



USAID
FROM THE AMERICAN PEOPLE

NOTICE OF FUNDING OPPORTUNITY
SAHEL COLLABORATION AND COMMUNICATION
(SCC) ACTIVITY

USAID/SENEGAL
SAHEL REGIONAL OFFICE (SRO)
NOFO NO.: 72068519RFA00005

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USAID | SENEGAL

FROM THE AMERICAN PEOPLE

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Subject: Notice of Funding Opportunity Number: 72068519RFA00005

Program Title: SAHEL COLLABORATION AND COMMUNICATION (SCC) ACTIVITY

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the SAHEL COLLABORATION AND COMMUNICATION (SCC) program. Eligibility for this award is not restricted.

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

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

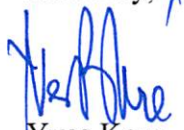
USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.h. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration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

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

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

Thank you for your interest in USAID programs.

Sincerely,



Yves Kore

Regional Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

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

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

SAHEL COLLABORATION AND COMMUNICATION (SCC) ACTIVITY

1. Introduction: The Development Context of the Sahel

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

Shocks and stressors in the Sahel will become even more severe in the future. Climate projections indicate that rainfall will become more intense, unpredictable, and less frequent while average temperatures will increase, affecting the frequency and intensity of major droughts and floods in the Sahel and confounding the existing vulnerabilities in the region.¹ Added to this are increased conflict and instability, rapid population growth, and a young age structure, where approximately half of the populations in Burkina Faso and Niger are below the age of 15.² Together, these climate and non-climate trends are exacerbating existing vulnerabilities in the region.

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

Resilience in the Sahel Enhanced (RISE)

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

This goal statement reflects USAID’s key priorities – that vulnerable populations and individuals need to be the actors in their own development, that supportive systems (including but not limited

¹ Fifth Assessment Report, IPCC, 2014

² <https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis>

to health, natural resources management, early warning and response, and governance systems) are essential to their success, that shocks and stressors are central contextual factors that must be explicitly addressed, and that our success will be measured by the extent to which these communities are able to sustainably progress to a higher level of well-being.

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

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

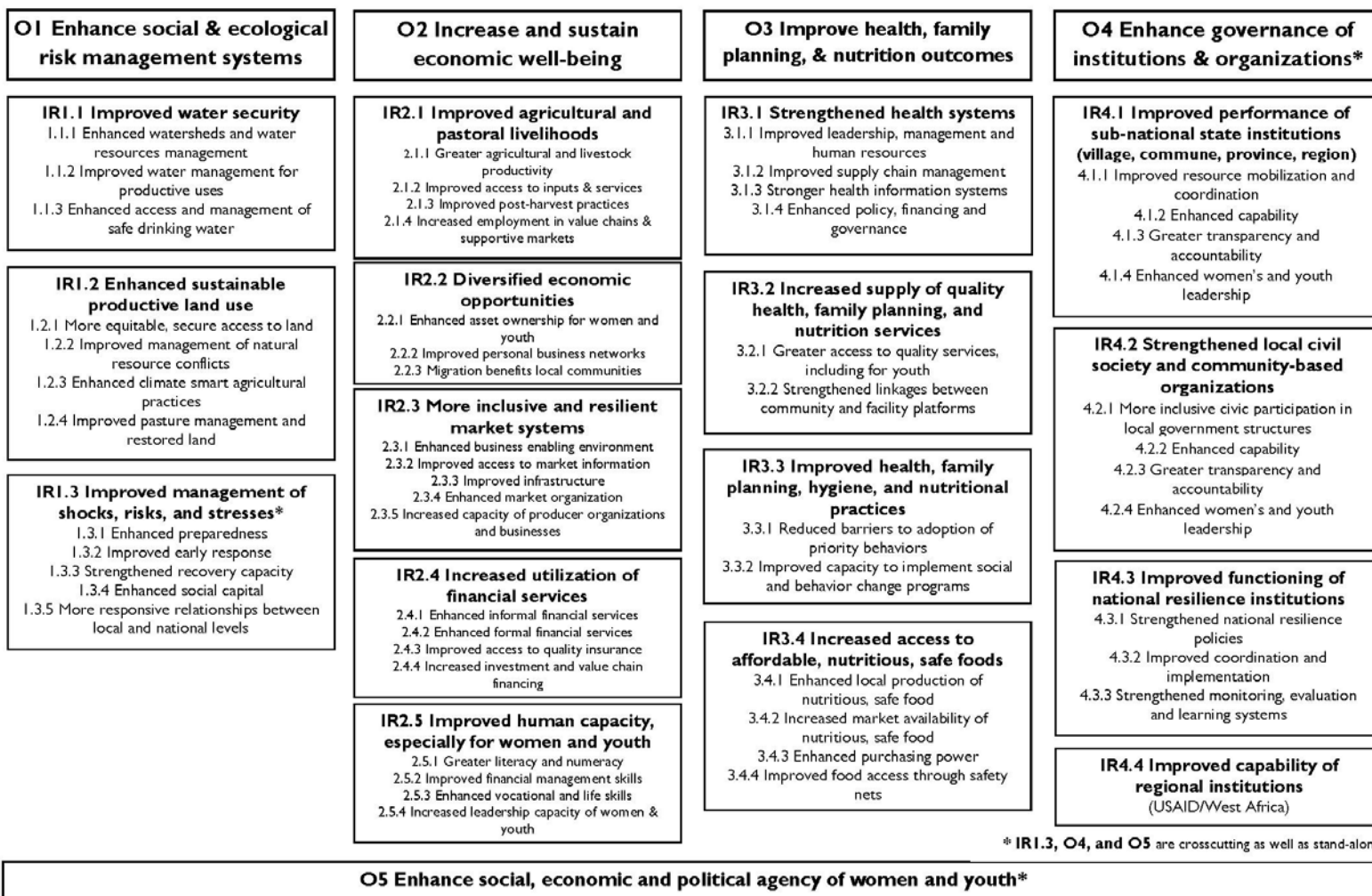
RISE II has five objectives that together will contribute to achieving the goal and the transformative outcomes. While particular USAID implementing partners may have areas of technical focus under these objectives, all partners must contribute to Objectives 1, 4, and 5 because these include cross-cutting elements. The five objectives below are elaborated more fully in the RISE II results framework below.

RISE II Results Framework



RISE II RESULTS FRAMEWORK

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



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

Objective 1: Enhance social and ecological risk management systems. Well-functioning ecological systems are essential to the RISE II goal because they provide and regulate the water essential for human health and keep landscapes productive for agricultural and pastoral livelihoods. Human systems of risk management complement healthy ecosystems, by providing information to manage risk, social safety nets to respond in times of shock, and governance to ensure benefits are equitably distributed.

Objective 2: Increase and sustain economic well-being. Improved livelihoods, including profitable diversification, are essential for households to escape poverty. Individuals and households achieve this when they have individual capacity, access to resources, and opportunities to engage in inclusive, growing markets.

Objective 3: Improve health, family planning, and nutrition outcomes. Health and nutritional security are central to human well-being and reduce the risk of disease or death that can plunge a household back into poverty. Reducing high levels of population growth is essential to the sustainability of the natural resource base and the ability of the government to provide the services the population needs to escape poverty.

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

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

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

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

society, USG agencies and partners, international agencies, and donors to collectively benefit chronically vulnerable populations

USAID intends to implement RISE II in a targeted geography (a zone of intervention) in which multiple partners implement complementary programs in the same areas and can program collaboratively. In Niger, the zone of intervention encompasses Tillaberi, Maradi region and the entire Zinder region except the northernmost desert communes. In Burkina Faso, the zone of intervention is a selected group of communes of the northern Centre Nord region, as well as parts of Sahel, Est, and Nord. Some complementary investments will be made at the national levels as well.

All RISE II activities including this one will be designed to be flexible and allow adjustments to implementation modalities and/or geography in response to changing situations on the ground, U.S. Government (USG) priorities, resource availability, and other challenges or opportunities.

More information on USAID's approach to resilience in the Sahel is available in the [Resilience in the Sahel Enhanced \(RISE\) II Technical Approach Working Paper](#).

Applicants should refer to the Food for Peace (FFP) FY18 Country Specific Information documents for [Burkina Faso](#) and [Niger](#) for additional reference on the FFP Multi-Year Development Food and Nutrition Security Activities (DFSAs) for Fiscal Years 2018 – 2023.

Applicants should also refer to the resources provided on the [Sahel Regional Office website](#), which include relevant assessments and analyses conducted for RISE and RISE II.

Applicants may also refer to Food Security Desk Reviews for [Burkina Faso](#) and [Niger](#) for additional background information on the unique environmental, food security, health and nutrition, shocks situation, gender and youth status, and development opportunities.

Applicants should also be familiar with the Global Food Security Strategy (GFSS) for Niger.

Sahel Development Partnership (SDP)

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

SDP has three, flexible implementation arms to enable programming to be adjusted as violent extremist organization (VEO) influence is diminished, security is expanded, and opportunities for

longer-term programming are created. This flexibility will also enable intensive countering violent extremism (CVE) programming to deploy elsewhere as conditions in initial areas improve:

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

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

RISE II will contribute to SDP in the “buffer” zones of Tillaberi region of Niger and the northeastern parts of Burkina Faso.

More information on West Africa’s CVE approach and existing learning mechanisms is available at [Fact Sheet: Countering Violent Extremism in West Africa](#).

Bridge

Bridge represents an innovative project idea that explicitly and intentionally aims activities at the nexus of violent extremism and resilience. Bridge developed from USAID’s recognition that many development challenges serve as ‘push’ factors potentially driving the most vulnerable toward extremist groups that offer fulfillment of critical unmet needs (e.g. income, justice, identity, purpose, etc.).³ In an effort to better understand the myriad influences affecting stability and development in the Sahel, USAID, in collaboration with the U.S. Special Operations Command (SOCOM) and the Department of State, undertook a table-top analytical exercise called “The Development Game.” This led to USAID/West Africa (USAID/WA) and USAID/Senegal Sahel Regional Office (SRO)⁴ creating a joint strategy and shared results framework for addressing the identified drivers of violent extremism in the Sahel with traditional, shorter-term CVE programming as well as an explicit emphasis on addressing key development/resilience factors. Bridge also contributes to the SDP and beyond, to other areas of

³ These push factors typically do not operate independently, but rather are most salient when matched with local grievances that produce political and social alienation.

⁴ SRO is the USAID regional operating unit with overall management, support, and oversight responsibilities for USAID activities and teams in Mauritania, Burkina Faso, Niger, and Chad. These countries also benefit from USAID activities managed by USAID/West Africa based in Accra, activities managed by central funds from Washington, DC, and from bilaterally managed activities.

responsibility that include northern Tahoua and Diffa in Niger, and areas of both Chad and Mauritania.

Project Purpose

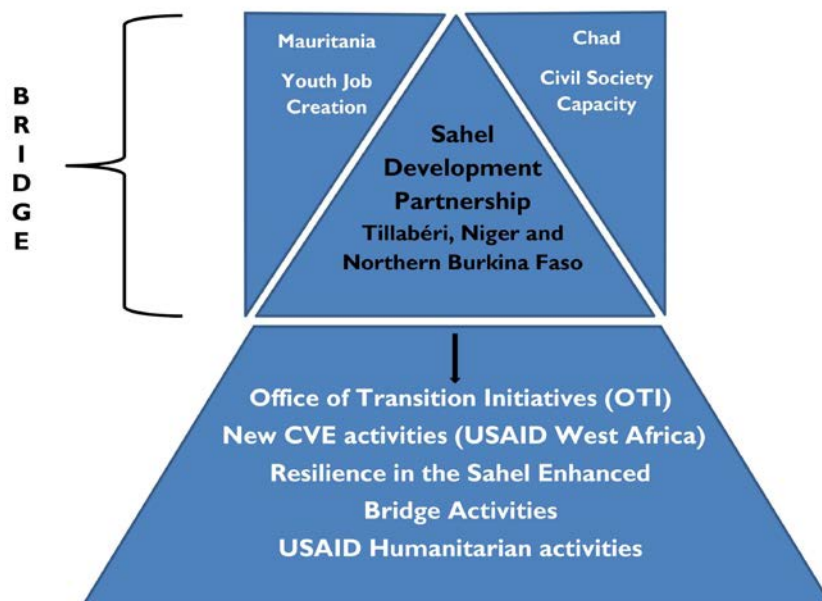
Goal Statement - Vulnerability to Violent Extremism Reduced in the Sahel

- Development Objective 1: Legitimacy of violent extremist organizations and ideology weakened⁵
- Development Objective 2: Government legitimacy enhanced
- Development Objective 3: Economic opportunities enhanced in targeted regions

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

Expected level of effort for the different initiatives

USAID expects the Implementer to divide its efforts among the three initiatives as follows: 60% RISE II, 30% Bridge, and 10% SDP. The diagram below attempts to illustrate the relationship between the different initiatives.



This diagram presents the following:

⁵ This is the Project Purpose of the NEW-CVE Project

1. SDP is the complete big triangle encompassing the small triangle titled ‘SDP Tillaberi, Niger and Northern Burkina Faso’ and the larger bottom part titled ‘OTI , USAID West Africa, etc.’ SDP is an approach focused on layering resources strategically, from across different sectors and funding streams for a common goal: to stabilize focus areas of Burkina Faso and Niger by building local communities’ resilience and countering violent extremism. This diagram aims to show that SDP is not a project on its own, instead it is a collaboration between many different lines of efforts.
2. The two activities outside of the SDP triangle are in Mauritania and Chad, which are part of the Bridge project. Core Bridge activities will take place mainly in Burkina Faso and Niger (counted towards SDP and in the bottom portion of the larger triangle), and to a much smaller extent Mauritania and Chad (not part of SDP).
3. RISE II contributes to SDP. It is underrepresented in this diagram. RISE II works in more regions beyond Tillaberi, Niger and Northern Burkina as mentioned elsewhere in this PD, and should be the primary focus of this Activity’s efforts.

It is important to note that this diagram attempts to show how all three initiatives contribute to SDP with SDP being the main focus of this diagram, however, the Sahel Collaboration and Communication Activity is being asked to put its resources (budget, staff time, etc) toward serving mainly RISE II (60%), then Bridge (30%), and lastly to SDP (10%). SDP is a 2-year initiative at the time of the writing of this PD whereas RISE II and Bridge are all 5-year projects hence the lower level of effort expected for SDP from this Activity. Therefore, while SDP is the focus of this diagram for purposes of showing overlap among different initiatives, the applicant needs to be clear that their efforts should be primarily focused on RISE II. It is crucial to understand that, while RISE II is underrepresented in this diagram, it is the primary focus of this Activity.

2. Activity Goal

The purpose of the Sahel Collaboration and Communication activity (SCC) is to promote collaboration, learning and adapting (CLA) for collective impact among USAID, implementing partners for RISE II, SDP, and Bridge activities in the Sahel⁶ partner communities, select national government institutions, and research institutions; and to build local capacity for learning and adaptation. SCC will improve CLA among all stakeholders in order to enhance development results and help USAID better communicate those results.

The goal of the Sahel Collaboration & Communication Activity is: *Ensured collaboration, learning, and communication among USAID implementing partners and stakeholders for improved development outcomes in targeted zones of the Sahel.*

⁶ Mostly in Burkina Faso and Niger, and to a much lesser extent, and pending funding availability, in Mauritania and Chad

SCC will play an especially important coordinating role during the first year of implementation, when it is expected to put in place the systems and enabling conditions critical to the successful integration of the USAID CLA approach in RISE II, SDP, and Bridge programming. In particular, during the first year, SCC will, in coordination with USAID, be expected to clearly communicate its function and mandate to the relevant IPs, Nigerien, and Burkinabe partners, gain their trust and establish good working relationships, help coordinate IPs' joint work plans, align monitoring strategies and learning agendas, articulate a national resilience institution capacity-building and sustainability plan for relevant government agencies, and work with RISE partners to develop a communications strategy. Since one of the key aims of SCC is to institutionalize learning in beneficiary communities and Government of Niger and Government of Burkina Faso partners, SCC will also establish trust and working relationships with key authorities at the village, commune, and national level through their work with the IPs. Because USAID's approaches also depend on leveraging and scaling up impacts through partnerships with civil society and the private sector, and because USAID intends to empower women and youth as development actors, SCC will also need to identify and engage those stakeholders in CLA processes.

3. Rationale

USAID recognizes that resilience and CVE activities pursue challenging goals in difficult environments. Making progress toward these goals requires a collaborative approach among USAID partners, guided by common transformative outcomes and collaborative operational principles. Our efforts to implement, learn, and adapt will need to be collective efforts, not just among USAID and its IPs in each of the three initiatives (RISE II, SDP and Bridge), but also together with host government counterparts, local communities, and the wider development community.

A lack of collaboration among IPs, especially in local geographies, is one of the key issues that inhibits the adoption of best practices, leads to inefficient uses of resources, and risks confusing beneficiaries and alienating other partners. Even when IPs work in the same intervention zones, or in close zones, projects may adopt conflicting approaches. An example of this is when one activity provides free seeds while others promote multiplication and sale of improved seeds directly to farmers by private firms. When projects fail to recognize and find workable solutions to these potential problems, due to either a lack of knowledge or conflicting priorities and approaches, they can confuse their beneficiaries and undermine their chances of leaving a strong, positive, sustainable impact. Collaboration is particularly necessary for resilience and CVE initiatives because they are multi-sector approaches that strategically combine interventions from many different disciplines.

In the Sahel, good practices in themes such as natural resource management, soil and water conservation, barriers to community-based adaptation of technology and practices, and water use for irrigation have been tested, compiled, and published. Partners with various areas of technical expertise are generating important context-specific knowledge, and collaborative learning is increasingly being adopted as an implementation principle across donors and development organizations. However, operationalizing collaborative action remains a key challenge, as does helping to build the capacities of local stakeholders to engage effectively with development partners in this process. Fundamentally, the unique Sahelian context is an

extremely difficult environment within which to generate sustainable development results. It is a context which requires the explicit and full commitment by all actors to coordinate implementation approaches in line with a common approach and vision - and this requires a central, dedicated collaborating, learning and adapting mechanism. In addition, USAID has learned that communicating programs, results, and impacts from a multi-activity program is challenging and yet essential to ensure that demonstrated approaches are replicated, scaled, and supported by policies. For this reason, USAID also seeks a partner that can lead an integrated approach to communication that targets a broad diversity of audiences.

4. Collaborating, Learning, and Adapting (CLA)

[USAID's approach to CLA](#) is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising approaches, continuously identify new approaches in a rapid yet targeted manner to generate improvements and efficiencies, and build on what works and eliminate what does not. CLA creates the conditions for fostering broader development success by:

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote socio-economic development led by host country governments in response to citizen needs and demands; coordinating with other United States Government (USG) or other activities to ensure complementarity and reduce overlap, and facilitating learning among activities to reduce the collective cost while enhancing shared results faster.
- Learning: Generating and feeding new learning, innovations, and performance information back into the program strategy to inform program management, design, policy dialogue opportunities and funding allocations; identifying critical knowledge gaps whose answers can inform programmatic decisions; creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared 'learning moments'; conducting analytical review of existing and/or new evidence that may support or contradict common understanding; ensuring that the results of this learning are based in community experiences and return to the communities and communes themselves.
- Adapting: Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions, and game changers, into strategic and programmatic adjustments. This could include adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way. This should include decisions made by the communities and communes for themselves as well.

5. Promoting CLA for Collective Impact: Lessons Learned in Resilience

CLA under RISE I was premised on the understanding that building resilience in the Sahel required conceptual and programmatic shifts. A new programmatic shift sought to operationalize learning about how to leverage, accelerate and replicate positive adaptations, and mitigate and decelerate detrimental adaptations. It included more strategic coordination,

collaboration, and learning between varied actors and institutions, who/which have grown accustomed to working in separate silos. These shifts required profound changes from IPs, beneficiaries, and host government institutions in terms of behaviors, systems, policies, and processes, and a strong ability to adapt and learn from internal and external processes.

Under RISE I, the Sahel Resilience Learning (SAREL) activity institutionalized these conceptual and programmatic shifts. SAREL is a five-year activity (2014-2019) whose purpose is to provide monitoring, evaluation, collaboration, and learning support to the RISE initiative. Through SAREL, RISE IPs collaborate closely with one another to share knowledge and good practices and adapt implementation based on learning.

This Activity builds on the lessons learned from SAREL, from other USAID learning platforms, and from experiences promoting CLA for development across USAID and other development partners.⁷

Selected lessons learned include:

- Meaningful collaboration and learning among IPs does not happen automatically. There must be a shared vision around an ultimate goal, and a commitment by both the donor and IPs to work together towards this shared goal.
- If IPs are required to work towards a shared goal, USAID must put in place a coordinating body that can effectively structure and orient these processes while bridging the divide between ground-level implementation and higher-level learning and strategy.
- Relationship-building among IPs is critical to the successful adoption of CLA principles within a project, and for the successful layering, sequencing, and integrating of implementation approaches.
- It is difficult to measure how and to what extent increased collaboration contributes to improved development outcomes. Tracking the impacts of increased collaborations on development outcomes requires a creative and strong monitoring and evaluation (M&E) system.
- Learning under RISE II must be founded on iterative, adaptive problem solving, and not be left primarily to documentation. It must include validation of best practices and the targeted dissemination of learning suitable to different target audiences.
- During RISE I, adaptive changes based on learning were made more frequently among IPs in the earlier stage of their life cycle, as opposed to those that were closer to close out.

⁷ Key sources of lessons learned include the [Partnership for Resilience and Economic Growth](#) in Kenya; the [USAID Mission-Based Monitoring, Evaluation, and Learning Platforms Assessment Report](#); and the [SAREL Final Performance Assessment](#)

- Most of the learning under RISE I was focused at the national and Chief of Party (COP) level, with only some engagement at the regional level through thematic working groups. There was not enough involvement of partner field staff and target communities.
- Collaboration and learning workshops should be decentralized outside of capitals and developed with a more comprehensive focus on fewer topics. Workshops/forums to share learning and build collaboration require significant upstream preparation (consultation with partners to discern learning needs and offers, workshop design, etc.) and post-workshop follow-up (sharing results, tracking implementation of recommendations, and reporting back of results) in order to make them worthwhile.
- The sustainability of a CLA activity depends in large part on the successful transfer of CLA skills and capacities to local resilience institutions. A realistic sustainability plan should be developed at the outset of the Activity.
- As communities and communes are agents of their own change, the commune and village authorities and designates for learning should be invited to the fora held in the regions, and perhaps in the capital if deemed desirable.
- An IP is not well placed to monitor and evaluate other IPs within the same program. As a result, this Activity will not monitor the performance of or evaluate other IPs. The Activity will need to work in collaboration with other USG-funded evaluators/data collectors tasked with M&E activities, and other evaluators/data collectors as applicable. This work must be complementary and not duplicative.

While USAID has accumulated substantial learning from resilience activities, less has been done in the area of CVE. USAID will rely on this activity to initiate learning in this new area of intervention for the Sahel Regional Office.

6. SCC Stakeholders

The SCC approach is largely one of convening and facilitating exchanges of implementing partners (IPs) within the RISE II, SDP, and Bridge initiatives, between IPs and their beneficiary communities and communes, and with national resilience institutions. SCC will be expected to build awareness of and engage with other stakeholders where appropriate. Vertical and horizontal communication, coordination, and learning should be central to the strategic implementation approach. Key stakeholders include: 1) local communities and communes; 2) civil society and private sector, especially women and youth; 3) USAID's core RISE II, SDP, and Bridge IPs; 4) other USG programs; 5) host country governments and other donors and partners; and 6) regional organizations and processes (such as CILSS, Agrhyment, G5).

Local community and commune government engagement in CLA efforts by SCC will be essential to ground-truth findings and ensure RISE II, SDP, and Bridge are focused on learning about and collaborating on issues that are core concerns to local communities and communes. One of the key lessons from RISE I was that local communities struggle with multiple donors and often come up with creative ways to repurpose interventions for their own goals. USAID partners

should be more actively engaged in these creative and adaptive processes. SCC should partner with IPs to document and encourage local ownership, local learning, and be responsive to local priorities, so that community learning acts as a "node of collaboration." Community organizations that worked well under RISE I should be assessed as potential anchor points for coordination and collaboration with local stakeholders. Through relevant IPs, community representatives will be engaged in learning events as appropriate, and will be part of field validation of approaches.

Civil society, private sector, and women and youth organizations should also be engaged in CLA processes. The experiences of the local NGO community are a rich resource for learning, and the perspectives of the private sector need to be included to ensure we are maximizing the sustainability and scale-ability of our interventions and of our learning. USAID also places a priority on engaging women and youth as actors in development. Meaningful [youth engagement](#) in collaboration and learning activities will contribute to a Positive Youth Development approach across all USAID interventions that addresses the particular concerns of youth and harnesses their enormous potential to contribute to their societies. (See Section 11 for more details.)

At the next level, SCC will engage with **RISE II, SDP, and Bridge implementers**. Each is unique in their activities and approaches, but all share the common aim of addressing the underlying causes of vulnerability (to shocks and stresses and to recruitment by extremist groups). Specific RISE II, SDP and Bridge IPs may strategically layer and integrate their activities with one another. Given the number of cross-cutting issues and overlap in programmatic focus between core partners and the intent to layer core partnership programs at the community and household level, a high degree of coordination and integration between implementers is required.

SCC will also engage with **other USG programs** that are in or have the potential to impact the RISE II, SDP, and Bridge target geographies' beneficiaries and partners. These include humanitarian assistance programs funded by FFP and USAID's Office of U.S. Foreign Disaster Assistance (OFDA), as well as other bilateral and regional development programs funded by USAID and the USG. USAID FFP and OFDA provide substantial food and non-food humanitarian assistance in the Sahel through WFP, UNICEF and NGO partners. OFDA and FFP also support national and regional structures to strengthen early warning and response systems, as well as disaster risk reduction (DRR) programs that seek to reduce the risks and effects of acute malnutrition, displacement, and epidemics. USAID's West Africa Regional Mission also funds a number of development and CVE programs that operate in the geographic areas that will be targeted by SCC. Other USG programs that afford opportunities for strategic coordination include the Millennium Challenge Corporation (MCC), the U.S. Department of Agriculture (USDA), the U.S. African Development Foundation, U.S. Embassy-funded programs in either/both countries and, in Burkina Faso, the G8 New Alliance for Food Security.

For RISE II activities, it is imperative to engage with the **GoBF and the GoN** and other donors and partners in those countries. HC3N (*Haut Commissariat de l'Initiative 3N "Les Nigériens Nourissent les Nigériens"*) in Niger and SE/CNSA (*Secrétariat Exécutif du Conseil National de Sécurité Alimentaire*) in Burkina Faso are the two host country government institutions with the mandate to oversee resilience implementation. All donors are aligning with the 3N initiative in Niger and the coordination body of the SE/CNSA in Burkina Faso. Key donors and partners

include the World Bank, DFID, the African Development Bank, UNICEF, FAO, WFP, UNFPA, IFAD, ECHO/ EU, the Swiss Development Agency, DANIDA, and the Netherlands Cooperation.

Finally, SCC will maintain awareness of developments at the **regional level** and explore, where appropriate, sharing of lessons learned and aligning of activities. Although SCC will focus mostly on activities in Niger and Burkina Faso, and to a limited extent, and pending funding availability, on activities in Mauritania and Chad, it will draw on lessons learned and adaptations already underway - either organic or facilitated by the GoBF and GoN, regional organizations, other donors, NGOs or others - to inform the Alliance Globale pour l'Initiative Résilience au Sahel (AGIR⁸) focus countries, and the Sahelian zone of ECOWAS. Other key regional institutions and initiatives include the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the West African Economic and Monetary Union (UEMOA), West and Central African Council for Agricultural Research and Development (CORAF), and the Ouagadougou Partnership (for family planning). SCC's emphasis on shared learning and joint action will support the stated development objectives of African governments, development partners, and USAID - to harmonize efforts, integrate investments, and explore and validate new and innovative approaches to building resilience. AGIR provides a readymade platform for alignment and coordination of these efforts at the regional and international levels. All donors and development partners will be implementing under the overall umbrella of AGIR and the regional institutions that lead it (SWAC-OECD, CILSS, ECOWAS, UEMOA).

7. Theory of Change

The theory of change that guides this Activity is:

IF USAID, USAID implementing partners and country stakeholders agree on shared goals and collaborate to reach them; and

IF learning is generated, validated, shared and adopted to improve development activities and policies; and

IF USAID programs and results are effectively communicated to local, regional, and national audiences;

THEN resilience and countering violent extremism interventions, outcomes and impacts will be greater and more likely to be sustained and scaled beyond the support of USAID.

Prospective implementers are invited to propose alternative theories of change in their proposals. Please note, country stakeholders may include but are not limited to host country government officials, community based organizations, research institutions, civil society organizations, etc. (See the stakeholder list in section 6.)

⁸ <http://www.oecd.org/site/rpca/agir/>

The Implementer will need to work with USAID to identify ways to enhance collaboration and learning across RISE II, BRIDGE, and SDP as appropriate, as well as serve their differentiated needs.

8. Expected Results

To achieve the SCC goal of “*Ensured collaboration, learning, and communication among USAID implementing partners and stakeholders for improved development outcomes in targeted zones of the Sahel*”, the Implementer will work toward the following results:

Result 1: Strengthened collaboration for collective impact

Sub-result 1.1: Enhanced collaboration to achieve shared goals among USAID IPs, USAID, other development partners, and local and national country stakeholders

Sub-result 1.2: Improved coordinated shock-response management

Result 2: Enhanced learning and adaptive management

Sub-result 2.1: Increased knowledge applied through adaptive management to achieve shared goals

Sub-result 2.2: Improved CLA capacities of local stakeholders and national resilience institutions

Result 3: Greater awareness of USAID contributions among key audiences

Sub-result 3.1: Enhanced communication of USAID programming and results to key stakeholders

Sub-result 3.2: Increased knowledge and recognition of USAID’s technical leadership

9. Illustrative Outcomes

Result 1: Strengthened collaboration for collective impact

Sub-result 1.1: Enhanced collaboration to achieve shared goals among USAID IPs, USAID, other development partners, and local and national country stakeholders

Objectives of collaboration

RISE II, SDP and Bridge have been designed to take advantage of collaborative relationships and complementary strengths among partners. For example, the social and behavior change activity is meant to provide specialized expertise to the Food for Peace activities that have strengths in integrated local development so that together they can achieve enhanced nutrition outcomes. The RISE II Technical Working Paper outlines many of these complementary interventions aimed to achieve the higher level joint goals articulated in the RISE II Results Framework. The SDP approach is also centered on complementary and synergistic activities to reach its higher level goals. Achieving this vision of collaboration requires partners to have joint strategies for higher level goals. The strategies should outline respective contributions, linkages, and “nodes of collaboration” which are areas where two or more partners will both intervene. To implement the joint strategies, partners will need to conduct joint work planning, monitoring, and sharing of

information. During activity startup, USAID will engage with SCC and other partners to identify higher level goals that require joint strategies. Some examples might include: enhanced youth agency or entrepreneurship, increased income from livestock, strengthened women's leadership, enhanced sustainable access to clean water, increased use of health services, and reduced stunting.

Facilitation of collaboration

SCC will be responsible to help build consensus on shared higher level goals, facilitate dialogue to develop joint strategies and work plans, organize regular discussion forums, create an atmosphere of trust and collaboration, and enhance common visions of success. Due to the multi-country implementation approach, the Implementer is encouraged to explore and test innovative mediums and approaches to enhance coordination and information sharing while reducing time and travel burden of all partners.

SCC's coordination role is focused on implementing partners under the RISE II, SDP, and Bridge initiatives, but extends to host governments at the national and local level, local organizations, other donors, and other USAID programs in the region, as appropriate. In line with USAID's objectives to enhance the development contributions of, and benefits for, women and youth, the Implementer should also use innovative and appropriate ways to engage and empower women and youth. The aim is to build toward a vision of self-reliance where local partners and actors are increasingly contributing to development outcomes in partnership with USAID.

Geographic Information Services (GIS)

An important component of this wider coordination role is to support geographic and activity mapping efforts that encompass both USAID-supported activities as well as other donor and government initiatives. The Implementer will need to assess coordination mapping needs, acquire and manage activity intervention GIS data from IPs and donors, produce and update simple coordination maps and lists of interventions in targeted communes on a regular basis, and disseminate maps to relevant stakeholders.

Learning from collaboration

The Implementer is expected to apply CLA principles to the collaboration process, seeking to learn, adapt, and share lessons with others about how to achieve greater synergies among partners. In close coordination with USAID, SCC will facilitate IPs to collectively choose joint metrics and targets for the quantity and impacts of partner collaborations. This will include systems to identify beneficiaries shared across multiple partners in order to reduce double counting and understand the extent of synergistic support to the same individual, household, organization/operational unit, or community. Also, with USAID support and in close collaboration with RISE II, SDP, and Bridge IPs, SCC will analyze the different segments of collaboration, including planning, coordination, communication, monitoring, evaluation, learning, implementation, training, etc.; assess what has worked and why, what did not work and why not; and make general and specific recommendations to enhance collaboration among partners.

Sub-result 1.2: Improved coordinated shock response management

Objectives of shock-response management

Burkina Faso and Niger are regularly subjected to shocks, both natural and man-made, that can have a significant impact on food security, health, nutrition, and overall development outcomes. Droughts, floods, and pest or crop disease outbreaks are routine occurrences and require adequate preparation for early response and sufficient post-event recovery. Public health emergencies such as cholera outbreaks and ongoing insecurity in the region may also require urgent response. Shock responsive programming is thus a cross-cutting priority for RISE II, and all activities are required to prepare a contingency plan to ensure adaptive, flexible management, and early responsiveness to shocks. In each RISE II IP contingency plan, they will pre-select a core set of shocks that are most likely to undermine their activity's desired outcomes. The contingency plan will include established trigger indicators for each shock, and define clear actions, roles, and responsibilities for when that trigger is met.

Facilitation of shock response approach

SCC will organize meetings on a regular basis and as needed for RISE II IPs to convene, review data, and coordinate their shock response contingency plans. RISE II IPs will then in turn coordinate these plans with local communities and communes who often have their own risk reduction and response plans. The aim of SCC's convening function is to provide a space for RISE II IPs to share and establish clear courses of actions and set roles in advance for early response and coordinated execution of their respective contingency plans. As warranted by early warning information or at USAID's request, SCC will convene partners to address actual or potential shocks, coordinate response, and revise contingency planning as appropriate. When applicable, SCC will convene post-shock after action reviews.

SCC will not be responsible for the performance of any other IP or their successful (or unsuccessful) implementation of their contingency plan. Contingency planning coordination and the joint reviewing of context and trigger indicators will be especially necessary in the lead-up to the lean season every year, and during other times of anticipated crisis or emergencies. It is expected that other RISE II activities, such as the RISE II Water Security and Resilience activity, and others as relevant, will contribute to the technical aspects and contents of these meetings.

SCC will need to work closely with USAID and with RISE II partners to establish a protocol for how and when to engage host government at the village, commune, and national level in the contingency planning and shock response meetings. SCC may also need to provide logistical support to USAID and other partners for key planning and discussions with host country governments at the village, commune, and national levels and with other development actors on contingency planning and shock response.

Outcomes of SCC facilitation

As a result of SCC's interventions, all RISE II activities will have well-developed, activity-level shock responsive contingency plans; there will be regular tracking of early warning information, including information from RISE II partners, to inform contingency planning and responses by USAID and partners; and lessons learned on contingency planning will be recorded, shared, and disseminated in a timely fashion to ensure successful adaptive management of programming around shocks and stressors in RISE II zones.

Result 2: Enhanced learning and adaptive management

Sub-result 2.1: Increased knowledge applied through adaptive management to achieve shared goals

Learning Agenda

SCC will facilitate learning processes that provide information useful for adaptive management by USAID and its partners as they strive to implement their shared strategies toward common higher level goals. The learning process will be guided by a Learning Agenda. In coordination with USAID, in collaboration with USAID IPs, and in consultation with external stakeholders, SCC will refine and manage the Learning Agenda. The Agenda should address two domains of learning critical to adaptive management: 1) technical knowledge gaps related to development hypotheses embodied in the RISE II, SDP, and Bridge theories of change, and 2) operational knowledge gaps related to improving efficiency and effectiveness of programs.

Across these two domains, the Agenda should include learning questions that a) identify and scientifically validate apparently successful practices and approaches to assess their actual level of success, their potential for broader application by others, and any needed adjustments to enhance their efficacy; and b) examine issues that have been particularly challenging to IPs and local stakeholders in order to improve collective understanding and identify potential solutions. Other type of learning questions, such as understanding systems and systems change, may also be included.

In conformity with the journey toward self-reliance, the Learning Agenda must be informed by the perspectives and priorities of partner governments, communities, civil society, private sector, and key stakeholders like women and youth. The Learning Agenda must also be cross-checked with existing information and studies to reduce duplication of effort. If relevant learning already exists, then the Implementer should focus on making it available to partners and to USAID in a useable form, and convening fora to discuss its application. The Learning Agenda should be complementary and not duplicative of countering violent extremism learning efforts managed out of the USAID West Africa Regional Mission in Accra, Ghana.

The Learning Agenda should incorporate the learning agendas of individual USAID IPs and it should highlight opportunities for partners to collaborate in learning efforts. SCC should convene and support USAID IPs as they develop their own activity-level learning agendas and conduct their own assessments, studies, and pilots. In particular, SCC may assist IPs as they pilot-test new approaches by helping them to design wrap-around monitoring and data collection that will generate evidence to assess effectiveness.

Answering Learning Questions

SCC will need to engage a broad set of stakeholders to determine the best ways to answer the learning questions and to solicit their assistance in the research process. Some questions can be answered through learning events where attendees share their experiences and evidence, others through literature review, and still others may require new research. Research efforts may be sponsored by individual USAID IPs, or by groups of IPs, or by SCC itself ideally in partnership with local and regional organizations such as universities, research institutes, think tanks, and

civil society organizations including youth and women's associations. Local and regional firms and consultants may also be contracted for this work when necessary. Innovative approaches, such as stakeholder-conducted participatory research, may be considered in addition to in-depth scientific analyses using primary field data collection and secondary data analysis.

Dissemination and adaptive management

SCC must track the implementation of the Learning Agenda (including learning agendas of other USAID IPs), documenting lessons learned and conditions that might affect their applicability across diverse contexts. Learning must be disseminated in user-friendly formats (including through in-person approaches) tailored to various audiences, including RISE II, SDP, and Bridge local stakeholders and non-traditional audiences like women and youth. SCC should also track and assess how learning is applied through adaptive management by USAID IPs and other development actors. USAID encourages the utilization of existing technology platforms and partnering with local/regional organizations on communication and disseminations of results. Stand-alone websites are discouraged.

Sub-result 2.3: Improved CLA capacities of local stakeholders and national resilience institutions

Local institutions

SCC should serve as a resource to USAID IPs working within the decentralized government structures in their areas, helping them build CLA capacity of regional, district, commune, and village-level authorities. SCC should provide technical support to IPs to help them build CLA capacity in civil society organizations. SCC should analyze the needs and capacities of local government and civil society organizations and communities in order to determine how locally-led CLA can help them address their development challenges, and then support IPs to pilot those approaches. These efforts provide a particular opportunity to engage women and youth to address their specific needs and harness their talents and energy. SCC will need to develop joint strategies with other USAID IPs to outline shared goals for local CLA capacity development and their respective contributions to the joint efforts.

National resilience institutions

SCC should build the capacity for CLA within national host government resilience institutions, currently including but not limited to SE/CNSA in Burkina Faso and HC3N in Niger. Improved CLA capacities will equip resilience institutions with the skills to better coordinate donors and other development actors to align their activities with government priorities. An increased capacity for organizational and technical learning - and the ability to apply that learning - should in theory lead to better strategic, operational, and programmatic decision-making by these institutions. Applicants should propose an approach to enhance CLA capacities rooted in organizational capacity development with a view to long-term sustainability and enhanced effectiveness. SCC will need to partner with other USAID governance programs that may be assisting these institutions in their ability to be responsive to citizens and effective in leading policy reform, implementation, and results accountability.

Result 3: Greater awareness of USAID contributions among key audiences

Sub-result 3.1: Enhanced communication of USAID programming and results to key stakeholders

RISE II communication strategy development and implementation

The Sahel Collaboration & Communication activity will be responsible for working with RISE II implementing partners to create and ensure implementation of a joint communications strategy. This will not replace individual project communications and/or branding and marking strategies, but will coordinate communications for the RISE II project as a whole. The SCC implementer will not play a role in communications between individual IPs and their audiences, but will provide guidance on how to message IP activities under the RISE umbrella so that IPs present themselves as one part of USAID's wider resilience effort in the region, Resilience in the Sahel Enhanced.

This strategy will articulate the common messages of RISE II, target audiences, communications methods, tools and activities, and indicators of success. SCC will work with all RISE II IPs to ensure that the narrative and impact of the RISE II project as a whole is effectively articulated and communicated to relevant audiences, specifically, but not limited to, host government officials, USAID and other USG officials in the Sahel countries, in Washington and internationally, and other donors and development actors in the field. Each RISE II activity must refer to themselves as part of the Resilience in the Sahel Enhanced project in all written and official activity materials and products.

The goal is for RISE II IPs to present a unified front to government counterparts and other donors in order to help RISE II gain a high profile, positive reputation, and actively demonstrate RISE II's impact in the Sahel. This will enable partner governments, USAID, other USG, donors, and beneficiaries to get a better sense of RISE II activities and foster the coordination of development efforts at a broader scale, so that separate development efforts become more collaborative, aligned, and additive.

To accomplish this, SCC will prepare and disseminate consolidated communications products that share the RISE story, highlighting programs and impacts, and organize and implement communication events and other outreach efforts that engage and inform in-country stakeholders. High-quality communications materials may include, but are not limited to, brochures, fact sheets, videos, success stories and an annual "report" or document that articulates the impacts of the activities to USAID and wider USG, as well as GoN and GoBF audiences. SCC will need to be able to prepare communications products in English, French, and local languages. SCC may be asked to prepare communication products on short notice in response to requests from USAID.

Other communications

All SDP and Bridge activities will have their own communications plans and branding and marking strategies that include specific communications deliverables. SCC may also be responsible for drafting and/or managing an overall SDP external communications strategy and should plan for this possibility, however, specific guidance will be forthcoming from USAID. SDP activities will follow regular USAID branding and marking requirements as noted in their respective awards, and will probably not be described externally as part of the SDP initiative. SCC may be asked to produce communications materials that demonstrate the successes of the SDP program as a whole, including, but not limited to, annual reports and brochures.

Sub-result 3.2: Increased knowledge and recognition of USAID's technical leadership

Communicate USAID's technical leadership

An effective RISE II communication strategy will also promote RISE II as a technical leader for resilience in the Sahel, including with partner country governments, resilience communities of practice, other USG agencies active in the Sahel, and other donors. This includes sharing validated good practices, program successes, scalable impacts, findings from assessments and evaluations and promising trends in order to better tell the USAID resilience story in the Sahel. To be a technical leader, RISE II doesn't need to project certainty and total success, but rather a clear sense of the challenges everyone in this field faces, and innovative and learning-oriented approaches to addressing them. The goal is to promote RISE II as an exemplary program for helping Burkina Faso and Nigeriens build their own resilience to shocks and stresses and put themselves on the path towards self-reliance.

Promote wider adoption

These types of communications are also important to promote wider adoption and scaling up of USAID's innovations and lessons learned. By presenting learning findings within the broader contexts of resilience and countering violent extremism, USAID can influence policy makers and development partners at local, regional, national, and international levels to scale up investments in the approaches and practices demonstrated by USAID.

10. Geographic Focus

USAID will work closely with the Implementer to determine the exact geographical area of intervention and programming in support of RISE II, SDP, and Bridge. SCC will work primarily in Burkina Faso and Niger where most of the activities will be implemented, to coordinate the CLA and communication processes. Bridge activity implementing partners in Chad and Mauritania may also be included, if funding permits. SCC is expected to promote learning among IPs under each of the three initiatives (RISE II, SDP, Bridge) and across initiatives depending on the topic. SCC is also expected to incorporate other resilience and CVE learning efforts from other countries and across USAID. Subject to availability of funding, security situations, and other considerations, SCC may expand coverage into other areas, increasing the zone of intervention or the range of IPs being targeted for coordination. For similar reasons, SCC may have to withdraw from certain geographies during implementation.

RISE II activities will be implemented in Tillaberi, Maradi, and Zinder in Niger, and in Centre Nord, Sahel, and Est in Burkina Faso. These zones are designed to be flexible and allow adjustments to implementation modalities and/or geography in response to changing situations on the ground, USG priorities, resource availability, and other challenges or opportunities. The specific communes to be covered by RISE II IPs will be identified after award in consultation with USAID.

SDP activities will be implemented in broadly defined "hot", "warm", and "buffer" geographic areas of insecurity in Niger and Burkina Faso, specifically the Tillaberi region of Niger, and regions in northern Burkina Faso. *Hot areas* are insecure geographies already plagued by violent extremism with typically traditional CVE programming - this is where West Africa CVE and Office of Transition Initiatives (OTI) programs operate. *Warm areas* are often adjacent to the hot

areas where the security enabling environment allows for flexible and dynamic longer-term programming that addresses core, localized drivers of violent extremism - this is where IPs focusing on SDP Objectives 2 and 3 will operate. *Cool* or *buffer areas* are where resilience programming would address chronic vulnerability and underlying poverty over the longer term – this is where RISE II will implement most of its activities. The specific communes to be covered by SDP IPs will be identified after award in consultation with USAID.

Bridge also contributes to the SDP areas and beyond, to other areas of responsibility that include northern Tahoua and Diffa in Niger, and areas of both Chad and Mauritania.

11. Gender, Youth, and Inclusive Development

USAID seeks to be more inclusive in its targeting of beneficiaries. Promoting gender equality, advancing the status of women and girls, and promoting youth participation is vital to achieving USAID’s development objectives in the Sahel. Applicants will be expected to use a [Positive Youth Development approach](#) that [engages youth](#), demonstrate compliance with USAID Policy [ADS 205](#) and the [USAID Youth in Development Policy](#), and describe how this activity will support the gender and youth policies and strategies of USAID and the governments of Niger and Burkina Faso and proactively integrate women and youth as active participants and contributors, not just passive recipients. SCC will help build a greater appreciation for how the resilience of the whole community can be strengthened when women and youth have greater leadership roles in the community and in managing enterprises. All RISE II, Bridge, and SDP IPs will be expected to incorporate the lessons learned on gender and youth from the first phase of RISE implementation, as well as from other studies on gender in the region.

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

In preparing its response, the Applicant must refer to the following:

USAID’s Sahel Youth Analysis prepared for RISE at <https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis>

USAID’s Youth Power Positive Youth Development (PYD) approach at <http://www.youthpower.org/>

USAID's Gender Analysis prepared for RISE at: https://pdf.usaid.gov/pdf_docs/441710cf4df2476995764a3337adf0d0.pdf (A summary of the Gender Analysis is available at <https://www.usaid.gov/documents/1860/summary-rise-gender-analysis>)

12. Activity Monitoring, Evaluating, and Learning Plan

SCC’s activity monitoring, evaluation, and learning system will use USAID's CLA principles to effectively collaborate with other IPs and develop feedback loops to systematically integrate real-time monitoring and learning into the project strategy and program implementation and ensure that knowledge is shared appropriately.

Implementer must develop a comprehensive activity monitoring, evaluating, and learning plan (AMELP) that outlines how the Implementer will track progress, identify learning opportunities, and effectively adapt programming to anticipate and respond to challenges and opportunities that arise. The AMELP should outline how the Implementer plans to monitor progress towards results, including follow-up with IPs to find out how collaborations developed or continued, which practices were adopted or adapted, and how this impacted their development results. Monitoring and measuring the outcomes of collaborative actions facilitated by SCC can be challenging, but it is critical to be able to demonstrate to other IPs the benefits of increased collaboration with SCC on the results that they are responsible for.

The AMELP must demonstrate how the Implementer will routinely assess the quality of data; the status of activities; whether these activities are resulting in their intended outcomes; if those outcomes are leading to the desired objectives; whether critical assumptions remain valid; and whether course corrections should be made. Within the AMELP, the Implementer must develop a preliminary learning agenda that identifies key questions that are answerable, applicable, and related to the SCC theory of change. The AMELP should clearly support the RISE II and Bridge project-level monitoring, evaluating, and learning plan (PMELP).

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

Context monitoring is the monitoring of local conditions that may directly affect implementation and performance or external factors that may indirectly affect implementation and performance (such as macro-economic, social, or political conditions). Context monitoring should be used to monitor assumptions and risks identified in the SCC logic model. Applicants are encouraged to consider innovative tools, such as social network analysis, and approaches like Complexity Aware Monitoring.⁹

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

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

Illustrative Indicators

1. STIR-10: Number of innovations supported through USG interventions

⁹ https://usaideallearninglab.org/sites/default/files/resource/files/201sad_complexity_aware_monitoring_discussion_note.pdf

2. STIR-11: Number of innovations supported through USG assistance with demonstrated uptake by the public and/or private sector
3. Custom: Percentage of GoBF and GoN officials and local stakeholders who recognize that RISE is part of USAID's programming in the country
4. Custom: Number of targeted stakeholders/IPs that apply knowledge gained from the Sahel Collaboration and Communication activity
5. Custom: Number of organizations (non-government, and government) that have improved their CLA processes as a result of USG assistance
6. Custom: Percentage of partners' joint targets achieved

13. Management, Staffing, and Key Personnel

Management and operations

Regional activities are chronically burdened by management challenges owing to geographic distances and changing local contexts; this burden is amplified for SCC since it is tasked with the coordination of other activities across countries. SCC will require a management and operational structure that is cost efficient and able to effectively implement, and provide technical support and oversight to, activities in two separate countries. USAID anticipates that SCC may have small offices in each capital city and strongly encourages co-location with, or nearby/adjacent to national resilience institutions or other RISE II, Bridge, and SDP partners in order to maximize collaboration. The USAID Sahel Regional Office will designate a member of its team as the Agreement Officer Representative (AOR), who will lead and manage SCC on behalf of USAID.

Adaptive management

As part of the operational structure, the Implementer will ensure that its staffing, work plan, budget, and operational processes allow for timely and accurate decision-making and course corrections when evidence suggests the need for changes. USAID expects a rigorous approach to learning and adaptation driven by data that, in consultation with USAID, also leads to refinements and adjustments to SCC's technical approaches and annual work plans. SCC will work closely with USAID Senegal's Sahel Regional Office and offices in Burkina Faso and Niger in developing and refining the Year one work plan, preferably through a consultative project launch process. Because country-level activities will be overseen by Activity Managers based in the Burkina Faso and Niger offices, SCC work plans should include country-specific sections to allow for independent review and approval of activities in each country. USAID expects that all work plans will be developed in close formal and informal consultation with other RISE, Bridge, and SDP IPs to ensure complementarity and share ownership. Pending funding availability, SCC is expected to provide similar support to IPs based in Mauritania and Chad, in a reduced capacity.

Given the shock-prone nature and dynamic operating environments in the Sahel and USAID's need to be responsive to evolving situations, SCC may be asked to take on additional tasks, to stop or modify existing tasks, and/or to conduct tasks in additional geographic regions or for additional USAID partners. Applicants should propose technical, management, and staffing approaches and structures that will allow flexibility and responsiveness.

First six month refinement period

USAID anticipates that during the first six months following award, the Implementer will engage with USAID, partner country stakeholders, and relevant IPs to 1) refine its theory of change, approach, and interventions, 2) develop plans for initial joint activities with other RISE II, Bridge, and SDP partners and partner country stakeholders, 3) begin implementing support for RISE II and SDP collaboration processes, 4) hire and train its staff, and 5) ensure coordination of shock contingency plans among RISE partners. No later than five months after award the Implementer will submit a revised life-of-project design, the complete 1st year annual work plan, and an updated AMELP to USAID for approval. Applicants must lay out the detailed schedule of activities for the six month refinement period in their Six-month Refinement Work Plan, submitted with their Application. USAID intends to approve the Six-month Work Plan at the time of award.

Key Personnel

Applicants will propose a staffing structure that is capable of ensuring the success of SCC simultaneously in Burkina Faso and Niger while remaining highly cost efficient and avoiding duplication of supporting and specialized roles and functions. SCC should be able to support Mauritania and Chad in a more limited manner should funding become available and the need arises. In addition to the Key Personnel noted below, USAID expects Applicants to propose an appropriate mix of staff with the requisite technical and managerial competencies to successfully implement SCC, with an appropriate balance of staff between Niger and Burkina Faso. Proposed staff should reflect USAID's Inclusive Development principles. Applicants should identify the senior management team members of SCC and include a brief bio for each member. USAID encourages applicants to identify highly qualified, local staff to fill as many of the positions as possible. To the extent possible, the Implementer should seek to utilize Burkinabe or Nigerien and regional organizations capable of providing needed technical assistance or other relevant activities through the use of sub-grants and/or service contracts. A justification should be provided for any headquarters-based staff supported by SCC. USAID also encourages Applicants to suggest alternate staffing approaches, for example training and mentoring of junior-level in-country staff and developing a pre-approved roster of short-term consultants to call on as needed for specific tasks, such as technical field validations and report writing.

The Applicant must propose candidates for the two Key Personnel positions below. The Applicant may propose additional Key Personnel. USAID retains the right to approve the Key Personnel candidates, as well as any replacements to those positions, outlined below. The Applicant should clearly state which, if any, of the Key Personnel were part of the design team responding to this solicitation. USAID will likely request an interview with the proposed Chief of Party and Deputy Chief of Party to inform the selection decision. USAID also retains the right,

after reviewing the staffing structure proposed by the Applicant, to add additional Key Personnel to the award.

Chief of Party (COP)

This position will be based in Niger. The COP shall be responsible for leading and managing the overall Activity, and for managing staff and implementation in Niger. The following traits are required:

- A minimum of a Master's degree in an appropriate interdisciplinary area;
- At least 8 years of experience in senior management of development programs of similar or greater scope and complexity;
- Demonstrated leadership, strategic thinking/planning, management, and presentation skills;
- Strong interpersonal and supervision skills managing multicultural, multi-country, and high-performing teams;
- Proven ability to establish close, trusting relationships with IPs, host government officials, and other donors;
- Considerable experience in organizational capacity development, holistic organizational learning and/or organizational development approaches such as CLA;
- Familiarity with monitoring and evaluation;
- Significant relevant experience, preferably in comparable settings; and
- Required to have oral and written communication and presentations skills equivalent to tested FSI R4/S4 in both French and English.

Deputy Chief of Party (DCOP)

This position will be based in Burkina Faso. The DCOP shall be responsible for leading and managing the activity and staff in Burkina Faso, with significant implementation and decision-making authority. The DCOP will report to and work closely with the COP. The following traits are required:

- A minimum of a Master's degree in an appropriate interdisciplinary area;
- At least 6 years of experience in senior management of development programs of similar or greater scope and complexity;
- Demonstrated leadership, strategic thinking/planning, management, and presentation skills;
- Strong interpersonal and supervision skills managing multicultural and high-performing teams;
- Proven ability to establish close, trusting relationships with IPs, host government officials, and other donors;
- Considerable experience in organizational capacity development, holistic organizational learning and/or organizational development approaches such as CLA;
- Familiarity with monitoring and evaluation;
- Significant relevant experience, preferably in comparable settings; and
- Required to have oral and written communication and presentations skills equivalent to tested FSI R4/S4 in both French and English.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$16,000,000.00 in total USAID funding over a five (5) year period.

Costs across the two countries should be divided along the ratio of approximately $\frac{2}{3}$ for Niger and $\frac{1}{3}$ for Burkina Faso. Applicants should note that USAID anticipates a potential re-direction of efforts/activities—to be achieved through revision of workplan—to serve Mauritania and/or Chad at some point after the first year of implementation if the need arises.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be on/or about August 31, 2019.

3. Substantial Involvement

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

(a) Approval of the Recipient's Implementation Plans

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

(b) Approval of Specified Key Personnel

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

(c) Agency and Recipient Collaboration or Joint Participation

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

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

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

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

4. Authorized Geographic Code

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

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

5. Nature of the Relationship between USAID and the Recipient

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

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

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

Eligibility for this NOFO is not restricted.

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

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

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

2. Cost Sharing or Matching

No cost-sharing (matching) is required.

3. Other

Organizations may submit only one application under this NOFO.

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

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary:

Name: Abdullahi Sadiq

Title: Agreement Specialist

Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal

Email: asadiq@usaid.gov

Phone number: +221.33 879. 4000

Alternate:

Name: Yves Kore

Title: Regional Agreement Officer

Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal

Email: ykore@usaid.gov

Phone number: +221.33 879. 4000

2. Questions and Answers

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

3. General Content and Form of Application

Preparation of Applications:

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

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

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

- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address), clearly identifying if the contact person has the authority to negotiate the award, and if not, a person authorized to negotiate should also be clearly identified;
- Program name;
- Notice of Funding Opportunity number; and
- Name and DUNS number of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations), per USAID’s definition of ‘local entity’ under ADS 303.

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

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

Applications must comply with the following:

- a) Technical applications may not exceed **25 pages**, excluding attachments/annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point font with one-inch margins on all sides, including consecutive page numbers, date of submission, and Applicant’s name on a header or footer.;
- b) If applications contain text boxes, they must be in no less than 10-point font, as to not unduly interfere with readability;
- c) The technical application must be in a **searchable and editable Word or PDF format** as appropriate;
- d) The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the **25-page** limitation. Any page in the technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation;
- e) All information from attachments/annexes must be referenced in the technical application and summarized and included in the attach sections. All critical information from annexes/attachment that is clearly identified and summarized in the technical application will be evaluated as part of the basis of award;

- f) Additional documentation beyond the **25-page** limit and the required referenced annexes/attachments will not be read or evaluated by USAID;
- g) Budget Narrative: Accompanying budget notes/narrative must explain the basis of all unit costs in each line item. The explanation must identify the factors upon which each estimate is based and show the arithmetic in reaching the cost figure; and
- h) The budget should be submitted in **MS Excel format (software versions 2003 or newer)**. The Excel spreadsheet cells must be “unprotected”, and must not be zipped to allow USAID to view all formulas and calculations by line item. See **Annex #1** for a sample Budget Format.

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

4. Application Submission Procedures

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

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

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

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

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

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

5. Technical Application Format

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

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

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

Format for presentation of technical approach is as follows:

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

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

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

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

The Table of Contents must include page numbers.

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

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

d) Technical Approach

The narrative should describe the proposed technical approach for achieving the SCC goal and expected results. It must include a clear description of the conceptual approach and general strategy being proposed, the expected outcomes and impacts, and the core activities to implement the strategy. In addition, the narrative should describe the following:

- Relevant aspects of country contexts and how they are taken into account in the technical approach;
- Approaches and actions to enhance sustainability of results and impacts;
- How and in what ways the approach contributes to the RISE II transformative outcomes and applies the RISE II operational principles (as described in "Section A: Program Description: Resilience in the Sahel Enhanced (RISE)"); and
- An overview and rationale of the Activity Monitoring, Evaluation, and Learning Plan (full draft AMELP must be annexed)

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

- Activity Monitoring, Evaluation, and Learning Plan as specified in "Section A: Program Description: 12. Activity Monitoring, Evaluating and Learning Plan."

e) Management Approach and Staffing Plan

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

- Applicants must include a description of how and why they will use full-time staff, short-term assistance including home office support, and consultancies to obtain required technical and managerial skills.
- Applicants must include COP and DCOP as Key Personnel, and may choose to specify other Key Personnel. The COP should be based in Niger, and DCOP in Burkina Faso. The Applicant must describe the roles and responsibilities of any other proposed Key Personnel positions. The Applicant should clearly state which, if any, of the Key Personnel were part of the design team responding to this solicitation. USAID will likely request an interview with the proposed Chief of Party and Deputy Chief of Party to inform the selection decision. USAID also retains the right, after reviewing the staffing structure proposed by the Applicant, to add additional Key Personnel to the award. Key Personnel position requirements and qualifications should be included in the annexed Staffing Matrix.
- Applicants must discuss how they will build the capacity of their own staff, as well as how they will enhance functional capacity of any local organization partners.
- If sub-awardees are proposed, the Applicant must describe the roles and responsibilities of each, including how they contribute to particular outputs, outcomes, results and intended impacts.
- Applicants must discuss their approach in the context of increasing and uncertain levels of insecurity, as well as the need to maintain flexibility in response to USAID’s needs.
- Applicants should provide a brief overview of their approach to ensure a quick startup and complete programmatic refinements, as elaborated in more detail in their proposed Six-month Refinement Work Plan.

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

- Six-month Refinement Work Plan that explains how the Applicant will quickly mobilize and begin implementing core activities, while at the same time refining the approach. USAID intends to approve this work plan at the time of Award. Further details are in “Section A: Program Description: 13. Management, Staffing, and Key Personnel.”
- Organizational Chart that delineates positions and lines of authority, specifying any positions that will be staffed by a sub (if applicable), positions that will be filled by expatriates, and position geographic locations.
- Staffing Matrix that includes, at a minimum, the position title, position description, required skills and qualifications, and geographic location.
- CVs/Resumes for each proposed Key Personnel, no longer than 3 pages each. CVs should include four (4) professional references, including the reference’s name, current location,

e-mail address, telephone number and description of relationship. USAID reserves the right to obtain information on Key Personnel from any and all sources inside or outside the US Government.

- Statement of Qualification (SOQ) for each Key Personnel that clearly demonstrates how the proposed individual meets the minimum qualifications for the position. The SOQ must also describe the unique attributes of the proposed individual for the function she/he will perform under the task order. The SOQ must not be a restatement of CVs or Resumes. Each SOQ should be no longer than 1 page.
- Key Personnel Signed Letter of Commitment from each proposed Key Personnel indicating his/her: (a) availability to serve in the stated position; and, (b) intention to serve for a stated term of service.
- Sub-Awardee Signed Letter of Commitment (if applicable).
- Senior Staff Biographies for members of the senior management team who are not Key Personnel (250 words each).

f) Organizational Capacity and Experience

Applicants should describe their organization's experience and capacities (both technical and managerial) as they relate to being able to successfully implement SCC. Applicants should clearly specify the scope and complexity of prior experiences, and provide sufficient detail to allow USAID to compare those experiences with SCC, and to be able to independently verify the Applicant's performance. Applicants should include the project title, years of performance, funder, and funder point of contact for experiences referenced.

g) Gender and Youth

Applicants must provide additional details on how they will implement Positive Youth Development and gender equality and women's empowerment principles and practices in their management and technical approaches. The discussion should reference and respond to the specific country and local contexts of SCC.

6. Business (Cost) Application Format

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

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

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

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

b) **SF 424 Form(s)**;

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

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

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

c) **Required Certifications and Assurances**;

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

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) **Pre-award Terms Incorporated by Reference**:

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

- 1) Branding Strategy – Assistance;

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

e) Budget and Budget Narrative

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

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See **Section H, Annex 1** for Summary Budget Template;
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E; and
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

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

approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant’s normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant’s budget, including those related to fringe and indirect costs.
- 6) Construction – Not applicable.
- 7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements:

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

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA.

Initial Application Requirements:

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

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO.

Initial Application Requirements:

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

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

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

f) Prior Approvals in accordance with 2 CFR 200.407

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

g) Approval of Subawards

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

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

h) Dun and Bradstreet, and SAM Requirements

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

1. Provide a valid DUNS number for the Applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov); and
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process early. If an applicant has not fully complied with the

requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.sam.gov>

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

i) History of Performance

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

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

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

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

j) Branding Strategy & Marking Plan

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein. ADS

Chapter 320 sections concerning "assistance" apply to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on the USAID website: <http://www.usaid.gov/policy/ads/300/320>.

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a grant or cooperative agreement or other assistance award or sub award, must be marked appropriately with the USAID Identity. USAID requires the submission of a revised Branding Strategy and a Marking Plan as part of this Award. For more information, see: <http://www.usaid.gov/branding/assistance.html>

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

Therefore, the Branding Strategy and Marking Plan must not be included with the original application but will be provided only after a written request by the Agreement Officer. However, the cost of Branding and Marking must be included in the Cost Application. USAID does not intend to make an award without an approved Branding Strategy and Marking Plan.

In addition, Applicants are required to read and understand the Pre-award Terms found in ADS 303mba entitled "Branding Strategy – Assistance" and "Marking Plan – Assistance". Click this link to access the Pre-award

Terms: <https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf>

Branding

Standard USAID branding and marking will apply to SCC. In accordance with regulatory requirements, implementing partners will acknowledge USAID as the SCC donor both verbally and in writing in all SCC documents and media, as well as during meetings, public events and technical assistance sessions with government stakeholders, local partners, and beneficiaries.

Activity Naming

Activities should be named in a manner that will help all audiences understand the purpose of our work. Activity names should be clear, concise, and represent the work of USAID. All activities will follow USAID naming guidance, as noted in the USAID Graphic Standards Manual and Partner Co-Branding Guide. Specifically, this activity should adhere to the following guidelines:

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

Branding Strategy

After technical evaluation of applications for USAID funding, USAID Agreement Officers will request Apparently Successful Applicants to submit a Branding Strategy. The proposed Branding

Strategy will not be evaluated competitively. The Agreement Officer shall review for adequacy the proposed Branding Strategy, and will negotiate, approve and include the Branding Strategy in the award. Failure to submit or negotiate a Branding Strategy within the time specified by the Agreement Officer will make the Apparently Successful Applicant ineligible for award.

Marking Plan

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

Required communications materials

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

Within 2 weeks of the award:

1. Press release - announcement of the award - with feedback from USAID/DOC

Within 60 days of the award:

1. An activity communications strategy submitted and completed with feedback from USAID/DOC and revised annually as program matures
2. Activity Fact Sheet completed with feedback from USAID, which will be updated annually

Bi-weekly Communication Updates will include (if applicable):

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

Quarterly Reports will include:

1. Two Transforming Lives stories submitted with photos (Transforming Lives stories could be submitted also at any time) to be edited with USAID/DOC feedback

2. A pool of selected high-resolution photos showcasing program milestones and beneficiaries (all photos with identifiable people will have consent forms signed and submitted to USAID).

Biannual communications products:

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

k) Funding Restrictions

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

Construction will not be authorized under this award.

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

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

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

2. Review and Selection Process

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

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

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

a) Merit Review

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

Evaluation Criteria #1: Technical Approach

The extent to which the proposed technical approach takes into account the country contexts and can be expected to effectively and efficiently achieve the SCC goal and expected results while contributing to the RISE II transformative outcomes and applying RISE II operational principles.

Evaluation Criteria #2: Management Approach and Staffing Plan

The extent to which the Applicant's proposed management approach and staffing plan, including the proposed key personnel, support the Applicant's ability to effectively and efficiently

implement the proposed technical approach, achieve expected results under the activity, and engage local partners in meaningful roles while building their functional capacity.

Evaluation Criteria #3: Organizational Capacity and Experience

The extent to which the applicant and any sub-grantees have demonstrated experience and organizational capacity to plan, implement, and monitor the proposed interventions.

Evaluation Criteria #4: Gender and Youth

The extent to which the applicant demonstrates the application of Positive Youth Development and gender equality and women's empowerment principles and practices in its technical approach and in its staffing and management approach.

a) Business Review

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

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

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

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

2. Administrative & National Policy Requirements

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

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

For Non US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

These documents may be accessed through the internet as follows:

- 2 CFR 200: https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 2 CFR 700: <https://www.ecfr.gov/cgi-bin/text-idx?SID=531ffcc47b660d86ca8bbc5a64eed128&mc=true&node=pt2.1.700&rgn=div5>
- ADS 303: <https://www.usaid.gov/sites/default/files/documents/1868/303.pdf>
- Standard Provisions for U.S., Nongovernmental Recipients: <https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>
- Standard Provisions for non-U.S. Nongovernmental Recipients: <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

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

3. Reporting Requirements

- **Financial Reporting:**

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

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

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

Electronic copies of the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf and
<http://www.forms.gov/bgfPortal/docDetails.do?dId=15149>

Line item instructions for completing the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ffr_instructions.pdf.

- **Performance Reporting**

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

A. Quarterly Reports

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

- Bulleted list of achievements in the past quarter (1 page)
- Description of work performed in the past quarter to include identified best practices and lessons learned (4-5 pages)
- Description of collaborative activities with other USAID implementing partners (1-2 pages)
- Description of key problems or issues encountered, how they were or will be resolved, and, as needed, recommended USAID interventions to facilitate their timely resolution (1-2 pages)
- Bulleted list of planned activities for the next quarter to include dates and locations of major events and meetings (1-2 pages)

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

- Annex 1: Table of indicators showing progress made during the quarter, cumulative results for the fiscal year, and cumulative results for the life of activity set against targets. A color scheme for this table should be utilized that highlights, in red, indicators not met or in danger of not being met and green for indicators that are being met. Provide explanations for targets exceeded and targets unmet.
- Annex 2: Provide one-two success stories with relevant high resolution photos. Stories should highlight the high level impact and/or scalability of the activity's successes. If a story could not be done during the reporting period, an explanation should be provided. (1 page per story)

B. Annual Report

The recipient should submit an annual report limited to thirty (30) pages, not including annexes. The annual report should contain the same components, including annexes, as the quarterly reports as described above and be submitted within ninety (90) calendar days following the end of the reporting period. For all indicator results that either exceed or fall short of the annual target by ten (10)% or more, a narrative explanation must be included in the reporting. The recipient should highlight in green all indicators that exceeded targets and highlight in red indicators that fell short (red) of their targets. The annual report can also double as the quarterly report for the final quarter of the reporting period.

C. Final Report

The recipient should submit a Final Performance Report within ninety (90) calendar days after the completion date of activities. The final performance report must be completed in English and be submitted to the AOR and the Agreement Officer. It is highly recommended that the final report be prepared before the end date of the award since additional costs cannot be incurred after the end date.

The report should minimally include:

- Executive Summary outlining award accomplishments, results, and conclusions as well as recommendations for future assistance;
- Overall description of activities conducted during the life of the Award;
- Assessment of progress towards Award objectives along with description of results;
- Description of collaborative activities with other USAID implementing partners;
- Description of programmatic impact and sustainability;
- Description of lessons learned and best practices; and
- Recommendations for future USAID programming.

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

Development Experience Clearinghouse (DEC) Requirements

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

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

D. Geographic Information System (GIS) data

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

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

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

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

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

E. Short-Term Consultant and Technical Reports

USAID will have substantial involvement over the deliverables for short-term consultant and technical assistance. Upon completion of the services of each short-term consultant, the Implementer must submit a short report to the AOR summarizing the activities, deliverables, and recommendations of the consultant 21 calendar days after the completion of the consultancy. This can be either in written or verbal form as determined by the AOR. In addition, the Implementer shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR once these are developed. Depending on the targeted audience for the reports, they may need to be translated into French.

4. Environmental Compliance and Climate Risk Management

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

In addition, the Implementer 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.

SCC has been granted a request for Categorical Exclusion (RCE), duly signed by the Bureau Environmental Officer (BEO). It is available at https://ecd.usaid.gov/document.php?doc_id=51100

As part of its initial work plan, and all annual work plans thereafter, the Implementer in collaboration with the USAID Agreement Officer’s Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities to determine if they are within the scope of the approved Regulation 216 environmental documentation. If the Implementer plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments. Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

SUMMARY OF REPORTS/DELIVERABLES		
Report	Due Dates	Submission Requirements
Annual Workplan Part I (first 6 months)	Submit with the technical application	submit electronically with technical application
Annual Workplan Part II (second 6 months)	Submit within 5 months after award	submit electronically to AOR
Annual Workplan (subsequent years)	Draft due by September 1st, and final due by October 30th	submit electronically to AOR
AMELP	Submit draft with technical application, and final is due within 5 months after award	submit draft electronically with technical application, and final to AOR.

Branding Strategy and Marking Plan (BSMP)	<ul style="list-style-type: none"> • Apparently successful applicant to submit BSMP before award. • Within 2 weeks of the award: <ol style="list-style-type: none"> 1. Press release - announcement of the award - with feedback from USAID/DOC. • Within 60 days of the award: <ol style="list-style-type: none"> 1. An activity communications strategy submitted and completed with feedback from USAID/DOC and revised annually as program matures. 2. Activity Fact Sheet completed with feedback from USAID, which will be updated annually. 	Submit BSMP electronically as required by Agreement Officer, and subsequent documents to AOR.
Short-Term Consultant and Technical Reports	<ul style="list-style-type: none"> • 21 calendar days after the completion of the consultancy • When completed, submit copies of all technical reports including analyses, policy recommendations, comparative studies, etc. 	submit electronically to AOR
Geographic Information System (GIS) data	<p>Submit to USAID the following one (1) year after the start date of the award and on October 30th of each subsequent year:</p> <ul style="list-style-type: none"> • Digital spatial data according to Federal Geographic Data Committee (FGDC) Level 1 metadata standards capturing GIS at the regional, administrative, commune, and village level for their zones of intervention; • Digital copies of spatial data with accompanying metadata; and • Make spatial data available to the public at the cost of reproduction. 	submit electronically to AOR
Quarterly reports (both financial and programmatic)	<ul style="list-style-type: none"> • 30 days After the end of the reporting period 	submit programmatic report electronically to AOR, and submit SF 425 to the Department of Health and Human Services, with a copy to AOR and OFM
Annual report	To be submitted within ninety (90) calendar days following the end of the reporting period.	submit electronically to AOR
Closeout Plan	To be submitted 120-days prior to completion period	submit electronically to AOR, and AO
Final report	<ol style="list-style-type: none"> 1. 90 days after completion date 2. Comply with DEC submission requirement, and submit a copy to Agreement Officer and AOR 	submit a copy electronically to AOR, and follow DEC guidance to upload report.

5. Other Requirements NA.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. Other Information:

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

Applications with Proprietary Data

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

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

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

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

2. List of Annexes

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

[END OF SECTION H]

ANNEXES

ANNEX #1 - SUMMARY BUDGET TEMPLATE

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

ANNEX #2 - STANDARD PROVISIONS

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

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

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

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

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

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

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

ANNEX #3 - ABBREVIATIONS AND ACRONYMS

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

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



Quick Start Guide For New Foreign Registrations

Helpful Information

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

What is an Entity?

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

What do I need to get started?

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

How do I get a DUNS number?

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

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

How do I get an NCAGE code?

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

What about a Taxpayer Identification Number (TIN)?

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

Steps for Registering

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

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

Here are a few helpful hints:

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

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

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

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



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



Quick Start Guide For New Grantee Registration

Helpful Information

What is an Entity?

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

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

What do I need to get started?

DUNS Number

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

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

Taxpayer Identification Number

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

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

Steps for Registering

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

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

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



ANNEX #6: PAST PERFORMANCE INFORMATION

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

**[END OF ANNEXES]
[END OF NOFO]**