NOTICE OF FUNDING OPPORTUNITY
BURKINA FASO GOVERNANCE ACTIVITY (BFGA)

USAID/SENEGAL

SAHEL REGIONAL OFFICE (SRO)

NOFO NO.: 72068520RFA00008

AUGUST 2020

Issue Date:	**August 26, 2020**
Deadline for Questions:	**September 11, 2020**
Closing Date:	**September 30, 2020**
Closing Time:	**17:30 Local Dakar, Senegal Time**

Subject: **Notice of Funding Opportunity Number: 72068520RFA00008**

Program Title: **Burkina Faso Governance Activity (BFGA)**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

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

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

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

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

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

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

Thank you for your interest in USAID programs.

Sincerely,

Chitahka Floore
Supervisory Regional Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

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

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

BURKINA FASO GOVERNANCE ACTIVITY (BFGA)

Introduction and Overview

The Burkina Faso Governance Activity (BFGA) will serve as the leading governance activity of the USAID's Resilience in the Sahel - Enhanced II (RISE II) and Bridge projects.

A weakness identified in the RISE I project was the absence of a cohesive approach to addressing core local governance deficits that impede service delivery and citizen accountability, stymie community resilience, and increase vulnerability to violent extremism. BFGA will address this gap under RISE II, specifically, Objective 4: *Enhance governance of institutions and organizations*, sub intermediate results (IR) 4.1: Improved performance of sub-national state institutions and sub IR 4.2: Strengthened local civil society and community based organizations, and sub IR 4.3: Improved functioning of national resilience institutions.

Improved government capability at the subnational level will contribute to gains in resilience, strengthening the performance of state institutions to provide services, respond to key citizen priorities, and respect citizen rights, which in turn enhance the legitimacy of governments in the Sahel in order to reduce vulnerability of citizens to recruitment by violent extremist organizations. As such, BFGA will also address IRs under the Bridge project's Objective 2: Government Legitimacy Enhanced. See Annex 1 for the RISE II and Bridge results frameworks.

BFGA promotes and assists:

- Substantive, inclusive, and effective citizen participation in government;
- Improved coordination with and performance of government institutions in their areas of core responsibility (including cooperation with security forces);
- Planning, budgeting, and administrative capacity of municipal administration and/or commune governments to manage and mobilize financial and human resources for locally-determined service and infrastructure needs; and
- Access to the formal justice system, legal services, and dispute-resolution mechanisms.

Increasing the social and economic agency of women and youth is a cross-cutting goal of all RISE II activities (Objective 5), and the BFGA will be an important platform for elevating their voices and perspectives in community governance.[1]

USAID will know that the BFGA *has been successful when we see:*

- *Improved delivery of services that respond to expressed citizen priorities;*
- *Reduced local conflict and improved security;*
- *Strengthened risk reduction and shock response;*
- *Increased local business growth;*
- *Increased legitimacy of the Burkainabé State;*

[1] See youth and gender analyses commissioned for RISE II.

- *Improvement in the responsiveness of government to citizen-identified needs; and*
- *Increased access to the justice system or alternative dispute resolution mechanisms.*

Achieving these higher level impacts will not be accomplished by the BFGA on its own. The BFGA implementer is expected to collaborate closely with other RISE II, Bridge, and USAID West Africa-managed countering violent extremist (CVE) activities[2] that are investing in integrated community development in specific sectors such as health, water security, and agriculture, growing economic opportunities for Burkinabé in targeted zones, and amplifying moderate voices through positive local narratives.

BFGA will also contribute to and collaborate under USAID's Sahel Development Partnership (SDP), the Agency's approach to enhanced collaboration, coordination, layering, and sequencing between and among multiple USAID activities across three lines of effort: CVE, transitional livelihoods, and resilience.

The BFGA, managed out of USAID Senegal's Sahel Regional Office (SRO) **OR** USAID's Burkina Faso Country Office, is anticipated to be a five year activity with an estimated total amount of $19.95 million.

USAID Senegal, via The Sahel Regional Office, currently oversees Foreign Assistance programming in five countries: Burkina Faso, Chad, Mauritania, Niger, and The Gambia. SRO also implements the new resilience strategy by leveraging existing humanitarian and development assistance to reduce risk, build resilience, and facilitate inclusive economic growth among chronically vulnerable households across the Sahel. SRO, in coordination with the bilateral missions it supports, has designed two regional projects to address challenges related to food security vulnerabilities and extremism in the region: Bridge and RISE II. This new activity will combine the governance component of these projects into a coordinated approach under a single implementing mechanism, focusing on common drivers and identifying solutions that have sustainable outcomes.

RISE II and Bridge activities must be flexible and adjust to implementation modalities and/or geography in response to changing situations on the ground, U.S. government priorities, resource availability, and other challenges or opportunities.

Burkina Faso's Governance and Development Context

Burkina Faso's current experience with democracy, human rights, and governance (DRG) is embedded in its complex post-independence history of swings between more and less authoritarian forms of rule, and in particular by the past (nearly) three decades of "semi–authoritarian" government under President Blaise Compaoré. During this time, Compaoré established a system of rule under the dominance of a single political party. However, Compaoré's tenure was punctuated by periods of popular protest that forced him into making political concessions, some of which had a lasting impact on national institutions and public

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[2] CVE activities managed by the USAID Regional Peace and Governance Office in Accra, Ghana are listed on p.20.

expectations. Public discontent over the single-party's continued rule, poor public services, corruption, and failure of the economy to generate jobs and economic opportunity came to a head in the years 2011 to 2014, with a highly mobilized movement of youth leading the charge and joining forces with opposition political parties, trade unions, and civil society organizations (CSOs). In late 2014, this coalition of social and political forces led an urban uprising that forced Compaoré to resign and flee the country. Following a transition lasting a bit over a year, national elections were held that produced a new government under President Roch Marc Christian Kaboré. Burkina Faso currently ranks 183rd of 188 countries in the United Nations Development Program's (UNDP) Human Development Index. It is highly vulnerable to external shocks, especially climate change and recurrent droughts that exacerbate the suffering of roughly 40 percent of Burkinabé who live beneath the threshold ($1.25 per day) of absolute poverty. Added to this challenge is the increasing danger of violent extremism, driven by both internal "push" factors such as high rates of poverty and poor governance, and external "pull" factors, notably having to do with Burkina Faso's location in the midst of countries with growing terrorist movements. The government has only limited resources to deal with these challenges; following years of fiscal mismanagement under previous governments, it faces a massive budget shortfall and will be heavily reliant on international donors for some time to come.

Having come to power in the wake of a massive social upheaval reflecting public rejection of the "semi–authoritarian" model, and the corruption, poor public service, and failure to spread the benefits of economic growth that came along with it, the new government has promised a series of major reforms and knows only too well that it must act on them in the near term. In doing so, however, it faces a daunting set of challenges: public opinion increasingly impatient with the slow pace of improvement in public services; challenges from a political opposition that enjoys greater unity and strength in numbers than at any time in the preceding three decades; restive trade unions and CSOs (especially those representing youth) that played a major role in overthrowing the previous government and could do so again; the rise of incivisme, or public flouting of laws and civil norms; and the appearance of vigilantism, particularly in rural areas, representing an organized response to the state's inability to provide basic security and justice in a situation of growing crime and instability. In short, the Burkinabé people's patience was wearing thin with a state whose efficacy and even legitimacy were in question. Another open question is the potential role of the national army, which has intervened and taken power throughout Burkina Faso's troubled political history. A new potential challenge has arisen because of Burkina Faso's location in a region plagued in recent years by violent extremism, which came to the world's attention in January 2016 with the terrorist attack on the Hotel Splendide and the Café Cappuccino in Ouagadougou.

Since then, social discontent has reached a worrying level. The year 2018 was marked by repeated strikes across all sectors of the economy and the state has engaged in a fight with public sector unions over salaries. The government gave pay raises to some civil servants but not others. Insufficient dialogue between the state and citizens, and the resulting mutual mistrust, in combination with the rapidly worsening security situation and numbers of internally displaced people have overwhelmed the public administration. In addition, the growing insecurity has had a major impact on the finances of the state as resources are moved away from other services and into the budget for security and defense. This has a significant impact on the country's macroeconomic framework because the government is the largest buyer in the economy. As resources are redeployed for security operations, civilian needs remain unmet—changing the economy and draining resources. As a result, the government's fiscal space is considerably reduced, particularly for social investments and in key sectors of the economy. In 2018, planned public spending in the social sectors was reduced by 15 percent.

The putsch trial of the National Council for Democracy, a group accused of organizing a coup d'etat in late 2015, accused 84 people, including high-ranking general officers, of being the brains of the attempted coup, which resulted in 265 casualties. The very public nature of this trial has riveted the country and illustrates the importance of the national reconciliation process.

The 2020 elections are seen as a moment for potential social and political conflict in Burkina, but also constitute a watershed moment for strengthening stability and consolidating democracy. If well managed, the elections could open the door to greater citizen engagement—particularly for women and youth—in the political process, more accountable governance, and development gains throughout the country; poorly managed elections would result in further setbacks to democratic consolidation and to a more violent security environment.

DRG Assessment

In 2016, USAID conducted a nationwide democracy, human rights and governance assessment in Burkina Faso. The assessment's key findings were:

Consensus: The Burkinabé public has low regard for effectiveness and even the legitimacy of the state, representing a crisis of government authority both in rural and urban areas. More hopefully, the political dynamic leading up to the overthrow of the Compaoré regime in 2014 appears to have left it with a more positive view of democracy and the democratic process. This could provide an opportunity for Burkina Faso's international partners to work with the government and civil society to consolidate and expand the efficacy of democratic institutions.

The Rule of Law: In Burkina Faso, the general lack of rule of law has contributed to the pattern of political change occurring through lurching, disruptive, and even violent means, and has led to frequent disregard for human rights. Corruption is a particularly pervasive problem, as is a general weakness of the justice system. Weak rule of law has negatively affected women and children. Absence of a state presence in the form of strong institutions of justice and security, particularly in rural zones, has given rise to the phenomenon of Kogléweogo, vigilante groups for self-defense organized at the village level that reflect the government's general inability to provide the most elemental state services and the resulting crisis of its authority.

Competition and Political Accountability: In Burkina Faso, increase in political accountability has had little to do with the political process based on electoral democracy with which it is typically associated. Instead, political accountability has tended to come from sources outside the normal political process, which in Burkina Faso has diminished the role and power of opposition political parties and the legislature. One source has been the international donor community, on which the government has been largely reliant for funding since the early 1990s and whose wishes it must of necessity respect. The other has been a highly motivated and well-organized social coalition uniting CSOs (especially, but not uniquely, representing youth) and trade unions which, coupled with an active and relatively unfettered press, were largely responsible for the movement that ousted Compaoré and led to the current situation.

Inclusion: Inter-ethnic harmony and religious tolerance are hallmarks of Burkina Faso's national self-image. The country prides itself as a model of pluralism in a West African sub-region that has long been prone to "tribalism" and in more recent years has been plagued by religious extremism. Nonetheless, despite constitutional protections, a number of abuses have affected the status of women; youth; rural and ethnic minority populations; lesbian, gay, bisexual, transgender, and intersex (LGBTI) people; religious groups; and the poor in general.

Government Responsiveness and Effectiveness: Government effectiveness in Burkina Faso is weak according to various international comparisons of performance. It scores low on measures of effectiveness of the central government and control over corruption. The process of decentralization that was supposed to produce major improvements in public service delivery, particularly in rural areas, has been slow to develop due to incomplete transfers of authority and resources. The government's consequent inability to deliver basic public services satisfactorily contributes to its perceived weakness in authority and legitimacy.

Decentralization

Political decentralization is another topic high on the public agenda. One of Compaoré's first initiatives under the 1991 Constitution (mandated in Article 145) was the legal framework for implementation of this, but it rolled out with painful lassitude over many years, frustrating public expectations in the process. Since 2006, Burkina Faso's 351 communes have elected their municipal councils every five years, and these in turn choose their mayors. They are legally responsible for the provision of basic public goods and services in many categories, including primary education, health care, water and sanitation, and local economic development. Additionally, they have authority to raise taxes.

However, the process has suffered from several critical weaknesses. As a 2010 assessment prepared for USAID found, "its achievements are much less sweeping in reality than they are on paper." Because of a top-down approach, not until 2006 were communes finally installed throughout the territory, and not until 2009 did these receive legal authority to carry out their decentralized functions. Even then, this remained an urban-biased process despite its stated intention to boost development of rural zones where the majority of Burkinabé live and suffer the worst levels of underdevelopment. As of 2010, the 49 urban communes received 70 to 90 percent of available resources. In addition, mandated funding mechanisms have never adequately functioned. Communal taxes produce low yields, and municipal councilors are unpaid, meaning their civic duties compete with their personal income-generating activities. Moreover, decentralized structures have little effective authority. They remain under the tutelage of multiple layers of deconcentrated authority, and the central government still retains large ex ante controls of most decisions by decentralized local governments. Local governments are constrained from carrying out their mandates because of limited (and often late) reception of resources from the central government, and absence of qualified civil servants.

Finally, the capacity of local authorities remains extremely low. Many municipal councilors are illiterate, basic equipment is lacking, and knowledge of processes and decentralization are limited.

According to USAID's assessment, "All these features conspire to undermine the degree to which Burkina's decentralization is capable of reaching the intermediate goals of authority, autonomy, accountability and capacity. There is a long way to go."

The PNDES' (National Social and Economic Development Program 2016-2020) target for state transfers to communes for 2018 was 15% of the national budget. However, only 4.5% have been effectively transferred. Budget transfers to communes in 2019 are down compared to 2018: -7% for sector transfers, -21% for overall allocations and -67% for investments by The Local Development Fund.

In 2018, the government of Burkina Faso implemented a new five-year strategy of decentralization with the purpose of ensuring genuine transfers of competences to the municipalities and accelerated deconcentration. In the 2020 budget adopted by the government of Burkina Faso, the municipal operating budget has been cut by 60%, which leaves the communes in a greater state of financial instability, making it more challenging for them to offer basic services to their citizens. The GoBF reasoning for these cuts is to reallocate the funds for security needs however there is cause for concern. Municipalities are often the only state authorities present at the local level and the only interface between the state and citizens. If they no longer have the means to offer a minimum of services, this contributes to the growing insecurity and gives support to terrorists who claim that the state is absent and has abandoned the population. This raises questions regarding the sustainability of the communes in the long term and the capacity of the state to deliver services and strengthen the country's governance system.

Security

Burkina Faso is not only situated among neighbors (Mali and Niger, in particular) that have suffered from violent extremism, it also exhibits many internal characteristics commonly associated with the precursors to state failure. The attack by Al-Qaeda in the Islamic Maghreb on the Hôtel Splendide and Café Cappuccino on the night of January 15, 2016, which left 30 people dead and 56 wounded, highlighted in horrific fashion a problem that had been brewing for some time. Despite long standing belief in Burkina Faso's relatively low risk from terrorist attacks, it is situated in a violent sub–region and has long, porous borders and a damaged security infrastructure. The attack, although shocking, exposed larger problems affecting the country. Although Burkina Faso had undergone no external attack up to Compaoré's fall, several have occurred since. These events represent a trend toward violent extremism within Burkina Faso. There are a number of "push" factors generally recognized as contributing to violent extremism within the Sahel context. These include the presence of high degrees of rural poverty, unemployment that affects youth especially, rampant corruption and impunity, troubled civil-military relations, generally poor levels of education, and a widespread crisis of government authority and legitimacy evident in repeated incidences of disrespect for law, and the rise of vigilante groups throughout the eastern part of the country.

Burkina Faso has been experiencing an increase in violence in the Sahel region, with multiple attacks on villages and the security forces, as well as an intercommunal massacre. The south-west and south-east of the country have also become the target of attacks. From January 2019 to January 2020, Burkina Faso experienced a 590 percent increase in IDPs. In February 2020, there were more than 780,000 internally displaced persons.

The number of people killed in terrorist attacks in Burkina Faso increased from 80 in 2016 to more than 1,800 at the end of 2019. Killings and kidnappings are becoming more common, impacting the mobility of citizens, government officials, and aid workers to certain parts of the country. Extrajudicial killings by security forces have been reported and intercommunal violence and tensions are on the rise.

Armed attacks and insecurity in Burkina Faso's Est, Centre-Nord, Nord and Sahel regions have triggered an unprecedented humanitarian emergency. As of January 30, 2020, the Government of Burkina Faso records 2,369 closed schools affecting 325,245 students and 10,408 teachers, with 623 schools damaged and at least 6 out of 13 regions have school closings. Approximately, 2.2 million people urgently need humanitarian assistance (45 percent compared to January 2019). There is a concentration of needs in 5 regions: Sahel, Center-North, North, East, Loop Mouhoun. Approximately, 1.5 million people have no access to health services. With the security crisis, more than 120 health centers are closed while 150 others are operating minimally.

Humanitarian organizations are scaling up operations to support the Government-led response and provide life-saving assistance and protection to the displaced and other people in need.

Preliminary Theory of Change

BFGA's preliminary theory of change posits that:

If the capacity of government to collaboratively and accountability plan, manage and mobilize resources is strengthened; and
If there is substantive, inclusive citizen participation in governance processes; and
If local governments enhance their ability to ensure delivery of basic services;
Then community resilience will be strengthened and vulnerability to violent extremism reduced.

Objectives and Anticipated Results

BFGA's programmatic objectives and anticipated results are summarized below. These have been intentionally drafted in a broad frame, and readers will note the absence of a list of illustrative activities or indicators. Applicants are expected to articulate their understanding of the most feasible approaches to achieving BFGA's objectives, reflecting the guiding operational principles described below, and building on learning from other governance interventions in Burkina Faso.

Objective 1: The Government of Burkina Faso, particularly at the local level, is able to efficiently and effectively provide services to address the needs of its community.

<u>Anticipated Results</u>

- Local governments and state institutions understand their division of responsibilities and respective authorities demonstrate knowledge of local government policies and regulations, and of their administrative and management duties
- Local governments and state institutions coordinate with other tiers of government, donors, CSOs, and private service providers and take ownership of the provision of essential services

- Regularized channels for internal dialogue on budget planning, execution, and oversight are institutionalized in the public administration
- Local public administrations mobilize revenues for priority infrastructure and service needs and successfully manage their budget
- Local governments and state institutions demonstrate greater agency in advocating for community priorities in national level policy and budget processes
- Civil institutions of the state is more prepared to diffuse grievances and provide dispute resolution
- High need groups, such as women and youth, are identified and prioritized for support by state institutions
- National institutions that support resilience are strengthened

Objective 2: Citizens, local and community based organizations and groups, have the capacity to advocate for their needs and constructively communicate with government officials.

Anticipated Results

- Citizens have increased knowledge of the services for which local authorities are responsible, and of mechanisms for community participation
- Citizens more actively advocate for themselves through community planning, budgeting, and oversight processes of local administration and government
- Citizens utilize formal channels of communication for grievances
- Women and youth have greater voice and agency in governance processes

Objective 3: **Citizens and the state regularly engage in productive dialogue**

Anticipated Results

- Local authorities utilize formal, activated structures for citizen participation
- Citizens have an improved understanding of how to access their local and national government representatives
- Services and infrastructure investments better reflect citizen priorities, in particular those of youth and women
- Local authorities use mechanisms to elicit feedback from civil society organizations and citizens
- Local authorities pro-actively engage civil society organizations in the budget planning process

USAID's Approach to building resilience in the Sahel

The Sahel today is marked by food and water insecurity, persistent poverty, poor governance, high population growth rates, and recurrent climate shocks and stresses that contribute to crisis and can enhance vulnerability to conflict and violent extremism. USAID and the wider development community recognize that the pattern of repeated humanitarian crises over decades is partly because the frequency and magnitude of shocks has exceeded local coping capacity leaving people and systems less able to manage the risks they face and recover when a shock occurs. In addition, they are highly vulnerable because of poor health and nutrition status, extreme poverty, illiteracy, extended annual lean seasons, indebtedness, gender inequality, degraded natural resources, poor access to clean water, sanitation and health services, and low agricultural productivity—all exacerbated by persistent governance failures. However, it is important to note that populations in the Sahel are still remarkably resilient given the very difficult conditions in the region. Understanding and building on indigenous strategies for managing shocks and stresses, and analyzing where and how they may no longer be able to meet current and future challenges, will be critical to success.

Shocks and stresses in the Sahel will become even more severe in the future. Climate change is already negatively impacting the region and future climate projections indicate that rainfall will become more intense, unpredictable, and less frequent, while average temperatures will increase. These changes affect the reliability of water quantity and quality available and increase the frequency and intensity of major droughts and floods in the Sahel.[3] Compounding an already difficult situation are increases in conflict and instability, environmental degradation, rapid population growth, and a young age structure where approximately half of the populations in Burkina Faso and Niger are below the age of 15.[4] Together, these climate and non-climate trends are exacerbating existing vulnerabilities in the region, especially those related to water and land insecurity.

In response to these dynamics, USAID is working in the Sahel region to build resilience, which is defined as: "the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth."[5] In short, resilience is the ability to manage adversity and change without compromising future well-being. As this suggests, resilience is a necessary condition—or set of capacities—for reducing and ultimately eliminating poverty, hunger, malnutrition, and humanitarian assistance needs in the complex risk environments in which USAID works, and in which poor and chronically vulnerable people live.

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

This goal statement reflects USAID's key priorities that vulnerable populations and individuals need to be actors in their own development, that supportive systems (including natural resources management, early warning and response, and governance systems) are essential to their success, that shocks and stressors are central contextual factors that must be explicitly addressed, and that

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[3] Fifth Assessment Report, IPCC, 2014

[4] https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis

[5] https://www.usaid.gov/resilience

our success will be measured by the extent to which these communities are able to sustainably progress to a higher level of well-being.

The RISE II goal is transformational, seeking to enhance individual, household, community, and institutional capacities to sustain and improve well-being in a dynamic environment of challenges and opportunities. RISE II seeks to contribute to absorptive, adaptive, and transformative resilience capacities and will measure the extent to which those capacities are enhanced. However, to achieve sustained results, RISE II will provide extra attention to those aspects of the resilience capacities that have been shown by research and experience to be particularly effective.

All USAID RISE II activities should contribute to these transformative outcomes.

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

RISE II has five objectives that together will contribute to achieving the goal and the transformative outcomes. While particular USAID implementing partners may have areas of technical focus under these objectives (BFGA will focus on Objective 4, IRs 4.1, 4.2, and 4.3), all partners must contribute to Objectives 5 because it is a cross-cutting element, while the work by this activity, under Objective 4, will also contribute to the other RISE II Objectives. The five objectives below are elaborated more fully in the RISE II results framework (Annex 1).

Objective 1: Enhance social and ecological risk management systems
Objective 2: Increase and sustain economic well-being
Objective 3: Improve health, family planning, and nutrition outcomes

The below objectives will be directly addressed under the new activity:

Objective 4: Enhance governance of institutions and organizations. Effective governance at local and national level supports the sustained achievement of the other objectives by helping state and civil society institutions become more transparent, accountable, and effective at delivering services. Improved governance empowers communities to lead their own development, resulting in local solutions to felt needs.

Objective 5: Enhance social, economic and political agency of women and youth. USAID puts a particular emphasis on enhancing the agency of women and youth because they are often in a worse position compared to adult men, and yet can have an outsized impact on the well-being of others. Building their capacities, promoting their leadership and inclusion, and increasing their access to and control over productive resources will lead to reduced risk, enhanced livelihoods, improved health outcomes, and more representative governance.

USAID intends to implement RISE II in a targeted geography (zone of influence) in which multiple partners implement complementary programs in the same areas and program collaboratively. In Burkina Faso, the zone of influence is a selected group of communes in the northern Centre Nord region, as well as communes to be determined in northern parts of Burkina Faso (Nord, Est, Sahel).[6]

Overview of the Bridge Project

Bridge explicitly and intentionally aims programming interventions at the nexus of violent extremism and resilience, recognizing that many development challenges serve as 'push' factors that potentially drive the most vulnerable towards extremist groups that offer fulfillment of critical unmet needs (e.g. income, justice, identity, purpose, etc.).[7] Relative geographic areas of insecurity in the Sahel are broadly defined by USAID as "hot," "warm," and "cool" or "buffer." *Hot* areas are insecure geographies already plagued by violent extremism where USAID programs the majority of traditional CVE activities, such as the *NEW-CVE* project.[8] *Warm* areas are those that are adjacent to the hot areas where the security enabling environment allows for flexible and dynamic longer-term programming that addresses core, localized drivers of violent extremism—this is where *Bridge* activities should focus. *Cool* or *buffer* areas are where resilience programming would address chronic vulnerability and underlying poverty over the longer term.

The "area" concept enhances clear communication and suggests sequencing and transition trajectories, but it is also critical to recognize that these geographic areas actually represent a dynamic patchwork of geographies that lie on a continuum of insecurity. Threats are not omnipresent, pockets of stability exist—typically, but not always, in more settled places—and threat levels can sometimes change quite rapidly. Consequently, some program elements may be productively employed, even in areas which may not seem "ready," and some elements may not be used when an area may otherwise appear to be in a more stable location. Applied to the Bridge areas, this observation should help to avoid being tied strictly to predetermined activities in particular areas so that the local context and operating environment will inform activity choice and design.

<u>Goal Statement</u>: Vulnerability to Violent Extremism Reduced in the Sahel

- *Development Objective 1*: Legitimacy of violent extremist organizations and ideology weakened[9]
- *Development Objective 2*: Government legitimacy enhanced
- *Development Objective 3*: Economic opportunities enhanced in targeted regions

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[6] USAID's Food for Peace VIMPlus activity intends to implement activities in the communes of Pensa, Dablo, Bourzanga, Pissila, Yalgo, Tougouri, Nagbingou, Namssiguima, South Bouroum, Barsalgho, and Rollo

[7] A Bridge Technical Approach Working Paper is available for reference.

[8] The project purpose of NEW-CVE is to weaken the legitimacy and ideology of VEOs through lines of effort reflecting three sub-purposes: West African capacity to counter violent extremism strengthened, Moderate voices amplified, and Community cohesion increased.

[9] This is the Project Purpose of the NEW-CVE Project

Purpose Statement: *USAID seeks to address the grievances that are the main drivers of violent extremist recruitment in the Sahel, which often stem from development issues: poor governance, lack of economic opportunity and perceived exclusion from the benefits and services provided and facilitated by governments in the region.*

The objectives above have been divided between USAID/West Africa (USAID/WA) and SRO. USAID/WA addresses Objective 1of the shared results framework through the NEW-CVE Project; SRO is responsible for addressing Objective 2 and Objective 3 through the new Bridge project. BFGA will address two Bridge IRs under *Development Objective 2: Government legitimacy enhanced:* IR 2.1: Citizen-Government Dialogue Strengthened, and IR 2.2: Government Response to Priority Needs Increased/Improved, and IR 2.3 Access to Justice for All Improved.

Operational Principles

The set of core operational principles, described below, are drawn from RISE II and Bridge. They reflect important tenets of USAID's commitment to assisting partner countries on their journey to self-reliance, and will guide all programming under RISE II and Bridge.

- **Community-led development:** Through dialogue, support communities to develop and implement priority actions that address core challenges and opportunities
- **Systems strengthening:** Analyze and seek to strengthen formal and informal systems that build resilience and improve well-being
- **Inclusive targeting:** Support the poorest households by responding to their specific needs, enhancing their aspirations, and strengthening their ability to access resources and services to pursue pathways out of poverty
- **Collaboration for collective impact:** Seek active collaboration among implementers, host country governments, community leaders, the private sector, civil society, U.S. government agencies and partners, international agencies, and donors to collectively benefit chronically vulnerable populations
- **Maintain a flexible, iterative approach that embraces collaboration, learning and adapting (CLA):** BFGA must remain flexible and be ready to adapt to changes on the ground due to the volatile and dynamic nature of the operating environment, particularly in areas that show signs of potentially shifting rapidly. This will require the robust integration of USAID's (CLA) principles throughout planning and implementation and activity-level shock response planning to prepare for rapid deterioration of the operating environment. The activity will also adapt programming based on dynamic learning, enabling the activity to focus on programming that is having real impact and halt programming that is not. This is particularly important in efforts to strengthen local institutions and systems, as in principle two, above.
- **Promote institutional entrepreneurship:** In order for ineffective institutions to evolve, change, and develop, they must bring in fresh perspectives. The idea here is to stimulate change from within by incorporating outliers at the periphery with new ideas that can enhance institutional functionality. This can happen by bringing in non-embedded actors

(i.e. youth, women, and other non-traditional partners) into institutions and allowing them to participate in institutional processes.[10]

- **Leverage public-private partnerships where possible:** Many private sector firms want to pursue agendas of social responsibility and could be ideal development partners. The private sector brings special resources, skills and capacities to the table that can augment the impact of USAID interventions when strategically aligned.
- **Harness innovation:** Innovation can come in different forms. Many think of technological innovations, but innovations can also come in the form of new creative approaches or new intervention ideas for piloting and testing. Bridge should innovate, test, and learn from new models where possible. Bridge should also encourage and seek out positive deviance and innovation from the communities themselves as their ability to problem-solve will be key for their journey to self-reliance.

BFGA Programmatic Approach

Co-Creation

Co-creation brings together people to create solutions to specific development challenges. When using co-creation, USAID teams work alongside partners, potential implementers, and end users to collaboratively define the problem, identify new and existing solutions, build consensus around areas for action, and/or refine plans to move forward with programs and projects. As its name implies, co-creation relies on collaboration with a diverse set of actors, allowing for a more equitable distribution of both the responsibility and ownership of outputs across all partners. Through co-creation, USAID can go beyond learning from various stakeholders about their needs, interests, and insights, and move toward interactive and ongoing engagement with those who are affected by and/or hold influence over a specific issue. The co-creation approach is flexible, adaptable, and not tied to a specific procurement mechanism or to a predetermined solution. Co-creation is different because stakeholders are able to directly influence the process and help drive the design and outcome of activities. Co-creation can be a one-on-one conversation with a single expert or organization, or it can engage multiple stakeholders in a more complex process. If the objective is to develop solutions, co-creation can produce a single solution, portfolio of comprehensive and interconnected solutions, or an array of independent yet complementary solutions.

Because of the rapidly changing security environment and some unknowns about what are the best tools for addressing the challenges, this activity will incorporate co-creation into key stages of procurement. Co-creation will allow multiple stakeholders to provide input into the design and the work planning of the activity ensuring that the best tools and interventions are incorporated and the best partners are identified.

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[10] The *Overseas Development Institute* and others have outlined a methodology titled “problem driven iterative adaptation” as one way to achieve these results. This is also an area of overlap with RISE II’s governance approach. https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8409.pdf

Political Economy Analysis

A growing body of research[11] finds that "...the persistence of poor policy and dysfunctional institutions usually has less to do with a lack of knowledge or finance than with the actions of powerful actors, groups or collective movements who gain from existing arrangements and resist change (Leftwich 2011). As such, the difference between programmes that support successful developmental change and those that fall short is said to be a deep understanding of and proactive engagement with local political and power relations…"[12] USAID's own experience in Burkina Faso and the region reinforces the need to ground efforts to tackle Burkina Faso's deeply entrenched governance (and, by extension, resilience and security) challenges in a deep—and regularly updated—understanding of local political economy dynamics. Standard human and institutional capacity building approaches (technical assistance, training) will play a role under BFGA. Arguably, however, progress towards achieving BFGA's objectives will depend more on the Activity's ability to understand the (dis)incentives of different actors, facilitate alignment of interests, and support collective action by Burkinabé power brokers and stakeholders[13] to improve local governance systems, increase government accountability and strengthen citizen voice and agency.

This thinking and working politically approach to programming necessitates a different relationship and level of trust and collaboration between USAID and the selected implementing partner (IP). USAID—in particular the Agreement Officer's Representative (AOR)—needs to be comfortable shifting away from logframe-driven activities with prescribed inputs and outputs. S/he has to create an authorizing environment for more flexible, context-driven programming approaches (e.g., problem-driven, iterative adaptation), in which the IP undergoes rapid cycles of strategy testing, with feedback loops that inform programming adjustments and decisions to scale up or terminate interventions. The non-linear, complex pathways to change that the BFGA will of necessity take also means thinking differently about activity staffing,[14] resource allocations, and how to measure progress and outcomes (further discussed in the Monitoring, Evaluation and Learning section).

BFGA will operate in a complex environment where many other development partners, government institutions, and local organizations already exist and have a long history of

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[11] See, for example, Laws and Marquette, 2018, Brinkerhoff, Frazer and McGregor, 2017, and Booth and Unsworth, 2014,

[12] *Thinking and Working Politically: Reviewing the Evidence* TWP Community of Practice, 2018: https://twpcommunity.org/wp-content/uploads/2018/04/Thinking-and-working-politically-reviewing-the-evidence.pdf

[13] This may include a constellation of political and economic elites, government bureaucrats, traditional authorities, civil society, community-based organizations, academia, the private sector, religious organizations, youth and women's groups...

[14] A growing body of thought (see here and here for example) points to the importance of hiring 'development entrepreneurs' and placing more value on facilitation, negotiation, networking skills, local knowledge/relationships, and openness to new ideas, and less on technical qualifications.

interactions. Interventions should be informed by USAID and other donors' previous and ongoing governance interventions in Burkina Faso.

The activity should actively seek windows of opportunities to nurture "non-traditional" coalitions of partners with shared interests and incentives in addressing specific governance problems (e.g. cleaning up a market area, repaving a section of road, etc.). Such loosely-defined partnerships will take different forms and be of varying durations, depending on the issue and space for change.

Refine and Implement Period

The first six months following award will allow the BFGA team to
1) hold a Co-Creation Workshop with key stakeholders;
2) deepen their understanding of on-the-ground conditions and local political economy dynamics;
3) map the landscape of related GoBF, USAID, and other donor activities;
4) consult/develop relationships with counterparts;
5) identify and plan (initial) collaboration opportunities; groundtruth programming approaches and refine BFGA's theory of change;
6) recruit and train the initial BFGA team;
7) develop an Environmental Mitigation and Monitoring Plan (if applicable);
8) create a learning agenda and refine the Activity Monitoring, Evaluation, and Learning Plan (AMELP) in consultation with the new Sahel Collaboration and Communication mechanism (SCC - see below for more information); and
9) ensure coordination of shock response plans with other USAID partners.

At the end of six months, the Activity should present a revised life-of-project design and updated annual work plan to USAID for discussion and approval. In their application, Applicants should present a work plan for this six month refinement period, including milestones for all key actions.

Flexible Funding

The changing security environment, lessons learned during implementation, and many other potential unanticipated needs will require more fluid and flexible program planning. The activity will set aside funds to allow the implementer to respond quickly and use innovative and creative approaches.

Innovation Funds/Window of Opportunity

BFGA is expected to include a window of opportunity grant fund. Applicants are asked to propose set-aside funds for testing new and amplifying proven approaches to building greater local government legitimacy, mobilizing collective action to address locally-defined priorities, and elevating the voices of women, youth and marginalized populations in commune governance. This fund provides applicants an opportunity to be creative and propose interventions that entail greater risk, but also greater payoff. USAID's expectation is that interventions would support the operational principles of the activity, would not be considered "best practice" interventions, and would provide learning, potentially through an iterative process.

Emergency Funds: Crisis Modifier/Shock Response

Burkina Faso is regularly subjected to shocks, both natural and man-made, that can have a significant impact on the efforts of authorities, community based organizations, and CSOs to effectively govern and deliver key services. Droughts, floods, disease outbreaks, and increasingly conflict, are common occurrences in the Activity's proposed intervention areas, and are likely to have an impact on the ability of the Activity and its collaborators to achieve and maintain development progress. This reality will require adequate preparation for early response and sufficient post-event recovery. For this purpose, the activity sets aside up to $2.3 million in the budget and the implementing partner will create robust shock response plans to guide the use of funds that will be mobilized in the event the crisis modifier provision of the agreement is invoked. See the Management Plan below for more details.

Collaboration and Partnerships

Sustained improvements in local governance hinge in large part on how USAID investments support Burkinabe ownership of reform and systems change. This is reflected in RISE II and Bridge's operating principles, and will underpin all BFGA engagements with GOBF actors, civil society and other stakeholders. BFGA will place a premium on investing in relationships and playing a behind-the-scenes role in strengthening ongoing GOBF and civil society platforms and other donor-supported efforts. There are many other programs and activities both at the regional and bi–lateral level and this project should work closely with other implementers to ensure complementary and coordinated approaches.

Cooperation With Other Donors

Several donors are providing financial and technical support to the goal of strengthening local governance as well as the fight against violent extremism.

UNDP: United Nations Development Program implements the Local Economic Development Support Project (PADEL), which implements its activities in all 13 regions of the country and aims to improve basic economic infrastructure, such as market construction, transportation hubs, water systems, livestock markets, and milk processing centers. UNDP also implements a subnational governance strengthening project called Citizenship, Decentralization and Local Development, which works in the Boucle du Mouhoun region. The activity (1) strengthens local capacities for anticipating, planning and programming development actions (2) strengthens the capacities of republican institutions and governance systems for the consolidation of the rule of law, taking into account gender equality, women's empowerment and human rights, and (3) strengthens the transparency of public management.

The European Union: The EU implements several projects, such as Territorial Development Support Program, which provides technical support to local elected representatives, and the Territorial Development Support Program, which targets large cities.

GIZ: The German foreign aid organizations carries out the Investment Fund for Decentralized Local Authorities, which seeks to improve local economic infrastructure, such as transport and communications to increase local revenue. Also, the Municipal Development Fund provides institutional support to communes to improve their institutional capacity, for example in procurement, developing Local Development Plans, light infrastructure, and increasing local revenue.

Swiss Cooperation: The Swiss are implementing (2018-2022) the Support Program for Decentralization and Citizen Participation. The project is providing assistance to 26 communes in the East, West, North and the Sahel to improve service delivery and local government accountability. For example, they focus on State reform, decentralization, local administration and co-citizen participation, with the objective of developing citizens' participation and to improve local basic services.

Several other donors such as the French and the EU are contributing to the implementation of the Sahel Emergency Program (PUS). The EU is providing 50 million Euros as budget support to go to the PUS.

Alignment with USG Integrated Country Strategy (ICS)

According to the 2018–2022 Integrated Country Strategy, "The United States is in a unique position to promote democracy and good governance in this defining moment in Burkina Faso's history. U.S. support was essential to the eventual success of the transition government and will be vital to the continued prosperity of politically vulnerable government facing daunting security and development challenges" Consequently the ICS sets "promoting stronger democracy and improved governance" as one of the Chief of Mission's top priorities in this country.

ICS's Governance objectives:

Mission Goal 1: *Promote Stronger Democracy and Improved Governance*

Mission Objective 1.1: *Strengthen Burkina Faso's democratic and governance institutions that ensure transparency, human rights, religious freedoms, rule of law and justice, and citizen participation and representation at all levels.*

Mission Objective 1.2: *Support and advocate for a vibrant civil society, and a strong and independent media that more effectively engages the government to affect change and mitigate internal conflict.*

Sub-objective 1.2.1: *Strengthen Burkinabe civil society to be representative and responsive to legitimate significant constituencies that advocate for progressive change and reduce internal conflict.*

Mission Goal 2: *Advance Peace and Security*

Mission Objective 2.2: *Institution building and outreach programs improve Burkina Faso's capacity to prevent and respond to natural and manmade hardships.*

Alignment with Government of Burkina Faso's Strategic Interests

The activity fits within the Government of Burkina Faso's (GoBF) National Economic and Social Development Plan (PNDES) which focuses on three pillars: economic governance, human capital development, and structural transformation of the economic and private sector development. The GoBF further established the Emergency Program for the Sahel (PUS) in 2017 to boost economic development and stem the growth of violent extremism in the country's Sahel region, comprising four northern provinces. The PUS's three objectives are: (1) improve access to basic social services and the resilience of populations, especially young people and women; (2) enhance the security of populations and their property; (3) improve administrative and local governance. To accomplish those larger goals, the PUS is working to improve agriculture and farming, improve transportation infrastructure, and provide youth and women with jobs in agriculture and cattle-raising, artisan activities, commerce, and the production of milk products such as yogurt and cheese. Many of the government's ministries are involved in the realization of the PUS's activities, which have included training for security forces in human rights, the building of infrastructure such as schools, and encouraging dialogue between the population and government.

To address the deteriorating security environment in other parts of the country, the government of Burkina Faso launched an expanded PUS in March 2019. This program draws lessons from the previous phase by setting up consultations with the target communities. In addition to the Sahel region and the four northern provinces concerned by the initial PUS, it integrates the municipalities with high fragility in the North, the Boucle du Mouhoun, East, Centre Est and Centre Nord.

In June 2019 with the support of technical and financial partners, an assessment for the prevention and consolidation of peace was carried out. This, with a view to preventing any further escalation of violence and ensuring that the support of partners is aligned with an agreed, comprehensive and integrated strategy, which links security, humanitarian emergency management, peace and development. Therefore, PUS adopted an Action Plan for 2020-2021 taking into account a two-step approach: a first phase focuses on emergency planning and coordination, and a second phase on the prevention and peacebuilding strategy. The results of the first phase will be used to feed the activities of the second phase.

Inclusion

Inter-ethnic harmony and religious tolerance are hallmarks of Burkina Faso's national self-image. The country prides itself as a model of pluralism in a West African sub-region that has long been prone to "tribalism" and in more recent years has been plagued by religious extremism. Laïcité (separation of church/mosque and state) is enshrined in the constitution. In 2012, the preamble of the constitution was amended to specifically recognize "promotion of gender" as a factor in the realization of equality between men and women. The constitution formally prohibits discrimination based on race, ethnicity, region, color, sex, language, religion, caste, political opinions, and (through advantages of "wealth and birth") social status. Various ministries are responsible for combating discrimination: the Ministry for the Promotion of Women and Gender (originally established in 1997 with "Gender" added in 2006), the Ministry for the Promotion of Human Rights, and the Ministry of Social Action and National Solidarity. The latter's mission includes protection of children, youth, the disabled, the disadvantaged, and the maladjusted. That said, persisting social, cultural, and institutional biases perpetuate discrimination against and exclusion of many of these same groups, and "Burkina Faso is not the haven of peace and stability it used to be seen as." Presence and activity of international NGOs such as Amnesty International reflect the inability of the government to realize its ideal of a just and equal society. Particularly in the wake of political turmoil over the last two years (popular insurrection, attempted counterrevolutionary coup d'état, transitional government, multiple elections [presidential, legislative, municipal]), many Burkinabé believe that individual political leaders are not committed to combat exclusion and discrimination. Ingrained patriarchal values transcend circumstantial reasons for lack of female inclusion.

Burkina's background in effectively managing these dynamic relationships sets a strong base for the activity, but more recent changes in the environment raise concerns about the impact of divisionism within communities and problems stemming from the government's perceived lack of sensitivity for more marginalized groups. These issues will need to be considered in the development of the activity, to ensure that marginalized groups are included in all aspects of the design and that tensions and sensitivities are not heightened as a result of activities.

Gender

With deeply-rooted inequalities and inequities in social, economic, political, and civic rights, Burkina Faso ranks toward the bottom of the global Gender Inequality Index (GII) at 147/162**.** Women make up a majority of the population and are grossly underrepresented in positions of political, social, and economic leadership. Gender disparities emerge at an early stage, starting with a 6 percent gap in the level of primary school enrollment (54.1 to 61.3 percent). Educational disparities increase progressively so that in universities, only half as many female as male students attend. Although women are active in the informal economic sector (especially agriculture, livestock, and fishing), their participation in the formal workforce is 25 percent lower (62.7 to 87.4 percent) than men's. Even in the public sector, the most recent available statistics reflect that less than one out of four civil servants is female. The laws and policies the Burkinabé government passed to counter gender discrimination are often disregarded in favor of customary law, which discriminates against women. The gender quota law requires that 30 percent of political party candidate lists be composed of women, but many parties prefer to pay the fines associated with non-compliance than to recruit women candidates. Those that do include women usually place their names lower on party lists, precluding their election. Consultations with civil society, political parties, and the National Independent Electoral Commission (CENI) demonstrated a lack of attention to the issue and an apathy about finding solutions. The consensus among these partners was that very little can be done to change the mindset and cultural norms of gender inequality.

The program will have a strong focus on the role gender plays in supporting an inclusive, representative government with the aim of enhancing resilience and decreasing drivers of violent extremism. Women play an essential role in this, and a focus on the role of and impact on women should be carefully addressed in all three objectives. Other marginalized groups, such as ethnic minorities, economically marginalized groups, LGBTI communities, and people living with disabilities, will be taken into consideration in project activities.

Gender and social inclusion undergird all activities under this new program, with the understanding that democracy is more likely to develop and endure when all members of society are given the opportunity to participate in political processes without discrimination or reprisal. Recognizing the socio-cultural barriers that women, youth, persons with disabilities, and other marginalized populations face in exercising their civil and political rights, our interventions will take into account two key questions related to: *who* is included and who is excluded in the democratic process; *how* do the program and its partners eliminate or mitigate barriers and increase participation, access, and representation; and *what* should the program and its partners do to increase access and inclusivity.

USAID conducted an in-depth gender analysis in Burkina Faso in 2015. The implementer should be prepared to integrate the findings into work planning and conduct its own analysis and set up a baseline. The recipient should draw lessons from previous projects such as the Food for Peace FASO Program. It will be important to leverage any findings from previous gender analyses done in Burkina Faso from other partners to better shape the programmatic response.

To ensure that gender equality, female empowerment, and social inclusion issues are addressed, the implementing partner will work with USAID to produce a **Gender Equality and Social Inclusion (GESI) Analysis**, using the five domains detailed in ADS 205. The GESI analysis will include prioritized recommendations for action on how to address gender inequalities and social exclusion throughout the activity's implementation. Based on the GESI analysis, the implementing partner will draft and submit an initial **Gender and Inclusive Development Action Plan (GIDAP)** in order to ensure that gender and social inclusion are embedded throughout the activity. The GIDAP will consist of sections on the prioritized recommendations and action items, key gender-related stakeholders, monitoring and evaluation information, a staff training and capacity development plan, an itemized budget, tools, and other pertinent material. At a minimum, all individual-level data will be disaggregated by sex and age cohort, and USAID will work with the implementing partner to select appropriate gender and social inclusion-related output and outcome indicators. Finally, the implementing partner must ensure that any observed unintended gender-related consequences of the activity are being documented, and, if a viable solution exists, addressed. The GIDAP should be updated on an ongoing basis.

Youth

Young people make up more than 65 percent of the population but their participation in government and politics remains limited. This segment of the population grew up under former president Compaoré's 27-year autocratic regime and have lacked opportunities to learn about, and experience citizenship and civic engagement in a pluralist democratic society. For many, the 2014 popular uprising was their first experience of political engagement. Many took away from that experience the lesson that political change requires citizen mobilization in the streets. The use of street power to channel demands outside of the political system, compounded by the rise of citizen militia that provide security at the local level in the absence of government security services, has led to an erosion of state authority. Young people in particular see public protests or engagement in local citizen vigilante groups as the most effective means to make their voices heard and defend their interests.

Urbanization has contributed to a breakdown of traditional norms of deference to age. Established political parties are playing a kind of "catch-up" to promote visibility of their youth sections; it is not yet clear whether this is more than decorative. Child labor is a serious human rights issue in Burkina Faso despite prohibitions by the Labor Code of hazardous occupations and activities of children (Article 153), forced labor (Articles 5 and 154), and child trafficking (Article 153). Despite these legal protections, children are used regularly in hazardous labor including agricultural production of cotton and in gold mines. According to NGOs working to combat child labor, "extreme poverty forces families to send kids to work" when no alternatives are available to allow children to stay in school.

In the last few years, USAID in Burkina Faso has supported the promotion of positive youth engagement around the electoral period. Activities included the strengthening and expansion of CSO networks in Banfora, Bobo Dioulasso, Fada n'Gourma, Koudougou, and Ouagadougou, training and capacity building in organizational development and promotion of civic engagement.

Monitoring, Evaluation and Learning (MEL)
Applicants' MEL approach should integrate ongoing review, evaluation, and reassessment of program tactics and strategies, help measure local ownership and buy-in, and provide USAID with an analysis tool capable of reliably informing shifts in resources and/or strategy. The Activity's MEL system should reflect USAID's CLA principles (see ADS 201.3.5.19) to effectively integrate real time monitoring and learning back into program implementation, and to ensure knowledge is shared with the broader USAID community.

The AMELP should include a clear strategy for monitoring and reporting progress made towards Activity purpose and results.

Applicants should consider how to:

- Co-develop and manage MEL with key counterparts and other IPs to foster joint learning and ownership;
- Create an authorizing environment and management culture that prioritizes CLA;
- Ensure a consistent data analysis approach;
- Seek out and use existing GOBF and local government metrics wherever possible;
- Partner with locally sourced research institutes, think-tanks and/or consultancies for political economy analysis and/or to provide feedback on programming approaches and for joint learning;
- Measure progress by using top-line outcome performance indicators and other F standard or custom indicators;
- Use complexity aware monitoring approaches[15] to track change and program impacts, such as context and sentinel indicators, outcome harvesting, and most significant change, as well as other approaches suitable to non-linear change pathways to capture how BFGA is contributing to broader systems changes; and
- Document and share stories of change[16] that capture important—if subtle—shifts in relationships, group processes and dynamics, in particular the engagement of women and youth.

[15] Complexity-aware monitoring is appropriate for aspects of strategies or projects where cause and effect relationships are poorly understood, thereby making it difficult to identify solutions and draft detailed implementation plans in advance…..Projects (or parts of projects) that rely heavily on adaptive management to steer effectively in dynamic contexts, and projects that seek to influence social change or innovate to discover solutions are likely candidates for complexity-aware monitoring.

[16] The DFID-funded LASER program offer example of an ambitious results framework that delivers 'stories of change' at the outcome level, and reports on 'major and moderate' results at the output level.

The AMELP must demonstrate how BFGA will routinely assess the quality of data; the status of interventions and whether they are resulting in their intended outcomes; whether critical assumptions remain valid; and whether course corrections should be made. It must be updated regularly, prioritize gender equality and youth inclusion, and include a data analysis plan that explains how certain indicators will be analyzed.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to availability of funding and at the discretion of the Agency, USAID intends to provide $19,950,000.00 in total USAID funding over a five (5) year period. The activity will be implemented in Burkina Faso.

The proposed total award amount of $19.950M includes a $2.3 million set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock. The funding anticipated for this award will come from Good Governance, and Civil Society funding streams.

USAID reserves the right to make a single, multiple or no award as a result of this NOFO.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be on/or about January 2021.

3. Substantial Involvement

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

(a) Approval of the Recipient's Implementation Plans

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

(b) Approval of Specified Key Personnel

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

(c) Agency and Recipient Collaboration or Joint Participation

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

1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the Recipient.

USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

2) Concurrence on the substantive provisions of sub-awards –including subcontracts to carry out work of a technical nature under the award (examples include, carrying out a study or a training of a technical nature, etc.). 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.
3) Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP).
4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

(d) Agency Authority to Immediately Halt a Construction Activity

The AO with the advice of the AOR may immediately halt construction activity if identified specifications are not met.

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

4. Authorized Geographic Code

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

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

5. Nature of the Relationship between USAID and the Recipient

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

6. Selection of Instrument

1. The RISE II and Bridge strategies, and the design of their Activities including BFGA, resulted from a robust, year-long development that underscored several challenges. In particular, the long understood but relatively underinvested challenge that is the linkages between government accountability, the legitimacy that engenders, and the resulting reduction in vulnerability of citizens to food insecurity and recruitment by violent extremists organizations. This co-creation process, combined with other research, consistently underscored the long understood but relatively under invested challenge that good governance, specifically functional subnational government administration is essential for building the resilience of individuals, communities, and systems in the Sahel. Consultations with local government, partners, and other donors also provided examples of interventions and opportunities for coordinated alignment that will maximize resources and increase prospects for sustainability. The design approach for the activity plans to take advantage of USAID's emphasis on adaptive management, Thinking and Working Politically to understand power dynamics and incentive structures underlying the targeted problem set, as part of the activity's implementation. This approach requires a flexibility and a willingness to learn and adapt throughout implementation, and an acknowledgment that the partner cannot know what solutions in advance. This speaks to the fact that acquisition - to acquire (by purchase, lease or barter) - property or services would require a specific set of outputs defined in advance, an impossibility given the design approach applied. Following comparative analysis of options, SRO plans to implement BFGA as an Assistance Award applying full and open competition— the principal purpose of which is to transfer a thing of value (Federal Financial Assistance) to a recipient to carry out a public purpose of support or stimulation authorized by law (the Foreign Assistance Act of 1961, as amended, and other authorities as provided in annual appropriation). The selection of assistance by the technical office (SRO) best suites the transaction contemplated, and is the appropriate legal instrument to create the intended relationship (grantor-grantee) between the Agency and the recipient, for the Activity, rather than acquisition --a buyer-seller relationship for the purchase of property or services. Substantial involvement is expected between the Agency and the recipient when carrying out the activity contemplated.
2. The principal purpose of the recommended instrument (cooperative agreement) is to transfer a thing of value (Federal Financial Assistance) to the recipient to carry out a public purpose of support or stimulation authorized by law (the Foreign Assistance Act of 1961, as amended, and other authorities as provided in annual appropriation). The selection of assistance by USAID/Senegal best suites the transaction contemplated, and is the appropriate legal instrument to create the intended relationship (grantor-grantee) between the Agency and the recipient, for the Activity, rather than a buyer-seller relationship for the purchase of property or services. Substantial involvement is expected between the Agency and the recipient when carrying out the activity contemplated in the cooperative agreement. The selection is also consistent with the discretion and the flexibility afforded to the Agency by the FGCAA, FAA, and ADS Chapter 304.
3. This is a new activity, and therefore is not a change in instrument type.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

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

Eligibility for this NOFO is not restricted.

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

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

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

2. Cost Sharing or Matching

No cost-sharing is required for this award.

3. Program Income

USAID does not anticipate program income under this award.

4. Other

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

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

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

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

2. Questions and Answers

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

3. General Content and Form of Application

Preparation of Applications:

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

Both the Technical and Business (Cost) Applications **must** be written in **English language**, and must include a **cover page** containing the following information:

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

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

- Program name[17];

- Notice of Funding Opportunity number; and

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

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

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

Applications must comply with the following:

a) Applications must be written in English language;

b) Technical applications may not exceed **25 pages**, excluding attachments/annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point Times New Roman font with one-inch margins on all sides, including consecutive page numbers, date of submission, and Applicant's name on a header or footer;

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

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

e) The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the **25 pages** limitation. Any page in the

[17] Applicants are encouraged to name their proposed activity, in line with USAID guidelines for naming activities. See also section 6. j) below.

technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation;

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

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

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

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

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

4. Application Submission Procedures

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

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

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

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

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

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

5. Technical Application Format

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

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

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

Illustrative format for presentation of technical application is as follows:

a) Cover Page (does not count toward 25-page limit)
b) Table of Contents (does not count toward 25-page limit)
c) Executive Summary (does not count toward 25-page limit)
d) Technical and Implementation Approach
e) Key Personnel
f) Partnering Approach
g) Management Plan
h) Collaboration, Learning and Adapting (CLA) Approach
h) Required Annexes (do not count toward 25-page limit):
   Annex 1: Draft Activity Monitoring, Evaluation and Learning Plan (AMELP) (must not exceed 6 pages)
   Annex 2: Six-month Refinement Work Plan

Annex 3: Organizational Chart
Annex 4: Staffing Matrix
Annex 5: CVs/Resumes of Key Personnel (must not exceed 3 pages each)
Annex 6: Statement of Qualification (maximum 1 page per person)
Annex 7: Key Personnel Letter of Commitment (maximum 1 page per person)
Annex 8: Senior Staff Biographies (for non-Key Personnel)
Annex 9: Letters of Commitment from Sub-Awardees (if any)

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

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

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

The Table of Contents must include page numbers.

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

The executive summary must provide a high-level overview of how the Applicant proposes to achieve the objectives of BFGA. It should include the key elements of the Applicant's technical Application, including but not limited to, the technical approach and implementation plan.

d) Technical Approach

Applicants should articulate their understanding of the most feasible approaches to achieving BFGA's objectives.

Applications must outline initial programming approaches that demonstrate an understanding of intergovernmental and local political economy dynamics, and articulate the approach to measuring progress against programmatic objectives and building local ownership. Special attention must be paid to increasing the roles and engagement of women and youth in governance. Applications must outline approaches to identifying and supporting broad-based coalitions on governance issues that have strong local resonance.

In addition to the operational principles described in Section A, all applications should reflect the following precepts:

- <u>Work with the grain</u>: Build on what's working—avoid creating parallel or new structures that are unlikely to be sustained, and focus on issues and reforms that get real traction with local stakeholders.

- <u>Politically smart, locally-led</u>: Invest in ongoing political economy analysis (PEA) and in understanding institutions, rules of the game, power dynamics, incentives and norms—not just on organizations. This lens will be critical to achieving sustainable, locally-owned results.

- Align programming with existing GOBF strategies and work plans—when/where they have local ownership.

- Maximize USAID's convening power to build networks and coalitions that include non-traditional partners, and that bring together diverse partners around issues and reforms that have strong locally-driven support.

- Place small bets and test viable pathways and incentives for change. Acknowledge failure and recognize its importance to the learning process.

- Be creative about how to foster and empower emerging leaders—especially women, youth, and other marginalized groups.

- Build adaptability in: seize on unexpected windows of opportunity and critical junctures, and be prepared to pivot quickly if needed in the event of shocks or stresses.

The technical approach must articulate the Applicants' understanding of Burkina Faso political economy dynamics and the problems it seeks to address, and outline possible program pathways, including illustrative interventions and focus areas. Of particular interest are:

Refine and implement period: Applicant's plan for structuring and maximizing this six-month period.

Thinking and working politically: Applicant's understanding of and approach to operationalizing thinking and working politically and embedding 'every day' PEA in program implementation.

Outreach and coalition-building: How Applicant will reach out to and engage with a broad range of actors in pursuit of BFGA objectives, including strategies for facilitating broad-based coalitions that have shared incentives and motivation for improved governance, and for building momentum for collective action.

Local ownership and sustainability: Applicant's approach to building Burkinabe ownership of BFGA. How will the Applicant ground-truth strategies and do so across a broad range of Burkinabe interlocutors? How does it enlist meaningful engagement and contributions to BFGA objectives without the carrot of financial support? How does the Applicant gauge local ownership and 'skin in the game' to evaluate which interventions and issues have real political traction?

Adaptive management (processes and practices): Applicants will use to regularly assess the effectiveness of interventions and to adapt approaches to take account of changes in context and stakeholder interest. Applicants must describe how they will operationalize CLA and PDIA principles to build in feedback loops and opportunities to pause, reflect, and course-correct to ensure that interventions remain relevant, and to identify new/emerging windows of opportunity.

Measuring outcomes: Describe the short and medium term results they expect to effectuate, and suggest metrics to monitor progress. Applicants must articulate how these results are expected to contribute to addressing the core governance challenges outlined above. Applicants are encouraged to include sub-theories of change for each of BFGA's three objectives.

Civic engagement/window of opportunity grants: Outline the Applicant's approach to using small, catalytic grants to mobilize collective action to support locally-defined priorities, test new and amplify proven approaches to building greater local government legitimacy, and elevate the voices of women, youth and marginalized populations in communal governance.

The technical approach should reflect learning from other governance interventions in Burkina Faso, including Peace through Development II (2011–2016), and Resilience and Economic Growth in the Sahel-Enhanced Resilience (2013–2019).

e) Key Personnel

Three (3) positions have been designated as key personnel: **Chief of Party, Deputy Chief of Party, and Monitoring and Evaluation Advisor.** Outside of these three positions, applicants are invited to think outside of the box about how to most effectively staff to meet BFGA objectives, RISE II, and Bridge operational guiding principles.

The Chief of Party (COP) will be the key point of contact for this activity with USAID regarding day-to-day implementation and management matters relating to the agreement. S/he will also have the overall responsibility for assuring that all assistance provided under the agreement is technically sound and appropriate, and for adequately managing and supervising all work performed under the agreement. The COP will provide strategic technical leadership and create an enabling environment that cultivates a strong adaptive and learning by doing approach. S/he must have significant experience in managing donor-supported development projects of similar size and complexity. The COP must have experience in implementing governance projects that engage and work across levels of government administration, and have included a significant emphasis on building civic engagement in governance processes. S/he must possess strong facilitation, communication, collaboration, and leadership skills, and a proven track record of building trust and working effectively with a range of government, private sector, civil society, and community-based actors on issues relevant to this activity. Given the complexity and scope of this activity, it is critical that the COP is dynamic and exhibits effective personnel and resource management, coordination, conflict resolution, facilitation, and decision-making skills.

The Deputy Chief of Party (DCOP) must be a public sector governance expert with experience in Burkina Faso or similar contexts. She/he will provide technical leadership for BFGA and fulfill the responsibilities of the Chief of Party in his/her absence. The DCOP must demonstrate broad knowledge of key government, civil society, private sector, faith-based, and media actors who are potential allies or spoilers for BFGA goals, and understand the dynamics and relationships among them as well as the political economy issues affecting these areas. S/he must have significant experience in managing and implementing donor-supported development projects of similar size and complexity. The DCOP must have the ability to communicate effectively on the technical aspects of implementation with a wide variety of stakeholders. S/he must have a proven track record in working effectively with other projects, high-level host country counterparts, and other international partners.

The Monitoring, Evaluation, and Learning Advisor will play a critical role in operationalizing BFGA's adaptive, iterative management approach; s/he is not intended to serve as a standard 'M&E' expert. S/he will be expected to develop and lead knowledge management programs, facilitate communities of practice and social networking, as well as facilitating organizational learning, change, and advancing foreign aid effectiveness. The MEL Advisor must have a track record in strategic, systems and holistic thinking, managing resistance to change, and understanding of organizational culture, learning, and change management; S/he will also have demonstrated presentation skills that can influence decision makers and foster organizational change strategies, and experience implementing them within a complex organizational setting.

f) Partnering Approach

Sustained improvements in governance hinge in large part on how USAID investments support Burkinabé ownership of reform and systems change. This is reflected in the operating principles, and will underpin all BFGA engagements with GoBF actors, civil society, the private sector, and other Burkinabé stakeholders. BFGA will place a premium on investing in relationships and playing a behind-the-scenes role[18] in strengthening ongoing GoBF and Burkinabé civil society platforms and other donor-supported efforts.

Both Bridge and RISE II involve multiple complementary USAID investments, and all partners are expected to work as a team, collaborating actively with each other and with relevant ministries and/or government agencies, local governments, other donors, key stakeholders, as well as other USG activities that are working in similar technical and/or geographic areas[19]. BFGA and other RISE II and Bridge partners will need to work closely on development, refinement, and testing tools and approaches so they are locally-relevant, but also officially recognized, supported, and can be scaled up by commune and regional governments.

g) Management Plan

A management and preliminary staffing plan must describe the applicant's financial and administrative management systems. It must include the proposed composition and organizational structure of the initial project team, describe team members' respective roles and responsibilities, outline their knowledge and skill sets, and explain how each position is expected to contribute to the achievement of BFGA objectives. CVs of proposed key personnel (not to exceed three pages) should be included, but do not count towards the technical approach page count. The format of CVs must include the candidates' achievements vis a vis the requirements of the key personnel as indicated under each position description below, not simply a list or narrative of what processes for which s/he was responsible.

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[18] See, for example, the Sidekick Manifesto: https://twodollarchallenge.org/sidekick-manifesto/

[19] Collaboration outside of RISE II will be important when it comes to coordinating with Bridge partners, which may do similar work in the same communes. Bridge and RISE 2 civil society-focused interventions in particular, should be targeting citizen oversight differently, based on the project goal—CVE or Resilience. Supporting civil society networks at higher administrative levels, may result in overlap, but IPs are expected to collaborate within SCC and independently, to coordinate and deconflict interventions.

USAID understands that the initial staffing plan may be adjusted during the refine and implement period and that staffing and consultant needs will vary over the life of the activity. Staffing will be re-assessed with USAID as part of work planning and on an as-needed basis. Except in cases where specific expertise is not available locally, Applicants should prioritize the use of Burkinabe staff, subcontractors, and consultants. Special consideration should be given to gender balance, and opportunities to engage youth as paid staff, interns, or volunteers. Strong applications will show evidence of proactive approaches to enhancing the percentage of women in field and management positions within the activity.

h) Collaboration, Learning, and Adapting Approach

Collaboration

Related to the partnering approach outlined above, applicants must describe their plan to engage, coordinate, and collaborate with other relevant stakeholders during work planning, refinement period, and during ongoing implementation of activities under this award, as relevant and feasible according to the context. The approach should be consistent with USAID CLA policy and practice, as well as broader development practice.

USAID SRO has awarded a new activity called Sahel Collaboration and Communication (SCC) to ensure collaboration among RISE II and Bridge partners, and streamline communication for collective impact. To facilitate the collaborative process, all activities will be required to:

- Proactively seek opportunities for joint programming that amplifies results
- Describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages with other RISE II and/or Bridge activities
- Conduct joint site visits with other RISE II and/or Bridge partners, when appropriate, to facilitate learning across activities
- Actively participate in USAID partner meetings and learning events, for the most part organized by SCC
- Include a section in quarterly and annual reports on collaborative activities and synergies
- In collaboration with other stakeholders (RISE II and Bridge activities, GoBF's reporting system, other donors), contribute to joint indicators linked to the RISE II and/or Bridge results framework, related analysis, and the diffusion of reliable information
- Respond to information requests and taskers coming from USAID's Sahel Collaboration and Communications mechanism. Participate fully and actively in meetings and events organized by this mechanism.

A continuum of additional USAID IP cooperation and collaboration opportunities could include regular meetings between Chiefs of Party and frontline activity staff; 'speed dating' events to identify cross-project partnering opportunities; joint work planning; training; field visits and peer learning events; co-location of offices; and pooling resources with other USAID activities[20].

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[20] USAID/Senegal's Governance for Local Development (GOLD) activity offers some interesting models for fostering constructive cross-sectoral collaboration and leveraging resources.

Structured and opportunistic collaboration with USAID/Burkina Faso's bilateral DRG, stabilization, peace, and related activities will also be important for joint learning and impact, aligning approaches, avoiding duplication of effort, and consistent messaging to GoBF and other Burkinabé counterparts. Annex 7 includes summaries of core USAID/Burkina Faso activities.

Preliminary Activity Monitoring and Learning Plan

Applications must include a preliminary AMELP that outlines how BFGA will track progress (including an initial list of proposed indicators: performance, context, and sentinel indicators), identify learning opportunities, and effectively adapt programming to anticipate and respond to challenges and opportunities that arise. This should include one or more suggested learning questions for BFGA, and how different MEL techniques and tools can support learning and document evidence about what is working—and not working—in advancing BFGA objectives. The preliminary AMELP should also describe how the Applicant will involve other Burkinabe stakeholders, donors and, as appropriate, other Burkinabe specialists (e.g. in academic or research institutes) in learning activities. For further guidance, see the AMELP section above.

Shock Response Planning and Rapid Response Fund

In parallel to all other efforts, the implementation of support to local government and civil society in the current environment may necessitate additional shorter-term activities that respond to unforeseen circumstances. If a crisis develops, it is imperative to use adaptive management principles to respond immediately to the crisis as well as maintain development gains achieved through activity implementation up until the crisis.

The $2.3 million crisis modifier provision in the BFGA award, when activated by USAID, authorizes the Implementer to incur costs under the activity line item entitled "Crisis Modifier" in response to a shock, crisis, or ongoing stressor. USAID may also choose to use the modifier to scale up responses to address worsening security situations and the drivers of support for violent extremist groups. Activities to be funded under the crisis modifier are pre-approved by USAID through the Shock Response Plan, which is an addendum to the Annual Work Plan. In the event that the shock or stressor, or the required shock response, is not included in the pre-approved Plan, the Implementer must prepare a concise supplement to the Plan that describes the shock or stressor (if it is new), the trigger thresholds, and the proposed responses. USAID must approve the revision to the plan prior to authorizing the use of the Crisis Modifier. The Crisis Modifier provision is activated upon receipt of a written instruction signed by the Agreement Officer stating that "the Crisis Modifier provision is hereby activated." The Crisis Modifier can be activated as many times as is determined appropriate by SRO.

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

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

The Implementer should be prepared to activate the Crisis Modifier in Burkina Faso quickly, if the need should arise. If the Crisis Modifier line item is not used, or is not necessary, USAID and the partner may agree to expend those resources on other aspects of the BFGA Award. The Agreement Officer will determine at the time whether this requires an Agreement modification.

6. Business (Cost) Application Format

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

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

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

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

b) SF 424 Form(s);

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

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

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

c) Required Certifications and Assurances;

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

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

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

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

d) Pre-award Terms Incorporated by Reference:

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

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

e) Budget and Budget Narrative

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

Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

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

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

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

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

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

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

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

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

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

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

6) Construction – Applicants should not budget for construction in their application. The successful Awardee may propose to USAID specific construction activities post-Award—in line with ADS 303.3.30—if warranted by a shock response, along with relevant budget re-alignment to be incorporated through an amendment.

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

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

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

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

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

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

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

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

Initial Application Requirements:

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

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.

- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.

- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

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

f) Prior Approvals in accordance with 2 CFR 200.407

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

g) Approval of Subawards

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

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

h) Dun and Bradstreet, and SAM Requirements

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

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

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

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

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

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

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

i) History of Performance

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

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

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

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

j) Branding Strategy & Marking Plan

Branding

Standard USAID branding and marking will apply to this activity. Branding and marking requirements for cooperative agreements are explained in 22 CFR 226. In accordance with the requirements discussed in 22 CFR 226 and ADS320, implementing partners will acknowledge USAID as BFGA's donor both verbally and in writing in all BFGA documents and media, as well as during meetings, public events and technical assistance sessions with government stakeholders, local partners, and beneficiaries.

BFGA naming

This activity should be named in a manner that will help all audiences understand the purpose of our work. The name should be clear, concise, and represent the work of USAID. As noted in the

USAID Graphic Standards Manual and Partner Co-Branding Guide. This activity should adhere to the following guidelines:

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

Branding Strategy

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

Marking Plan

After technical evaluation of applications for USAID funding, USAID Agreement Officers will request Apparently Successful Applicants to submit a Marking Plan, defined in 22 CFR 226.2. The Marking Plan may include requests for approval of Presumptive Exceptions. All estimated costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and the like, must be included in the total cost estimate of the grant or cooperative agreement or other assistance award, and are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan. The Marking Plan will not be evaluated competitively. The Agreement Officer shall review for adequacy the proposed Marking Plan, and will negotiate, approve and include the Marking Plan in the award. Failure to submit or negotiate a Marking Plan within the time specified by the Agreement Officer will make the Apparently Successful Applicant ineligible for award.

Required communications materials

In addition to a Branding Strategy and Marking Plan, Awardees will be required to submit the following communications materials on a timeline specified by USAID, using guidance explained in USAID's Graphic Standards Manual and Partner Co-Branding Guide and on www.usaid.gov/branding. The following timelines will be adhered to:

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

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

C. Bi-weekly Updates will include:

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

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

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

k) Funding Restrictions

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

Construction will not be authorized under this award.

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

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

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

2. Review and Selection Process

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

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

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

a) Merit Review

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

Evaluation Criteria #1: Technical and Implementation Approach
The extent to which the applicant provides a sound, dynamic and flexible, and innovative technical approach that takes into consideration and inclusively responds to the institutional, political economy, legal, and cultural contexts of Burkina Faso as outlined in the Activity Description.

Evaluation Criteria #2: Key Personnel:
The extent to which the staffing plan and proposed personnel complement each other and are appropriate for achieving the objectives of BFGA.

Evaluation Criteria #3: Partnering Approach:
The extent to which the application presents an effective strategy for identifying, engaging, and supporting a broad range of Burkinabe stakeholders inside and outside government in addressing the activity objectives through a facilitated, Burkinabe-led approach and its approach to ensuring and measuring Burkinabe leadership and local ownership of the change process.

Evaluation Criteria #4: Management Plan:
The extent to which the applicant convincingly demonstrates how its management approach and institutional capability will lead to successful and effective implementation of the proposed technical approach.

Evaluation Criteria #5: Collaboration, Learning and Adapting (CLA) Approach:
The extent to which the Applicant articulates a system and process for integrating CLA in program management and implementation.

b) Business Review

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

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

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

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

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

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

These documents may be accessed through the internet as follows:

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

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

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

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

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

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

3. Reporting Requirements

- **Financial Reporting:**

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

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

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

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

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

- **Performance Reporting**

The successful Applicant will provide the following reports to the USAID Agreement Officer's Representative (AOR) and the Agreement Officer, as specified below, in accordance with 2 CFR 220.327 and 220.328. The recipient must adhere to all reporting requirements listed below. All reports shall be submitted by the due date, drafted using plain English, include very limited use of acronyms and initialisms, and adhere to the USAID Style Guide. Additional reports requiring review and clearances, when necessary, are listed under each requirement.

A. Quarterly Reports

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

- Bulleted list of achievements in the quarter (1-2 pages);
- Background and details of key achievements, identified 'best fit' practices, and or lessons learned, and observations concerning political economy dynamics, and what they may signal concerning programmatic adjustments (4-5 pages);
- Describe collaborative activities and synergistic results (i.e. with other RISE II partners, USAID/Burkina Faso governance activities, government counterparts, other donors etc.) (1-2 pages);

- Key problems or issues encountered, how they were or will be resolved, and any recommended programming adjustments. Applicant must be candid about approaches and activities that are not yielding progress toward BFGA objectives. (1 page); and
- Bulleted list of planned activities for the next quarter with dates and locations for events. (1-2 pages).

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

- Annex 1: Table of indicators showing progress made during the quarter, cumulative for the fiscal year, and cumulative for the life of activity towards set targets. Narrative will be provided for each 10% deviation from target.
- Annex 2: Two 'stories of change' with relevant high resolution photos, a podcast, video files, etc. as appropriate (see below for more information)
- Annex 3: Quarterly Environmental Mitigation and Monitoring Report
- Annex 4: Quarterly Shock Response Planning Report
- Stories of change[21]:
  Each quarter, the applicant must submit at least two stories of change that captures important—if subtle—shifts in relationships, group processes, and dynamics. These stories may be targeted at different audiences (e.g., GOBF, parliamentarians, youth, women, local private sector, U.S. Congress…), and produced in both English and local languages. Applicants are encouraged to think creatively about formats (e.g., radio spots, short podcasts or videos, blogs), and to co-create these stories with Burkina Faso partners, with a special emphasis on hearing the voices of women and youth.

B. Annual Reports

The annual report must include narrative and quantitative sections, and report against all indicators. The narrative section is limited to forty (40) pages, not including annexes, and should cover key achievements and high level impacts, synergistic results, scalability of results, collaborative activities, best practices, lessons learned, challenges encountered, and priorities for the next year. Annexes must include: 1) a comprehensive property inventory list 2) reporting against all indicators with narrative for each 10% deviation from target, 3) financial table, 4) at least one success story with relevant photos, 5) Annual Environmental Mitigation and Monitoring Report, 6) Annual Shock Response Planning Report and Women Equality and Economic Empowerment 1 pager. The annual report shall be submitted on or before the 90th day after the reporting period each year. A French-language translation (the original report must be in English) of the annual report must also be submitted at the same time. The Annex 2 table for indicators must be submitted on or before October 15th of each year in order to be included in USAID's annual performance reporting requirements. For all results that either exceed or fall short of the annual target by 10% or more, a narrative explanation must be included.

C. Final Report

[21] The DFID-funded LASER program offer example of an ambitious results framework that delivers 'stories of change' at the outcome level, and reports on 'major and moderate' results at the output level.

The Awardee must submit a final report in both English and French. The final report is due within ninety (90) days after the end date of the award. The report must include:

- An executive summary of the activity's accomplishments, results and conclusions about areas in need of future assistance;
- An overall description of the activities and attainment of results during the life of the award;
- An assessment of progress made towards accomplishing the activity objectives and illustrative results, highlighting collaborative activities and synergistic results;
- Significance of these activities in terms of impact and scalability;
- Description of collaborative activities with other Bridge and RISE II implementing partners as well as USAID/Burkina Faso governance programs;
- Description of lessons learned and 'best fit' practices;
- Success stories and full list of 'stories of change' documented over the life of the Activity; and
- Observations and recommendations for future programming.

This report should not exceed forty (40) pages (excluding annexes). The final performance report shall be submitted to the AOR, and the Agreement Officer. The draft final report must be submitted thirty (30) calendar days prior to the completion of the award. Awardee will have no more than ninety (90) calendar days after the completion date of activities to submit a completed final report in English and in French.

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

D. Other Reports

Short-Term Consultant and Technical Reports

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

Geographic Information System (GIS) data

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

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

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

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

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

Development Experience Clearinghouse (DEC) Requirements

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

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

Annual Work Plans (AWP)

Based on findings from the refine and implement period, as well as previous experience, the IP will develop annual work plans, with key assumptions, programmatic targets, results metrics, and proposed context and sentinel indicators, to be jointly agreed in consultation with the USAID AOR. This and subsequent work plans should also include a section on integration that outlines plans for engagement and joint activities with other RISE II and Bridge implementers and donor programs.

Work plans should be developed with active engagement from key Burkinabe partners and in coordination with other RISE II and Bridge activities. They should ground-truth proposed approaches with a particular eye on how they: a) show evidence of local ownership and political feasibility; b) develop linkages between different types of development actors; c) are likely to yield tangible improvements for citizens; and d) support stronger citizen-state accountability relationships. They should define in detail how the BFGA implementer intends to organize its work to implement the tasks outlined in the activity description and achieve expected results within each of the tasks. The work plans must be consistent with the AMELP. USAID views work plans as living documents, where frequent and regular reviews of the work environment and how the activity will respond to it, are critical to adaptive management and to success in implementing programs in complex environments. While USAID cannot require approval of work plans more frequently than annually, it will view applications that show an appreciation of complexity-aware M&E and adaptive management, and that propose ways to build in flexibility, as outlined in the NOFO, more positively than those that do not. As such, USAID and the recipient will meet at the mid-year point, at minimum, to review where things stand within the approved work plan and determine whether or not there is a need to pivot or proceed in accordance with the objectives of the activity.

The Annual Work Plan will form the basis for activities to be initiated in each year of the award. For the purpose of the AWP, “Annual” is defined according to the U.S. Government fiscal year: i.e. October 1st to September 30th. Draft AWPs for subsequent years after Year One shall be submitted no later than September 1st of each year.

The AWP will be reviewed by the AOR within two weeks of submission. Following review and comment by USAID, the Implementer shall prepare a Final Work Plan for each year, to be submitted no later than October 30th. The AWPs will provide a detailed description, schedule, and expected results for activities in support of each objective under the award.

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

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

Crisis Modifier Supplement: For this Activity, the Crisis Modifier serves to fund the activity shock response plans, which are developed in conjunction with the work plan and approved by USAID. In the event that the Crisis Modifier needs to be activated for a shock that is not covered by the active, pre-approved plans, the Recipient will have two days to prepare a concise supplement to the shock response plan covering all activities covered by the Crisis Modifier for the current work plan, which should include, at a minimum, the evaluation of the new shock including threshold data and evidence of trigger, proposed interventions and geographies, and accompanying budget. USAID will review the draft supplement to the shock response plan and provide comments and/or suggestions within two days of receipt. The Recipient shall then submit one electronic copy of the final supplement to the annual work plan to the AOR for approval not later than one day from receipt of USAID’s comments/suggestions.

Shock Response Plan

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

- Description of the major shocks and chronic stresses that may affect BFGA program performance, undo BFGA development gains, and harm direct BFGA beneficiaries
- Interventions/strategies to mitigate ongoing stresses and to reduce risks associated with shocks (these interventions should also be included in, and implemented, as part of the regular Annual Work Plan)

- Proposed response and recovery activities for each identified shock
- Trigger thresholds for context indicators that will be used to determine when a shock may be occurring (or will soon occur) that requires a response
- Indicative unit costs for response options to allow for quick budgeting

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

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

Close-out Plan

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

4. Environmental Compliance and Climate Risk Management

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

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

No BFGA activities funded under this cooperative agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental

Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

An activity level Initial Environmental Examination (IEE) has been approved for the Burkina Faso Governance Activity Cooperative Agreement (CA). The IEE can be found in the Environmental Compliance Database at https://ecd.usaid.gov/document.php?doc_id=39306.

The IEE covers activities expected to be implemented under this CA. USAID has determined that a Categorical Exclusion applies to the BFGA. This indicates that activities under the Burkina Faso Governance Activity are among the classes of actions listed in 22 CFR 216.2(c)(2) that generally have no foreseeable significant direct or indirect adverse effect on the environment. Therefore, under 22 CFR 216.2(c)(1), neither an IEE nor an EA will be required for these activities. Other projects/activities that may arise must be subject to an environmental analysis and the appropriate documentation prepared and approved, whether it be a new Request for Categorical Exclusion, an amendment, or another type of 22 CFR 216 document. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

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

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

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

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

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

Climate Risk Management

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

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

An activity-level CRM screening analysis was conducted for the BFGA.

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

SUMMARY OF REPORTS/DELIVERABLES		
Report	**Due Dates**	**Submission Requirements**
Annual Work Plan **Part 1 (first 6 months)**	**Submit with the technical application**	**Submit electronically with technical application**
Revised Program Description and/or budget (as needed)	**If necessary, as a result of the refinement period, the implementer may propose changes to the award. Submit 5 months after award.**	**Submit electronically to AO and AOR**
Annual Work Plan **Part 2 (remainder of first fiscal year)**	**Submit within 5 months after award**	**Submit electronically to AOR**
Shock Response Plan	**Submit within 5 months after award**	**Submit electronically to AOR**
Annual Work Plan (subsequent years)	**Draft due by September 1st, and final due no later than October 30th**	**Submit electronically to AOR**
Environmental mitigation and monitoring plan (EMMP)	**Draft due 3 months after award, final version to be integrated in all Annual Work Plans and updated as necessary**	**Submit electronically to AOR**
AMELP	**Submit abbreviated draft with technical application, full draft within 3 months of award, and final is due within 5 months after award**	**Submit draft electronically with technical application, and final to AOR.**

Branding Strategy and Marking Plan (BSMP)	**Apparently successful applicant to submit BSMP before award.** **Within 2 weeks of the award:** **1. Press release - announcement of the award - with feedback from USAID/DOC.** **Within 60 days of the award:** **1. An activity communications strategy submitted and completed with feedback from USAID/DOC and revised annually as the program matures.** **2. Activity Fact Sheet completed with feedback from USAID, which will be updated annually.**	**Submit BSMP electronically as required to Agreement Officer, and subsequent documents to AOR.**
Short-Term Consultant and Technical Reports	**• 21 calendar days after the completion of the consultancy** **• When completed, submit copies of all technical reports including analyses, policy recommendations, comparative studies, etc. Depending on the audience, USAID may require a French translation and 508 Compliance.**	**Submit electronically to AOR**
Geographic Information System (GIS) data	**Submit to USAID the following one (1) year after the start date of the award and on October 30th of each subsequent year:** **• Digital spatial data according to Federal Geographic Data Committee (FGDC) Level 1 metadata standards capturing GIS at the regional, administrative, commune, and village level for their zones of intervention;** **• Digital copies of spatial data with accompanying metadata; and** **• Make spatial data available to the public at the cost of reproduction.**	**Submit electronically to AOR**

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

5. Other Requirements NA.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. Other Information:

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

Applications with Proprietary Data

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

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

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

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

2. List of Annexes

- **a) Annex #1: Illustrative Budget Template (Attached Excel File)**
- **b) Annex #2: Standard Provisions**
- **c) Annex #3: Abbreviations and Acronyms**
- **d) Annex #4: SAM Quick Start Guide For New Foreign Registration**
- **e) Annex #5: SAM Quick Start Guide For New Grantee Registration**
- **f) Annex #6: Past Performance Information**
- **g) Annex #7: Other relevant USAID Implementing Partners in Burkina Faso**
- **h) Annex #8: Rise II and Bridge Results Frameworks**

[END OF SECTION H]

ANNEXES

ANNEX #1 - SUMMARY BUDGET TEMPLATE

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

ANNEX #2 - STANDARD PROVISIONS

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

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)
Yes		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	No	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
	No	RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	No	RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
Yes		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	No	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
Yes		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
Yes		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	No	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	No	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
Yes		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	No	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	No	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)

	No	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
Yes		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	No	RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	No	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
Yes		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (APRIL 2016)
	No	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)
	No	PROGRAM INCOME (AUGUST 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)
Yes		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
Yes		RAA8. SUBAWARDS (DECEMBER 2014)
Yes		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
Yes		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
Yes		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
Yes		RAA12. PATENT RIGHTS (JUNE 2012)
Yes		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
	No	RAA15. COST SHARE (JUNE 2012)
	No	RAA16. PROGRAM INCOME (AUGUST 2020)
Yes		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	No	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)

Yes		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
Yes		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
Yes		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	No	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	No	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	No	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
Yes		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	No	RAA30. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

ANNEX #3 - ABBREVIATIONS AND ACRONYMS

Activity Monitoring, Evaluation and Learning Plan	AMELP
Agreement Officer	AO
Agreement Officer's Representative	AOR
Annual Work Plan	AWP
Automated Directives System	ADS
Child Early and Forced Marriage	CEFM
Commission Électorale Nationale Indépendante	CENI
Chief of Party	COP
Collaboration, Learning and Adapting	CLA
Civil Society Organization	CSO
Conseil National de Dialogue Politique	CNDP
Climate Risk Management	CRM
Code of Federal Regulations	CFR
Countering Violent Extremism	CVE
Deputy Chief of Party	DCOP
Disaster Risk Reduction	DRR
Democracy, Human rights and Governance	DRG
Development Objective	DO
Development Food and Nutrition Security Activities	DFSA
Food for Peace	FFP
Global Food Security Strategy	GFSS
Government of Burkina Faso	GoBF
Government of Niger	GoN
Health Services Delivery	HSD
Implementing Partner	IP
Initial Environmental Examination	IEE
Market and Nutrition	M&N
Monitoring and Evaluation	M&E
Niger Community Cohesion Initiative	NCCI
Nigeriens Nourishing Nigeriens	3N
Non-Governmental Organization	NGO
Notice of Funding Opportunity	NOFO
Office of Transition Initiatives	OTI
Participatory and Responsive Governance - Principle Activity	PRGPA
Positive Youth Development	PYD
Permanent Interstate Committee for Drought Control in the Sahel	CILSS
Problem Driven Iterative Adaptation	PDIA
Public International Organization	PIO
Resilience & Economic Growth in the Sahel - Accelerated Growth	REGIS-AG
Resilience in the Sahel Enhanced II	RISE II
Request for Applications	RFA
Request for Categorical Exclusion	RCE
Sahel Collaboration and Communication activity	SCC
Sahel Development Partnership	SDP

Sahel Resilience Learning Activity	SAREL
Social Behavior Change	SBC -
United Nations	UN
United Nations Development Program	UNDP
U.S. Department of Agriculture	USDA
United States Government	USG
Violent Extremist Organizations	VEO
Water Security and Resilience	WSR
West and Central African Council for Agricultural Research and Development	WECARD/CORAF

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

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Foreign Registrations

Helpful Information

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

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

What do I need to get started?

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

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

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

How do I get an NCAGE code?

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

What about a Taxpayer Identification Number (TIN)?
You only need a TIN if your entity pays U.S. taxes. If you are a foreign entity that does not pay taxes in the U.S., do not enter a number in the TIN field during registration.

Steps for Registering

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

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

7. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you did not submit your registration. What happens next?
    - Once approved by the IRS (if you entered a TIN) and the Commercial and Government Entity (CAGE) system, you will get an email from SAM.gov when your entity registration is active.

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

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

IAE

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

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Grantee Registration

Helpful Information

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

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

What do I need to get started?

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

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

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

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

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity. Definitions are in the Glossary to the right.
5. If you are registering in SAM.gov so you can apply for a Federal financial assistance opportunity on Grants.gov, and are not interested in pursuing Federal contracts, you will have a much shorter registration path. To chose this "grants only" path:
   - Select "No" to "Do you wish to bid on contracts?"
   - Select "Yes" to "Do you want to be eligible for grants and other federal assistance?"
6. Complete the "Core Data" pages:
   - Validate your DUNS information.
   - Enter Business Information (TIN, etc.) This page is also where you create your Marketing Partner Identification Number (MPIN). Write the MPIN down as it will serve as a password for you in other government systems. You will need it for your Grants.gov registration.
   - Enter your CAGE code if you have one, but remember, CAGE codes are tied to DUNS numbers and cannot be reused. Don't worry if you don't have a CAGE code for the DUNS number you are registering: one will be assigned to you after your registration is submitted. Foreign registrants must enter their NCAGE code before proceeding.
   - Enter General Information (business types, organization structure, etc.) about your entity.
   - Provide your entity's Financial Information, i.e. U.S. bank Electronic Funds Transfer (EFT) information for Federal government payment purposes. Foreign entities do not need to provide EFT information.
   - Answer the Executive Compensation questions.
   - Answer the Proceedings Details questions.
7. Complete the "Points of Contact" pages:
   - Your Electronic Business POC is integral to your Grants.gov registration and application process. Your Government POC will be used by other government systems, such as CAGE, when they contact you. List someone with direct knowledge of this registration for both of those POCs.
8. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you have not submitted your registration.
   - There are two external validation steps, one with the IRS and another with CAGE, after you submit. You will receive an email from SAM.gov when your registration is active.

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

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

IAE

ANNEX #6: PAST PERFORMANCE INFORMATION

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

ANNEX #7: OTHER RELEVANT USAID IMPLEMENTING PARTNERS OPERATING IN BURKINA FASO

USAID Yidgiri (Markets & Nutrition (M&N) Activity

USAID recently awarded $19.6 million to Cultivating New Frontiers in Agriculture (CNFA) to implement the new 5 year, Burkina Faso Markets and Nutrition activity. The activity will be called USAID Yidgiri, meaning grow in Mooré. The USAID Yidgiri activity will improve the resilience of market systems by establishing profitable market linkages between producers and buyers within and outside the Centre Nord, Est, and Sahel regions. The activity will also increase the prevalence of women consuming a diet of minimum diversity by 20 percent. These new market linkages and increased capacity will increase sales by farmers and producer organizations by $75 million, improve incomes of 85,000 farmers, and increase the organizational and risk-management capacity of at least 650 producer organizations and small and medium-sized enterprises (SMEs).

Finance activities

USAID has a Development Credit Authority (DCA) program for Burkina Faso. USAID is also in the process of procuring additional finance activities to enhance the availability of finance to beneficiaries through incentive grants and technical assistance to financial institutions.

Public-Private Partnerships

USAID will be partnering with the private sector to create jobs and bring services to populations in the targeted regions. This will be done through the West Africa Trade and Investment Project and will be coordinated with Youth Connect activities.

Affordable Mobile Phones Partnership

USAID has a global development alliance activity with a technology firm called NewPath that is targeted at leasing smartphones to beneficiaries. USAID will gain the ability to push information aligned with USAID development objectives to customers, as well as solicit information and feedback.

Agricultural research activities

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

Regional agricultural activities

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

Breakthrough-ACTION social and behavior change (SBC) activity

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

TerresEauVie

TerresEauVie focuses on enhancing land and water resource management for multiple uses, including water for household, livestock and agriculture, and land for agriculture and grazing. WSR also enhances secure access to land, supports access to climate services, and assists other USAID partners in risk reduction and shock response planning and implementation.

Burkina Faso Human Rights Activity

Growing instability and the rise of violent extremism in Burkina Faso are major concerns for countries in the region as well as the U.S. Government and broader international community. In addition to the security considerations of this growing violent extremist threat, there are significant human rights abuses taking place in Burkina Faso, many of which not only stem from, but also drive, violent extremism. Assessments of the causes indicate core grievances, such as a lack of respect and protection of human rights and impunity for human rights violators. In Burkina Faso, in particular, grave human rights abuses—some amounting to mass atrocities—carried out by both state security forces and non-state armed groups, as well as due process violations for individuals arrested on suspicion of terrorism have been a defining characteristics of the country's situation within the broader Sahel context. The BFHR activity is intended to address these challenges under the Bridge project.

On est Ensemble Burkina Faso

This program aims to strengthen economic ties between farmers and herders in Séno and Namentenga provinces to support sustainable livelihoods and broad-based resilience to social, economic, and environmental shocks. It will strengthen connections between herder and farmer communities and local government entities to break down negative perceptions, identity shared livelihoods challenges, and build trust and collaborative community-driven solutions to address these challenges.

USAID/OTI's Burkina Faso Regional Program (BFRP)

This program seeks to strengthen the resilience of communities against the influence of violent extremism. Through coordinating partners and local actors, BFRP is providing crucial support to communities experiencing the worst of the insecurity and violence in the most vulnerable communities of Nord and Sahel regions. BFRP activities are adapted to and implemented at the community level to address the major problem sets that have allowed VEOs presence to thrive: disrupted livelihoods, weak government response, and social fragmentation. OTI started implementation of its activities in July 2018 with a budget of $12 million.

Sahel Collaboration and Communication activity (SCC)

USAID launched the Sahel Collaboration and Communication activity to build collaboration across Bridge and RISE II partners, develop and implement a shared learning agenda, including facilitating joint M&E, and enhance communication about USAID programs to external audiences.

NEW-CVE Project

This project is managed by USAID's West Africa regional mission in Accra the USG and is using a diversified approach to addressing the "pull factors" to vulnerability to recruitment to violent extremist organizations.

Partnerships for Peace activity (P4P)

is a capacity-building and networking effort that is supporting regional institutions, national governments, and civil society organizations in West Africa to fight more effectively against violent extremism in the Sahel region. P4P is implemented in Burkina Faso, Mauritania, Chad, and Niger, and works with ECOWAS and the G5 Sahel. The project is five years (2016-2021) with a total budget of $13 million. In Burkina Faso, the project has been training a range of stakeholders in CVE, assisting national governments in the region to draft national CVE strategies, and providing sub–grants to CSOs to implement activities.

Voices for Peace

is a regional communication and media strengthening effort that is leveraging both traditional and new media to counter violent extremism and promote democracy, human rights, and good governance. The project supports a culturally-resonant communications environment of indigenous CVE narratives by building the capacity of locally influential voices, establishing interactive media platforms, and engaging at-risk youth, women, and communities with quality, credible CVE content. The project is being implemented in Burkina Faso, Niger, Mali, Chad, and Cameroon. The project has a total budget of $25 million.

Dialogue for the Sahel

is a $2 million project that will run through March 2020. It aims to empower local governments and communities in the Sahel Region of Burkina Faso for improved governance and prevention of violent extremism. The project does this by strengthening government capability to respond to citizen needs and develop its confidence and credibility in the eyes of local citizens; enabling community engagement in conflict prevention and peaceful resolution interventions; and supporting youth in their interactions with security and other state actors. The project is working in 6 communes in Soum and Oudalan provinces.

***USAID Prepare-Burkina* USAID**

Is a recently awarded a flagship health activity of $35 million implemented by Pathfinder International to provide support for USAID PREPARE-Burkina (PRÉparation pour la RÉsilience au BURKINA). Sub-partners on the award include: Association Tin Tua (Tin Tua), Association pour la Gestion de l'Environnement et le Développement (AGED), Action pour la Promotion des

Initiatives Locales (APIL), Alliance Technique d'Assistance au Développement (ATAD), Action Contra la Faim (ACF).

This health systems focused award serves as a critical element of the resilience portfolio in the Sahel and the SDP resilience line of effort. This award complements integrated community development activities using systems analysis to identify catalytic interventions that deliver sustainable improvements in the functioning of targeted health systems. Health and nutritional security are central to human well-being and reduce the risk of disease or death that can plunge a household back into poverty. Access to voluntary family planning reduces fertility rates and slows population growth, improving health outcomes for women and children, reducing pressures on natural resources and government services, and enhancing the ability of households to escape poverty.

Bridge Youth Connect

is a five-year activity currently under procurement that is focused on developing improved skills and economic opportunities for young women and men in Niger and Burkina Faso. The Youth Connect activity is one of several activities supporting USAID's Bridge Project, devoted to addressing the grievances that are the main drivers of VEO recruitment in the Sahel, which often stem from development issues, poor governance, lack of economic opportunity, and perceived exclusion from the benefits and services provided and facilitated by governments in the region. Youth Connect therefore serves as one of several complementary activities that together form a comprehensive approach to addressing the multiple factors that impact these development challenges.

Sahel Development Partnership (SDP)

is not a stand-alone activity, rather it is the USAID/Administrator's signature effort and approach to stabilize focus areas of Burkina Faso and Niger by building local communities' resilience and countering violent extremism through three linked, coordinated, and strategically sequenced lines of effort.

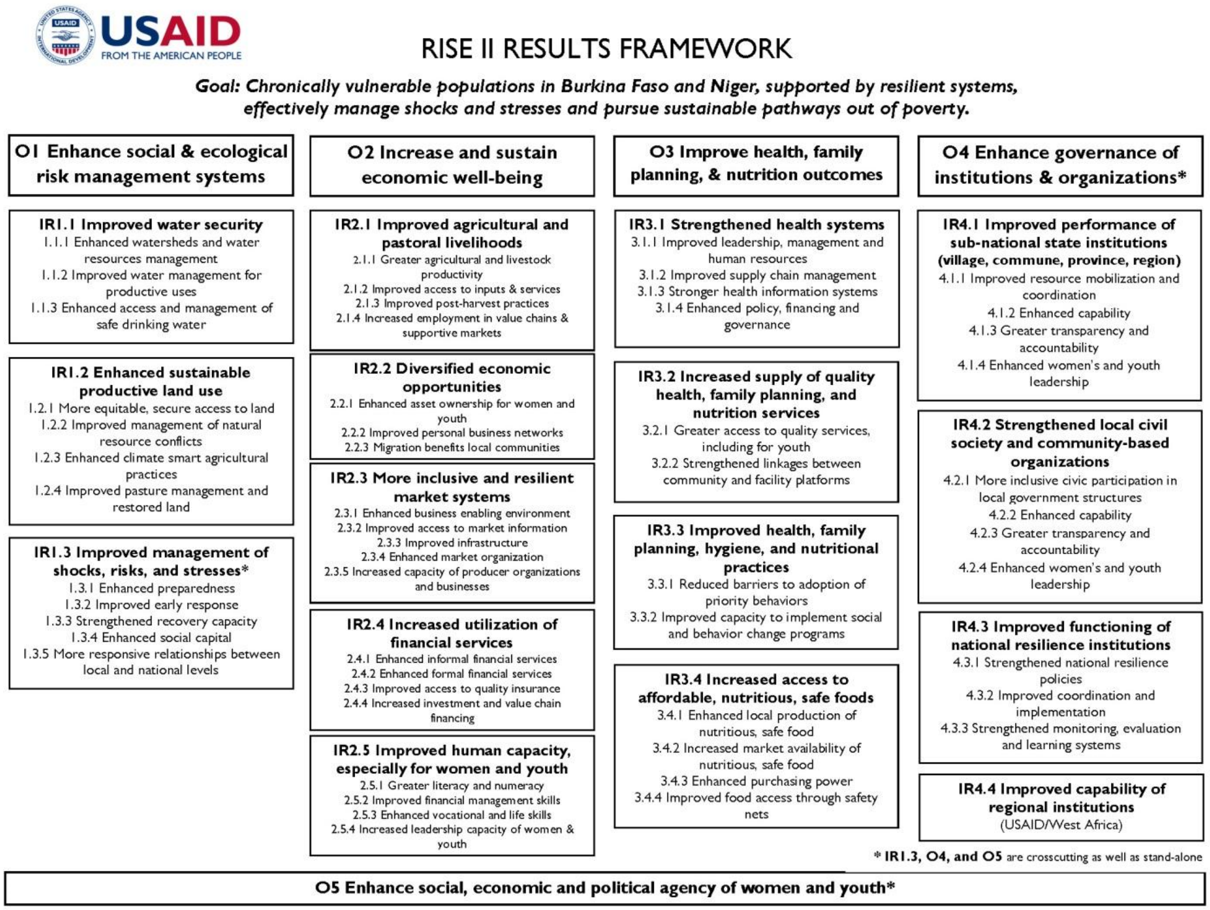
1. **Countering Violent Extremism (CVE):** These rapid-response programs will address the push factors described above, which extremists exploit to draw in new recruits and destabilize vulnerable communities.

2. **Stabilization and Transitional Livelihoods:** These limited-duration programs serve as a bridge between CVE activities and comprehensive, long-term resilience efforts. Their common goal is to deepen trust between governments and create conditions for transitioning vulnerable populations from humanitarian relief to stable, self-sustaining livelihoods.

3. **Resilience:** Long-term, multi-sector resilience programming builds sustainable local capacities that help families to weather shocks and reduce the need for humanitarian assistance. USAID resilience programming allows households to increase their assets, savings and access to markets despite being exposed to the shocks and stresses described above. In the SDP context, resilience programs will enhance access to financial services, including savings, credit and insurance; improve water management for productive and domestic use; promote land reclamation and conservation agriculture; develop value chains for agriculture and

livestock, including linking local markets to high-demand urban and coastal markets; improve health outcomes, including maternal and child health and nutrition, voluntary family planning, hygiene and sanitation; build the capacity of local government to deliver health, nutrition, and sanitation quality health services; and strengthen the capacity of government and community organizations to mitigate conflict and respond to shocks such as droughts and floods.

ANNEX #8: RISE II AND BRIDGE RESULTS FRAMEWORKS



Shared Results Framework for Bridge (in yellow) and NEW-CVE

DO1 Legitimacy of violent extremist organizations and ideology weakened

IR1.1 West African Capacity to Counter Violent Extremism Strengthened

1.1.1 Greater understanding of VE and knowledge of CVE approaches
1.1.2 Increased governmental and civil society leadership of CVE efforts
1.1.3 Improved regional coordination on CVE

IR1.2 Moderate Voices Amplified

1.2.1 Positive local narratives strengthened
1.2.2 Access to information expanded
1.2.3 Dialogue and exchange on CVE, governance, and peace concepts increased

IR1.3 Community Cohesion Increased

1.3.1 Reduced tensions within and across communities.
1.3.2 Increased trust within and across communities.
1.3.3 Increased inclusion of marginalized groups in community dialogue and decision-making processes.
1.3.4 Increased resistance of communities to radicalization and VEO recruitment

DO2 Government Legitimacy Enhanced

IR2.1 Citizen-Government Dialogue Strengthened

2.1.1 Constructive communication platforms established or increased
2.1.2 Increased non-government stakeholder communication
2.1.3 Media coverage of citizen priorities increased

IR2.2 Government Response to Priority Needs Increased/Improved

2.2.1 More inclusive public policies and legislation created
2.2.2 Delivery of basic services on targeted citizen priorities improved in conflict/VE areas
2.2.3 Increased state ability to effectively manage conflict and address long-standing grievances

IR2.3 Access to Justice for All Improved

2.3.1 Local communities better linked to formal justice system for targeted or community-identified issues
2.3.2 Targeted populations have increased access to functional conflict and dispute resolution mechanisms (mainstream or alternative)
2.3.3 Availability and use of legal services improved in conflict/VE prone areas
2.3.4 Citizens, inclusive of marginalized populations, are more aware of their legal rights

IR2.4 Government Support for Human Rights Demonstrated

2.4.1 Strengthened human rights organizations' effectiveness in monitoring, documenting, and reporting rights violations
2.4.2 Right to due process or redress in conflict/VE prone areas are respected by the government
2.4.3 Education and civic awareness on fundamental human rights and freedoms for populations in conflict/VE prone areas increased
2.4.4 Ability/Willingness of government to meaningfully address human rights violations improved

DO3 Economic Opportunities Enhanced in Target Regions

IR3.1 Immediate Economic Stabilization

3.1.1 Short-term income opportunities improved
3.1.2 Livelihoods of affected communities re-established

IR3.2 Increased Economic Resilience in Affected Communities

3.2.1 Increased smallholder productivity and value-addition from crops, aquaculture, and animals
3.2.2 Increased access to financial services
3.2.3 Expanded and diversified livelihood and economic opportunities on-and-off-farm

IR3.3 Increased Job Creation and Investment

3.3.1 Increased investment and employment opportunities in secondary cities and "buffer zones"
3.3.2 Public-private partnerships developed with private employers to hire or increase incomes for targeted populations

IR3.4 Strengthened transferable skills

3.4.1 Strengthened life skills
3.4.2 Strengthened soft skills
3.4.3 Strengthened functional literacy
3.4.4 Strengthened entrepreneurial and business skills

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