



USAID | SENEGAL

FROM THE AMERICAN PEOPLE

Issuance Date:	May 7, 2010
Deadline for Receipt of Questions:	June 01, 2010 (17:00 Dakar Time)
Closing Date for Submission of Applications:	July 22, 2010* (See Note at bottom of the letter)
Closing Time for Submission of Applications :	5:00 PM (17:00: Dakar Time)

**Subject: USAID/Senegal Request for Applications (RFA) Number 685-10-A-12;
Agricultural Development Program**

The United States Agency for International Development (hereinafter referred to as “USAID” or the “Government”) is seeking applications for an Assistance Agreement for funding a program for Agricultural Development Program in Senegal as described in Section C of this RFA. USAID anticipates awarding a five year performance-based Cooperative Agreement (CA), US \$40 million, subject to availability of funds, resulting from this RFA process. USAID reserves the right to fund any or none of the applications submitted.

Note: “Performance-based” is not an award type, but rather it is a focus on sub-results, activities and indicators for each of the two work components that comprise this award. Also, for planning/budgeting and clarification of period of performance, this award is to be based on:

- Year 1 – 09/30/2010 (estimated) to 9/30/2011 (12 months)
- Year 2 – 10/01/2011 to 9/30/2012 (12 months)
- Year 3 – 10/01/2012 to 9/30/2013 (12 months)
- Year 4 – 10/01/2013 to 9/30/2014 (12 months)
- Year 5 – 10/01/2014 to 9/30/2015 (12 months)

In addition, USAID generally estimates the U.S. Government funds to be allocated between the two components as below (plus or minus 5%). Also, USAID encourages the development of Global Development Alliances (GDAs) within each of the components (See Annex 2).

- 70% to Component 1 – Accelerate the Participation of the Rural Poor in Rural Growth
- 30% to Component 2 – Reduce Under-Nutrition

USAID/Senegal is seeking applications from qualified U.S. and Non-U.S. organizations and institutions, in the form of partnerships or teams (primes and subs) that include Senegalese organizations and are interested in providing the services described in this solicitation. This is a full and open competition, under which any type of organization, large or small commercial (for profit) firms, faith-based, and non-profit organizations in partnerships or teams from geographical code 935, are eligible to compete. In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in order to identify and fund the best possible applications to achieve program objectives.

The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended.

The chosen Recipient will be responsible for ensuring achievement of all program objectives. Please refer to the Program Description for a summary and insight to the goals and expected results.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for profit organizations), may be paid under the agreement.

For the purposes of this solicitation, this RFA is being issued and consists of this cover letter and the following:

1. Section A – Application and Submission Instructions;
2. Section B - Selection Criteria;
3. Section C – Program Description;
4. Section D – Certifications, Assurances, and other Statements;
5. Section E – Annexes.

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer."

If an organization decides to submit an application, it should be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications.

Applications received after the closing time may not be considered. The text of any application, less any essential annexes, cover pages, dividers, table of contents, executive summary, resumes and CVs, must not exceed 50 pages and the text on its own must be entirely responsive to all aspects of the RFA.

The preferred method of distribution of USAID RFA's is via Grants.gov, which provides a source for Federal government-wide competitive grant opportunities. This RFA and any future amendments can be downloaded from that Web Site. The address is <http://www.grants.gov>. In order to use this method, an applicant must first register on-line with Grants.gov. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-472 or via email at support@grants.gov for technical assistance.

If you decide to submit an application, it should be received (a) electronically and sent directly to USAID by email, to bdaluz@usaid.gov and ptresch@usaid.gov, and; (b) hard copies delivered to the following address (international courier or by hand):

Bernadette Daluz
Sr. Acquisition & Assistance Specialist
USAID/Senegal/RAAO
Derriere Hotel Ngor Diarama
Petit Ngor, Ngor – Senegal
Telephone reference for courier only is: (221)-33-869-6142

Applications, both electronic and hard copies should be received by the closing date and time indicated at the top of this cover letter. Applications must remain valid for a minimum of 120 days.

Applicants are requested to submit both technical and cost portions of their applications in separate volumes. Award will be made to the responsible applicant whose application offers the greatest value to the U.S. Government based on this RFA.

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application. Further, the Government reserves the right to reject any or all applications received. In addition, final award of any resultant cooperative agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. The applications are submitted at the risk of the applicant; accordingly, should circumstances prevent an award of a cooperative agreement, all preparation and submission costs are at the applicant's expense.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

- (a) Selection Criteria (Section B);
- (b) Application and Submission Instructions (Section A);
- (c) Program Description (Section C);
- (d) This Cover Letter.

Any questions concerning this RFA should be submitted in writing to: Bernadette Daluz, via the following email address: bdaluz@usaid.gov with a copy to Phillip S. Tresch at ptresch@usaid.gov. Prospective applicants need to submit their questions or request for clarifications of any part of the RFA not later than the deadline specified on the first page of this letter, in order to be included in a USAID response in the form of an RFA amendment (listing all questions received and USAID answers).

USAID/Senegal will not entertain any request for information by phone or in writing after the date indicated above.

Applicants should retain for their records, one copy of all enclosures which accompany their application.

Sincerely,



Phillip S. Tresch
Regional Agreement Officer
USAID/Senegal/RAAO

***Note:** Due to the size and competitive nature of this procurement, extra time has been provided for preparation of applications and to allow potential applicants to fully develop its proposed sets of activities, implementation approaches, staffing and indicators/end results. For example, applicants may wish to visit Senegal to assist with identifying potential local consultants/staff, firms/NGOs and location/types of proposed work activities. Please note that USAID requests that local firms/NGOs not be “tied up” with exclusive work agreements with individual USA primes, but “TBD” and “plug figures” can be used in specific cases (see Section A.3).

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SECTION A – APPLICATION AND SUBMISSION INSTRUCTIONS

A.1 APPLICATION AND SUBMISSION GUIDELINES

All applications received by the deadline specified in the cover letter will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the following. Section B addresses the selection criteria.

Applications are to be submitted electronically via e-mail attachments formatted in Microsoft Word and/or Excel (version 2003) or PDF format with a 3MB limit per email. Because of USAID's system restrictions (i.e. it routinely deletes and removes zip files), applicants are requested to avoid sending zipped files and to not use a "zip" extension as part of the file name.

Applicants shall be submitted in two separate parts: (a) technical and (b) cost/business application. In addition to the email submission, applicants shall submit an original and two (2) copies of the technical portion of the application and an original and one (1) copy of the cost/business portion of the application to the address specified in the cover letter. Due to phone system limitations, faxed applications will not be considered.

The hard copies of application and modifications thereof shall be submitted in sealed envelopes or packages addressed to the office specified in the cover letter of this RFA, with the RFA number, the name and address of the applicant, and whether the contents contain technical and/or cost applications noted on the outside of the envelopes/packages.

The application should be prepared according to the formats set forth below in "Technical Application Format" and "Cost/Business Application Format". Applications must be submitted no later than the date and time indicated on the cover page of this RFA, to the location indicated in the cover letter accompanying this RFA. Applications which are received late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award only if the Agreement Officer determines it is in the Government's interest.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application. Erasures or other changes must be initialed by the person signing the application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

Any prospective applicant desiring an explanation or interpretation of the RFA must request it in writing in the form of questions by the due date indicated on the cover page of this RFA (for the receipt of questions), to the email address set forth in the RFA cover letter. Non-written data or instructions given before award of a Cooperative Agreement will not be binding; also, any information (i.e. questions/answers) given to a prospective recipient concerning this RFA will be furnished to all other prospective recipients as a written/published amendment to this RFA.

Following are the procedures for **Submission of Applications, by Email:**

1. Before sending documents to USAID as email attachments, they must be converted into Microsoft Word 2003 (for narrative text), Excel (for tables), or PDF format.
2. If an application is sent by multiple emails, the **subject line of the email** must indicate whether the email relates to the technical or cost proposal and the desired sequence of multiple emails (if more than one is sent) and sequence of attachments (e.g. Organization X, Cost Proposal, Part 1 of 4, etc.). However, applicants are requested to consolidate as much as possible, the various parts of the technical applications into one technical application document and the various parts of the cost application into one cost application document.
3. Questions, applications and modifications thereof shall be submitted with the name and address of the applicant and the RFA number (referenced in the cover letter and above), inscribed thereon, via email, to both bdaluz@usaid.gov and ptresch@usaid.gov. Due to phone system limitations, faxed applications will not be considered.

Applicants are expected to review, understand and comply with all aspects of the RFA. Failure to do so will be at the applicant's risk. Each applicant shall furnish the information required by this RFA. On the hard copies of applications, the applicant shall sign the application and the certifications, and print or type its name on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

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 purposes should:

- (a) Mark the title page with the following legend:

“This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to the applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in pages _____.”; and

- (b) Mark each sheet of data it wishes to restrict with the following legend:

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

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

Applicants shall confirm receipt of the RFA by written email notification to the contact person specific in the RFA cover letter. Applicants shall also acknowledge receipt of any amendment to this RFA by signing and returning the amendment. The Government must receive the acknowledgement by the time specified for receipt of applications.

A.2 GENERAL TECHNICAL APPLICATION FORMAT

The technical application will be the most important item of consideration in selection for award of the proposed activity. It should demonstrate the applicant’s capabilities and expertise with respect to achieving the goals of this program. Therefore it should be specific, complete, and presented concisely. It should take into account and be arranged in the order of the technical evaluation criteria in **Section B. Selection Criteria**.

The technical application must be submitted in English, and printed in single-spaced eleven point Times New Roman font on standard 8.5” by 11” paper. Pages must be numbered consecutively. The technical application is limited to 50 pages. **OVER 50 PAGES WILL BE NOT EVALUATED.** Note that cover pages, dividers, and certain components of the technical application (specifically, the Table of Contents, Executive Summaries, Draft Results Framework, Performance Plan, Sustainability Plan, *Curricula Vitae* (CVs) for key personnel, and Past Performance References) are not included in the 50-page limitation, and may be included as annexes to the technical proposal.

It is the applicant’s responsibility to confirm that the USAID/Senegal Mission has received the application – both technical and cost proposal.

A.2.1 Proposal Application

Technical Proposal

- Technical Approach 30 points
- Organizational Capability and Management Approach 20 points
- Personnel 30 points
- Past Performance 10 points

Cost Proposal

- Cost Proposal 10 points

Total Score 100 points

The technical application will be the most important item of consideration in selection for award of the proposed activity. It should demonstrate the applicant’s capabilities and expertise with respect to achieving the goals of this program. Therefore it should be specific, complete and presented concisely. It should take into account and be arranged in the order of the technical evaluation criteria specified in Section B. Selection Criteria.

Although no specific technical application format is mandated, the technical application should take into account the guidance below:

Technical Approach – must include a clear description of the approach and general strategy (e.g. methodology and techniques) being proposed and explain how the approach is expected to achieve the proposed objectives. Applicants should describe how they plan to approach achieving the selected outcomes, including to what extent they plan to provide technical assistance directly, involve local firms, and/or award sub-grants. Applicants are encouraged to propose innovative programs designed to reach

the desired higher level outcomes/results of the program. Applicants are advised not to repeat verbatim the illustrative activities in the Program Description, but to propose a focused and fine-tuned program which they determine is best suited to meet the overall outcomes and results expected. **Accordingly, applicant should both edit and enhance planned end products/indicators to illustrate the “robust and maximum” results that the applicant plans to achieve for the total funds available.**

The roles and responsibilities of all partner organizations must be clearly identified. Included in the program design should be an aggressive but realistic schedule of steps toward reaching proposed results. The implementation plan should clearly outline linkages between the proposed conceptual approach, activities, performance milestones and outcomes/results to be achieved. Technical applications will be evaluated based upon both the level of achievement proposed and the realism of the plan and timelines for reaching that level of achievement.

For additional guidance to applicants, the following is provided to assist with preparation of the technical application. References below are made to the relevant sections of the Program Description.

A.3 SPECIFIC TECHNICAL APPLICATION GUIDANCE

Section C.1 – Summary and overview: The Agricultural Development Program is for five years (ending September 2015).

Section C.4. - Program Description: Applicants are expected to refine this USAID Program Description. They should apply their technical expertise, experience and understanding of the requirements to define what set of interventions and activities best responds to the goal and desired outcomes of the program. As part of this process, applicants are requested to use their best professional judgment to determine how to divide up the level of effort and allocation of funds across all of the outcomes to best respond to the requirements of the performance-based program. For planning purposes USAID has allocated as a guideline, illustrative percentages to program and budget allocation as follows:

- 70% to Component 1 – Accelerate the Participation of the Rural Poor in Rural Growth
- 30% to Component 2 – Reduce Under-Nutrition

Applicants should describe how they plan to approach achieving the selected outcomes including plans for technical assistance, involvement of local partners, and/or award of sub-grants.

Expected Results – Applicants should propose an abbreviated performance plan and results framework which will become a part of the recipient’s agreement. Applicants must review the suggested results and indicators provided under each component and identify and propose “robust”, realistic and specific planned indicators and targets to be achieved at the end of each USG fiscal year over the life of the activity. Applicants should also provide baseline information to the extent this is available. In providing this information, USAID strongly encourages applicants to balance setting aggressive targets with applying best professional judgment to ensure that these targets are realistic and achievable. Any evidence that applicants are able to provide to demonstrate that the targets that they have set are achievable will strengthen the application.

Applicants should propose a reasonable number of indicators where data collection is possible and whose tracking will contribute to measuring performance, success, and impact in implementing the program. They should also include implementation milestones. The proposed indicators in the application should also allow them to demonstrate progress on improving both the overall enabling environment and building institutional capacity to sustain the desired improvements.

Please note that when setting results, applicants should also consider the following: (a) prospects for producing measurable results with clear relationships with the program's overall objectives; (b) prospects for leveraging funds from national governments, other USAID programs, and other donors. Applicants should include in their applications a description of the process that they will use in coordination with USAID to finalize a monitoring and evaluation framework and their performance monitoring plan. The information requested above will become part of the recipient's agreement and later part of the recipient's comprehensive PMP.

Section C.6.1 – Gender: Applicants will propose gender specific indicators, and implementation activities that integrate gender, and encourage equitable participation of women and men in program implementation, with particular attention on how proposed activities will affect women both in terms of positive and negative impacts.

Section C.6.2 – Environmental Compliance: Applicants should include in their applications a description of the process that they will use to review and mitigate any potential negative environmental impact from activities implemented under the program. USAID anticipates that a Categorical Exclusion and negative determination with conditions will apply. However, if applicants determine that there is a negative determination with conditions then they will need to budget funds to some activities and include in their proposal the task of conducting such an assessment (refer to full text in the RFA).

If a provision for sub-grants is included under this award, applicants should consider including in their applications the requirement to include an Environmental Review Form (ERF), or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not known well enough to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded any adverse impacts are expected to be easily mitigated.

Section C.6.3 - Branding and Marking Strategy: The Apparent winning firm (not all applicants) must develop a Branding Implementation Plan (BIP) to describe how the program will be promoted to beneficiaries and host-country citizens. BIP should specifically address the issue of how the applicant will incorporate the message, "*This assistance is from the American people,*" in communications and materials directed to beneficiaries or provide an explanation if this message is not appropriate or possible. Applicants should develop a marking plan to enumerate the public communications, commodities, and program materials and other items that visibly bear or will be marked with the USAID identity.

Section C.6.4. Sustainability: Applicants should propose an illustrative summary sustainability plan for the program. A full sustainability plan will be required in by the recipient after the agreement is signed. It is expected to build upon and strengthen local capacity for sustainable program management and implementation. Applicants are required to develop partnerships with organizations that employ local personnel and facilities to the maximum extent possible to improve the likelihood of attaining quality results, achieve program sustainability and minimize recurrent costs. USAID/Senegal strongly encourages applicants to fully integrate the skills, capabilities and expertise of local organizations in a substantive way.

Section C.7 – Agreement Amendments: Applicants do not need to prepare any information at this time related to the Agreement Amendments described in the RFA.

Section C.8 - Staffing Structure and Key Personnel: Applicants should consider the most time and cost-effective staffing structure to respond to start-up and implementation of the program. Applicants should provide a complete staffing chart that identified the position titles and position grades on the Foreign Service or Foreign Service National scales of all proposed long term staff. The staffing plan and structure of the recipient will become part of the agreement. Applicants may propose up to five key personnel positions to manage the program.

Organizational Capacity and Management Approach – Applicants must include a description of their organizational strength and experience in planning and implementing programs of a similar nature, including examples of similar programs that their organization has implemented which demonstrates that background experience. The management plan should provide evidence of the extent to which the proposed management structure and approach will ensure program effectiveness and efficiency will achieve maximum benefits and results. The application must specify the organizational structure (an organigram should be included) and composition of the program team (including home office support) and describe the role of the Chief of Party, the Deputy Chief of party and key personnel. A brief scope of work for each is desirable.

Personnel - Applicants must include CVs and/or resumés of proposed Key Personnel and other important managerial and technical personnel to be assigned to this program activity, including a minimum of three (3) references for each key staff with email addresses.

Past Performance - Applications should include up to 10 U.S. donor funded contracts, grants, cooperative agreements, etc. received by the applicant’s organization involving programs similar to the program proposed in this application. Each award listed must include:

- Name of awarding organization or agency;
- Address of awarding organization or agency;
- Place of performance of services or program;
- Award number;
- Amount of award;
- Terms of award (start and end dates of services/programs);
- Name, current telephone number, current fax number and e-mail address (if one is available) of a responsible technical representative of that organization or agency;
- Brief description of the program; and
- Performance evaluation, if any, from the awarding organization or agency.
- **Note:** It is optional, but it may be desirable to add a sentence/phrase for each mentioned award which emphasizes the particular/special factor how the subject action relates to this RFA.

A.4 COST/BUSINESS APPLICATION FORMAT AND GUIDANCE

- (a) The cost application must be completely separate from the applicant’s technical application and submitted by using SF-424 and SF-424A “Application for Federal Assistance”. These forms can be found under Section D and are downloadable online at:
http://www.grants.gov/agencies/approved_standard_forms.jsp
- (b) Applicants must provide an electronic copy of a budget (in Microsoft Excel), with calculations shown in the spreadsheet, and an electronic version of the narrative that discusses the costs for each budget line item (preferably in Microsoft Word).

- (c) The cost/business application must be for the period of the proposed program (up to 5 years) and use the budget format shown in the SF-424A. If the applicant proposes to charge any training costs to the USG as part of any proposed cooperative agreement, it must clearly identify them.
- (d) If the applicant is a consortium, the cost/business application must include documents that reflect the legal relationship among the parties. The document/s should include a full discussion of the relationship among the applicants, including the identity of the applicant that the USG will treat for purposes of administration of any cooperative agreement, identity of the applicant that will have accounting responsibility, how the applicant proposed to allocate effort under any cooperative agreement, and the express agreement of the principals of the applicant organization to be held jointly and severally liable for the acts or omissions of the other.
- (e) Applicants must complete the required Representations and Certifications under Section D with the cost/business application.
- (f) The applicant's proposed budget should provide estimates of the program based upon the total estimated costs for the agreement. Applicants should minimize their administrative and support costs for managing the project to maximize the funds available for project activities.
- (g) The cost/business application should describe headquarters and field procedures for financial reporting and the management information procedure(s) to ensure accountability for the use of U.S. Government funds. Applicants must describe fully program budgeting, financial and related program reporting procedures.
- (h) Applicants must provide detailed budget notes or narrative for all costs, and explain how they derived costs, consistent with the following guidance on required information:
 - 1. The breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
 - 2. The breakdown of all costs according to each partner organization involved in the program;
 - 3. The costs, if any, associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
 - 4. The breakdown of any financial and in-kind contributions of all organizations involved in implementing the cooperative agreement;
 - 5. Potential contributions of non-USG or private commercial donors to the cooperative agreement;
 - 6. Procurement plan for commodities if needed (although not encouraged); and
 - 7. Close-out costs: applicants must include in the required projected organizational budget any costs associated with terminating programmatic activities at the conclusion of the cooperative agreement.

(i) Applicants must provide a budget summary table with the following cost element details and a detailed budget by components:

	Yr 1	Yr 2	Yr3	Yr 4	Yr 5	USAID TOTAL	COST SHARE
Salary and Wages	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Fringe Benefits	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Consultants	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Travel, Transportation, and Per Diem	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Equipment and Supplies	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Subcontracts	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Allowances	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Training	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Other Direct Cost	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Construction	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Overhead	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
G&A	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Total Estimated Cost	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

1. Salary and wages – applicants must proposed direct salaries and wages in accordance with their personnel policies;
2. Fringe benefits – these benefits are non-wage compensation that an organization can provide to its employees in addition to their salaries. If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant should use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the application should propose a rate and explain how the applicant determined the rate; in this case, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g. unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries;
3. Travel and transportation – the applicant should indicate the number of trips, domestic and international, estimated as to carry out the proposed program description, and their estimated costs. Applicants must specify the origin and destination for each proposed trip, the duration of travel, and number of individuals who would be traveling. If applicable, applicants should base per diem calculations on current, published U.S. government per diem rates for localities concerned. Applicants may not use “Capacity Building for Agricultural Education and Research” program funding to travel to conferences and international meetings unless expressly approved by the USAID AOTR.
4. Other direct costs – applicants should detail any other direct costs, including the costs of communications, report preparation, passport insurance, visas, medical exams and inoculations, insurance (other than insurance included in the applicant’s fringe benefits), equipment office rent, etc.;
5. Indirect costs – applicants should support the proposed indirect cost rate with a letter from a cognizant, U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information to determine the reasonableness of the rates. (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.)

6. Cost sharing – details concerning the level of cost share the applicant’s organizations is proposing for this activity. USAID encourages applicants to contribute cost sharing. Cost sharing may be proposed from any available and interested local and international funding sources, including but not limited to, government and public institutions, individuals, corporations, NGOs and foundations. While there is not stated minimum required cost share amount, applicants are encouraged to give serious consideration to the amount they propose as a signal for the applicant’s commitment to the activity.
- (j) Applicants that have never received a grant, cooperative agreement or contract from the U.S. Government are required to submit a copy of their accounting and personnel policy manuals. Applicants must submit evidence of responsibility in order for the Agreement Officer to make a determination of responsibility. The information submitted must be provided in the third person and substantiate that the applicant:
1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
 2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant – nongovernmental and governmental;
 3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
 4. Has a satisfactory record of integrity and business ethics; and
 5. Is otherwise qualified and eligible to receive a grant under applicable laws and regulations
- (k) Cost Control Plan: Especially since the total estimated cost (TEC) of the proposed 5 year cooperative agreement has been established in advance (up to \$40,000,000), the evaluation of the technical and cost applications is generally going to be based on “what is an offeror going to give/offer the USG/USAID for the TEC”. As Program Description targets and results, staffing skills and patterns and past performance give detailed insight to what is offered via the technical proposal, a cost control plan can guide/illustrate how financial management and control can significantly contribute to work/cost efficiency and enhancement of both award end results and overall sustainability. Following are examples of what USAID feels might possibly be included in such a plan.
- First of all, some people might feel that this could be just a computerized software package to help manage the accounting, financial, personnel, etc aspects of a large project; however, although this is an essential element, this is more of a “good practice system” than an individual element of a cost control plan.
 - Since a large percentage of the cost of a USAID award is typically related to personnel costs, an extremely important element is the cost differences between expat personnel and local/regional consultants/staff. For example, with full-time expat key personnel (salary, allowances, shipping, overhead, etc, etc) the cost per year is typically about \$250,000 (for 260 work days per year); whereas, local consultants who average \$250 a day will provide a total of roughly 1,000 work days per year of technical assistance). Accordingly, through the use of charts, tables, etc the offeror should discuss the use and cost of junior/middle/senior level expat staff versus local/regional staff. Note: USAID fully appreciates that some tasks need highly paid experts, but decisions about work tasks and skills needed should also seriously consider costs as part of the resource allocation and implementation process.

- If a number of regional work offices are needed, one option that sometimes is beneficial is that instead of large numbers of hotels being used frequently, that a “guest house” arrangement might be used (i.e. rent a house in the desired area and while the living room and dining room can become a field office, the 38 bedrooms can be used for TDYers (consultants or local staff). Accordingly, M&IE might be paid but no costs incurred for lodging; therefore, a cost/benefit study might show that the above scenario could result in a significant cost savings.
- If TDYs from the USA are needed, then to reduce the number of airline tickets, the TDYs could be of longer duration and work 6-days/week. Also, full-fare economy tickets are more expensive than economy tickets with a penalty for travel changes (i.e. even with paying the occasional penalty, this can still result in a significant cost savings

A.5 COOPERATIVE AGREEMENT AWARDS

The Government may award one (1) Cooperative Agreement resulting from this RFA to the responsible applicant whose application conforming to this RFA offers the best value (see Section B of this RFA). The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept alternate applications, and (d) waive informalities and minor irregularities in applications received.

The Government intends to award the cooperative agreement on the basis of initial applications received, and may not conduct discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. As part of its evaluation process, however, USAID may elect to discuss technical, cost or other pre-award issues with one or more applicants. Alternatively, USAID may proceed with award selection based on its evaluation of initial applications received and/or commence negotiations solely with one applicant.

A written award mailed or otherwise furnished to the successful applicant within the time for acceptance specified either in the application or in this RFA (whichever is later) shall result in a binding cooperative agreement without further action by either party. Before the application's specified expiration time, if any, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.

Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting cooperative agreement unless explicitly stated otherwise in the agreement.

To be eligible for award of a cooperative agreement, in addition to other conditions of this RFA, organizations must have a politically neutral humanitarian mandate, a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

A.6 AUTHORITY TO OBLIGATE THE GOVERNMENT

The USAID Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed agreement may be incurred before receipt of either a fully executed Agreement or a specific written authorization from the Agreement Officer.

END OF SECTION A

SECTION B – SELECTION CRITERIA

The criteria presented below have been tailored to the requirements of this particular RFA and Program Description. Applicants should note that these criteria serve to:

1. Identify the significant matters which applicants should address in their applications; and
2. Set the standard against which all applications shall be evaluated.

To facilitate the review of applications, applicants are requested to organize the narrative sections of technical applications according to the evaluation criteria set forth below. Cost Applications will be evaluated for general reasonableness, allowability and allocability. The Award will be made to the responsible applicant(s) whose application best meets the requirements of the RFA.

The submitted technical information will be scored by a technical evaluation committee using the technical criteria shown below. When evaluating the various applications, the Government will consider the written qualifications and capability information provided by the applicants, and any other information obtained by the Government through its own research.

The evaluation of both the technical and cost proposal is worth **100 points**, and is computed by adding the scores for the subcategories listed below. The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. The points below for sub-criteria represent how the committee will initially evaluate the applications during the first round. In the event of a second round of proposals, if there are new or revised allocations of sub-criteria it will be presented with the clarifications and questions to all applicants included in the second round.

The specific evaluation criteria are as follows:

B.1 Evaluation:

Technical Proposal

Technical Approach	30
Organizational Capability and Management Approach	20
Personnel	30
Past Performance	10

Cost Proposal

Cost	<u>10</u>
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Total Score	100
--------------------	------------

Technical Approach – 30 points Sub-Total

15 Points

Responsiveness to the Program Description – The likelihood that the activities for which funding is sought will make a significant contribution towards achieving the overall goal and expected outcomes/results in this Program Description; also, the quality, clarity, thoroughness, reasonableness and innovativeness of the proposed approach. For example, demonstrate understanding of key issues, challenges and opportunities in community level agricultural-led growth, especially with regards to the emphasis on poverty reduction and ability to integrate nutrition activities.

15 Points

Applicants should have fine tuned and focused their proposed activities/results/indicators (at the end of each component) so that the proposed work and end products can be achieved with the level of funding and time period proposed (i.e. very “robust” and demanding targets and indicators, but also realistic). Also, the performance plan and results framework is well-articulated, with ambitious but realistic targets and results identifying what they plan to accomplish by the end of the cooperative agreement. Ability to carry out impact survey and analysis. **Note:** As an additional insight/reference to the above, in the Instruction to Applicants, the following statement was mentioned: Applicant should both edit and enhance planned end products/indicators to illustrate the “robust and maximum” results that the applicant plans to achieve for the total funds available. In continuation of the above, work activities should include a program of Grants and/or Global Development Alliances (GDAs) in all components. For example all applicants are invited to explore opportunities for GDAs with foreign and local investors and institutions working in Senegal. Also, the proposed work/activities in the application are technically sound, reflects the best principles and practices consistent with target country priorities and policies, includes programming that will significantly benefit men, women, and youth and is designed for sustainability. **Note:** This includes alleviating existing gender imbalances and promoting the participation of girls and women in the overall work program.

Organizational Capability and Management Approach - 20 points Sub-Total

The demonstrated ability of the organization to carry out the implementation of program activities such as:

20 points

Applicant demonstrates depth, breadth and organizational experience in technical areas identified in the Program Description, and proposed headquarters and sub-grantee programmatic backstopping is appropriate. Also, the proposed approach to management, organizational structure and implementation is efficient and realistic in terms of meeting program objectives within the life of the activity. Also, having the plans and means for obtaining the GOS’ active participation and buy-in is seen as important to the award’s overall success and sustainability.

Personnel - 30 points Sub-Total

The technical/managerial quality and experience of the Chief of Party and other personnel.

15 Points

The Chief of Party demonstrates the following technical qualifications:

At least 15 years managing complex and complicated programs technical leadership and intellectual leadership and operational experience in programmatic areas discussed in the Program Description; with specific technical expertise in at least one of the work components in the Program Description; experience managing the administrative, contracting, hiring, recruitment, financial and logistical aspects of the proposed contract, including general grants and sub-contracts management and qualities “desirable for all key personnel staff” (i.e. track record building collaborative relationships in complex development environments, excellent interpersonal and communication skills, and excellent French/English language capability). **Note:** Special instructions for COP position; a minimum of 5 references should be provided, and USAID may request to interview the COP in both languages.

Key Personnel long term and short term Consultants. For key staff, relevance of professional qualifications and experience in implementing programs. Personnel with a good knowledge of French are required, and local languages are encouraged. Candidates with direct, practical, and managerial experience related to at least one of the work components are preferred. The inclusions of Senegalese candidates in the key personnel and/or Senior Management team are preferred. Other factors that are important with respect to Key Personnel

are as follows: ability to operate in a cooperative, diplomatic manner while working with multiple institutions and organizations; sensitivity to cultural factors that affect implementation; experience in managing complex programs, particularly in West Africa, and an ability to manage a diverse team; experience and ability to understand and implement donor programs; and maximizing the use of Senegalese experts and advisors in order to build Senegalese capacity. **Note:** Key personnel reference checks may include verifying technical qualifications, interpersonal and team-building skills, and ability to organize work to meet deadlines.

15 points

A reasonable sub-grantee and consultants (including NGOs) staffing pattern that enables successful management of all aspects of the program with an effective mix of staff that draws upon highly competent Senegalese and West Africa Region professionals. The staffing pattern should demonstrate a relationship to the program description and management/cost efficiency, such as showing the total number of expatriates versus locals and the basic positions, (i.e. identify the total long-term and short-term technical assistance (LTTA/STTA) days and the general positions/skills, but cost details to be examined in the cost proposal). **Note:** It may be useful to use a staffing organizational chart per component to help illustrate staff teaming, skills, local/expat, LTTA/STTA and relationship to program description. The mix of local/expat and LTTA/STTA staff has a significant cost impact as well as program end products and sustainability.

Past Performance – 10 points (not limited to 2 points for each sub-topic)

The quality of past performance based on assessment of 5-8 team/firm references submitted by the applicant for relevant past performance during the last three years (as well as other information available to the Technical Evaluation Committee).

The assessment provided by the TEC will focus on following typical five sub-topics:

- quality of product or service, including how cooperative and effective the Prime was in fixing problems;
- timeliness of performance, including adherence to contract schedules, time delivery of short-term technical advisors, and effectiveness of home and field office management to make prompt decisions and ensure efficient operation of tasks;
- cost control;
- customer satisfaction, including satisfactory business relationship to clients, prompt and satisfactory correction of problems, and cooperative attitude in fixing problems;
- effectiveness of key personnel, including effectiveness and appropriateness of personnel for the job, and prompt and satisfactory changes in personnel or deliverables when problems were identified either by the recipient of by the client.

Cost proposal – 10 points

A demonstrated ability to budget and manage cash flow while maintaining strict cost control measures, such as demonstrated use of local expertise where available instead of more costly expatriate labor. The cost proposal (including a cost control plan) will be evaluated for cost realism, reasonableness, allowability, allocability, and cost effectiveness. Applications that have more efficient operational systems that reduce operation costs will be more favorably considered. Sub-agreements should be cost-effective. For reference, see discussion of cost control plan at Section A.4.(k).

Note: Non-Federal cost sharing/leveraging will be considered generally in relation to the added value it represents to the overall program and sustainability, but no points are assigned to this specific issue. Please note that cost sharing can be monetary or in-kind, and leveraging is calculated differently (for reference, please see ADS 303.3.10 Cost Share).

END OF SECTION B

SECTION C - PROGRAM DESCRIPTION

C.1. SUMMARY AND OVERVIEW

The purpose of the USAID/Agricultural Development Project (referred henceforth as “The USAID Program”) described herein is to accelerate the participation of the very poor in rural economic growth and to improve nutritional status. Interventions under this project are expected to integrate the very poor into agricultural markets and the rural economy; improve the nutritional status of women and children; and increase household assets and income among those who are not or are unable to participate in rural economic activities. This project is expected to complement current USAID/Senegal programs in both the economic growth and health sectors by implementing an integrated project to sustainably improve rural incomes and contribute to the reduction of under-nutrition among this target population.

The purpose of this request for applications (RFA) is to award a five-year cooperative agreement with a ceiling of \$40 million with possibility of USAID expanding the agreement by: (1) increasing the total estimated amount by approximately \$16 million, during the first five years of activity, to include other regions or activities; and (2) extending the completion date for an additional three years and adding approximately \$25 million. Depending on the availability of new funding the USAID program would be an 8-year project with a total funding of \$81 million.

This program is funded under the Global Hunger and Food Security Initiative (GHFSI), a program funded by Congress in response to the global food price increases to jump start a multi-year effort to increase agricultural productivity and trade. The long term objective of this program is to double food production, reduce the vulnerability to food shocks, improve nutrition status, and double intra-regional trade thereby increasing Africa’s food security and reducing poverty by connecting the vulnerable to development and sustaining agricultural growth. Funding for this program under the GHFSI will be from both the agriculture and health program areas of the Foreign Assistance Framework. Principles that guide this initiative (and therefore this activity) are:

1. Adopt a comprehensive approach to food security that focuses on advancing agriculture-led growth, reducing under-nutrition, and increasing the impact of humanitarian food assistance;
2. Invest in country-led plans;
3. Strengthen strategic coordination—globally, regionally, and locally;
4. Leverage the benefits of multilateral institutions; and
5. Deliver on a sustained and accountable commitment.

The United States Agency for International Development in Senegal (USAID/Senegal) is seeking applications from qualified applicants to implement the USAID Program. The goal of the USAID Program is to improve food security in Senegal by sustainably increasing incomes and contributing to the reduction in malnutrition among very poor rural populations. To achieve this goal, the Program will focus on two key components of food security - agriculture development and nutrition practices. The successful Applicant will propose a comprehensive and integrated approach to enable target communities to adopt integrated innovative packages to better link rural communities with markets and the rural economy, and that reduce under-nutrition.

Therefore, USAID is particularly interested in applicants that respond with a clear understanding of the close relationship between poverty, markets, nutritional status of the rural very poor, and food security and suggest an implementation approach that addresses this relationship in an integrated fashion.

C.2. BACKGROUND

Between March 2007 and March 2008, global food prices increased an average of 43 percent, according to the International Monetary Fund. During that time period, wheat, soybean, corn, and rice prices increased by 146 percent, 71 percent, 41 percent, and 29 percent, respectively, according to the U.S. Department of Agriculture. Rising food prices contributed to a significant increase in food insecurity worldwide, particularly among poorer populations. Approximately 1 billion people—or one sixth of the world’s population—subsist on less than \$1 per day. Of this population, 162 million survive on less than \$0.50 per day. At the household level, increasing food prices have the greatest effect on the very poor and food-insecure populations, who spend 50 to 60 percent or more of their income on food, according to the International Food Policy Research Institute (IFPRI). Overall, increased food prices particularly affect developing countries, and the poorest people within those countries, where populations spend a larger proportional share of income on basic food commodities.

Increased food prices have had devastating and far-reaching effects, including chronic hunger resulting from people’s inability to buy food. Under-nutrition is the underlying cause for more than 50% of the child deaths worldwide. Chronic under-nutrition has negative impacts on intellectual capacity, educational performance, and productivity: therefore, improving nutrition is a driver of economic growth and poverty reduction. Good nutrition practices in pregnancy and early childhood (known as the “Minus 9 – 24 Month Continuum”) are essential to realize full physical and intellectual potential. For example, a study in Guatemala found that children under two years old who received diets higher in energy and protein earned on average 46% higher wages as adults than those children with diets of lesser quality.

C.2.1. Country Situation

Agriculture

Senegal is particularly vulnerable to the rise in global food prices and food insecurity. Agriculture plays a major role in Senegal’s economy with up to 70% of the population involved in the sector, yet the country relies on imports for 70% of its food supply – a rate higher than any other country in Sub-Saharan Africa. Agriculture constitutes the principal source of revenue for more than 85% of the Senegalese population, urban and rural alike. To address food security and poverty, in Senegal, is to address agriculture and the constraints to increasing production and marketing of food and cash crops, and increasing incomes. It is important to understand that the underlying causes of poverty and under-nutrition in rural areas are different for each region of Senegal.

For example, much of the farm income in Senegal (outside of the irrigated area in north Senegal) is from the sale of rain-fed crops and households are generally more vulnerable to weather shocks during the 5-8 months of the year when agricultural activity is almost non-existent (known in Senegal as the “periode de soudure”). In the regions east of Dakar, poverty is more closely related to poor rainfall, soil erosion and salt infiltration than in other parts of the country where nonexistent or poorly functioning irrigation systems or markets may be more at the root of the problem.

In addition, lower-income Senegalese (both in the urban and rural areas) are particularly affected by international price shocks. Prices of most of the critical commodities (rice, sugar, powdered milk, oil) doubled or tripled in 2008, further eroding the purchasing power of the poor and leading many households to drastically reduce their consumption sometimes to one meal a day or to change their dietary habits. Because the 2009 prices of these basic commodities are still higher than the average for the past years, under-nutrition and poverty rates have increased. To survive these price shocks, many households sold off their assets including their livestock, small ruminants further increasing their vulnerability to natural calamities and price shocks.

These challenges are recognized in the Government's National *Stratégie de Croissance Accélérée* (SCA) which identifies by its second axis, "Agro-Industrie et Agro-alimentaire," the agriculture sector's potential for contributing to national economic growth through value-added production, competitiveness, exports and employment generation. This strategy is complemented by the promulgation of the 2004 *Loi d'Orientation Agro- Sylvo- Pastorale* (LOASP) and the national *Plan de Retour Vers l'Agriculture* (REVA). The strategy is further bolstered by Senegal's inclusion in various economic coordination bodies: at the regional level, the *Union Economique et Monétaire Ouest Africaine* (UEMOA) and the *Communauté Economique des Etats de l'Afrique de l'Ouest* (CEDEAO); at the continental level, the *Nouveau Partenariat pour le Développement de l'Afrique* (NEPAD); and at the international level, the World Trade Organization (WTO). Under the African Union (AU)/NEPAD initiative, Senegal is formulating an Agriculture Investment Plan for the Comprehensive Africa Agriculture Development Program (CAADP) focusing on economic growth through agriculturally-led development, meant to eliminate hunger, reduce poverty and food insecurity, and enable expansion of exports.

USAID/Senegal efforts to increase food security are consonant with CAADP efforts and there are five key CAADP strategic areas which are particularly relevant to this project: (i) raising and sustaining performance in traditional and export markets; (ii) raising competitiveness and expanding trade in domestic and regional markets; (iii) creating partnerships and alliances for value chain enhancement; (iv) integrating smallholder farmers and medium scale enterprises within the strategic approach, and (v) improving sector governance and the policy environment. The main objective of CAADP is for African countries to invest at least 10% of their yearly budgets in agriculture with a goal of achieving 6% yearly growth in the sector. A recent study done by the *Consortium pour la Recherche Economique et Sociale* (C.R.E.S.)¹ concluded that, to meet this goal, additional efforts to increase both the amount of cultivated land and the yields from them are essential to decrease rural and urban poverty. It also concluded that agriculture policies centered uniquely on the main (same) commodities will not be sufficient to generate 6-7% growth in the sector, so the inclusion of livestock, fisheries and forestry is essential. In terms of reaching the first Millennium Development Goal (MDG) of eradicating extreme poverty and hunger, Senegal can reduce poverty to 17% by 2020 if there is 7% growth in the agricultural sector and if the rest of the economy grows by 5.6%.

In a specific national response to food security, the President of Senegal launched the Agricultural Offensive for Food and Abundance (GOANA) to "take up the challenge of food security; to eliminate the risk of food shortages or famine." It is a confirmation of the SCA and furthers the objectives of the LOASP and REVA. This effort was complemented in April 2008 by President Wade through another initiative to address Senegal's food insecurity by putting in place the *Stratégie Nationale de Sécurité Alimentaire* through the establishment of the *Programme National d'Appui à la Sécurité Alimentaire* (PNASA) within the premature itself. The PNASA conforms to the Poverty Reduction Strategy (*Document de Stratégie de Réduction de la Pauvreté* or DSRP) and the Millennium Development Goals for 2015 (*Objectifs du Millénaire pour le Développement* or OMD). The PNASA is premised on two axes of intervention: increasing agricultural production and the monitoring, prevention and management of food security crises.

Poverty

One of the most straightforward indicators of a population's access to food is the percentage of the population living below the poverty line. Over 65% of the people who live below the poverty line in Senegal reside in rural areas (Table 1, adapted from PRSP 2007). This percentage is much lower for the area around Dakar and the country's other urban areas, which stand at 42% and 50%, respectively. Poverty decreased at the national level from 68% in 1994 to 57% in 2002, largely due to the decrease in

¹ CRES, 2009. *Croissance Agricole et Options D'investissement pour la Reduction de la Pauvrete au Senegal*

poverty in Dakar and in the other urban areas, as rural poverty only decreased by six percentage points over the eight-year period.

Poverty is most acute in the Casamance area which consists of the Kolda, Ziguinchor and Sediou regions (Table 2, adapted from PRSP 2007). Yet it is also quite high in Diourbel, Kaolack and Tambacounda. The poverty rate is lowest in Dakar and Louga.

Table 1: Poverty and Inequality in Senegal, 1994-2002

	Households				Individuals			
	Nationwide	Dakar	Other urban areas	Rural sector	Nationwide	Dakar	Other urban areas	Rural sector
	1994-95							
Incidence of poverty (%)	61.4	49.7	62.6	65.9	67.9	56.4	70.7	71.0
Depth of poverty (%)	20.5	15.4	21.4	22.3	23.6	17.7	24.4	25.3
Severity of poverty (%)	9.1	6.4	9.5	10.0	10.6	7.4	10.8	11.7
Gini coefficient	38.6	45.8	39.7	31.7	32.6	36.7	34.0	29.4
2001-02								
Incidence of poverty (%)	48.5	33.3	43.3	57.5	57.1	42.0	50.1	65.2
Depth of poverty (%)	14.8	9.5	13.4	17.8	18.3	12.0	16.1	21.4
Severity of poverty (%)	6.2	3.7	5.7	7.5	7.9	4.7	6.9	9.4
Gini coefficient	37.4	41.9	38.3	29.9	34.2	37.3	35.2	30.1

Source: ESAM II, 2001/2002, ESAM I, 1994/1995

Table 2: Poverty Incidence and Contribution to Total Poor by Administrative Region

Regions	Poverty Incidence	Contribution to Total Poor
Ziguinchor	67.1	6.5
Kolda	66.5	10.1
Kaolack	65.3	13.2
Diourbel	61.5	12.7
Tambacounda	56.2	6.8
Thies	48.6	12.7
Fatick	46.3	5.9
Saint Louis	41.2	8.6
Louga	36.2	5.1
Dakar	33.6	18.4
TOTAL	48.5	100

Source: DPS and World Bank (ESAMII, 2001/2002)

Nutrition

The 2005 Demographic Health Survey (DHS) identified 17% of children under five as underweight, 16% of children stunted, and 8% of children wasted. Certain areas of the country remain significantly affected by under-nutrition: stunting, wasting are substantially higher in rural areas compared to urban areas, though urban areas have their own unique nutrition challenges that are growing and should not be overlooked. Regions such as Matam, Kolda, Saint-Louis and Tambacounda have rates higher than both

the national and rural averages. The lowest occurrence of stunting and underweight children occurs in Dakar and Thies. Somewhat surprisingly, the region of Ziguinchor, which has high poverty and is located in the unstable Casamance region, has better nutritional status indicators than some richer, more stable regions in the country. Under the first phase of the World Bank funded Nutrition Enhancement Program (NEP), under-nutrition declined 25% between 2000 and 2005 (World Bank 2007). The current Poverty Reduction Strategy incorporates Phase II of the NEP, providing \$50 million targeting 700,000 children under five. Phase II is five years, from 2007 – 2011, and extends coverage nationally.

Despite prior successes, without intensified efforts, the current rate of reduction of under-nutrition may not be sufficient to meet the Millennium Development Goals by 2015. Currently the NEP covers about 50% of the country; although the program is present in each health district in every region, there are gaps in the coverage of activities. The NEP focus is increasingly on the identification of malnourished children and treatment of severely malnourished cases although *moderate* malnutrition is implicated in 84% of the deaths associated with malnutrition.

Micronutrient deficiencies remain a challenge throughout the country. Anemia prevalence remains high at 70% among children under five and 58% among women. Iodine and Vitamin A deficiencies are also public health problems: the prevalence of goiter is 33.5% in the southeastern part of the country and Vitamin A deficiency is estimated to affect 61% of children under six (PRSP), despite semi-annual mass Vitamin A supplementation campaigns. A lack of access to potable water and poor sanitation practices also contribute to under-nutrition in children as nutrients consumed are quickly lost due to high incidence of diarrheal diseases and intestinal parasites. According to the 2005 DHS, 22% of Senegalese children suffer from diarrheal diseases.

Under-nutrition levels, especially among children, are persistently high, partly due to poor dietary habits and feeding practices. There is also a relationship between the mother's nutritional status and education level and child nutrition outcomes. Twelve percent of mothers of children under five suffer from chronic energy deficiency (DHS 2005). Stunting among children under five years of age with non-educated mothers is 19% but it is 11% among those whose mothers have a primary school level of education and only 5% among those whose mothers have a secondary level of education or more (DHS 2005).

Generally, areas with the highest incidence of under-nutrition coincide with those of most dire poverty, with some important exceptions. For example, Matam region has a low rate of poverty compared to the national average but in 2009 it had the highest rate of acute malnutrition in the country.

Table 3: Poverty and Nutrition Statistics by Region

Region	Poverty	Stunting (weight/ height)	Underweight (weight/ age)	Wasting (weight/height)
	% under \$1.25/ day	2005 DHS	2005 DHS	2005 DHS
Ziguinchor	67.1	14.3	10.5	3.9
Kolda	66.5	33.2*	22.4*	9.0*
Kaolack	65.3	13.9	11.2	5.8
Diourbel	61.5	16.4	19.9	9.0
Tambacounda	56.2	28.0*	21.1*	8.2*
St. Louis	41.2	22.9	27.3	11.9
**Kedougou (Tambacounda)	N/A	34.7	25.9*	8.9*
**Matam (St. Louis)	N/A	16.6*	23.5*	19.2*
**Sedhiou (Kolda)	N/A	28.2*	21.2*	7.0*

Source: The poverty data was taken from the PRSPII (*Source: DPS and World Bank (ESAMII, 2001/2002)*)

The nutrition data comes from the 2005 DHS, unless preceded by a star, which indicates 2009 SMART (Standardized Monitoring and Assessment of Relief and Transition) survey data.

Forthcoming data sources: The World Food Program (WFP) conducted a national survey in late 2009 to better understand the causes of under-nutrition in various regions of Senegal and this report will be able to shed some additional light on the nexus of poverty and under-nutrition. This report is expected to be available in 2010. WFP, with funding from various donors, is working closely with the GOS to update its vulnerability mapping exercise for Senegal. It is expected that household surveys will be initiated in February 2010 and that a revised mapping of poverty and under-nutrition will be available in September. There are also plans for a DHS survey to be conducted in 2010, which will include key nutrition indicators.

C.2.2. USG Program Overview

Senegal is a key strategic partner for the United States Government (USG) in Africa. It is a moderating voice in the Islamic and African worlds as a democratic, predominantly Muslim, but secular country. The USG considers spurring equitable economic growth and strengthening Senegal's governance capacities at all levels key to maintaining the positive, stabilizing role it plays in the region, in Africa, and in the Muslim community. Senegal has progressed significantly in the past decade both politically and economically and while Senegal continues to compare favorably with many of the countries on the continent, over the last several years, concern regarding the Government's commitment to democratic values has grown. USAID assists Senegal to enhance the productivity of its people and, in so doing, create jobs for unemployed youth, improve access to education and health care, and further institutionalize democracy.

** These regions are new since the collection of the data presented. They were originally part of the regions indicated in parentheses.

USAID Strategy

Education:

Over 50 percent of men and 70 percent of women over 15 years old are illiterate. USAID is determined to ensure that future generations are literate and better prepared for the global marketplace through improving the quality of middle school education (the seventh to ninth grades of Senegal's basic education cycle) and making it more accessible, especially for girls. USAID trains teachers and parents' associations as well as funding constructions of middle schools to increase access.

Governing Justly and Democratically:

While Senegal remains one of the few stable democracies in West Africa, it is increasingly becoming a highly centralized government where weak checks and balances undermine good governance. U.S. assistance will expand efforts to promote government-wide transparency and decreased executive influence on the legislature.

Peace and Security:

After more than two decades of conflict, a peace process which was gaining momentum in Senegal's southern Casamance region has recently deteriorated and there has been an increase in violence. USAID's Casamance program supports peace-building activities such as grassroots conflict resolution, peace process advocacy, and training to build local negotiation and conflict resolution skills. Additionally, USAID invests in youth as future leaders, by training young people in conflict resolution and providing them with leadership opportunities to share information with their communities.

Health:

Substantial improvements have been made in the health sector over the previous decades, including increased infant mortality and reduced maternal mortality. USAID seeks to further decrease child and maternal mortality and supports healthy families through birth spacing campaigns and promoting prenatal care. In order to limit the spread of HIV, USAID worked to increase access to and use of quality health services especially for high risk and vulnerable groups. USAID also works to reduce malaria-related mortality by targeting children under five years of age and pregnant women. Senegal is a Presidential Malaria Initiative focus country with malarial activities implemented nationwide.

Economic Growth and Agriculture:

Nationwide, 50 percent of young people have no jobs. Senegal urgently needs growth, jobs, and the capacity to produce and manufacture goods rather than just trade them. USAID helps citizens generate income from local resources, connect to markets, and manage the country's natural resources. The Global Food Security Response, launched in 2009, supports efforts to increase food productivity in Senegal and reduce barriers to the movement and procurement of food throughout Senegal and to neighboring countries. Success in increasing agricultural productivity and improved resource management will ensure pro-poor economic growth and food security in rural areas.

This activity focuses on developing the capacity of communities to recognize the causes of food insecurity and to address them by spurring equitable economic growth and strengthening Senegal's governance capacity (at the local level). As a result of this activity, agricultural production will be more greatly diversified and under-nutrition will be reduced thus addressing one of the Mission's goal of

increasing pro-poor growth. Through this activity, local government and local leadership will increase their capacity to address the community member needs. The community's nutrition needs will be addressed through linkages with the Mission's existing Community Health Program and through greater crop diversification and through various nutrition messages the activity will develop. This activity will contribute to the Mission's expected results of increased food diversification and productivity. In addition, the activity will support the use of public-private partnerships.

This project will play a key role in the GOS Agriculture Investment Plan that is being supported by the USAID/Senegal GHFSI strategy. It is an essential part of an overall effort including many other projects and programs from the GOS, US government and other donors. For USAID, this activity comprises its main activity with a general focus on the very poor and which incorporates both agriculture and nutrition components. Funding for this program under the GHFSI will be from both the agriculture and nutrition program elements of the Foreign Assistance Framework. Figure 1 highlights the two areas of intervention for this project within the overall GHFSI framework as well as where the current USG funded program fits.

Millennium Challenge Corporation (MCC):

In September 2009, Senegal signed a five-year \$540 million MCC compact award aimed at reducing poverty and investing in economic growth which includes the construction of roads and irrigation infrastructure in the Casamance and the North. To be eligible for this compact, Senegal had to demonstrate a commitment to policies that promote political and economic freedom, investments in education and health, the sustainable use of natural resources, control of corruption, and respect for civil liberties and the rule of law, as measured by 17 different policy indicators.

C.3. DEVELOPMENT HYPOTHESIS

Numerous studies indicate that the agriculture sector will make the largest and fastest contribution towards reducing poverty and achieving the first Millennium Development Goal of eradicating extreme poverty and hunger. Synergies between this economic growth and the nutritional health of local communities need to be maximized to enable progress toward the ambitious targets of the MDG 1. USAID is integrating and aligning its investments across sectors to achieve sustainable reductions in global hunger and poverty. It is hoped that this strategy will break the cycle of hunger and poverty by addressing the inter-related challenges. Therefore, **the main development hypothesis of this activity is that by focusing on both under-nutrition and agriculture/economic growth, the rate of reduction in under-nutrition can double that seen by focusing on economic growth alone, thus accelerating the pace to achieving MDG 1.** It is also expected that a private sector market focus will enable rural poor to move away from subsistence farming and participate more fully in economic growth. For the purposes of this activity **agriculture is defined in a broad sense incorporating crops, post-harvest activities, marketing, livestock and dairy, fisheries and aquaculture, natural resource management and forestry.** The Applicant is expected to develop a comprehensive strategy that addresses all variables of food security: availability, access, and utilization/consumption in four regions of Senegal.

C.4. PROGRAM DESCRIPTION

The goal of this Program is to create a sustainable system whereby the very poor, targeted by this program are more food secure, i.e. they have access to adequate quantities of quality, nutritious food at all times.

Although the program is described in terms of two components, the Applicant will design an integrated program that clearly addresses the most important community-level needs related to food insecurity in a holistic manner, reinforcing consistent messages and priorities among the various activities in targeted communities. Proposed activities will emphasize sustainability by working with community groups and/or building on existing community groups, institutions, and affiliations. As one of many projects in a comprehensive USAID/ Senegal approach to address food security, this project is expected to build on and create linkages between both the previous and on-going USAID projects– see information on other programs in Annex 1.

During the start-up of the project, the Recipient will initially work in two of the four regions and will select the other regions once the expected WFP poverty and food security mapping study² becomes available. One of these two regions will be Matam Region including the Bakel Department in Tambacounda for the reasons explained in section 1.4 of this RFA.

It is expected that approximately one- quarter to one-third of the activities will be nutrition related and the rest related to agriculture.

Expected Results

By the end of the project and while demonstrating that results are achieved via a sustainable approach, the targeted poor populations will be more food secure and resilient to shocks. Specifically, USAID/Senegal expects an increase in both the amount and diversity of income among those who were once unable to participate in rural economic activities. The Mission also expects that households, women and children particularly, will benefit from increased dietary diversity as a direct result of the integrated approach of promoting better nutrition as a part of agricultural development activities. Thus the major impact indicators by which program achievement will be measured are as follows:

High-Level Results	Measure of verification
At least 80 percent of targeted households in four regions of Senegal have increased their incomes by at least 250 percent	Number of households with increased incomes compared to the baseline
At least 80 percent of targeted households in four regions of Senegal benefit from an increase in the diversity of income streams from on-and off-farm opportunities	Number of households with increased income streams compared to the baseline
80 percent of targeted households benefit from increased dietary diversity	Number of different food groups consumed by a household (dietary diversity score)

Key to assessing the impact of the program will be the extent these higher lever results are sustainable i.e. what mechanisms are in place to ensure the very poor continue to contribute to and benefit from the rural economy and have access to and consume a nutritious diet.

COMPONENT AREA 1 - ACCELERATE THE PARTICIPATION OF THE RURAL POOR IN RURAL GROWTH

Poverty increases food insecurity. The Poverty Reduction Strategy Paper designed in 2006 forms the basis for the Government of Senegal’s policy to reduce poverty. It is estimated that 23% out of 65% of the poor households are considered to be very poor. Poverty is associated with the size of the household

² The WFP study is expected to better inform the Recipient on the location and profile of the most vulnerable and food insecure populations of Senegal.

and the level of education of the head of household. Poor households are larger (more than 10 people) and the heads of households are generally illiterate.

Given Senegal imports about 70% of its foodstuffs, many Senegalese are “net-buyers” of food. Although agriculture constitutes the principal source of revenue for the vast majority of the Senegalese population, most of the sector is vulnerable to weather shocks, poor soils, and out-dated farming technologies. The situation is amplified in among the rural poor because they lack access to affordable credit, are marginalized from markets, have poor access to market information, and are subject to poorly developed agricultural value chains.

The Recipient will select communities in close collaboration with Rural Councils and relevant Government Ministry Officials (including at the regional level) to facilitate the community’s access to markets, market information, formal and informal credit, and/or community-sponsored revolving funds building on the successful experiments in Senegal with village level management of funds.

While it is expected that the Recipient work with poor rural communities as a whole to improve their access to key agricultural (e.g. seeds) and financial inputs (e.g. loans), the Recipient will identify, with community leaders, the most vulnerable or “chronic poor” segment of the community. Systems to support these “poorest of the poor” should be supported through existing structures **to facilitate their participation in project activities**. The Recipient will set aside a Special Support Fund for the purpose of financing these activities; however, these funds should be leveraged both by the community and the private sector. Public-private partnerships are strongly encouraged in this context. Any system supported by the project must be designed with long-term sustainability and self sufficiency as the ultimate goal.

Below are expected project results of this component. The Applicant is expected to propose their indicators in addition to choosing from the list provided. *Those marked by an asterisk are standard USAID indicators*. The Applicant is expected to establish robust and maximum targets for each proposed indicator which will become part of the cooperative agreement.

Project Results	Indicators
At least XX percent of the targeted households in four regions of Senegal benefit from improved soil fertility	* Number households in targeted communities that have benefited from fertilization and increased yields compared to the baseline
At least XX percent of the targeted communities in four regions of Senegal sustainably manage their water resources.	* Number of communities with improved irrigation systems compared to the baseline
At least XX percent of the targeted communities forged partnerships with the private and/or public sectors that address constraints in targeted value chains	* Number of communities that forged partnerships with private and/or public sectors that addressed constraints in targeted value chains
At least XX percent of targeted communities in four regions of Senegal have increased access to commercial sources of inputs and supporting services	* Number of communities with commercial input and supporting service providers compared to the baseline
At least XX percent of targeted households in four regions of Senegal benefited from increased productivity of targeted commodities	* Number of households with increased productivity of targeted commodities compared to the baseline

Illustrative activities:

The following are some illustrative activities for this USAID Program. This list is provided to the Applicant as some guidance on the types of activities that the GOS and USAID would generally expect could be conducted under this project but they are not meant to be all-inclusive. The Applicant will develop its own list of activities but must ensure that agriculture and nutrition activities are fully integrated. It is recognized that certain activities will be more relevant depending on which regions are actually chosen.

- Recapture and transform low lands for flooded rice/fish production during the rainy season and for vegetable production or other crops during the dry season.
- Identify and introduce value chains that provide easy access to food and markets for the more vulnerable population. This would include natural product value chains, (particularly those that reinforce existing societal norms in the division of labor, are readily available and easy to harvest), crop and non-crop (cattle, small ruminants, dairy) agriculture.
- Promote markets for natural products and non-traditional agriculture products that have the potential to benefit women, youth and vulnerable populations.
- Improve access to agriculture inputs including seeds, fertilizer and equipment.
- Capture rain water for irrigation and/or fisheries production.
- Introduce small-scale irrigation technologies to enable off-season production of traditional and non-traditional products.
- Develop small-scale storage sheds to store crops and other commodities for later sale or for use as collateral towards credit or insurance.
- Establish collection centers for product marketing and input supply. Facilitate linkages with certified seed, fertilizer and input dealers.
- Facilitate off season and labor intensive opportunities for productive employment.
- Identify gaps in the market chains for target products and devise and implement practical solutions, working closely with the community and local government officials. These solutions should be innovative and market-based and may include appropriate technologies, infrastructure devices such as irrigation dikes, rain catchment devices, small storage units, appropriate means of transportation, inputs (for crop or tree nursery, livestock, fisheries or fish production), credit (both formal and informal) systems and insurance mechanisms.
- Work with agro-pastoral groups as appropriate to improve animal health and nutrition to enhance household livestock assets. Fish ponds, home gardens, fruit trees and traditional fishing should be considered, as appropriate given the Region, given the added nutrition benefit for the community.
- Introduce home gardening technologies. These will provide the households with nutritious foods for home consumption and sale.
- Develop training of trainers farmer programs to scale up agriculture and nutrition best practice information.
- Create village level loan and savings programs.
- Develop alliances through the Global Development Alliance (see annex 2) with the private sector for activities in support of this component.

Illustrative Indicators

- Number of households with increased incomes compared to the baseline
- Number of households with increased income streams compared to the baseline
- Number households in targeted communities that have benefited from fertilization and increased yields compared to the baseline;

- Number of hectares under improved technology and/or management practices;
- Number of new technologies and/or management practices under research;
- Number of new technologies and/or management practices made available for transfer
- Number of vulnerable households benefiting directly from assistance
- Number of communities with improved irrigation systems compared to the baseline
- Number of people with increased economic benefit derived from selected products
- Number of communities that forged partnerships with private and/or public sectors that addressed constraints in targeted value chains
- Number of new adopters of new technologies and/or management practices
- Number of communities with commercial input and supporting service providers compared to the baseline
- Number of households with increased productivity of targeted commodities compared to the baseline
- Increase in number of beneficiaries using financial services (savings, credit, etc.)
- Number of smallholders using storage facilities, disaggregated by gender
- Increased volume of marketed value chain surpluses as a result of improved end-market competitiveness and trade disaggregated by gender
- Percent increase in household incomes, by male- and female-headed household (required)
- Increased number of formal and informal commercial relationships sustained over time, including contract farming relationships (required)
- Total value of sales
- Number of GDAs formed (custom)
- Number of full-time jobs created (custom)

COMPONENT AREA 2 - REDUCE UNDER-NUTRITION

In Senegal, the two main causes of childhood under-nutrition are protein and micronutrient deficiencies. Under the GHFSI, USAID/Senegal’s Economic Growth Office and Health Office are teaming up to broadly address nutrition issues and make a firm link with agriculture and rural economic growth. USAID/Senegal intends to reduce under-nutrition through two main activities. The first activity is targeted by this solicitation and aims to integrate improvements in local agriculture and marketing with appropriate nutrition-oriented activities. These activities would strengthen the logical link between increased food production, increased incomes, and increased consumption of quality/ nutritious foods, particularly by women and children. The second activity is the on-going efforts of the USAID/ Senegal Health Office that will continue to address the causes of under-nutrition as a part of its integrated health program. The Health Office will scale up its current interventions at the community, facility and policy levels. USAID/ Senegal supports a nationwide network of *cases de santé* or “health huts” that brings a comprehensive package of health services, including nutrition interventions, to rural communities not within easy reach of GOS health centers/posts. It is anticipated that some of the communities chosen for this project will host or be served by a health hut.

This new USAID program is expected to play an additive, not duplicative role in bringing essential nutrition messages to these communities and encouraging healthy nutrition behaviors. Offerors’ proposals will be evaluated based on how well they leverage on-going activities in their technical approach. It is important to note that Senegal is not a Food for Peace priority country, thus there are no funds for food aid (Title II PL-480).

Below are expected project results of this component. The Applicant is expected to propose their indicators in addition to choosing from the list provided. *Those marked by an asterisk are standard*

USAID indicators. The Applicant is expected to establish robust and maximum targets for each proposed indicator which will become part of the cooperative agreement. It is generally expected that this component will take up from 25% to 35% of the project resources.

Project Results	Indicators
At least XX percent decrease in stunting among children in the targeted regions	* The percentage of children who are stunted compared to baseline
At least XX percent decrease in prevalence of underweight among children in the targeted regions	* Percentage of children who are underweight compared to baseline
At least XX increase in the number of people in the targeted communities who receive nutrition messages.	Number of women/ care givers/ community members reached with nutrition counseling and education

Illustrative Activities:

The following are some illustrative activities for this USAID Program. This list is provided to the Applicant as some guidance on the types of activities that the GOS and USAID would generally expect to be conducted under this project but they are not meant to be all-inclusive. The Applicant will develop its own list of activities but must ensure that agriculture and nutrition activities are fully integrated. It is recognized that certain activities will be more relevant depending on which regions are actually chosen.

- Identify determinants of critical nutrition behaviors to determine appropriate solutions.
- Participate in education and public health outreach campaigns to promote consumption of locally available nutritious foods (e.g., radio messages and community drama troupes).
- Use agricultural extension agents to combine nutrition outreach and behavior change activities that promote appropriate nutrition practices
- Implement “home-grown” community meal program accompanied by education sessions on the rationale for ingredients to help build skills for home cooking.
- Implement community/school gardens to emphasize the importance of utilizing locally grown food.
- Implement nutrition education in primary schools
- Increase household production of staples and quality foods like fruits, vegetables, and animal proteins.
- Promote community-level fortification of staple cereals and flours
- Develop locally produced fortified weaning foods
- Analyze the effects of agriculture and food security policies and programs on nutritional status of mothers and children at the community level.
- Develop alliances through the Global Development Alliance (see annex 2) with the private sector for activities in support of this component.

Illustrative Indicators

- Percent of income used to purchase higher quality foods;
- Percent increase in household consumption of staple and quality food commodities, by male- and female-headed household ;
- Number of women reached with nutrition counseling and education;
- Number of community workers trained on essential nutrition actions;
- Number of local communities fortifying staple food products with micronutrients

- Number of poor households with access to a home or community garden;
- Number of bio-fortified crops disseminated;
- Percent increase in knowledge of key nutrition actions has increased from baseline;
- Number of women/ care givers/ community members reached with nutrition; counseling and education messages;
- Number of children underweight compared to baseline;
- Percent of income used to purchase higher quality foods;
- Percent increase in household consumption of staple and quality food; commodities, by male- and female-headed household;
- Number of demonstration plots;
- Number of children suffering from wasting (low weight for height);
- Number of children suffering from stunting (low height for age);
- Total number of months of previous twelve months that the household was unable to meet its food needs (FFP);
- Percent of households that consume fewer than 2 meals per day; and
- Percent of program participants who practice key nutrition behaviors promoted by the program.

Indicators and their targets will be finalized and agreed upon with USAID during the process of developing the Performance Monitoring Plan. The Recipient will be expected to monitor and report on GFSR indicators found at the following two sites:

http://gfsr.synisys.com/de/DE_Documents/HELP_DE_GFSR/index.htm?pageName=appA.htm&pageIdName=4

http://gfsr.synisys.com/de/DE_Documents/HELP_DE_GFSR/index.htm?pageName=appE.htm&pageIdName=5

Targeted Population and Geographic Focus

- The USAID Program aims to address the **very poor** in Senegal. The term “very poor” refers broadly to those who fall below the poverty line. The current poverty line is set at \$1.25 per day (from Food Security Planning Guidance: Economic Growth for the Very Poor). The 2005 DHS report also defines the very poor as those populations that occupy the lowest wealth quintile.
- The USAID Program will ensure that the very poor benefit from, and can contribute to economic growth and reduced under-nutrition levels. The 2006 Poverty Reduction Strategy Paper (Document de Strategie de Réduction de la Pauvreté – DSRP II) - scheduled to be updated in 2010 - forms the basis for the GOS’s policy to reduce poverty. The DSRP II provides baseline information on poverty incidence for both households and individuals, and per region. Rural areas are more affected than urban areas, and women are poorer than men. It is estimated that 23% out of 65% of poor households surveyed are very poor. Poverty is also associated with the size of the household and the level of education of the household head.
- The Applicant will propose two regions it will target, one of which will be the Matam Region/Bakel Department. The successful Recipient will propose two other regions before

the end of the first year of implementation to be approved by USAID and the GOS partners. The geographic regions will be selected according to the results of the WFP livelihood survey and criteria including a large proportion of food insecure (including a high proportion of children with high levels of stunting, underweight or wasting), high potential in terms of agricultural productivity and a high level of commitment on the part of the regional government entities and rural council and local community leadership.

- Targeted communities will be selected on the basis of several factors including high incidence of poverty and under-nutrition; high level of regional, district and local government official commitment to USAID Program goals; community leadership; potential private sector mobilization and potential for increased agricultural productivity and growth. Selecting clusters of nearby communities is essential to maximize the benefit from shorter distances and spill-over effects of change agents.
- USAID Program activities will be community-led and will encompass all members of the community. The most vulnerable segment of the community will be eligible to receive vouchers to cover costs of inputs and other needs. The voucher system will be developed in close coordination with USAID and the GOS and will carefully avoid building dependency.

Priority Partners & Customers

Key partners and customers under this cooperative agreement are expected to include the following institutions (note, however, that this list is not all inclusive, as USAID expects the implementing partner to forge partnerships with a wide variety of private and public organizations as deemed necessary to achieve objectives):

- Ministry of Agriculture and Livestock and as appropriate, the Ministry of Fisheries: These ministries will serve as a key partner to the Recipient in providing advice on strategic matters related to program implementation. Regional Ministry representatives will be actively involved in proposing solutions to production and marketing constraints facing the rural communities targeted. The Recipient will coordinate with the Ministry to ensure its activities, indicators and targets are included in the Medium Term Spending Plan (CDSMT).
- Ministry of Health: The Recipient will coordinate with these entities as appropriate to ensure interventions are in concert with ministry policies.
 - The Unit for the Fight Against Malnutrition (CLM: La Cellule de Lutte Contre la Malnutrition): Is a multi-ministerial coordination group created by decree by the President and housed in the Prime Minister's Office. It is made up of members from the following Ministries: Health, Economy and Finance, Education, Family, Planning, and Local Collectivities. Along with locally elected officials, and members of civil society, this group is charged with improving the nutritional status of women and children through a multi-sector strategy outlined in the GOS Poverty Reduction Strategy.
 - Nutrition Enhancement Program: The Government of Senegal implements a nationwide Nutrition Enhancement Program funded by the World Bank. The current Poverty Reduction Strategy incorporates Phase II of the NEP, providing \$50 million targeting 700,000 children under five. Phase II is five years, from 2007 – 2011 and extends coverage nationally. The NEP is implemented at the community level by local non-governmental organizations (NGO) who improve the population's nutritional status by particularly targeting children under two years old living in poor urban or rural areas. The program also works at the policy level to build the country's institutional and

- organizational capacities in the area of nutrition for policy implementation and evaluation.
- The Division for Nutrition and Child Survival: The Division within the MOH that is responsible for all national policy and programming related specifically to the health and nutrition of children.
 - Other Donor Activities: In 2010 the GOS launched a joint Nutrition, Infants, and Food Security (NESA) program that is funded by the Spanish Government and will be implemented through five UN organizations (coordinated by UNICEF) and the GOS (coordinated by the CLM). The program will target the seven regions it deems hardest hit by food insecurity and target 4.3 million people in these regions.
 - Local Governments such as the Regional Development Agencies (RDA), and Regional, Municipal and Rural Councils will be a “point of entry” to communities in targeted areas. All Councils have some form of development plans for their respective areas, and it is critical that supported activities are consistent with those plans.
 - The Private Sector at the local, district and regional levels can be a key partner in developing partnerships to leverage funding, to tap into expertise and for the potential in providing public services. Several businesses are already supplying markets with locally produced “non-traditional” commodities such as hibiscus, various gums, and horticulture products. Private commercial women enterprises at all levels base their businesses on local resources. Small and medium enterprises will be the link between the very poor and markets.
 - The Recipient shall coordinate and harmonize efforts with current and future US Government programs including those funded by USAID/Senegal, USAID/OFDA, MCC, and USDA. Current programs related to the agriculture sector and nutrition include:

The *Projet Croissance Economique* (PCE), implemented by International Resources Group (IRG), uses the value chain approach combined with market-based strategies to improve the competitiveness of the private sector and enhance Senegal’s food security situation. It works closely with the Government of Senegal to facilitate policy changes. PCE will serve as the “Integrator” of all USAID Senegal’s food security activities. Hence, the Recipient will carefully liaise with PCE, which may request information from the Recipient to be used in communication campaigns or analyses related to the GFSR.

The Wula Nafaa Project, also implemented by IRG, is encouraging the sustained use, conservation and management of natural resources and biodiverse areas by local populations. It works closely with local governments to improve their performance in monitoring, regulating and managing the use of natural resources. It works to increase the number of businesses based on sustainable resource use and a corresponding increase in those businesses’ profitability; and is strengthening citizen and professional groups that can successfully lobby for policy change.

The Community Health Component of the USAID Health Program is a five-year program (2006-2011) implemented by an NGO consortium led by ChildFund/Senegal and including Africare, Plan, World Vision, Counterpart International (CPI), and Catholic Relief Services (CRS). The Program reaches local communities through a nationwide network of *cases de santé* (health huts) and provides an integrated basic package of family planning, maternal and child health, malaria, and essential nutrition services. Supported and maintained by the hosting community, these health huts provide a trained community health worker and skilled

traditional birth attendant (*matrone*) that serve as the community's initial access point for health service and health education. One of three integrated levels of programming (facility-level and policy level are the other two) of the USAID Health Program, the Community Health Component emphasizes preventing malnutrition at the community level. Currently it complements the GOS NEP by expanding coverage of routine growth monitoring; diarrheal case management; identification, referral, and nutrition counseling for the treatment of moderately malnourished children; promotion of iron and vitamin A rich foods; and supports the GOS during the semi-annual vitamin A supplementation and de-worming. One among many, the Component is piloting the feasibility and acceptability of locally fortified cereals in the Velingara region.

Under the FY 2009 Food for Progress Program funded by the U.S. Department of Agriculture three new food security programs have been initiated:

- Africare will use the proceeds from the monetization of soybean meal to support the production of rice, millet, sorghum, and corn as well as vegetable and fruits. This program is located in the Kaolack and Tambacounda regions and will also support community-based and private individual initiatives through a guarantee credit scheme.
- The National Cooperative Business Association will use proceeds from the monetization of crude soybean oil to increase food security in rural Senegal by developing the millet value chain. The project will promote millet as a nutritious, affordable alternative cereal and will work with over 12,500 millet farmers and 50 processing enterprises in the Fatick, Kaolack and Kaffrine regions.
- International Relief and Development will use proceeds from the monetization of refined soybean oil in the Gambia to work to increase rural incomes through value-added improvements to cashew production, marketing, and processing in the Gambia River Basin. The program will work in the Casamance region of Senegal and other regions.

In addition, USDA has an agreement with USAID to provide short and medium-term training in the US and training for phytosanitary controls in Senegal.

The US Peace Corps signed a \$1.5 million agreement with USAID to collaborate under the GFSR to create a new cross-sector program to address food security. Through intervention at the grass-roots level, this program aims to increase the capacity of partner communities to ensure their own food security. Peace Corps Volunteers (PCVs) will work under this program in concert with local communities, and support Senegal's development priorities that are aligned with USAID/Senegal's economic growth activities. Peace Corps Volunteers will mobilize leaders in agriculture, health, education, and business to organize their communities, helping targeted communities develop a local response to global food insecurity.

The Office of Foreign Disaster Assistance (OFDA) is funding four projects in Senegal: (1) a joint WFP-FAO-UNICEF project WFP to improve food security data collection and to develop an early-warning system, working in close collaboration with the GOS; (2) a program implemented by CRS in Ziguinchor, Sedhiou and Kolda regions to reduce mortality and morbidity associated with under-nutrition and food insecurity in households through community based nutrition and agriculture production; (3) a program to mitigate the impact of the food crisis that created deficiencies in iron, zinc, and vitamin A through the fortification of wheat flour with iron/folic acid and zinc and cooking oil with vitamin A; and, (4) a program implemented by FAO to

strengthen the livelihoods and improve the nutritional status of the most vulnerable rural, peri-urban and urban households affected by food insecurity and under-nutrition.

The MCC signed a compact with Senegal on September 16, 2009. The compact will provide a major boost to the agricultural sector through its planned activities to rehabilitate two main corridors, rehabilitate about 25,000 hectares of rice irrigation and develop about 8,000 hectares of new irrigation.

- The Recipient should coordinate and harmonize with the other donors and NGOs that are working in food security. The principal multilateral partners in Senegal are the World Food Program (WFP), FAO, UNICEF, IMF, and the Foreign Investment Advisory Service (FIAS) of the World Bank. USAID has the lead for the donor's private sector working group and the donor group on the environment. USAID is a participant in the Rural Development and Food Security donor group which is co-chaired by the European Union and France. USAID attends the monthly regional Emergency food Security and Nutrition working group held in Dakar for the region. The WFP is finalizing a Food Security and poverty analysis and mapping exercise for Senegal based on consumption surveys that is expected to be made public sometime in September 2010.

Programming Considerations

The Recipient will address following considerations in their responses to the RFA.

Market-based approach

Increasing agricultural production and diversification in the rural area for greater food security must be addressed in the context of the value chain system, in order to increase farmer productivity and efficiency leading to reduced costs. Interventions will be facilitated on the basis of how well these respond to market demand and will be leveraged as much as possible by the private sector and the Government.

Integration through the Nature, Health, Wealth and Power (NHWP) Framework

Nature, Health Wealth and Power (NHWP) is a framework for developing linkages across programmatic sectors. It builds off of the Nature, Wealth and Power (NWP) framework developed and supported by USAID,³ but incorporates health to emphasize the nexus of natural resources, human health, economic concerns and governance as a driving force in rural development. NHWP highlights the interlinked challenges of (a) facilitating sustainable utilization and improved management of natural resources, (b) improving standards of health and nutrition, (c) promoting economic growth and poverty alleviation, and (d) empowering rural producers and institutionalizing popular participation in public decision-making. Projects that apply the NHWP framework have demonstrated that a holistic approach to rural development has simultaneously led to increases in the productivity of the resource base; provided dramatic economic growth for local communities; helped move rural people along the path from subject to citizen, leading the way toward a more democratic, decentralized and vibrant society; and improved health outcomes, especially maternal, child, and reproductive health⁴.

Building linkages among these sectors is a guiding principle in this activity to address the underlying causes of hunger, poverty, and under-nutrition among very poor communities in rural Senegal. Rural populations, especially those in the agricultural sector, depend on a healthy and productive natural resource base for their livelihoods and food source. They must be able to fully participate in obtaining

³ See http://www.usaid.gov/our_work/agriculture/landmanagement/pubs/nature_wealth_power_fy2004.pdf

⁴ See http://www.chproject.org/PDF/phe/phe_assessment2007.pdf

access to markets, agricultural inputs, and financial capital in order to successfully participate in the rural economy and raise their incomes. At the same time, healthy workers are productive workers, particularly women and children who participate in rural income generation informally and who are the foundation for future growth. All these are especially true for the very poor who rank lowest in all health indicators and have the least access to land and the rural economy.

Youth

Also following GOS and USAID priorities, the implementing partner shall accord special attention to activities that encourage the participation of youth in national development. An estimated 25 percent of Senegal's population is between the ages of 15 and 35, which is the cohort considered "youth," and these young people are among the most dynamic in the society as well as the source of most urban migration. It will be important to assure their participation if any current development work is to be sustained over time.

Governance and Transparency

Governance in the agriculture and nutrition sector in Senegal is fragmented, and does not always involve stakeholders fairly and democratically in making decisions about where services go, to whom, and for what purpose. The program should emphasize improving governance and building capacity to support long-term improvements in participatory governance. The program should focus on building trust and facilitating dialogue, strengthening decentralized institutions, empowering women to take leadership roles in community life, improving the information foundation for management decision making, and strengthening institutional and organizational capacity to effectively engage in cooperative management of activities to decrease hunger and improve nutrition.

Several USAID programs are working on strengthening participatory local governance in their respective technical sectors. USAID/Senegal is looking to coordinate these efforts into a more uniform and consistent approach. USAID and several implementing partners are currently developing consensus on a process, approach and training modules in strengthening participatory local governance. The Recipient should coordinate and participate with USAID/Senegal and partners of this concerted effort.

Global Climate Change

Climate change creates both risks and opportunities. By understanding, planning for and adapting to changing climate, individuals and societies can take advantage of opportunities and reduce risk. The poor in Senegal are often dependent on economic activities that are sensitive to the climate and are at risk to the consequences of climate variability. For example, agriculture activities depend on local weather, climate and soil conditions; a change in those conditions could directly impact productivity levels and diminish livelihoods. Anticipating climatic variability and change while designing resilience into development assistance can lead to more robust projects that serve their target populations better. The applicant should consider the role that climate plays in achieving results for this program.

Sub-Grant Mechanism

This activity also includes the establishment of a Recipient-managed Special Support Fund to be implemented through a **sub-grant-making** facility: 1) to support one or more of the expected results as part of this activity and 2) to manage smaller USAID awards that may be exercised through this activity. For grants selected through USAID, the Recipient will be required to track and monitor the implementation, results, and close-out of the awards. A plug-figure of \$250,000 per year will be set aside for USAID awarded grants, the Applicant will propose how much they will set aside for grants in support of their activities.

C.5. PERFORMANCE MONITORING PLAN

The USAID/Senegal EG Office will track the Agricultural Development Program performance indicators through a project Performance Management Plan (PMP) and the annual Performance Plan and Reports (PPR). USAID/Economic Growth and Agriculture activities in Senegal relate primarily to OP objective 4, Promoting Economic Growth and Prosperity, and to three Program Areas: Agriculture, Trade and Investment, and the Environment. Program Elements include: 1) Trade and Investment Enabling Environment; 2) Trade and Investment Capacity; 3) Agriculture Enabling Environment; 4) Agriculture Sector Productivity; and 5) Natural Resources and Biodiversity. The Agricultural Development Program funding and performance will be tracked under the Agriculture Program Area.

C.5.1. Monitoring, Evaluation, Reporting and Impact Analysis (MERA)

The implementing partner is responsible for developing a performance monitoring plan each year. Before submission for approval, the Recipient will consult with the USAID Assistance Officer Technical Representative (AOTR) to ensure that it has the latest standard indicators as well as to discuss any proposed changes to indicators and targets. The tasks that the Recipient shall undertake to successfully implement the Monitoring, Evaluating, Reporting, and Analysis (MERA) activities of the cooperative agreement are:

1. Develop an overall Monitoring and Evaluation Plan.
2. Establish baseline data and set targets for the indicators included in a Performance Management Plan (PMP) that will be updated annually in the annual report. The PMP will include standard indicators from USAID's operational plan as well as USAID/Senegal specific indicators.
3. Develop and put into place a system to conduct a rigorous impact analysis including baseline and controls in order to generate data required for annual impact reporting information for activities in each zone of intervention.

In accordance with the definitions, principles and processes described in USAID's ADS 203, and in conformance with guidelines established by USAID Senegal, and in close collaboration with USAID, the Recipient will undertake rapid appraisal, routine monitoring, periodic assessment, impact assessment, evaluation, and topic-specific analysis activities to track activity progress, describe successes and failures, and identify lessons in conformity with the PMP and timelines established by USAID. The Recipient will utilize appropriate media to disseminate and communicate useful findings from the MERA system to a wider audience, contributing to general public education on water and sanitation in Senegal. In addition, the Recipient will provide graphic site-based representation (GIS) of activity interventions and progress to USAID.

The Recipient will collaborate with USAID Senegal to define/refine PMP indicators, as appropriate, and to assure that indicators are adequately defined, including disaggregating by gender, age cohort, rural/urban, and/or region, as appropriate, to allow for measurement. The Recipient will develop and test indicators to assure that they meet requirements for validity, reliability, timeliness, precision, and integrity.

The Recipient will undertake a rapid appraisal or similar type of assessment, as necessary, to establish baselines and targets for indicators identified in the PMP and based on the timelines established in Recipient tasks i) and ii) for this component.

USAID expects innovative presentation of data to help inform decisions, including, inter alia, geographic information system (GIS) software and simple economic and/or demographic modeling in the activity

zones of intervention. In this regard, the Recipient should collaborate with institutions such as the Centre de Suivi Ecologique (CSE), and other appropriate ministerial departments as necessary, as both have excellent bases of data from which to draw. "User-friendly" graphic presentations may prove useful to local government units and community based organizations (CBOs) in public information and communication efforts, and in efforts to influence government decision-making.

C.5.2. Program Performance Monitoring Plan (PMP)

Applicant technical proposals shall include a preliminary Performance Monitoring Plan (PMP), describing how the Recipient and USAID will monitor and evaluate progress, effectiveness and impact of Program activities. This should include performance and impact indicators⁵ and targets. The plan will identify means and responsible parties for measuring, collecting, tracking, evaluating, reporting, and validating data, with indicators and targets for accomplishment by year over the five-year life-of-program.

C.6. IMPLEMENTATION REQUIREMENTS

C.6.1. Gender Consideration

An important element to achieving food security in Senegal is ensuring women obtain an equal share of the economic benefit from economic growth and are able to drive their family's health and wellbeing. This focus emphasizes the accepted knowledge of women's critical contributions to rural household food security through agricultural production, household staple food availability and management, and child nutritional status. In Senegal, over 70 percent of women are active in the agriculture sector, yet, they own only 13.4 percent of the land, operate with limited inputs and resources, and are vulnerable to poverty due to lack of resources, poor health, and low income. In areas where there is large out-migration of men in search of employment in urban areas women have largely been left to provide for themselves and their families. Increasing the productivity of women translates into significant increases in overall agricultural productivity. Analyses show that increasing women's involvement in agricultural production can increase agricultural output by an average of 10% (IFPRI). In addition, investment in girls' nutrition can advance the status of women and increase their ability to better care for their families. Women's education and status in the household is directly correlated to better nutrition outcomes for children. Studies show that equalizing gender status in South Asia and Africa would reduce the number of underweight children by at least 15 million (IFPRI).

ADS 201.3.9.3 dated November 5, 2009, requires gender mainstreaming and that "...appropriate gender analysis be applied to the range of technical issues that are considered in the development of given... activities". Two questions must be considered in the gender analysis: 1) how will the different roles and status of women and men affect the work to be undertaken; and, b) how will the anticipated results of the work affect women and men differently.

Successful applicants will assess the nature and extent of gender inequities in agriculture and rural development, and more particularly as they relate to the selected Regions and integrate gender

⁵ Indicators are relevant to different levels of a project results/logical framework hierarchy, linking project activities to expected impacts. Indicators thus typically would relate to:

- Impacts (or goal, overall objective, development objective): The long-term objective, change of state or improved situation towards which the project is making a contribution.
- Outcomes (or results, purpose, or project objective): The immediate project objective, the overall observable changes in performance, behavior, or resource status expected as a result of the project.
- Outputs: The products, services, or results that must be delivered by the project for the component outcomes to be achieved.
- Inputs: The resources required to carry out project activities.

considerations into their approach and interventions as appropriate to ensure equitable participation and access to development benefits under the USAID/Program. USAID/Senegal is conducting a gender analysis along targeted value chains in order to understand gender dynamics and better target programs. The Recipient will take this gender analysis into account when integrating gender considerations.

C.6.2. Environmental Monitoring and Mitigation

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. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

In addition, Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

No activity 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.")

The Initial Environmental Examination (IEE) of the Economic Growth Office has been approved in June 2006 and amended in September 2009 to include activities of this RFA. It was approved by the BEO in Washington in April 2010. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID has determined that the threshold of **Categorical Exclusion and Negative Determination with conditions** will apply to most of all activities. This threshold of **Negative Determination with conditions** indicates that if these activities are implemented subject to the specified conditions, they are expected to have adverse effect on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

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

If the Recipient 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.

When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the Recipient shall:

1. Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the Recipient shall prepare an EMMP or M&M Plan describing how the Recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness.
2. Integrate a completed EMMP or M&M Plan into the initial work plan.
3. Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

Cost and technical proposals must reflect IEE or EA preparation costs and approaches. Applicants should ensure that they budget for requirements such as required testing of water quality. Please refer to the Environmental Guidelines for Small-Scale Activities in Africa (<http://www.encapafrica.org/egssaa.htm>) for more detailed information on these requirements.

The Recipient will be expected to comply with all conditions specified in the approved IEE and/or EA. If an IEE, as developed by the Recipient and approved by USAID, includes a Positive Determination for one or more activities, the Recipient will be required to develop and submit an EA addressing these activities.

C.6.3. Branding and Marking Strategy

The recipient must adhere to ADS 320.3.2.1 (1/8/2007 revision), which sets out branding strategy requirements. All communication products and publications produced while implementing this program, whether for public events or for distribution, will be branded with the brand identity of the U.S. Agency for International Development (USAID), and will carry the message that assistance is provided by the American people. Such materials will also be branded with any program logo developed by the successful applicant and approved by USAID.

The level of visibility and media outreach for the program should be high. The establishment of Senegal brand recognition, in part through implementation of this branding strategy, will contribute greatly to this effort.

Branding Implementation Plan: A BIP outlines the events (press conferences, site visits, etc.) and materials (success stories, Public Service Announcements [PSAs], etc.) the recipient will organize and produce to assist USAID in delivering the message that the assistance is from the American people.

The BIP should deal with how to publicize the program, project, or activity in the host-country and a description of the communications tools to be used. Such tools may include the following: press releases, press conferences, media interviews, site visits, success stories, beneficiary testimonials, professional photography, (PSAs), videos, web-casts, e-invitations, or other e-mails sent to group lists such as participants, and training session blast e-mails or other Internet activities.

The key milestones or opportunities anticipated to generate awareness that the program, project, or activity is from the American people, or an explanation if this is not appropriate or possible. Such milestones may be linked to specific points in time, such as the beginning or end of a program, or to an opportunity to showcase publications or other materials, research findings, or program success. These include, but are not limited to, the following: launching the program, announcing research findings,

publishing reports or studies, spotlighting trends, highlighting success stories, featuring beneficiaries as spokespeople, showcasing before-and-after photographs, securing endorsements from ministry or local organizations, promoting final or interim reports, and communicating program impact/overall results.

Marking Plan: As stated in ADS 320.3.2, USAID’s policy is that programs, projects, activities, public communications, or commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. Where applicable, a host-country symbol or ministry logo, or another U.S. Government logo may be added. Except for the manufacturer's trademark on a commercial item, the corporate identities or logos of contractors or subcontractors are not permitted on USAID-funded program materials and communications, unless specified in the USAID Graphic Standards Manual or approved in advance by the Principal Officer. The Principal Officer must obtain clearance from the Senior Advisor for Brand Management (LPA) before approving the use of the contractor's logo. The Marking Plan may include requests for exceptions to marking requirements, to be considered by the Agreement Officer.

C.6.4. Sustainability

A key strategy in this program is to plan for sustainability of program interventions. The Program must identify how sustainability will be addressed, how local partners will assume ownership and continue activities after the USAID’s assistance has been completed.

C.7. AGREEMENT AMENDMENT

USAID/Senegal anticipates awarding a five-year cooperative agreement with a ceiling of \$40 million with the possibility of USAID expending the agreement by: (1) increasing the total estimated amount by approximately \$16 million, during the first five years of activity, to include other regions or activities; and (2) extending the completion date for an additional three years and adding approximately \$25 million. Depending on the availability of new funding the USAID program would be an 8-year project with a total funding of \$81 million.

C.8. STAFFING STRUCTURE AND KEY PERSONNEL

It is expected that the Recipient may open several regional offices (or work out shared space arrangements) to support the program in the selected regions. Because there may be several offices, the management structure must ensure communication and coordination among them for both administrative and technical aspects. Program set-up should be as efficient and cost-effective as possible in order to devote as high a percentage of the budget as possible to programmatic activities (versus administrative/operational costs.). After the start-up phase, the recipient’s operations in Senegal should be self-sufficient and able to respond directly to inquiries of various types in both French and English from both USAID and the participating Government of Senegal organizations.

Key Personnel. Key personnel can include up to five full-time and long-term professional personnel whose participation in the proposed activities is considered to be essential.

Proposed long and short-term staff. There is a need to mix international experts with local expertise in order to have both the outside perspective as well as the inside understanding that only Senegalese people can bring.

The preference is to have staff who can communicate at a highly proficient level in both French and English. USAID encourages the use of Senegalese nationals where possible. A supporting narrative should include brief descriptions of all long-term staff positions and level of experience and language

capability required for each position. The narrative should also describe the role of short-term technical staff including the proposed level of effort and the process to be used for selecting short-term technical assistance staff and encouraging the development of emerging Senegalese firms and consultants.

C.9. MANAGEMENT

C.9.1. Relationship with USAID/Senegal

The Agreement Officer (AO) will represent USAID in all contractual matters. The Recipient shall work under the general guidance of the Agreement Officer's Technical Representative (AOTR) recommended by USAID/Senegal's Economic Growth Office (EGO) Director and designated by the Agreement Officer. The AOTR reports to the Economic Growth Office Director. All award queries and authorizations will be managed through the USAID/Senegal Agreement Office. The AOTR or his/her alternate will provide technical direction under this agreement.

The Recipient shall authorize a Country Representative to represent the organization in all day to day matters pertaining to the execution of this agreement and the achievement of results. The Country Representative will serve as the Recipient representative in Senegal for the purposes of this cooperative agreement, and will be responsible for the activities of all short-term and long-term personnel employed under the agreement.

Only USAID personnel can represent USAID to the GOS. The Country Representative and other senior employees will have frequent interactions with appropriate parties within the GOS and will gain the trust of the GOS officials with whom it collaborates.

In accordance with USAID protocols and subsequent to USAID introductions, the Recipient will take the initiative to coordinate with agencies and organizations working toward similar objectives, whether receiving funds from USAID or not. The Recipient shall work closely with these organizations to assure coordination of Senegalese and international partners working toward the same objectives.

The Annual Work Plan will form the basis for a joint management review by USAID and program staff to review program directions, achievement of the prior year work plan objectives, and major management and implementation issues, and to make recommendations for any changes as appropriate. Semi-annual management reviews will also be held to review progress. The Recipient will address USAID feedback on performance and fine tune the strategies accordingly.

At any time during program implementation, USAID may conduct one or more evaluation(s) to review overall progress, assess the continuing appropriateness of the project design, and identify any factors impeding effective implementation. USAID will utilize the results of the evaluations to recommend any mid-course changes in strategy if needed and to help determine appropriate future directions. Site visits may occur anytime after the onset of the project.

C.9.2. Relationships with Implementing Agencies

The Recipient shall work closely with the key partners of USAID to ensure that all activities are collaboratively programmed. These include all partners and customers mentioned in section 2.4 above as well as others that may be indicated over time.

It is expected that the Recipient will work towards achieving the goals of the Paris Declaration on Aid Effectiveness in the implementation of the activity. Efforts could include the use of host-country financial and procurement systems (where possible and in close coordination with USAID) and the building of host

country capacity to manage and implement elements of the activity at the conclusion of the cooperative agreement.

USAID values its established partnership with the Government of Senegal (GOS). In accordance with USAID protocols and subsequent to USAID introductions, in its zones of intervention, the Recipient will coordinate closely with agencies of the GOS, the private sector, PVO/NGOs, international organizations, CBOs, and other Contractors receiving USAID funds from, or otherwise collaborating with, the agreement team. The Recipient will work closely with these organizations to assure improved coordination of Senegalese, American, and international partners in delivery of resources, and activity-related monitoring and evaluation of impact.

C.10. SUBSTANTIAL INVOLVEMENT

In accordance with ADS 303.5.11a, USAID/Senegal shall be substantial involved during the implementation of this Cooperative Agreement in the following ways through the Agreement Officer's Technical Representative (AOTR):

- Approval of the Recipient's Implementation Plans: the AOTR will review and approve annual work plans and performance monitoring plans. The initial work plan should be submitted to USAID/Senegal no later than 45 days of award of the cooperative agreement while the performance monitoring/evaluation plan, including quantitative and qualitative indicators, baseline data, and targets for the entire period of the activity, should be submitted to USAID/Senegal no later than 60 days of award of the cooperative agreement.
- Approval of specified key personnel: the AOTR will approve changes in Key Personnel
- Approval of targeted regions of the program.
- Approval of sub-grants: the AOTR will approve all sub-grants awarded under this Cooperative Agreement over \$25,000.
- Approval of the Initial Environmental Examination (IEE)
- Approval of Gender Plan
- Approval of the Branding and Marking Plan.

C.11. REPORTING REQUIREMENTS

The recipient will adhere to all reporting requirements listed below. All reports as required under Substantial Involvement shall be submitted by the due date. Additional reports requiring review and clearances, when necessary are listed under each requirement.

C.11.1. Financial Reporting

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

In keeping with the requirements established in 22 CFR 226.52, the Recipient will be required to prepare a "Financial Status Report", SF 425, on an accrual basis. The quarterly and the final financial report shall be submitted to USAID/Senegal Financial Management Office, one copy to the AOTR, and one copy to the Agreement Officer.

C.11.2. Program Reporting

Reports shall be in keeping with 22 CFR 226.51. Monitoring/Performance reports will be required on a quarterly basis and on an annual basis to coincide with USAID's fiscal year calendar.

For documents that may be of wider public interest, the Recipient must prepare documents so they are 508 compliant (to meet USG requirements for web uploading). The following are the required documents:

C.11.2.1. Annual Work Plans

The recipient shall submit an annual work plan to the USAID/AOTR. The work plan serves several purposes, including a guide to program implementation, a demonstration of links between activities, strategy objectives and intended results, a basis for budget estimates and the foundation for the monitoring and evaluation plan. Work plans function on the USG fiscal year (October-September). The work plan, as a minimum, should include:

- Brief situation analysis
- Life-of-program results
- Milestones toward achieving those results
- Activities to be accomplished that year related specifically to the achievement of milestones
- Level of effort required in terms of staff time and financial resources
- Amount and intended use of counterpart contributions for that year to be provided (cash or in-kind)
- Partner involvement and contributions to achieving the results

The first annual work plan shall be submitted to the AOTR within 45 days of the award, and over the period from the award starting date through September 30, 2011. The proposed work plan should take into account activity parameters of budget and personnel constraints, and it should include realistic outline of what is possible to accomplish by the end of year 1. Second year annual work plan and thereafter shall cover the USG fiscal year (i.e. from October 1, through September 30).

C.11.2.2. Program Performance Monitoring Plan (PMP)

After the agreement has been signed the recipient shall submit the draft plans within 45 calendar days after award to the USAID/Senegal AOTR. The recipient's monitoring and evaluation framework shall include a description of a proposed methodology for performing data quality assessments that ensure that data collected and reported pass the test of validity, reliability, timeliness, and integrity.

The PMP will serve as a management tool to assess and report progress toward achieving the targets of the Program. The Performance Monitoring Plan (PMP) should be aligned with Foreign Assistance Framework standard indicators and include performance measures that can be used to capture the overall expected results. The PMP will include the indicators and targets approved by USAID at the time of the award. However the full PMP will need to be expanded to include Foreign Assistance Framework standard indicators available at <http://www.state.gov/f/indicators/index.htm>. The PMP shall contain clear benchmarks and outputs for the indicators, as well as a timeframe for the results to be attained over the life of the award. Measurements should be qualitative and quantitative. Target numbers should also be included.

C.11.2.3. Quarterly and Annual Performance Reports

1. Technical quarterly reports are due one month after the end of each quarter according to the USG fiscal year. Thus, they are due on: January 31, April 30, July 31 and October 31.
2. The 4th quarter (July-September) quarterly report should include information specific to that quarter but also include a section which summarizes the year's accomplishments and challenges. This report is still due no later than on October 31 but would be welcome earlier than this date because USAID needs the information to write its own Operational Plan (as discussed in the Monitoring, Evaluation, Reporting and Impact Analysis (MERA) section. In addition to the regular information (listed below), the 4th quarterly/annual report can be longer and more detailed. It should discuss the achievements of the entire year and contain a table displaying the indicators that the recipient is responsible for reporting on and the indicator values for the year, along with prior year values and future year targets. The format for the additional reporting may be provided by USAID.
3. Quarterly reports should generally be short and consist primarily of narrative text. Tables should be attached in an annex. Quarterly reports are designed for USAID management purposes and contain basic required information.
4. USAID will provide a basic outline for quarterly reports. However, the recipient should discuss the quarterly report format with the AOTR within the first quarter of this activity to come to agreement on a format.

Included in the quarterly and annual reports will be Performance Monitoring information, progress toward agreed performance targets every three (3) months, based on the Performance Monitoring Plan. This will include information on program activities undertaken in the reporting period and those planned for the following three (3) months. Reports must also include the following: (a) explanation of quantifiable output of the programs or projects, if appropriate and applicable; (b) reasons why established goals were not met, if appropriate; and (c) analysis and explanation of cost overruns or growing pipelines (recipients must immediately notify USAID of developments that have significant impact on award-supported activities). Furthermore, notification must be given immediately in the case of problems, delays or adverse conditions which materially impair the ability to meet the objectives of the award. These notifications must include a statement of the action taken or contemplated and any assistance to resolve the situation.

C.11.2.4. Consultant Reports and Special Reports

The Recipient will provide USAID/Senegal with five (5) copies of the products -- studies, trip reports, technical reports -- of all short-term consultants financed under the agreement within 30 days of completion of the consultancy. All reports will be in English or French, with translations subject to the decision of the AOTR.

C.11.2.5. Bi-weekly updates

The Recipient will provide a brief, one to two page bi-weekly update on project activities that provide highlights of major events or accomplishments. The update will identify current and up-coming consultations/visitors, key activities and events of the previous two week period, and upcoming activities and events. This information is combined with those of other projects by USAID and circulated to help keep overall Development Agricultural activities coordinated. Bi-weekly updates are due the 1st and 15th of every month.

C.11.2.6. Final Report

The Recipient shall submit, no later than 90 days after the completion date of activities under the Cooperative Agreement, a Final Report in English and in French, which includes:

- An executive summary of the recipient's accomplishments in achieving results and conclusions about areas in need of future assistance;
- An overall description of the recipient's activities and attainment of results during the life of the Cooperative Agreement;
- An assessment of progress made towards accomplishing the Objective and Illustrative Results;
- Significance of these activities;
- Success stories;
- Comments and recommendations;
- A final report that describes how the recipient's funds were used.

This report should not exceed 100 pages, although annexes may be appended.

The final performance report shall be submitted to the AOTR, and the Agreement Officer. It is highly recommended that the final report be prepared before the end date of the Program since additional costs cannot be incurred after the program end date.

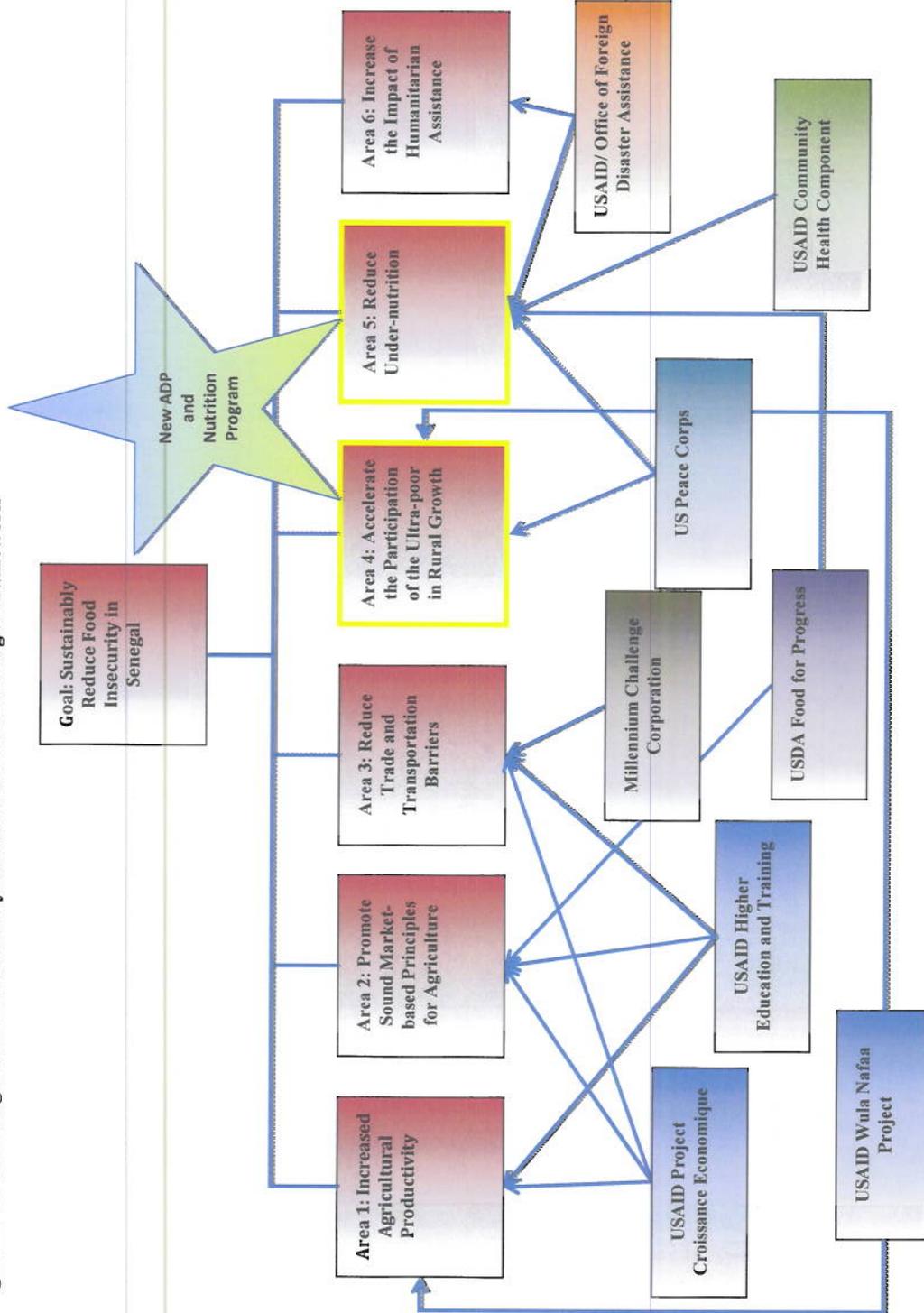
C.12. LOGISTICS

The recipient will need to locate its central office in Dakar, Senegal, but may propose satellite offices in the selected regions. The recipient shall hire the required staff and purchase equipment and supplies to furnish and operate the office(s). The recipient shall arrange for the logistic support for all long and short-term personnel under this award including travel within Senegal, international travel, accommodation, office space, communications, supplies, equipment and photocopying/printing, and so on.

C.13. AUTHORIZED GEOGRAPHIC CODE

For the purposes of this cooperative agreement, the authorized geographic code will be 935, including motor vehicles. Purchases of motor vehicles from non-U.S. source or origin will be held to a minimum and carried out only when necessitated by required specifications, spare parts, and maintenance capabilities.

Figure 1: Global Hunger and Food Security Initiative and USG/ Senegal Framework



SECTION D – CERTIFICATIONS/ASSURANCES/OTHER STATEMENTS

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

The certifications and forms included on the links below are to be completed and submitted as part of the Cost/Business Application. Refer to instructions in Section A of the RFA.

PART I – FORMS

Standard Form 424: www.grants.gov/techlib/SF424-V2.0.pdf ;

Standard Form 424A: <http://www.grants.gov/techlib/SF424A-V1.0.pdf>

Standard Form 424B: <http://www.grants.gov/techlib/SF424B.PDF>

Instructions for Standard Form 424A.



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PART II - CERTIFICATIONS AND ASSURANCES

1. CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance.

The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

2. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS FOR COVERED COUNTRIES AND INDIVIDUALS (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned shall review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have

been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

3. CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury’s Office of Foreign Assets Control (OFAC) and is available online at OFAC’s website :

<http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the “1267 Committee”) [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee’s website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. for purposes of this Certification

a. “Material support and resources” means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.”

b. "Terrorist act" means-

- (i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
- (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
- (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

Signed: _____
(Typed Name and Title) Date _____
(Name of Organization)

4. CERTIFICATION OF RECIPIENT

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

RFA No. _____
Date of Application _____
Name of Recipient _____
Typed Name and Title _____
Signature _____ Date _____

5. KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____
Date: _____
Name: _____
Title/Position: _____
Organization: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

6. PARTICIPANT CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

1. I hereby certify that within the last ten years:

- a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
- b. I am not and have not been an illicit trafficker in any such drug or controlled substance.
- c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____
Name: _____
Date: _ _____
Address: _____
Date of Birth: _____

NOTICE:

- 1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.
- 2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C.1001.

7. SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

All applications must include the Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. This survey can be found at the following website:

<http://www.usaid.gov/forms/surveyeo.doc>

8. HOMELAND SECURITY PRESIDENTIAL DIRECTIVE -12 (HSPD-12) (Sept. 2006)

In response to the general threat of unauthorized access to federal facilities and information systems, the President issued Homeland Security Presidential Directive-12. HSPD-12 requires all Federal agencies to use a common Personal Identity Verification (PIV) standard when identifying and issuing access rights to users of Federally-controlled facilities and/or Federal Information Systems. USAID is applying the requirements of HSPD-12 to applicable assistance awards. USAID will begin issuing HSPD-12 “smart card” IDs to applicable recipients (and recipient employees), using a phased approach. Effective October 27, 2006, USAID will begin issuing new “smart card” IDs to new recipients (and recipient employees)

requiring routine access to USAID controlled facilities and/or access to USAID's information systems. USAID will begin issuance of the new smart card IDs to existing recipients (and existing recipient employees) on October 27, 2007. (Exceptions would include those situations where an existing recipient (or recipient employee) loses or damages his/her existing ID and would need a replacement ID prior to Oct 27, 2007. In those situations, the existing recipient (or recipient employee) would need to follow the PIV processes described below, and be issued one of the new smart cards.)

Accordingly, before a recipient (including a recipient employee) may obtain a USAID ID (new or replacement) authorizing him/her routine access to USAID facilities, or logical access to USAID's information systems, the individual must provide two forms of identity source documents in original form and a passport size photo. One identity source document must be a valid Federal or state government-issued picture ID. (Overseas foreign nationals must comply with the requirements of the Regional Security Office.) USAID/W recipients (and recipient employee) must contact the USAID Security Office to obtain the list of acceptable forms of documentation, and recipients working in overseas Missions must obtain the acceptable documentation list from the Regional Security Officer. Submission of these documents, and related background checks, are mandatory in order for the recipient (or employee) to receive a building access ID, and before access will be granted to any of USAID's information systems. All recipients (or employees) must physically present these two source documents for identity proofing at their USAID/W or Mission Security Briefing. The recipient (or employee) must return any issued building access ID and remote authentication token to USAID custody upon termination of the individual's employment with the recipient or completion of the award, whichever occurs first.

The recipient must comply with all applicable HSPD-12 and PIV procedures, as described above, as well as any subsequent USAID or government-wide HSPD-12 and PIV procedures/policies, including any subsequent applicable USAID General Notices, Office of Security Directives and/or Automated Directives System (ADS) policy directives and required procedures. This includes HSPD-12 procedures established in USAID/Washington and those procedures established by the overseas Regional Security Office. In the event of inconsistencies between this clause and later issued Agency or government-wide HSPD-12 guidance, the most recent issued guidance should take precedence, unless otherwise instructed by the Agreement Officer.

The recipient is required to include this clause in any subawards (including subcontracts) that require the subawardee or subawardee employee to have routine physical access to USAID space or logical access to USAID's information systems.

PART III – OTHER STATEMENTS OF RECIPIENT

1. AUTHORIZED INDIVIDUALS

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name: _____
Title: _____
Telephone No. _____

2. TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

(a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient.

The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. LETTER OF CREDIT (LOC) NUMBER

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. PROCUREMENT INFORMATION

(a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a sub-grant or subagreement) to a sub-grantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant: \$ _____

(c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/ DESCRIPTION (Generic)	QUANTITY	ESTIMATED UNIT COST
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(d) **Source, Origin, and Component of Goods.** If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% component, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase.

However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced.

A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/DESCRIPTION PROBABLE (Generic)	QUANTITY UNIT COST	ESTIMATED COMPONENTS SOURCE	GOODS	PROBABLE GOODS COMPONENTS ORIGIN
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(e) Restricted Goods. If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION (Generic)	QUANTITY UNIT COST	ESTIMATED SOURCE	PROBABLE ORIGIN	INTENDED USE
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(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

TYPE/DESCRIPTION NATIONALITY RATIONALE	QUANTITY UNIT COST	ESTIMATED (Non-US Only)	PROBABLE SUPPLIER for NON-US
---	-----------------------	----------------------------	---------------------------------

(Generic)

(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item.

Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

TYPE/DESCRIPTION (Generic)	QUANTITY	ESTIMATED UNIT COST	PROPOSED DISPOSITION
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6. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

7. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

8. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

SECTION E - ANNEXES

ANNEX 1 - DOCUMENTS OR LINKS ON GLOBAL FOOD SECURITY RESPONSE

- 2005 Senegal DHS
http://www.measuredhs.com/pubs/pub_details.cfm?ID=583&srchTp=advanced
- Any State/USAID Foreign Assistance guidance that is public:
<https://communities.usaidallnet.gov/fa/>
- CSAO-CILSS, 2008. **Profil securite alimentaire – Senegal**
<http://www.oecd.org/dataoecd/39/35/41643065.pdf>
- Human Development Reports : Sécurité alimentaire, changement climatique et développement humain : Senegal
<http://78.136.31.142/en/reports/nationalreports/africa/senegal/name.3241.en.html>
- Senegal World Bank Poverty Reduction Strategy II <http://go.worldbank.org/7JP6V7M660>
- USAID Adapting to Climate Variability and Change:
http://www.usaid.gov/our_work/environment/climate/docs/reports/cc_vamannual.pdf
- USAID’s Assessment of Integrated Population, Health, Environment Program’s
http://www.ehproject.org/PDF/phe/phe_assessment2007.pdf
- **USAID Nature Health Wealth and Power Framework**
http://www.usaid.gov/our_work/agriculture/landmanagement/pubs/nature_wealth_power_fy2004.pdf
- USAID/ Senegal Public Website: <http://senegal.usaid.gov/>
- **USAID Public Website for Nutrition:**
http://www.usaid.gov/our_work/global_health/nut/index.html#

ANNEX 2 – GLOBAL DEVELOPMENT ALLIANCES

USAID seeks to leverage private resource flows through the Global Development Alliance (GDA). GDA is a public-private partnership model that allows USAID to leverage resources from private sector and partners and to use those assets in a way that benefits the business interests of the resource partner while furthering the goals of the USAID Mission. A GDA meets the following criteria:

- At least 1:1 leverage (in cash and in-kind) of USAID resources;
- Common goal defined for all partners;
- Jointly-defined solution to a social or economic development problem;
- Non-traditional resource partners (companies, foundations, etc.);
- Shared resources, risks and results, with a preference for increased impact; and
- Innovative, sustainable approaches to development.

For more information on the GDA, please visit:

http://www.usaid.gov/our_work/global_partnerships/gda/

Applicants are encouraged to seek to leverage additional resources from the private sector in the Agricultural Development Program through the establishment of GDAs. Applicants shall include in their applications a comprehensive approach to private sector engagement that includes the following:

- Understanding of the need for GDA and potential private sector partnership opportunities in this Program and how potential partnerships will contribute to Program objectives/results and to the business interests of potential partners;
- Approach for private sector partner engagement, with a focus on innovative approaches and sustainable development outcomes and a detailed explanation of how partnerships, including leveraged funds, will be solicited, established, and managed;
- Measurable indicators and targets that will determine success;
- Experience building and managing GDAs or other public-private alliances, and achievement of concrete results from previous partnerships.

Applicants are encouraged to define innovative, practical approaches to using these resources to promote Program objectives. We have established a target ratio for leverage of 1:1. Leveraged resources obtained through partnerships may free up funding for other purposes within this statement of work/program description or allow for expanded program implementation.

Any partnership commitments undertaken by the implementer(s) during the course of the Program will be subject to USAID review and approval. Any post-award changes to the cost or program budget will also be subject to USAID approval.

Applicants should not approach Resource Partners or request any letter of commitment until the Program has been awarded. Resource partners unfamiliar with the USAID acquisition and assistance process may be confused and frustrated by multiple applicant/proposal requests. This may damage the relationship between USAID, the Applicant and the partners after the award has been made. A sound GDA strategy and approach is all that is required for the proposal.

Recipients may identify GDA opportunities and develop agreements after award of the Cooperative Agreement. This may allow greater opportunity for participating Senegalese institutions to play a role in designing the GDA activities. Applicants may incorporate strategies and plans for GDA development into their applications and develop these after award.

Commonly asked questions about GDAs are as follow:

What is a Global Development Alliance?

The Global Development Alliance (GDA) is an innovative public-private alliance model for improving social and economic conditions in developing countries. The GDA combines the assets and experience of strategic partners, leveraging their capital and investments, creativity and access to markets to solve complex problems facing government, business, and communities. This approach to partnership relies on the overlapping interests of the U.S. Government's strategic objectives for foreign assistance and the core business goals of industry.

Why does the private sector partner?

As the web of economic exchange between the developing and developed world continues to expand, private sector organizations find that their health is increasingly dependent upon the prosperity of the countries they work in. Companies recognize that USAID projects can help them find solutions to business challenges such as how to solve supply chain gaps and improve the quality of their labor force. Consequently, firms play a progressively greater role in conceiving, financing, and implementing solutions to development problems.

While companies may have different reasons for their interest in development projects, where the interests match up with USAID there is great potential for teamwork. For example, to expand its market, The Coca-Cola Company needs clean water, because each liter of Coke requires three liters of clean water. Meanwhile, USAID has prioritized water purification projects to reduce poverty and improve the health of individuals in countries around the world. The Coca-Cola Company and USAID have teamed up in the Water and Development Alliance. Today, more than quarter of a million people now has access to clean water because of Coke teaming up with USAID.

A company's corporate spirit of altruism and community service also remains to be an important driver of engagement with USAID. Companies interested in development projects as a part of its social responsibility initiative benefit from USAID's extensive overseas presence, experience in development, and its in-country networks, resources, and access.

Why does USAID partner?

When 75 percent of the U.S. resource flows to the developing world originate in the private sector, USAID recognized that it may not be the "majority stakeholder" in the alliances it forged. To keep up with the new realities of development assistance, in which the private sector plays an increasingly important role, USAID has welcomed nontraditional partners as equals in development projects because it just makes sense.

Each partner contributes its own unique set of skills and resources to collaborate on jointly defined development challenges, achieving a solution that neither actor could solve alone. As a result, alliances between USAID and the private sector have greater, more sustainable impact. At the same time, alliances provide a safe mechanism where partners pool risk and resources for mutual benefit and reward.

What are the guiding principles of an alliance?

Alliances between USAID and the private sector are based on seven key principles:

- *Trust*: Trust is an essential foundation enabling partners to work together despite individual alliance organizations' differing interest, motivations, cultures, values, and infrastructures. Trust is also fundamental to building a fruitful relationship with communities an alliances is trying to work with or in.
- *Equity*: Equity implies that each partner is equally welcome and important to an alliance. Global Development Alliances are created on the precept that each partner is of equal value to an alliance.
- *Competencies*: It is necessary to identify, build, and maximize the appropriate competencies according to the alliance's goals and mission. There must be an appropriate competency mix in the partner organizations and individuals to achieve the partnership's goals and interests.
- *Inclusivity*: Inclusivity concerns the ability for an alliance to process the views and needs of its stakeholders -- those groups who affect and/or affected by the alliance and its activities -- and to reflect on these expectations at all evolutionary stages of the alliance.
- *Partnership Alignment*: Each partner should come together to jointly define an alliance's objectives according to overlapping interests and agendas.
- *Mutual Benefit*: Healthy alliances will work toward achieving specific benefits for each partner over and above the common benefits to all partners. If each partner in an alliance is expected to contribute to the alliance, they should also be entitled to benefit from it.
- *Transparency*: Openness and honesty in working relationships are a pre-condition of trust. In order to build trust, there must be full, accurate, and timely disclosure of information and communication on a regular basis.

Who are potential alliance partners?

Companies: Individual U.S. and multinational private businesses including banks and other financial institutions, host country private businesses, business and trade associations, venture capitalists and philanthropic individuals and pension funds and employee welfare plans.

Government: Cities, states, civic groups, donor governments, host country governments, and other U.S. government agencies.

Non-Profits: Foundations, national and international non-governmental organizations (NGOs), regional and international organizations, U.S. colleges and universities, public figures, and advocacy groups.

ANNEX 3 – OTHER PROVISIONS

1. MARKING UNDER ASSISTANCE INSTRUMENTS

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient’s internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to internally displaced persons, humanitarian emergencies or immediate post conflict and political crisis response, the cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient’s organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Sub-recipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID sub-award, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to sub-recipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brandmark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards.

(b) Marking of Program Deliverables

- (1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's, or any other third party's identity or logo.
- (2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.
- (3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.
- (4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people's support.
- (5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.
- (6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.
- (7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.
- (8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.
- (9) Sub-recipients. To ensure that the marking requirements "flow down" to sub-recipients of sub-awards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded sub-award, as follows:

"As a condition of receipt of this sub-award, marking with the USAID Identity of size and prominence equivalent to or greater than the recipient's, sub-recipient's, other donor's or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the sub-recipient, USAID may, at its discretion, require marking by the sub-recipient with the USAID Identity."

(10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”

(11) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within [*Agreement Officer fill-in*] days after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,

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

(3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;

(iv) USAID marking requirements would impair the functionality of an item;

(v) USAID marking requirements would incur substantial costs or be impractical;

(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;

(vii) USAID marking requirements would conflict with international law.

(4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient's own identity/logo or that of a third party on materials that will be subject to the waiver.

(3) Approved waivers are not limited in duration but are subject to Principal Officer Review at any time, due to changed circumstances.

(4) Approved waivers "flow down" to recipients of sub-awards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(5) Determinations regarding waiver requests are subject to appeal to the Principal Officer's Cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the Cognizant Assistant Administrator.

(e) Non-retroactivity. The requirements of this provision do apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

2. IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/subawards issued under this agreement.

3. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

a. The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website:

http://pdf.dec.org/pdf_docs/PDABQ631.pdf

b. USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

4. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JAN 2002)

Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conferences fees or other conference costs for any member of a government's delegation to an international conference sponsored by a public international organizations, except as provided in the ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences" or as approved by the Agreement Officer.

5. REPORTING OF FOREIGN TAXES (JULY 2007)

- (a) The recipient must annually submit a report by April 16 of the next year.
- (b) Contents of Report. The report must contain:

- (i) Recipient name.
- (ii) Contact name with phone, fax and email.
- (iii) Agreement number(s).
- (iv) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] on **commodity purchase transactions** valued at **\$500 or more** financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
- (v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance are to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if a recipient performing in Lesotho using foreign assistance funds should purchase commodities in South Africa, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa).
- (vi) Any reimbursements received by the recipient during the period in (iv) regardless of when the foreign tax was assessed and any reimbursements on the taxes reported in (iv) received through March 31.
- (vii) Report is required even if the recipient did not pay any taxes during the report period.
- (viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

c. Definitions. For purposes of this clause:

- (i) “Agreement” includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
- (ii) “Commodity” means any material, article, supply, goods, or equipment.
- (iii) “Foreign government” includes any foreign governmental entity.
- (iv) “Foreign taxes” means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.

d. Where. Submit the reports to:

Office of Financial Management;
And a copy to the Regional Acquisition and Assistance Office

e. Subagreements. The recipient must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.

f. For further information see <http://www.state.gov/m/rm/c10443.htm>

ANNEX 4 – STANDARD PROVISIONS

Mandatory Standard Provisions for U.S. NGO Recipients:

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

Mandatory Standard Provisions for non U.S. NGO Recipients:

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