools are available here:
https://www.agrilinks.org/post/institutional-architecture-assessment-food-security-policy-change

4.2 Prioritized Agenda

Feed the Future has supported target countries since 2012 to delineate and take action in support of prioritized policy agendas.

1. The single largest contributor to successfully formulating and implementing prioritized policy changes is inclusivity. Without inclusivity beginning with setting of the agenda, there is an increased likelihood that one or more stakeholder groups will be unaccepting of the policy change and will act to maintain the status quo.
2. The single largest deterrent to successfully formulating and implementing policy changes is the lack of budget. This can come in the form of lack of funding for data, studies and analysis to formulate policy, lack of funding for implementation mechanisms, or poor financial management.

[6] See Africa Lead II cross-cutting program review summary for relevant findings.

3. Evidence and data are most likely to be heard by policy makers if the data and analysis are jointly conducted by a local partner that understands the local policy context and political economy, together with an international partner with a reputation for quality data and objective analysis.

4.3 Mutual Accountability

Mutual accountability processes in African agriculture are at the cutting edge of mutual accountability processes anywhere, in any sector. However, some key learning points from a variety of mutual accountability process including African processes are:

1. Stakeholders are more likely to make commitments to national or sub-national plans if they have significant and meaningful contributions to the agenda and design of those plans.
2. Reciprocation: "In order to get cooperation, you have to give cooperation" (Grace Towns Hamilton).
3. Trust is important, and building trust between stakeholders is a critical first step, especially if the starting point is a certain level of doubt or distrust.
4. Trust has to be earned, and it is easier to lose trust than to earn trust.
5. Trust can be earned by 'saying what you will do, then doing what you said'.
6. Making a public commitment to what you will do has been demonstrated to greatly increase the likelihood that an individual will execute that commitment.
7. Accountability works only when all stakeholders are clear as to the commitment. SMART (specific, measurable, achievable, relevant, time-bound) commitments are necessary to reach consensus as to whether or not the commitment has been successfully executed.

5. Illustrative Action Areas and Actions

5.1 Illustrative Action Areas

The overall approach of the activity is multi-pronged: The activity is focused on empowering involved citizens from the bottom up, also strengthening leadership and institutional accountability/performance from the top down, strengthening policy formulation and implementation processes, and building capacity within private-sector corporations and associations to contribute on the basis of shared values and in ways that simultaneously improve policy systems for the benefit of all and strengthen their businesses. Some illustrative action areas include but are not limited to:

1. Strengthening government capacity to move from a role of primary sector development actors to a role of sector leader with recognition of the roles of the private sector and civil society as development actors.
2. Strengthening the capacity of private sector associations and organizations to participate in policy formulation, and contribute to policy implementation, and impact.
3. Strengthening civil society's capacity to participate in policy formulation, and contribute to policy implementation and impact.
4. Supporting the reform of sector planning processes so that are truly inclusive of private sector and civil society not just as attendees, but as stakeholder voices and implementation partners.

5. Improving the cross-ministerial alignment and coordination of actions that affect the performance and growth of the agricultural and food sector.
6. Supporting the reform of sector policy formulation and implementation processes, legislative and executive, to be reflective of broad-based stakeholder needs and commitments.
7. Strengthening mutual accountability processes including the Joint Sector Review and the Biennial Review, National Strategic Economic Review, to be more inclusive by including explicit policy reform commitments, private sector investment or other commitments or intentions, and civil society commitments to action, and holding all parties accountable for responsible execution of their commitments.
8. Enhancing the evidence base, including both more and better-quality data.
9. Improving the quality and accessibility of evidence-based analytics relevant to decision-making for various stakeholder groups.
10. Providing support for Feed the Future/Senegal coordination, including facilitating and convening events in coordination with USAID, such as stakeholder consultations, etc.
11. Response based and targeted consultative services.

These actions areas are intended to be illustrative but not complete. Additionally, the Applicant is expected to determine what skill sets and capacities are most relevant in the Senegal context to strengthen performance in these or other action areas, and demonstrate how the Applicant can bring those skills to the Activity.

5.2 Illustrative Specific Actions

In the spirit of co-creation, USAID asks Applicants to suggest specific actions to strengthen the overall agricultural and food policy system. However, we provide four illustrations examples of what specific actions might be.

<u>Mutual Accountability Processes: The JSR</u>: The Joint Sector Review (JSR) or Revue Conjointe du Secteur is a critical tool for implementing mutual accountability. Over the past five years Senegal has made significant progress in starting and strengthening the Joint Sector Review (JSR) for agriculture. The inclusion of the private sector in setting the agenda for the second JSR led to removal of customs duties and value-added taxes (VAT) on imported agricultural machinery, although the VAT exemption took some time to approve and the initial implementation did not include irrigation pumps. The agricultural JSR has also served as a model for other sectors, and for the DGPPE/MFE multi-sectoral National Economic Review (RAC).

However, some continued weaknesses exist:

· The JSR is viewed as activity engaged in once a year, rather than an ongoing process with an annual culminating event.

· There is a lack of pre-planning, including limited or no prior release of data, analyses or reports.

· What pre-planning that has been done has been focused on a single advance meeting within each stakeholder group (private sector, civil society, government and mostly Agriculture, Forestry and Fisheries) rather than multi-stakeholder dialog.

· The JSR culminating event is largely an event for presentation of information rather than dialog about improving sector processes and outcomes.
· The JSR does not result in SMART commitments to country plans—and such commitments are likely to occur only after continuing multi-stakeholder dialog and agreement.
· The JSR can be overly focused on sector issues with insufficient attention to broader economic issues and context.

A unique opportunity exists at this time: DGPPE/MFF has agreed in principle to work with the PSS project to support continued strengthening in the agriculture JSR as a pilot program. This pilot would have three purposes: first, to accelerated growth and improvement within the agricultural sector; second, to increase the contribution of agricultural JSR results to the RAC; and third, to model an improved JSR for other sectors. A key PSS activity could be to bring together sufficient stakeholders to firm up this agreement and opportunity, and then to support implementation of the pilot JSR.

Advocacy. A central tenet of the results framework is that policy advocacy coupled with a more responsive government policy process will elevate attention to those policy system changes that are most likely to catalyze private sector investment for inclusive sector growth. Advocacy by the private sector raises attention to those policies that will best improve the enabling environment for investment. Advocacy by inclusive civil society organizations will help to ensure that these investments result in broad-based growth. For example, a private-sector investor could request access to a large tract of land or substantial water resources for irrigation in order to invest in large-scale production and processing. A civil society organization such as a producer group could request that investor make half of the irrigated water/area available to smallholders, build the processing plant at a capacity to include smallholder output in its processing, and that the investor offer to purchase the outputs from smallholders at a fair market price. Joint advocacy by the investor and the producers' group(s), along with solid data project the impact for both the sector and the smallholders, could be very effective in stimulating policy change.

The PSS Activity could take multiple actions in support of this or similar scenarios: building capacity for advocacy within the private sector, building capacity for advocacy within civil society, facilitating dialog and commitment between the private sector and civil society, data and analysis of expected impacts, and building capacity within government processes to listen to and react positively to advocacy.

Data Systems: From the perspective of a project supporting private sector investment in agriculture, Senegal's most glaring omission is the apparent lack of data on agricultural investment. For example, in tracking the impact of recent policy changes that exempt agricultural machinery from customs and value-added taxes, there are apparently no data on investment in agricultural machinery. Agence de Promotion des Investissements et des Grands Travaux (APIX) has some data on agricultural projects but cannot break it down to the level of e.g. tractors purchased. Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS) may have some data in its dashboard, but that is not public. The tax service may have data on the number and value of exemptions requested, but those data are not available. In the inaugural Biennial Review of progress towards Malabo implementation, Senegal failed to report data on either domestic investment in agriculture or foreign direct investment in agriculture.

It is seemingly imperative both in terms of tracking sector progress and for project management purpose that the successful applicant tackle this data issue to support generation of valid and useful data on private sector investment in agriculture.

Nutrition Policy & Institutional Architecture: A discussion with CLM revealed that they were often invited to and attended various agricultural sector planning or implementation meetings, but that the agenda for these meetings had been previously established. These agendas included some role for nutrition, e.g. in supporting nutrition-sensitive agriculture, but CLM felt that nutrition should be given a more fundamental place in helping to set the objectives and agenda for agriculture and agricultural growth. Specifically, CLM felt that:

- Agricultural agendas were focused on improving performance based on sectoral measures and indicators, such as value added in agriculture (including forestry and fisheries).
- Such improvements were not sustainable without increases in human capacity
- Better nutrition is a necessary and catalytic input to increase human capacity
- An agenda that focuses on measure of individual well-being rather than sectoral indicators has greater likelihood of generating sustainable increases in human capacity. .

A potential PSS activity is thus support for a more robust agenda setting dialog for agricultural and food systems that includes the question: how will this agenda contribute to the well-being of an 18-year old mother?

6. Planning, Monitoring, Evaluation, and Learning

The Recipient will establish a rigorous monitoring, evaluation, and learning system for the activity as a whole, including adequate staffing, technical support, and systems for routine data collection. During the first 45 days after the award is made, the Recipient will work closely with USAID to refine indicators, performance targets for each indicator and/or narrative-based approaches, and finalize the Activity Monitoring, Evaluation and Learning Plan (AMELP) that describes how progress towards the Activity objectives will be assessed and learning will be used to adapt implementation. Applicants are encouraged to consider using appropriate complexity-aware monitoring methods to monitor and evaluate a range of both intended and unintended outcomes resulting from this activity as well as contextual indicators.

The AMELP should be: c*oordinated*, to support alignment with stakeholders to the greatest extent possible; *meaningful and timely*, to effectively inform decision making and adaptive management; and *consistent with USAID policy and guidance* (such as the Feed the Future Indicator Handbook and the USAID Evaluation Policy), to remain up-to-date on standard protocols and the most recent thinking in evaluative science. Partnerships with stakeholders help ensure more rigorous and sustained efforts to data collection and lay the foundation for increased efficiency and ownership. The AMELP should also employ a gender lens whereby gender differential effects can be captured, analyzed, and used to improve implementation and promote learning.

The AMELP should include a defined set of performance measures and indicators, including both required and custom indicators. The Recipient must propose indicators to track the required results for which no USAID standard indicator exist, as described above in the Expected Results section.

In selecting additional indicators to measure progress aligned with the proposed approach, applicants should choose from the EG4ALL Indicator List[7] (Annex 2) and the Feed the Future Indicator Handbook before creating custom indicators. If no standard indicator exists to measure the desired output or outcome, applicants should propose custom indicators. Updated guidance on standard indicators will be published to align with the new USG Global Food Security Strategy. Applicants can access an array of Feed the Future monitoring guidance at www.feedthefuture.gov/progress.

To support gender analysis, all human-level indicators must be disaggregated by sex. The Recipient must also use systems to ensure data quality and must be prepared for data quality audits. The Recipient will be expected to collaborate with other EG4ALL implementers to ensure that custom indicators and monitoring practices are harmonized. To this end, use of geospatial data is highly desired.

The Recipient will be responsible for data collection and analysis required by USAID for performance reporting and sharing the information in a timely manner with USAID/Senegal, key Government of Senegal entities, and other key partners as appropriate. Information sharing will create opportunities to discuss progress, identify constraints, and find solutions with all stakeholders. The USAID/Senegal Economic Growth Office hosts regular (quarterly or bi-annual) sharing events whereby implementing partners share progress to date with USAID, each other, and other partners as appropriate. Overall, the approaches to data collection should emphasize local capacity building and institutionalization to support sustainability; dialogue, consultation, coordination, and alignment with host country institutions and organizations to ensure ownership; and joint funding of data collection efforts, where possible.

In addition to proposed evaluation activities carried out by the Recipient, USAID will conduct mid-term and/or final performance evaluations on all of the EG4ALL activities, including Policy System Services. Further, the impacts of the ensemble of USAID interventions in the ZOI will be measured via a population-based survey conducted by a third party. The USAID/Senegal Economic Growth Office will also incorporate elements of the Policy System Services learning plan into its Learning Agenda to help test the EG4ALL development hypothesis.

[END OF SECTION A]

[7] For more information on the EG4ALL indicators, refer to the Supporting Document entitled “EG4ALL Full Indicator List.”

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award a single Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $15,000,000 in total USAID funding over a five year period.

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

2. Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is five (5) years. The estimated start date will be upon the signature of the award, on or about March 25, 2020.

3. Substantial Involvement

Consistent with ADS 303.3.11, USAID/Senegal will be substantially involved in the implementation of the Feed the Future in Senegal, Policy Systems Services 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 Agreement Officer will delegate the following approvals to the AOR.

Elements of Substantial Involvement:

(1) Approval of the Recipient's Implementation Plan, including annual work plans and the life-of-project exit strategy, and any subsequent revisions;
(2) Approval of Activity Monitoring, Evaluation, and Learning Plan (AMELP);
(3) Approval of Specified Key Personnel;

The AO will approve sub-awards, transfer, or contracting out of any work under an award pursuant to 2 CFR 200.308.

4. Title to Property

Property title under the resultant agreement shall vest with the recipient in accordance with the Requirements of 2 CFR 200.310 through CFR 200.316 regarding use, accountability, and disposition of such property.

5. Authorized Geographic Code

The geographic code for this program is 937. Code 937 is defined as the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding 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.

6. Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Feed the Future in Senegal, Policy Systems Services, which is authorized by Federal statute.

The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

U.S. and Non-U.S. Non-Profit Organizations (NGOs)

Qualified U.S. and non-U.S. private non-profit organizations may apply for funding under this NOFO. Foreign government-owned parastatal organizations from countries that are ineligible for assistance under the Foreign Assistance Act (FAA) or related appropriations acts are ineligible.

U.S. and Non-U.S. For-Profit Organizations

Qualified U.S. and non-U.S. private for-profit organizations may apply for funding under this NFO. Foreign government-owned parastatal organizations from countries that are ineligible for assistance under the FAA or related appropriations acts are ineligible. Potential for-profit applicants should note that, pursuant to 22 CFR 226.81, the payment of fee/profit to the prime recipient under grants and cooperative agreements is prohibited. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (*i.e.*, if a buyer-seller relationship is created), fee/profit for the subcontractor may be authorized.

U.S. and Non-U.S. Colleges and Universities

Qualified U.S. and non-U.S. colleges and universities may apply for funding under this NOFO. USG and USAID regulations generally treat colleges and universities as NGOs, rather than governmental organizations; hence, both public and private colleges and universities are eligible. Non-U.S. colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts are ineligible.

Private Voluntary Organizations (PVO)

A local or indigenous PVO, which by definition is a non-U.S. PVO operating in the same foreign country in which it is organized, is eligible to receive funding. Local PVOs are not required to register with USAID. In accordance with 2 CFR 203, a U.S. PVO and an "International PVO," which by definition is a non-U.S. PVO that performs development work in one or more countries other than the country in which it is domiciled, must be registered with USAID to be eligible to receive funding.

Public International Organizations (PIOs)

PIOs are eligible to apply for funding under this NFO. Please see Automated Directives Series (ADS) 308 for USAID policy on defining PIOs. http://www.usaid.gov/policy/ads/300/308.pdf

New Partners

USAID encourages applications from new partners. These organizations oblige USAID to undertake necessary pre-award reviews of these organizations to determine their "responsibility" in regards to fiduciary and other oversight responsibilities of the grant/cooperative agreement. In order for an award to be made, a USAID Agreement Officer must make an affirmative determination that the applicant is "responsible," as discussed in ADS 303.3.9.

Prior to making an award under this competition, USAID may perform a pre-award survey for organizations that are new to working with USAID or for organizations with outstanding audit findings. Accounting systems, audit issues and management capability questions may be reviewed as part of this process. If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents. A pre-award survey does not commit USAID to make an award to any organization.

The applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this Cooperative Agreement.

Applications will not be accepted from individuals. All applicants must be legally recognized organizational entities under applicable law. Public International Organizations are not eligible to apply for funding under this program. All concepts/applications must be submitted in accordance with ADS 303.

2. Cost Sharing

Cost Share is not required under this award. For guidance on cost sharing in grants and CAs, please see the ADS 303.3.10 and 2 CFR 200.306 for US NGOs. For non-US NGOs, all cost sharing would be subject to the Applicable Provision "Cost Sharing" in ADS 303mab.

3. Other

An applicant may only submit one application under this notice of funding opportunity.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. AGENCY POINT OF CONTACT

Name: Mr. Alioune Mody Ndiaye
Title: Acquisition and Assistance Specialist
USAID/SENEGAL
E-mail: **dakaregosolicitations@usaid.gov**

2. OVERVIEW OF THE APPLICATION PROCESS

The application process proceeds in two stages including co-creation in order to maximize the desirability of received applications and to reduce unnecessary efforts on the part of Applicants. Because of the co-creation nature of this process USAID anticipates that there will be changes in the program description and/or submission and evaluation processes. USAID will publish a final NOFO including any such changes. Changes may also be made to the Co-Creation Workshop on the basis of the submitted Concept Notes.

1. In the first stage, the Applicant must submit a Concept Note, prepared as specified in the sub-section "Preparation of Concept Notes".

2. Based on the concept notes, USAID will invite some or all of the Applicants to participate in a "Co-Creation Workshop". Details of the Co-Creation Workshop will be provided to successful Concept Note Applicants in the invitation. Neither invitation to nor participation in the Co-Creation Workshop guarantees that USAID will make an award or that the Applicant will receive an award.

3. Following the Co-Creation Workshop USAID will publish a final NOFO. The final NOFO may contain an updated Program Description and/or an updated process for submitting and evaluating the Full Applications. Complete details will be provided in the final NOFO.

The following outline provides a summary of the key stages of the application process.

1. USAID Draft NOFO (specifying 2-stage process)
   - Concept Notes
     - Applicants submit Concept Notes per instructions
     - USAID reviews Concept Notes and invites selected Applicants to the Co-Creation Workshop
     - USAID reviews and finalizes format of the Co-Creation workshop

2. Co-Creation Workshop
     - USAID provides invited Applicants with detailed instructions on Workshop logistics and participation.
     - Co-Creation Workshop is held

- Co-Creation Workshop attendees are invited to submit a Full Application. USAID encourages attendees to form consortia and apply as such in order to have a full set of Applicant capabilities and skill sets to be responsive to the full range of the policy system needs.

3. Final NOFO. On the basis of the Co-Creation Workshop and any other co-creation information, USAID publishes a final NOFO.
   - Co-Creation Workshop Attendees are encouraged to form consortia and invited to submit a Full Application per instructions.
   - USAID evaluates the Full Applications per specified evaluation criteria.
   - USAID decides how to move forward, which may include
     - Decision to fund one Applicant based on Full Application.
     - Decision to request additional information from selected Applicants.
     - Decision not to fund.

3. GENERAL INSTRUCTIONS TO APPLICANTS

(a) **Single Award:** USAID anticipates the award of one (1) Cooperative Agreement (CA) as a result of this NOFO. USAID reserves the reserves the right to award more or fewer award than the anticipated number of CAs stated above.

(b) **Government Obligation:** The U.S. Government is not obligated to make an award or to pay for any costs incurred by the applicant in preparation of an application in response hereto.

(c) **Separate Technical and Cost Applications:** The Technical Application and Cost Application **MUST** be kept separate from each other. Technical Applications must not make reference to pricing or cost data in order that the technical evaluation may be made strictly on the basis of the technical merit.

(d) **NOFO Instructions:** Concept Papers and Applications must be submitted in accordance with the instructions set forth in this NOFO. If an applicant does not follow the instructions set forth herein, the application may be eliminated from further consideration or the application may be down-graded and not receive full or partial credit under the applicable evaluation factors. The Government may determine an application to be unacceptable if the application does not comply with all of the terms and conditions of the NOFO.

(e) **Accurate and Complete Information:** Applicants must set forth full, accurate and complete information as required by this NOFO. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.

(f) **Pre-award Survey:** USAID reserves the right to perform a pre-award survey which may include, but is not limited to:

a. Interviews with individuals to establish their ability to perform assistance award duties under the project conditions;
b. A review of the prime applicant's financial condition, business and personnel procedures, etc.; and
c. Site visits to the prime applicant's institution.

(g) **Application Acceptability:** The Government may determine an application to be unacceptable if the application does not comply with all of the terms and conditions of the NOFO.

a. Completion of Standard Form 33, Blocks 12 through 18;
b. Completion of the "Representations, Certifications, and Other Statements of Contractors' in Section K per Section L.5;
c. Completion of electronic annual representations and certifications at SAM accessed via https://www.acquisition.gov as well as any other "Representations, Certifications, and Other Statements of Contractors' in Section K; and
d. Submission of the information required by Section L or any other section of this RFP. The submission of these items in accordance with these instructions will, if the Government accepts the offer, contractually bind the Government and the successful applicant to the terms and conditions of the prospective contract. Applicants must follow the instructions contained in this RFP and supply all information and signature/certifications, as required.

(h) **Application Preparation Costs:** The U.S. Government will not pay for any application preparation costs.

(i) **Application Expiration:** All applications submitted in response to this NOFO will remain available for acceptance by USAID for a minimum of one hundred and fifty (150) calendar days.

4. SUBMISSION/DELIVERY INSTRUCTIONS

a. Questions

Questions and /or request for clarifications regarding this NOFO will be sent via e-mail to: **dakaregosolicitations@usaid.gov.**

The deadline for receiving questions is specified on the cover page. No questions will be accepted after this date. If substantive questions are received which affect the response to the NOFO, or if changes are made to the closing date and time, as well as other aspects of the NOFO, this NOFO will be amended. Oral instructions or explanations given before the award of the Cooperative Agreement resulting from this NOFO will not be binding. All questions received by USAID and responses to these questions will be posted on **www.grants.gov**

b. General Submission Instructions

These submission instructions apply to Stage 1 Concept Notes and Stage 2 Full Applications, although the latter may be updated following the Co-Creation Workshop. Concept Notes and Full Applications must be submitted no later than the date and time indicated in the cover letter of this NOFO. Concept Notes or Full Applications that are received late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award only if the Agreement Officer determines it is in the Government's interest. Applicants are expected to review, understand, and comply with all aspects of the NOFO.

5. CONCEPT NOTES

a. Concept Note Format and Submission Instructions

The Concept Note must have a cover page which includes the point of contact for the organization, including name, title, address, phone and fax number and e-mail address. The Concept Note is the most important factor for consideration in selection for invitation to the Co-Creation Workshop.

The use of Concept Notes is designed to reduce the onus on Applicants while acquiring relevant information on the skills and capabilities of the Applicant. The Concept Note must be specific, complete, and concise.

It must demonstrate the Applicant's single (or at most two) strongest capability or expertise with respect to achieving the goals of this program. The application must take into account the requirements of the program and evaluation criteria found in this NOFO, paying attention to the key principles.

The Concept Note must include five sections plus a single Annex:

- Cover Page;
- Identification of Challenge or Opportunity
- Approach
- Organizational Capability and Experience
- Table of Capabilities
- Annex.

Concept Notes must be submitted in searchable Word or PDF format, written in English, single-spaced, using Times New Roman font size 12. Starting immediately following the cover page, each page shall be numbered consecutively and have at least one inch margins on the top, bottom, and sides. The Concept Notes must not exceed five (5) A4 sized pages, excluding a single annex. **A Concept Note that exceeds this page limit will only be evaluated through page 5.** While tables, graphs, and charts may use a smaller font, USAID/Senegal reserves the right to take appropriate action, including elimination of the Concept Note from further consideration, if the use of smaller font in tables, graphs, and charts in the Concept Note is abused. Specific information on each of the sections of the technical application is provided below.

The <u>Cover Page</u> (1 page) must include the following:

- Program title;

- Request for Applications reference number;
- Name of organization (s) applying for the agreement; and
- Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

Technical Content (3 pages total) (Identification, Approach, Capability)
The Identification of Challenge(s) or Opportunity(ies) describes the specific policy challenges or opportunities that the Applicant will address. USAID recognizes that policy systems services are complex, and that specific organizations may have significant contributions to make in some but not all areas, addressing some but not all challenges or opportunities. The identification of challenges or opportunities enables the Applicant to focus on those areas where they can make the biggest contribution with the most effective use of resources. Identification can be based on but is not limited to the challenges and opportunities presented in the Program Description. This section of the Concept Note must identify those challenges or opportunities on which the Applicant will focus, demonstrate their importance in a well-functioning agricultural and food policy system, and delineate the importance of successful outcomes to Activity objectives.

The Approach must describe the overall approach and specific interventions that the Applicant will take to overcome the challenges or to take advantage of opportunities. This section may specify guiding principles as well as specific activities. It must identify the specific results to be obtained, and be based on evidence and a sound theory of change that demonstrates how the proposed interventions will lead to the desired results. Given the dynamic nature of policy systems, this section must describe how the Applicant will be responsive to changes in issues or challenges. The proposed approach must also contribute to fostering transformative agricultural and food policy change through sustainable local systems development.

The Organizational Capability & Experience must describe relevant experience and capacities of the applicant and any sub partners that would support their successful implementation of the Activity and the achievement of its objectives. The Applicant must demonstrate a willingness and track record of being responsive both to USAID/Senegal needs and requests as well as to needs and requests of other identified stakeholder groups. The Applicant must demonstrate the ability and agility to adapt in response to changing policy circumstances and needs. Additional past performance reference information can be submitted as an annex.

Recognition of the key principles within the Technical Content is **required**.

Table of Additional Capabilities (1 page**).**

The following table must be included on page 5 of the Concept Note. The first column specifies the capability. The second column specifies whether your organization has that capability ("Yes" denotes the capability is present, all other answers including blank denote the absence of that capability). The third column is available for comments. This table must not extend beyond page 5 of the Concept Note, any content beyond page 5 will not be reviewed.

Table of Additional Capabilities		
Capability / Skill	**Yes?**	**Comments**
Strengthening government capacity.		
Strengthening Private Sector Capacity		
Strengthening Civil Society Capacity		
Strengthening sector planning processes		
Improving cross-ministerial alignment		
Reform of policy formulation and implementation processes		
Strengthening mutual accountability processes		
Improved data		
Improved analytics		
Consortium Management		
Other (specify)		
Other (specify)		

The single **Annex** must include information on Organizational Past Performance Reference Information. **Additional annexes will not be reviewed.**

DO NOT SUBMIT: Promotional literature and materials regarding the Applicant as part of the annex. Do not submit unsolicited material.

b. Submission of the Concept Note

Submit the Concept Note according to the Submission Procedures described above.

c. Concept Note Evaluation

USAID will evaluate the Concept on a yes/no basis determined by whether the Concept Note is responsive to the NOFO and contains the required information. USAID retains the right to verify the information contained in the Concept Notes.

6. The Co-Creation

a. Co-Creation Strategy

Co-creation is a design approach that brings people together to collectively produce a mutually valued outcome, using a participatory process that assumes some degree of shared power and decision-making. It is a time-limited process that focuses on generating a specific outcome. USAID uses co-creation processes to include a greater variety of stakeholders earlier in the Activity design process in order to improve Activity design and ultimately support Activities that achieve deeper and more sustainable progress toward common social goals.

By involving local organizations, the private sector, traditional USAID implementing partners, local experts, and host country government officials during the co-creation process, co-creation can greatly enhance opportunities for increasing local ownership of USAID programming. Co-creation can also lower the programmatic risk that USAID won't achieve the intended results because the activity design and implementation will be informed by engagement with a broader array of stakeholders. The project and activity design guidance in ADS 201 emphasizes that USAID design teams "are encouraged to incorporate approaches that support innovation, co-creation, and/or co-design" when appropriate. (ADS 201.3.3.7)

USAID intends to accomplish its co-creation objectives for this project by hosting a multi-stakeholder Co-Creation Workshop. Applicants who have successfully submitted a Concept Note and have received a positive evaluation of that concept note will be invited to the Workshop. USAID also intends to invite key participants in Senegal's agricultural and food policy systems, including select government officials from various Ministries and Agencies and key private-sector partners.

b. The Workshop

USAID will invite successful Concept Note Applicants to the Co-Creation Workshop. This invitation will include a workshop concept document that provides workshop purpose, expected outcomes, agenda, and logistics. Information currently available follows.

The ultimate goal of the workshop is to achieve a better and more productive Activity. The specific purpose of the workshop is to facilitate dialog among various stakeholders and implementing partners. USAID anticipates that the outcomes of this dialog will help inform the final NOFO, will bring together partners with complementary skills, will help Applicants understand how to be most relevant and helpful to both government policy makers and private sector investors, and will result in innovative ideas and approaches to strengthening policy systems. USAID encourages Applicants to form consortia in this workshop so that the consortia have a portfolio of skills sufficient to achieve the Activity results and purpose.

The draft workshop agenda is:

8:30-9:00 Registration

9:00-9:15 Welcome and Opening Remarks (USAID)

9:15-10:00 Panel of select government and private sector representatives.

Question for Panelists: How can the Feed the Future in Senegal, Policy Systems Support Project help you create a policy enabling environment that will stimulate private sector investment in agriculture and food systems?

10:00-10:30 Audience Participation (all)

10:30-11:00 Networking Break

11:00-1:00 Lightning Round

Question for Applicants (2 min each): Can you identify one item from the Panel or the Project Description, and describe the capacity that your organization has to address this item?

1:00-2:00 Networking Lunch (provided) [alternative: keynote speaker from Government or private sector]

2:00-3:30 Speed dating

3:30-5:30 Break and Networking...on your own (no closing)

7. FULL APPLICATIONS

a. The application must be prepared in two distinct parts: 1) the Technical Application must address technical aspects only and 2) the Business (Cost) Application must present the cost and price for the services and sufficient evidence of responsibility. The Past Performance information must provide performance history and be included as part of the Technical Application. Applications must be signed by an official who is authorized to bind the entire organization. The two applications must be kept separate from each other. Technical Applications must not make reference to pricing data in order that the technical evaluation may be made strictly on the basis of technical merit.

b. The applicant must indicate in the subject line of the email whether the email relates to the concept note, technical application or cost application and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "no. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line which says: “[Organization name], NOFO Number, Cost Application, and Part 1 of 2”.

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

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

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

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

e. Unnecessarily elaborate applications that include 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 artwork, expensive paper and binding, and expensive visual and other presentation aids are neither necessary nor wanted.

8. TECHNICAL APPLICATION INSTRUCTIONS

Full Applications, must be submitted electronically only to **dakaregosolicitations@usaid.gov**. Should Applicant experience difficulty with submission, contact Mr. Alioune Mody Ndiaye at **alndiaye@usaid.gov** and Ms. Aminata Wilane at **nawilane@usaid.gov** with a carbon copy to **dakaregosolicitations@usaid.gov**. Total email size must not exceed 25MB for ease of transmission. Multiple emails may be sent. All attachments must be in MS Word, Adobe PDF, and/or MS Excel unprotected readable format. Due to phone system limitations, faxed applications will not be considered.

Unnecessarily elaborate concept notes and applications that include brochures or other presentations beyond those sufficient to present a complete and effective concept note and 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 artwork, expensive paper and binding, and expensive visual and other presentation aids are neither necessary nor wanted.

USAID will send confirmation e-mails after the closing date and time to inform Applicants that their electronic files have been successfully received. If no email confirmation has been provided, then the electronic materials were not received. It is the Applicants' responsibilities to immediately check their own emails to confirm that the attachments were indeed sent. If an Applicant discovers an error in its transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants should retain for their records one (1) copy of the application and all enclosures which accompany their application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed in this NOFO. Failure to do so will be at the applicant's risk. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No additions or modifications will be accepted after the submission date.

9. TECHNICAL APPLICATION FORMAT

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application should be specific, complete, and concise. The application should 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 evaluation criteria found in this NOFO.

Given that the amount in Section B is subject to funds availability, the application must address how applicants will structure a flexible and adaptable program capable of responding and adapting to budget fluctuations.

The technical application should include six sections:

- Cover Page;
- Acronyms;
- Table of Contents;
- Executive Summary;
- Technical Application Body; and
- Annexes.

Applications shall be submitted in searchable Word or PDF format, written in English, single-spaced, using Times New Roman font size 12. Each page shall be numbered consecutively and have at least one inch margins on the top, bottom, and sides. The technical application **must not exceed 41A4 sized pages**, excluding annexes. **An application that exceeds this page limit will only be evaluated through page 41.**

While tables, graphs, and charts may use a smaller font, USAID/Senegal reserves the right to take appropriate action, including elimination of the application from further consideration, if the use of smaller font in tables, graphs, and charts in the application is abused.

Specific information on each of the sections of the technical application is provided below.

The Cover Page (1 page) must include the following:

- Program title;
- Request for Applications reference number;
- Name of organization (s) applying for the agreement;
- Any partnerships; and
- Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

The Acronym Page (1 page) must include list of acronyms of the technical application.

The Table of Contents (1 page) must list all sections and attachments of the technical application with page numbers.

The Executive Summary (maximum of 2 pages) must provide a brief description of the proposed approach, anticipated results, technical and managerial resources of the applicant's organization, any public-private partnerships, and how the overall activity will be managed.

The Technical Application Body must contain the five subsections:

- Technical Approach (25 pages);
- Management Approach (5 pages);
- Personnel (3 pages);
- Organizational Capability and Experience (3 pages); and
- Past Performance

The purpose of the Technical Application Body is to provide the information necessary to allow USAID/Senegal to fairly and completely evaluate the applicant under each of the technical evaluation review criteria specified in Section E of this NOFO. Additional guidance for each subsection is below.

The Technical Approach sub-section (maximum of 25 pages) must:

- Describe the specific results anticipated and how they will be achieved.
- Be based on evidence and a sound theory of change that demonstrates how the proposed interventions will lead to the desired results.
- Reflect an understanding of the challenges and opportunities facing the agriculture and food sector in general, and agriculture and food policy systems in particular.
- highlight innovations and why the approach is believed to be particularly effective;
- describe the operational approach (e.g. how the beneficiaries will be reached over the life of the project; whether the activity will be implemented in the same locations for five years or whether a rolling, graduation, or some other type of expansion approach will be employed);

- demonstrate how the guiding principles are integrated into the technical approach, including:
  - the sustainability of the activity (e.g. how local actors and systems will be supported to develop and invest in promoting nutrition; which local actors will be engaged; etc.);
  - gender integration (e.g. how gender issues will be identified, analyzed, addressed, and tracked, including: how policy systems capacities and processes may impact and be impacted by gender norms, roles, and relationships; the different constraints, needs, and responsibilities of men and women; and how power dynamics affect access to and participation in policy processes and systems);
  - how the applicant will coordinate and collaborate with other USAID projects and Government of Senegal; and
  - the remaining guiding principles listed in Section A;
- describe how the monitoring, evaluation, and learning approach will effectively and feasibly monitor and improve performance, foster learning, and support the sustainability and overall objective of the activity. (In addition, a draft AMELP should be included as an annex. The Learning section of the draft AMELP must include at least three learning questions the applicant feels are worthy of pursuing.)

The Management Approach sub-section (maximum of 5 pages) must describe:

- The members of the consortium, including their capabilities and skills.
- The management structure (with an organizational chart attached as an annex), including the roles and contributions of all consortium members.
- How the management structure will lead to effective and efficient implementation throughout the different areas of work, with particular emphasis on how the consortium will function as a partnership among all members and bring to bear the greatest capacity on prioritized activities.
- How the management approach maximizes cost effectiveness, supports a facilitative approach to development, and ensures effective coordination with other USAID programs.
- How the management approach will respond and adapt to changes that are likely to occur during the period of performance, including how it ensures that the Applicant has the ability to respond quickly to changes in a dynamic policy environment.
- How the management approach ensures that the Applicant can provide a reasonable level of service ‘on demand’ in response to requests from USAID, GoS and the private sector, while still focusing on policy system priorities and core competencies.
- Policies and practices for overall implementation, including personnel training and management, administrative management, and financial management, including procedures for mitigating fraud, waste, and abuse;
- Systems for knowledge management and external communications to USAID, Government of Senegal, the private sector, and other stakeholders.

The Personnel sub-section (maximum of 3 pages) must describe:

- The staffing plan and how it will ensure the technical, analytical, managerial, and interpersonal skills needed to effectively and efficiently achieve the Activity objectives and guiding principles, including sufficient experience and commitment to addressing gender equality and sustainability;

- The positions that are considered key personnel and why, (as these are the positions that subsequently (post award) would be subject to AOR approval under the Substantial Involvement clause; required/desired qualifications, resumes, letters of commitment, and reference information for each key personnel proposed must be included in an annex); and
- The roles, responsibilities, and level of effort of key and other personnel (including any technical or operational staff at the home office that will support the activity).

The Organizational Capability & Experience sub-section (maximum of 3 pages) must describe relevant experience and capacities of the applicant and any sub partners that would support their successful implementation of the Activity and the achievement of its objectives. Additional past performance reference information can be submitted as an annex.

Past Performance

1. The applicant (or all partners in a joint venture) must provide past performance information for itself and each major sub-grantee (one whose proposed cost exceeds 15.0 percent of the applicant's total proposed cost). The applicant must summarize past performance information in the Technical Application and may include additional required information in an annex.

   a) The applicant any major subgrantees should list in an annex no more than 5 for each organization (prime and major subs) of the most recent (no more than 5 years) and relevant awards (contracts and/or assistance) for efforts similar to the work in the subject funding opportunity for each organization. The most relevant indicators of performance are awards of similar scope, size and how recently they were performed. Specifically, such awards must demonstrate the capabilities and experience of the applicant and its team in successfully managing similar types of activities. The applicant must provide a brief description of the work along with the results achieved. The applicant must provide the Past Performance Information in the format provided in **Attachment No. 1**.

   b) For each of the awards provided in response to the paragraph above the applicant must include a list of contact names, job titles, phone numbers, email addresses, and a description of the performance to include: Scope of work or complexity/diversity of tasks;

   - Primary location(s) of work;
   - Term of performance;
   - Skills/expertise required;
   - Dollar value; and
   - Award type, i.e., acquisition or assistance and fixed price, cost reimbursement, etc.

The information in **Attachment No. 1** will be used to capture the required information

USAID recommends that the applicant alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed awards if and when USAID requests it. If extraordinary problems impacted any of the referenced contracts, provide a short explanation and the corrective action taken (as required by FAR 15.305(a)(2)).

2. The applicant may describe in an annex any quality awards or certifications that indicate exceptional ability to provide the service or product described in the NOFO.

The Annexes must include:

- a draft AMELP;
- an Organizational Chart (maximum 2 pages);
- Key Personnel Documents (maximum 5 pages per key personnel);
- Organizational Past Performance Reference Information; and
  Partner Letters of Commitment (maximum 1 page per letter)

DO NOT SUBMIT: Promotional literature and materials regarding the Applicant as part of the annexes. Do not submit unsolicited material. **Additional annexes will not be reviewed.**

10. COST APPLICATION FORMAT

The Cost or Business application is to be submitted in English, under a separate cover from the Technical Application. The Cost/Business application is also to be submitted electronically, unprotected using Microsoft Excel 2010 or later versions with visible formulas and references and shall be broken out by project year, demonstrating the services provided by home and field offices for prime- and sub-applicants. The Applicant is requested to submit a budget broken down by program years with an accompanying detailed budget narrative in Word 2010 or PDF searchable format) which provides in detail the total costs for implementation of the program as further detailed below. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

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

(1) **Summary Budget -** The applicant must submit a summary budget for the five (5) years of performance. The summary budget must reflect summary cost information for each of the major budget categories for each of the award years separately and then offer the program total for the entire award contract, item for item in the last column of the spreadsheet.

(2) **Detailed Home Office Budget -** The applicant must submit a detailed version of its budget, associated with home office(s) costs. The detailed budget must reflect these individual cost items for each of the award years and then offer the home office total for the entire award, item for item in the last column of the spreadsheet.

(3) **Detailed Country Budgets** – The applicant must include detailed budgets for costs, associated with the offices and services in Senegal, broken down in the same way as the detailed home office budget - by year, by budget category and budget line items for the entire period of performance, totaling in the last column.

(4) **Subawardee' Detailed Budgets** – The applicant must present the costs associated with each subawardee's home and country offices on separate tabs, broken out by budget category and by year, for the entire period of performance, as outlined above for the prime applicant.

(5) **The following is the minimum information required in the budget and budget narrative:**

A. Direct Labor. Salaries and wages must be proposed in accordance with the applicant's personnel policies and any applicable laws and regulations. Unit costs for each proposed position, key or otherwise, must be expressed in an amount per work day with the corresponding level of effort required for the position (number of work days) and then calculated to a total cost for each cost period where the salary would be applicable. Narratives must provide a discussion of the estimated annual escalation of all salaries where applicable.

B. Fringe Benefits. If the applicant has a fringe benefit rate that has been approved by an agency of the Government, such rate must be used and evidence of its approval must be provided. If a fringe benefit rate has not been so approved, the applicant must propose a rate and explain how the rate was determined. If the latter is used, the narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

C. Consultants, Short-Term Technical Assistance. The hourly or daily rate, the duration and the type of services must be clearly explained for each award year.

D. Allowances. Allowances must be broken down by specific type and by person. Allowances must be in accordance with the applicant's policies and the applicable laws and regulations. The allowances limits are established by the U.S. Department of State for areas overseas and by the General Services Administration for USA.

E. Travel and Transportation. The application must indicate the number of trips, domestic and international, and the estimated costs per trip, the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem must be based on the applicant's travel policies and must not exceed the limits established in the Department of State Standardized Regulations (DSSR) and the Federal Travel Regulation (FTR).

F. Supplies and Equipment. A list of proposed equipment and other non-expendable property purchases must be presented with information on the type of equipment, the estimated unit cost, the number of units to be purchased. Specific information regarding the type of nonexpendable supplies and other materials to be purchased must be presented. Information presented must include: unit cost and quantities to allow an assessment of the realism and reasonableness of these costs.

G. Subagreements. This section must include any subagreements that the applicant intends to award and must explain the teaming arrangement with each sub. The applicant must provide information sufficient to determine the reasonableness of the cost of each proposed subagreement. The information required from the prime applicants for the cost application must be provided for all subagreements.

H. Other Direct Costs. This includes 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 narrative must provide a breakdown and support for all other direct costs. If seminars and conferences are included, the applicant must indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Applicants are encouraged to review ADS 302.3.5.8 Defense Based Act Insurance (https://www.usaid.gov/ads/policy/300/302) and AAPD 16-04 Defense Base Act Insurance for 2015-2020 found at https://www.usaid.gov/sites/default/files/documents/1868/AAPD16-04.pdf.

I. Indirect Costs. The Applicant must submit a Negotiated Indirect Cost Rate Agreement NICRA if the organization has such an agreement with an agency or department of the U.S. Government. The Applicant must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Rate Agreement (NICRA), or with sufficient information for USAID to determine the reasonableness of the rates. (e.g. a breakdown of labor bases and overhead pools, the method of determining the rate, etc.), stating the percentages and amounts used for the calculation of indirect costs and detailed data to support each cost element (object class categories).
The Applicant must also provide the organization's negotiated indirect cost agreement if it has one.

If the Applicant does not have a NICRA, the below reports must be submitted:

Reviewed Financial Statements Report: a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The accountant must also state the he or she is not aware of any material modifications that must be made to the financial statements; or

Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework.

The Applicant must not submit compiled financial statements. They will not be accepted as they will not contain an Accountant's assurance that there are no material modifications that should be made to the financial statements.

Foreign Entities (Non-U.S. Organizations): Indirect costs shall not be included for Foreign Entities, including prime and sub-awardees. All costs for Foreign Entities including prime and sub-awardees shall be billed as direct costs. The budget must reflect direct charges with appropriate budget narrative.

The prime and all major subagreements may propose lower overhead rates than their established Negotiated Indirect Cost Rate Agreement (NICRA) and sign the letter found in ADS 300, Mandatory Reference for Best Practices Guide for Indirect Costing. Indirect rates proposed cannot be higher than the rates established in their Negotiated Indirect Cost Rate Agreement (NICRA). Please read further instruction below if your organization does not have a NICRA. Applicants may propose a single ceiling rate covering the term of award or a ceiling rate in each applicable award year. If an annual ceiling rate is proposed, USAID will average the ceiling indirect rates and use that figure for evaluation purposes.

Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO is not desired. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement must include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severely liable for the acts or omissions of the other. The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details.

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

The cost/business application must contain the following:

- **a.** **Cover Page**
- **b.** **Standard Forms (SF 424 Forms)**
- **c.** **Budget**
- **d.** **Budget Narrative**
- **e.** **DUNS and System for Award Management (SAM)**
- **f.** **Certification, Assurances, Statements and Other Required Forms**
- **g.** **Funding Restrictions**
- **h.** **Past Performance**
- **i.** **Policies and Procedures**
- **j.** **Potential Request for Additional Documentation**

11. COST APPLICATION DOCUMENTS

a. Cover Page

The Cover Page must include:
a) Program title;
b) Request for Applications reference number;
c) Name of organization (s) applying for the agreement;
d) Any partnerships; and
e) Contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

b. Standard Forms (SF424 Forms)

The Applicant must sign and submit the Cost Application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov .The cost/business Application must contain the budget categories (as shown on the SF-424A). Applicants must also include in their submission a budget breakdown by results.

- Instructions for SF-424
- SF424
- Instructions for SF-424A
- SF 424A
- Instructions for SF-424B
- SF 424B

c. The Budget: Below is an illustrative budget format and instructions for the preparation of the budget and budget narrative.

Summary Budget						
Cost Elements	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
1. Salaries and Wages 2. Fringe Benefits 3.Travel, Transportation, and Per Diem 4.Equipment						
5. Supplies						
6. Contractual						
7. Other Direct Costs						
8.Total Direct Costs (sum line 1 to Line 7)						
9. Indirect Costs						
10.Estimated Award Amount (sum line 1to line 10)						
TOTAL ACTIVITY BUDGET						

d. Budget Narrative

The applicant must submit a detailed budget narrative that supports item for item the cost estimates proposed in its detailed budgets. The budget narrative must describe the nature of individual cost items proposed and include a description of the source of that particular cost estimate (historical experience with the cost item, catalogue price, vendor price quotes, etc.). Narratives for the individual cost items must provide a discussion of any estimated escalation rates where applicable. Estimated costs proposed to exceed ceilings imposed by USAID or Federal procurement policy must be fully explained and justified

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub-awards issued under the cooperative agreement.

Foreign Government Delegations to International Conferences: Funds in the Cooperative Agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences”
https://www.usaid.gov/sites/default/files/documents/1868/350maa.pdf or as approved by the Agreement Officer.

No costs chargeable to the proposed agreement may be incurred before receipt of either a fully executed Agreement or a specific written authorization from the Agreement Officer.

e. Dun and Bradstreet and SAM.gov Requirements

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

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

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

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

The following link is provided for ease of reference: [Applicant Registrations: Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM). The registration process may take many weeks to complete. Therefore, Applicants are encouraged to obtain them early to be eligible to apply for this RFA. DUNS number: http://fedgov.dnb.com/webform and SAM registration: http://www.sam.gov. Completion of an early registration does not constitute any commitment on the part of the U.S. Government to make an award.]

f. Certifications, Assurances and Other Statements of the Applicant

The business section of the cost/business application must include:

Required assurances, certifications and representations

1) Applicants including proposed subawards must complete and sign the Certifications, Assurances, and Representations including the Certification Regarding the Trafficking in Persons. The Applicant must certify that it has implemented a compliance plan to prevent trafficking. Theses certification are included in ADS 303mav, Certifications, Assurances, Other Statements of the Recipient and Solicitation Standard Provisions:

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

2) Evidence of responsible the Agreement Officer can use to determine the Applicant

a. Has adequate financial resources or the ability to obtain such resources as require during the performance of the award;

b. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
c. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
d. Has a satisfactory record of integrity and business ethics; and
e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

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).

4) Certification Regarding to the Trafficking in Persons

The Applicant must complete the certifications, sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications may be requested from the successful applicant prior to the agreement award.

g. Funding Restrictions

Pursuant to 2 CFR 200.400, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (2 CFR 200/700, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the grant.

1) PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS – REPRESENTATION (APRIL 2015)

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, subawardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, subawardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(END OF PROVISION)

2) PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS - REPRESENTATION (APRIL2015)

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, subawardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, subawardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information. (End of provision).

(END OF PROVISION)

h. Policies and Procedures

The Applicant must provide information that substantiates:

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

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

i. Potential Request for Additional Documentation

1. Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility.

2. The apparently successful Applicant will be asked by the Agreement Officer to submit a Branding Strategy and Marking Plan before an award can be made.

12. BRANDING STRATEGY AND MARKING PLAN SUBMISSION REQUIREMENTS

The apparently successful Applicant will be required to provide a Branding Strategy and Marking Plan as described below only after a request has been made by the Agreement Officer (AO) and must not submit a Branding Strategy and Marking Plan as part of their initial Application in accordance with section F of this NOFO.

In accordance with the USAID Administrator's determination dated December 29, 2014, as authorized by ADS 320 and 2 CFR 700, and in line with USAID's Graphic Standards Manual, additional or substitute branding and marking requirements may apply for USAID activities funded under the Feed the Future initiative.

As the present NOFO falls under the Feed the Future initiative, its Branding Strategy and Marking Plan will follow additional requirements from the Feed the Future Graphic and Naming Standards Manual authorizing the use of additional logo, seal and tagline representing the presidential initiative for consistent and uniform branding and marking by all participating agencies. Visit http://feedthefuture.gov/branding

1) Branding Strategy – Assistance (June 2012)

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

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

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

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

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, and requires the use of the Feed the Future Identity comprised of the Feed the Future logo and brand mark, with the tagline "The U. S. Government's Global Hunger & Food Security Initiative" as found on the Feed the Future website at http://feedthefuture.gov/branding

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

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

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

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

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

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

(i) Describe the main program message.

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

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

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

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

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

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PROVISION)

2) Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. The Feed the Future Identity is the official marking for the presidential initiative which comprises of the Feed the Future logo and brand mark, with the tagline "The U. S. Government's Global Hunger & Food Security Initiative" as found on the Feed the Future website at http://feedthefuture.gov/branding.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

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

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

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

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

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

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

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

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

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

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

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

(vi) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

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

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PROVISION)

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Evaluation Criteria

A Selection Committee (SC) comprising a majority of USAID employees shall conduct a merit review of all applications received that comply with the instructions in this NOFO. The evaluation will be conducted using the adjectival rating system. After evaluations have been completed, the SC will then recommend the apparently successful applicants. The Agreement Officer (AO), considering the SC recommendation, will then make the final selection. An Applicant who has made the final selection will be invited to the Co-Creation Workshop. Invitation to the Workshop is not a guarantee of funding or participation in the post-Workshop application process.

USAID may engage in discussions or negotiations with the Apparently Successful Applicants regarding any matter to be covered in the Full Application. USAID may also provide an award without discussions with the selected Applicants.

Applicants must note that the technical review criteria serve to: (a) identify the significant matters which applicants must address in their Full Application and (b) set the standard against which all Full Applications will be evaluated.

2. Review and Selection Process

Applications will be reviewed and evaluated in accordance with the following criteria:

- Technical Approach;
- Management Approach;
- Key Personnel and Staffing; and
- Past Performance

TECHNICAL EVALUATION APPLICATION REVIEW INFORMATION

Technical Evaluation Criteria:

1. Technical Approach

The extent to which the proposed technical approach (including the AMELP) demonstrates a clear understanding of the expected results and guiding principles of the program and a convincing approach to achieve them, including the ability to effectively and efficiently adapt to fluctuations in available funding. Feasibility, effectiveness, sustainability, and gender integration of the technical approach will all be taken into consideration. Specifically, applications will be evaluated on the improvements in the agricultural and food policy system as it relates to the enabling environment for private sector investment. This includes anticipated increases in private sector investment if available. The proposed approach will also be evaluated in terms of feasibility and effectiveness in fostering transformative change through sustainable local systems development.

2. Management Approach

The extent to which the proposed management approach demonstrates the ability to effectively and efficiently implement this program, including consortium management, responsiveness to government and private-sector stakeholders, and responsiveness to policy dynamics. how potential fluctuations in available funding and coordination will be managed. Feasibility, efficiency, likely impact, effectiveness, and sustainability of the management approach will all be taken into consideration.

3. Key Personnel and Staffing

The extent to which the proposed key personnel and staffing plan convincingly demonstrate the ability to successfully and effectively implement the proposed program, achieve the expected results, and integrate the guiding principles, including gender.

4. Past Performance

The extent to which the applicant and its teaming partners, if any, demonstrate successful past performance in achieving results on similar programs.

The Applicant’s performance information determined to be relevant will be evaluated in accordance with the elements below:

1. Quality of product or service, including customer (and end user or beneficiary) satisfaction with performance and consistency in meeting goals and targets;
2. Cost control, including forecasting costs as well as accuracy in financial reporting;
3. Timeliness of performance, including adherence to award schedules and other time-sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient completion of tasks;
4. Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including coordination among subrecipients and developing country partners, cooperative attitude in remedying problems, timely completion of all administrative requirements and effectiveness and retention of Key Personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients where identified;

In cases where (a) an Applicant lacks relevant performance history, or (b) information on performance is not available, then the Applicant will not be evaluated favorably or unfavorably on performance. Prior to assigning a “neutral” past performance rating, the agreement officer may take into account a broad range of information related to an Applicant’s performance.

COST APPLICATION REVIEW INFORMATION

Technical merit review are significantly more important than cost. While Cost is less important than technical and is not weighted, the cost applications of the apparently successful technical application will be evaluated for cost effectiveness. Other considerations are the adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The cost application may be adjusted, for purposes of evaluation, based on the results of the detailed budget review and its assessment of credibility, completeness and for:

1. Allowable Costs (2 CFR 200.403)
2. Reasonable Costs (2 CFR 200.404)
3. Allocable Costs (2 CFR 200.405)

3. Anticipated Announcement and Federal Award Dates

An award shall be made to the responsible Applicant whose technical application offers the best value and other factors considered. Considering the recommendations of the Assistance Selection Committee and the cost evaluation, the final award decision is made by the Agreement Officer. The Agreement Officer’s decision about the funding of an award is final and not subject to review. Any information that may impact the Agreement Officer’s decision shall be directed to the Agreement Officer.

Authority to obligate the U.S. Government: the Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds.

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Following selection for award and successful negotiations with the apparently successful applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility 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.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications.
USAID reserves the right to perform a pre-award survey which may include, but is not limited to:

(1) interviews with individuals to establish their ability to perform agreement duties under the project conditions;
(2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and
(3) site visits to the prime recipient's institution.

2. Administrative & National Policy Requirements

The resulting award will be administered using the policies and federal regulations that are available at the following websites:

ADS 303

https://www.usaid.gov/ads/policy/300/303

For U.S. Non-Governmental Organizations:

2 CFR 200

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

2 CFR 700

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

Standard provisions for U.S non-governmental organizations:

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

For foreign organizations (non-U.S. non-governmental organizations, the following standard provisions apply:

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

3. **Reporting Requirements.**

Financial Reporting:

- The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).

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

- Quarterly Financial Reports: Financial reporting requirements will be in accordance with USAID's policies and regulations. Two weeks before the end of each quarter (e.g. mid-December, mid-March, mid-June and mid-September) the Recipient shall submit accruals information to the AOR. Financial reports must contain sufficient information on a sub-line item basis to review vouchers for approval.

Performance Reporting

The Recipient must submit the following implementation and reporting documents in English. The Recipient and AOR will agree upon the appropriate format and length for each. In addition, a French-language version of some of these documents is required (see below) to facilitate information sharing with partners and stakeholders. They will be written with that audience in mind. The length and format of the French-language versions will be decided with the AOR.

- Annual Work Plan: The Recipient must submit an electronic copy of a first-year work plan within in 45 days of award. Subsequent work plans must be submitted by September 1 for each year cycle, which begins on October 1. A brief, French-language version of the work plan must also be submitted at the same time.

- Exit Strategy: The Recipient must submit a life-of-activity exit strategy within 45 days of award. Annual updates of the exit strategy must be submitted by September 1. The exit strategy will document the steps the Recipient will take to strengthen host country ability to sustain and potentially expand the interventions and/or results of the Activity.
- Activity Monitoring, Evaluation, & Learning Plan (AMELP): The Recipient must submit a life-of-activity AMELP within 45 days of award. Annual updates of the AMELP must be submitted by November 15.
- Quarterly Reporting: The Recipient must submit quarterly reports within 30 days following the end of the quarter, i.e. January 30, April 30, July 30, and October 30. Quarterly reports must include a narrative report and a summary table of results. In accordance with 2 CFR 200.328, the report must contain a comparison of actual accomplishments to the objectives established for the performance period; reasons why established goals were not met; and additional pertinent information. A brief, French-language version of the quarterly report must also be submitted at the same time. The Recipient will also present quarterly results at USAID-hosted sharing events.
- Annual Reporting: The Recipient must submit annual reports by October 30. Annual reports must include a narrative report, a summary table of results, and a minimum of two success stories. In accordance with 2 CFR 200.328, the report must contain a comparison of actual accomplishments to the objectives established for the performance period; reasons why established goals were not met; and additional pertinent information. For all results that either exceed or fall short of the annual target by 10% or more, a brief (1 to 3 sentences) narrative explanation must be included that explains the deviation. A French-language version of the annual report must also be submitted at the same time. The annual report and the fourth quarterly report can be combined into one report.
- FTF Monitoring System (FTFMS): The Recipient must submit reporting information into FTFMS within the timeframe provided by USAID. The reporting information includes results on standard and/or custom FTF indicators, deviation narratives, and a summary narrative of achievements for the reporting period.
- Final Report: The Recipient must submit a final report no later than 90 days following the end of implementation of interventions or 45 days before the award end date, whichever comes first. The Final Report must include a narrative report and a summary table of results. In accordance with 2 CFR 200.328, the report must contain a comparison of actual accomplishments to the objectives established for the performance period; reasons why established goals were not met; and additional pertinent information. The results table must include annual targets, annual results, and cumulative results. The final report and the last annual report can be combined into one report as long as all requirements of both reports are met. A French-language version must be submitted at the same time.

Table 1: Summary of Required Reports

Report	Period Covered	Due Date
Annual Work Plan	Upcoming fiscal year	September 1 (30 days before new fiscal year) – For year one the annual workplan will be submitted within 45 days of award
Exit Strategy	Life of Activity	Within 45 days of award
Activity Monitoring, Evaluation, &Learning Plan (AMELP)	Life of Activity	45 days of award (Annual updates: November 15)
First Quarter Report	October 1 to December 31	January 30
Second Quarter Report	January 1 to March 30	April 30
Third Quarter Report	April 1 to June 30	July 30
Annual/Fourth Quarter Report	October 1 to September 30 (including July-September quarter)	October 30
Final Performance Report	Life of Project	90 days post activity

Development Experience Clearinghouse Requirements

The Recipient shall be required to submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at https://dec.usaid.gov/dec/content/submit.aspx

The following grant reports are development experience materials:

- Performance reports (quarterly, semi-annual, or annual).
- Annual, semi-annual, or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project.
- Final performance reports submitted 90 days after the expiration or termination of the grant.

The following grant reports are not development experience materials:

- Annual reports issued after the fiscal year end that report on the financial status of the organization administering the grant.
- Financial reports. 2 CFR 200.327 through 329 "Performance and Financial Monitoring and Reporting," explains the procedures for monitoring and reporting a grantee's program and financial performance.

The following are NOT considered to be development experience material and should not be submitted to the DEC either by contractors or grantees under the terms of their awards, or by CORs/AORs or operating units:

- Financial reports such as SF-425 and SF-425a Federal Financial Report, and SF-270, Request for Advance or Reimbursement;
- Marketing and promotional materials, such as posters, flyers, and "give-away" products; and
- Non-technical newsletters.

Material must meet the following basic standards for entry into the DEC:
a. Material must be final and approved by the COR or another qualified reviewer.
b. Material must be complete, legible, and free of typographical mistakes, notes, or other extraneous markings, including automated change tracking and embedded comments.
c. Material should be in electronic format. If an electronic version does not exist, a hard copy is acceptable.
d. Material must not include financially sensitive information or personally identifiable information (PII) such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission.
e. Each electronic document must be saved as a single file that is equivalent to the complete and final hard copy.
f. Electronic material may be submitted online via the DEC (preferred), CD-ROM, and DVDs. Section 540.3.2.10 provides Internet and mailing addresses for submissions. Digital Geographic records, Data files and databases must be contributed to the Development Data Library (DDL), as outlined in ADS 579.
g. Materials must conform to current USAID branding requirements. Please refer to the standards in ADS 320, Branding and Marking for marking requirements that grantees must use on USAID-funded reports and advertising for USAID sponsored seminars, workshops, etc. (see Branding Guidelines). Contractors must comply with the marking clause in their contracts and the COR's specific instructions on the Agency's branding policy.
h. Materials must be compliant with Section 508 of the Rehabilitation Act of 1973. ADS 302.3.4.15, Implementation of Section 508 of the Rehabilitation Act of 1973, provides the requisite guidance.
i. Electronic documents must be in one of the following National Archives and Records Administration (NARA) approved formats as described in NARA guidelines related to the transfer of permanent E-records. Material Type Preferred Formats Acceptable Formats Text records Portable Document Format (PDF) Plain ASCII, Microsoft Word Scanned images of text records Tagged Image File Format (TIFF) Digital photographic records JPEG Tagged Image File Format (TIFF) Web records Hypertext Markup Language (HTML) Other formats, such as TIFF or PDF that either are embedded in the HTML or referenced by it. Audio and Video Files MPEG Contact the Knowledge Services Center by phone (202-712-0579) or email (ksc@usaid.gov) for assistance in submitting a type of material that is not on this list.

Development experience materials may be submitted
● Online: DEC Submissions
● By mail (for pouch delivery): USAID Development Experience Clearinghouse M/CIO/ITSD/KM/DEC RRB M.01-010 Washington, DC 20523-6100 *Note: Mail sent to USAID via the US Postal Service undergoes security and irradiation processing. To send sensitive items, like CDs or DVDs, please contact the DEC team at ksc@usaid.gov to arrange delivery. For questions on DEC submissions, contact: M/CIO/ITSD/KM/DEC Telephone: +1 202-712-0579 Email: ksc@usaid.gov

Program Income

Any program income generated under the award will be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the activity in accordance with 2 CFR 200.307.

Other Reports

During the life of the award, the Recipient may be required to prepare and submit to USAID other special reports concerning specific activities and/or analyses. These requests will be in writing and will specify the due date.

Branding & Marking:

A communication and outreach strategy must be developed on an annual basis and incorporated as a section of the Annual Implementation Plan. The strategies will include the overall communication message of the program, as set forth in the Branding Strategy and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies, and engagement with partner CLs/CSOs and their target audiences throughout the course of the project. The strategy must ensure the use of traditional and social media. Applicants may also view the provisions in ADS 303 and ADS 320. Applicants should include any estimated USAID branding and marking costs in their budget.

Environmental Compliance

The Agency will ensure environmental soundness and compliance in design and implementation when required by the 22 CFR 216 determination.

The EG4ALL Project, including the Cultivating Nutrition Activity, is covered under the "USAID/Senegal Food Security and Natural Resource Management Initial Environmental Evaluation (IEE)." The following table summarizes the determinations recommended by the IEE by intervention category.

Intervention Category	**Categorical Exclusions**	**Negative Determinations**	**Positive Determinations**	**Deferral of Threshold Decision**
A. Improving Agricultural Policies	**X**	**X**		
B. Strengthening agricultural institutions, increasing the capacity of agricultural producers to adapt to climate change, and promotion of ICT applications and knowledge management including building climate change resilience into agricultural productivity informational systems.	**X**			
C. Business Strengthening Activities	**X**	**X**		
D. Facilitation, Promotion, and/or Provision of Financing Instruments and Access to Credit	**X**	**X**		
E. Building Productive Infrastructure		**X**		**X**
F. Inputs to Agricultural Production		**X**		
G. Post-Harvest and Food Processing Activities		**X**		
H. Support for small-scale livestock and/or poultry management	**X**	**X**		
I. Interventions to Improve Nutrition	**X**	**X**		
J. Support to Fisheries and Fishery Management	**X**	**X**		
K. Agricultural Research and Innovation (including analytical testing services) and Agricultural Extension		**X**		**X**
L. Monitoring and Evaluation	**X**			

General Implementation & Monitoring Requirements: In addition to the specific conditions enumerated in Section 3, the negative determinations recommended in this IEE are contingent on full implementation of a set of general monitoring and implementation requirements specified in Section 4 of the IEE. These require, in summary:

(1) A/COR and Environmental Officers must ensure that implementing partners (IP) implementing FTF portfolio projects that are subject to conditions of this IEE must have the necessary resources and capacity to address mitigation and monitoring requirements of this IEE and its Amendments. Relevant staff must be trained to address the requirements.
(2)) IP Briefings on Environmental Compliance Responsibilities;

(3) Development of environmental mitigation and monitoring plans (EMMPs) that respond to all applicable activities characterized as “Negative Determination with Conditions” in this IEE;

(4) Integration and implementation of EMMPs in work plans and budgets;

(5) Integration of compliance responsibilities in prime and sub-contracts and grant agreements;

(6) Assurance of sub-grantee and sub-contractor capacity and compliance;

(7) Economic Growth Office Team environmental compliance monitoring;

(8) 22 CFR 216 documentation coverage for new or modified activities; and

(9) compliance with host country requirements.

Additionally, it is essential that AOR/CORs and IPs screen all project-specific activities against the intervention categories established in this IEE. For any project-specific activities not sufficiently covered by the analysis in this IEE, the AOR/COR and USAID/Senegal MEO should be consulted to determine whether an IEE-amendment, or project-specific IEE, is required.

Closeout Plan

One hundred and eighty (180) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline; financial status report ; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; Subawardees and/or partnership phase out; status of all program audit reports per the instrument’s provisions; final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to **dakaregosolicitations@usaid.gov** by the deadline for questions indicated at the top of this NOFO's cover letter.

Please note: The Reviewing Agreement Officer (AO) is **[TBD]** and the Cognizant Agreement Officer is **[TBD]**. Only the Cognizant AO (or his/her designee) is authorized to make a commitment on behalf of USAID.

[END OF SECTION G]

SECTION H: OTHER INFORMATION

ATTACHMENTS

Below are the attachments furnished to the Applicants:

1. ATTACHMENT 1 - PAST PERFORMANCE INFORMATION FORM
2. ATTACHMENT 2 - INDICATOR TABLE

[END OF SECTION H]

ATTACHMENT 1

PAST PERFORMANCE INFORMATION (PPI)

This appendix is included in order to evaluate PPI as part of the Pre-Award Risk Assessment and is to be completed by the Applicant.

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. 8.	Date of Award: _________ Award Completion Date (including extensions): 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):

ATTACHMENT 2

INDICATOR TABLE

Indicator statement	Achievement for the period under review	Achievement for the previous period	Year under review		Comments
			Target	Actual data	

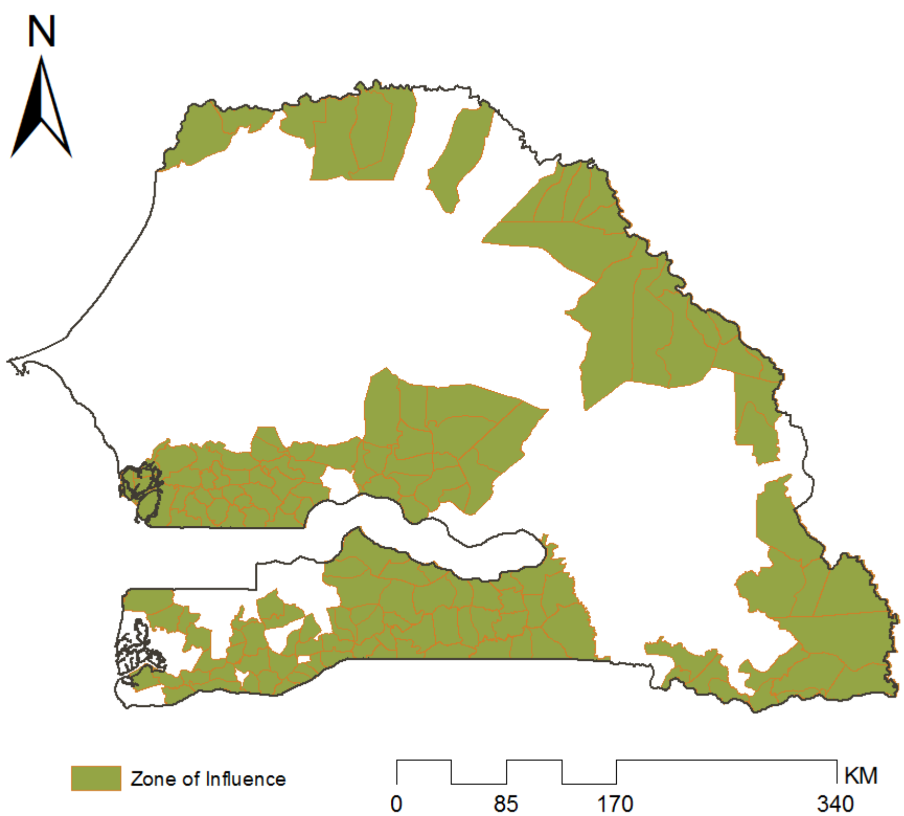
Mention N/A when data is collected on a longer term basis.

[END OF SECTION I]

ANNEX A: Feed the Future Zone of Influence:

USAID may be interested in policies and increased agricultural investment both at the national level and in specific sub-national areas, particularly those defined by the Feed the Future Zone of Influence (ZOI). The ZOI encompasses 150 municipalities (*communes* in French) in the Regions of Saint Louis, Matam, Tambacounda, Kedougou, Kolda, Sedhiou, Ziguinchor, Fatick, Kaolack, and Kaffrine (see *Figure 1*). When working at sub-national levels the Activity will focus on the ZOI, e.g. in building capacity for local stakeholder groups to participate in sub-national or national policy formulation and implementation processes. For detailed information on the ZOI, please refer to the Feed the Future Senegal 2015-16 Zone of Influence Interim Assessment Report.

Figure 1: Feed the Future Senegal Zone of Influence



Additionally, some policy processes and policies are inherently multi-national or regional, for example water policy for irrigation from boundary waters such as the Senegal River, agricultural inputs certification, agriculture and food trade standards, and others. As appropriate the Activity may engage to strengthen and Senegalese capacity to participate in these multi-national policy processes with application to Senegalese agricultural and food policy formulation and implementation.

[END OF NOFO]