



USAID
FROM THE AMERICAN PEOPLE

NOTICE OF FUNDING OPPORTUNITY
RESILIENT GOVERNANCE IN NIGER (RGN)
ACTIVITY

USAID/SENEGAL
SAHEL REGIONAL OFFICE (SRO)
NOFO NO.: 72068520RFA00003

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Subject: Notice of Funding Opportunity Number: 72068520RFA00003

Program Title: Resilient Governance in Niger (RGN) 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 RGN 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,

A handwritten signature in blue ink that reads "Chadwick Mills". The signature is written in a cursive, flowing style.

Chadwick Mills
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.

Introduction and Overview

USAID has been building resilience in the Sahel region since 2013. Resilience is defined as “the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.”¹ In short, resilience is the ability to manage adversity and change without compromising future well-being. As this suggests, resilience is a necessary condition—or set of capacities—for reducing and ultimately eliminating poverty, hunger, malnutrition, and humanitarian assistance needs in the complex risk environments in which USAID works, and in which poor and chronically vulnerable people live.

The first Resilience in the Sahel Enhanced (RISE) project was developed in 2012 to implement USAID’s resilience programming in Niger and Burkina Faso. RISE II ² continues the same efforts, but with a refined approach and 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* (See below for an overview of RISE II starting on p.9, Annex 1 for the RISE II framework, and Annex 4 for descriptions of other RISE II activities).

A mid-term evaluation of RISE noted the absence of a cohesive approach to local governance deficits that impede service delivery and citizen accountability, stymie community resilience, and increase vulnerability to violent extremism.³ **To address this gap, RISE II includes a cross-cutting governance activity, Resilient Governance in Niger (RGN, or the Activity)⁴.**

RGN will focus on RISE II Objective 4: *Enhance governance of institutions and organizations*, specifically sub IR 4.1: Improved performance of sub-national state institutions and sub IR 4.2: Strengthened local civil society and community based organizations. RGN will operate in a complex, unpredictable environment supporting *locally-driven, politically feasible* approaches to achieve three key objectives:

Objective 1: Communal authorities, traditional leaders, and regional representatives of the GON understand their respective roles and responsibilities in local governance, and engage in more effective intergovernmental communications and collaboration to address community needs, especially those of women, youth, and other marginalized populations.

¹ <https://www.usaid.gov/resilience>

² See Annex 1 for the RISE II Results Framework and [here for the RISE II Technical Approach Working Paper](#)

³ USAID, *Midterm Performance Assessment of USAID’s “Resilience in the Sahel Enhanced” (RISE) Initiative in Burkina Faso and Niger*, (Dakar, 2017)

⁴ A separate governance activity for Burkina Faso is under design.

Objective 2: Communal governments more accountably plan, manage and execute budgets, ensure provision of basic services, and mobilize financial and human resources in support of locally-determined development priorities.

Objective 3: Citizens and local civil actors⁵ know their rights, have greater agency to engage in communal governance processes, and actively exercise these rights through institutionalized and ad-hoc mechanisms.

To amplify RISE II's impact, RGN will focus on municipalities that are also receiving support under RISE II's two Development Food Security Assistance (DFSA) awards in Maradi and Zinder regions, which account for two-thirds of Nigeriens living in poverty.⁶ RGN's selected implementing partner (IP) will need to align and coordinate closely with DFSA partners to minimize duplication and maximize synergies. Since DFSAs in Niger may take differing approaches, RGN's role and interventions will need to be adjusted for each particular circumstance, and also take into account other development activities that are not USAID-funded.

RGN will contribute to RISE II's cross-cutting goal of increasing the social and economic agency of women and youth, building their capacity and the responsiveness of others to their views in local governance, the private sector, non-governmental organizations, and policy advocacy at higher levels⁷.

USAID will know that RGN has been successful when it can observe an improvement in the delivery of services that respond to expressed citizen priorities, enhanced management of local conflicts, strengthened risk reduction and shock response, and an improved local business environment. Achieving these higher level impacts will not be accomplished by RGN on its own. The RGN implementer is required to collaborate closely with other RISE II activities that are investing in integrated community development or in specific sectors such as health, water security, and agriculture. RGN will also need to coordinate with programming under the BRIDGE project (see p.12 below for more info and Annex 1 for the BRIDGE results framework), which could be working with similar partners, particularly in civil society and higher levels of government.

RGN will be managed by the DRG team in the USAID/Senegal Sahel Regional Office (USAID/SRO); it is anticipated to be for five years. The total budget for this activity is \$19.8 million of which \$2 million is set aside for a crisis modifier that allows the Implementer to

⁵ This term is broadly defined to include official community development committees, registered NGOs, religious leaders, traditional authorities, community-based groups and associations (e.g. water users associations, women's saving clubs, radio listening clubs, as well as national-level CSOs etc.)

⁶ Bande, Chadakori, Damakaram Takaya, Dantchio, Dogo Dogo, Dungass, Gouchi, Gouri, Guidan Rounji, Guidan Sori, Guidigui, Guidimundi, Kwaya, Magaria, Malawa, Mazamni, Sassoumbroum, Wacha, and Yekoua

⁷ See youth and gender analyses commissioned for RISE II.

undertake additional early actions or shock response in the event of a projected or current shock and/or crisis. More information is contained in the Staffing and Management section.

Niger's Governance and Development Context

Over the past two decades, despite increasing amounts of official development assistance and relative success in attracting foreign direct investment, particularly in the mining sector and the telecommunications industry, Niger has stalled at the bottom of the United Nations Development Program's Human Development Index (HDI). While the Government of Niger's (GON) response to exogenous factors such as violent extremism (VE) and terrorism has burdened the country's budget and disrupted the national economy in many regions, decreasing government performance is also attributable to lack of capacity, poor service delivery, weak policy framework, lack of citizen voice and government accountability, and corruption.

This lack of government responsiveness to both the needs of citizens and development stakeholders has translated into citizen dissatisfaction with public service provision and hindered sustainable development outcomes. In fact, public service provision has decreased in critical development sectors. As an example, the education sector is routinely disrupted by teacher and student strikes throughout the school year, resulting in significant negative impact on education quality. The main complaints of teachers and students alike revolve around unpaid salaries and scholarships, lack of educational infrastructure, and nepotism and corruption in career management and teacher deployment. With 1.4 years of schooling on average, the level of education of Nigeriens is among the lowest in the world. Sixteen percent of the adult population has completed primary education and only 2.1 percent has completed secondary. Literacy rates are concomitantly low—14 percent of women and 42 percent of men are literate (2012 data)—as is the availability of skills in the economy. Limited access to information further compounds the lack of education of the population. Internet access is a rarity and the majority of the population does not even have access to mass media; only 40 percent of the population listens to the radio at least once a week⁸.

Low civic engagement has also contributed to perpetuating poor government performance and impunity. A growing number of citizens have lost faith in the effectiveness of the modern so-called democratic government. As a result, some youth are falling prey to violent extremist organizations' (VEOs) rhetoric about state inequality, nepotism, and ineffectiveness. In spite of this dismal picture, many civil society organization (CSO) leaders, journalists, private sector entities, reform champions, and decision makers are working with donor support, and continue to believe that change is possible.

Core DRG problem: Political Accountability and Competition

In 2017, USAID conducted a nationwide democracy, human rights and governance (DRG) assessment in Niger. The assessment found that deficits exist in each of the five DRG

⁸ Source: Niger Systematic Country Diagnostic, World Bank 2017: <http://documents.worldbank.org/curated/en/998751512408491271/pdf/NIGER-SCD-12012017.pdf>

dimensions,⁹ but that the core of Niger's poor development performance is centered on weak political competition and government accountability. In short, the combination of low citizen engagement to hold the government accountable and actively participate in economic and political processes, a lack of information and access to government procurement opportunities, and ineffective accountability within government institutions results in a vicious cycle whereby the GON has little incentive to improve services or enact more responsive policies to citizen needs. At the same time, citizens do not believe that action will bring about change.

Critical national government institutions responsible for government oversight, ensuring government transparency and accountability, and providing checks and balances in governance structures depend financially on and are politically aligned with the executive branch. Niger's budget process is not open to citizen input and suffers from limited effectiveness of Parliamentary oversight of the executive.¹⁰ The Supreme Audit Institution files annual audit reports addressed to the head of the executive branch as a simple formality.

Niger has opaque policy formation, government decision-making, and implementation processes, with limited avenues for citizen input. Legislative and policy formulation and adoption are often not participatory or transparent, and consequently lack popular support—which in turn hinders effective implementation. For example, Niger's Parliament is a public accountability institution with a strong formal mandate but it struggles to execute this authority. Parliament has expressed interest in conducting executive oversight (e.g., questioning ministers on government performance) and formulating better public policy (e.g., the Defense Committee meeting with conflict-affected communities to understand the impact of security measures).

In this context of low horizontal accountability, poor public sector performance is a perpetual source of frustration for citizens and puts vulnerable populations at an even greater risk of food insecurity. In the absence of a mechanism for recourse, weak governance, poor service delivery, and impunity could push desperate citizens to join or support VEOs. In remote and under-governed parts of the country, violent, or merely illegal, alternatives to defend or promote interests are an option for Nigeriens.

Decentralization

Decentralization was first codified in Niger's 1992 constitution.¹¹ The 2002 local government law created 265 communes, 230 classified as rural, defined as having fewer than 10,000 inhabitants. Communes are the third level of administrative unit, after the 8 regions (headed by governors) and 63 departments (headed by prefects). Communes have an administrative center and also comprise surrounding villages, where schools and health facilities are often located.

⁹ The five dimensions defined by USAID's Strategic Assessment Framework (SAF) are Consensus, Inclusion, Political Accountability and Competition, Rule of Law and Human Rights, and Government Responsiveness and Effectiveness

¹⁰ Niger scored 0/100 on the 2017 Open Budget Index ranking: <https://www.internationalbudget.org/open-budget-survey/results-by-country/country-info/?country=ne>

¹¹ The 1992 constitution was followed by new constitutions in 1996, 1999, 2009, and 2010 (source: [Wikipedia](#))

The local government law, a [National Policy on Decentralization](#), and the 2011 local governments code provide the framework for devolving fiscal and administrative authorities and outline the role of traditional authorities. The first local elections were held in 2004. Following the 2010 coup d'état, regional and municipal elected executives and councils were replaced by nationally appointed 'consultative commissions' until the 2011 local elections. The 2016 regional and municipal elections have been postponed indefinitely. The mandate of locally elected officials continues to be extended every six months.

On paper, local governments have broad responsibilities for economic development, education, social services, and cultural development; at the municipal level, they also are charged with primary health care, and water (both potable and for agricultural purposes).¹² With the decentralization of oversight and management responsibilities for these key services to the commune level, and recent policies and guidance to support private and public sector models of service operation, it is essential to ensure that municipal governments have the capacity to effectively implement their oversight, financial, and coordination role between the villages and departments and national regulatory agencies.

Communal governments are severely constrained by limited and low-capacity human resources (many local councillors, particularly in rural areas, are illiterate) and inadequate financial resources. Local government officials and citizens alike have limited understanding of the functions communal governments are supposed to fulfill and what the role is of deconcentrated GON authorities. Communes are supposed to receive 5% of national government revenues to fund their operations,¹³ and can levy certain local taxes and fees. Fiscal transfers from the national government are, however, unreliable and opaque, a reflection of tepid commitment to decentralization and weak public financial management.¹⁴ Municipal budgets are insufficient to cover operating expenses. NGOs and donors help meet the services gap to a limited extent, but this arguably takes pressure off of the GON to improve its performance, enhance revenue generation, and spend more for essential services. The state-citizen vacuum at the local level leaves communities—in particular youth—vulnerable to recruitment by VE groups. This creates a vicious cycle as the security sector claims a greater share of the GON budget to address VE threats, leaving even less to improve governance systems and service delivery.

In 2017, the Nigerien government took concrete steps to devolve four important sectors' competencies (education, health, hydraulic/water, and environment) to communes. This transfer

¹² [OECD, 2016](#)

¹³ Local governments hosting extractives activities are statutorily entitled to an aggregate 15% of all mining and petroleum royalties (and other smaller revenues). The Treasurer is required to issue a circular defining splits in transfers between local governments on an annual basis; however, but the MoF has not issued one since 2013, effectively halting sub-national transfers. In 2017, Niger was suspended from EITI for inadequate progress in meeting certain EITI standards, including civil society engagement. The GON disputed these findings, and withdrew from EITI in late October 2017 (Source: [EITI/Niger](#))

¹⁴ <https://pefa.org/sites/default/files/NE-Mar17-PFMPR-Public%20with%20PEFA%20Check.pdf>

of competencies to communes, however, happened in a context where mayors were dismissed and entire municipal councils were dissolved and replaced by handpicked executive appointees. Nonetheless, a few entrepreneurial mayors and local councils have used this devolution of competencies to find local solutions to their service needs. Some line ministries are also taking action. Recently the Ministry of Basic Education started implementing competencies through devolution actions. The management of teachers of basic education was transferred to the responsibility of the Mayor, and the Ministry of Primary Education will grant each commune budget according to the needs of the municipality.

Preliminary Theory of Change

RGN's preliminary theory of change posits that:

If local and regional governments understand their roles and responsibilities and have greater capacity to collaboratively and accountably plan, manage, and mobilize resources; and

If local and regional governments are motivated to cooperate in fulfilling their mutual responsibilities for the provision of basic services; and

If citizens, civil society and the private sector understand their rights, enhance their agency to voice their diverse perspectives, and have meaningful opportunities to engage in communal governance processes;

Then Nigerien government institutions will be more effective and accountable in fulfilling their responsibilities and the state-citizen social contract will be strengthened, contributing to individual, household, and community resilience.

Applicants are also invited to suggest adjustments to this preliminary theory of change, which will be reviewed regularly to (re)validate and/or adjust underlying assumptions and programming approaches.

Critical assumptions:

- Targeted national, regional, and local authorities commit to collaborate with RGN
- Security conditions remain (relatively) stable
- 2021 elections are peaceful and do not affect government commitment to RGN

Objectives and Anticipated Results

While RGN's focus will be at the commune level, its ability to achieve results demands navigating the political economy of power dynamics between municipal governments, traditional authorities, deconcentrated line ministries, other national level government bodies.¹⁵ RGN's

¹⁵ These include the Direction Générale de la Décentralisation et des Collectivités Territoriales (DGDCT), [L'Agence Nationale de Financement des Collectivités Territoriales](#) (ANFICT), the Head of department (Prefets), the National inspection of local governments in charge of auditing communes, and Haute Commissariat de l'Initiative 3N (HC3N - Les Nigériens Nourrissent les Nigériens).

programmatic objectives and anticipated results have been intentionally drafted in a broad frame (readers will note the absence of a list of illustrative activities or indicators).

Objective 1: Communal authorities, traditional leaders, and regional representatives of the GON understand their respective local governance roles and responsibilities, and engage in more effective intergovernmental communications and collaboration to address community needs, especially those of women, youth, and other marginalized populations.

Anticipated Results

- Municipal governments, traditional leaders, and regional representatives of the GON understand their division of responsibilities and respective authorities for communal governance
- Municipal governments coordinate with traditional leaders, other tiers of government, donors, CSOs, and private sector service providers and take ownership of the provision of essential services
- Municipal government staff and elected/appointed officials demonstrate knowledge of local government policies and regulations, and of their administrative and management duties
- Regularized channels for intra- and inter-governmental dialogue on budget planning, execution and oversight are institutionalized and the voices of women, youth, and other marginalized populations are elevated
- Mandated fiscal flows from national to municipal government are more transparent, rational, and regular

Objective 2: Municipal governments more accountably plan, manage and execute budgets, ensure provision of basic services, and mobilize financial and human resources in support of locally-determined development priorities.

Anticipated Results

- Municipal budget management and administrative policies, procedures, and regulations are transparent, institutionalized, and implemented by commune officials and staff
- Municipal governments have greater capacity and cooperate more effectively with to provide essential services and respond to locally-determined community needs,
- Municipal governments pro-actively engage local civic groups, traditional leaders, and community structures (with a strong focus on the inclusion of women, youth and other marginalized populations), in planning and budget processes, and provide regular information on the use of public resources
- Municipal governments mobilize increased own-source revenues for priority infrastructure and service needs
- Procurement processes are more transparent and follow competitive bidding rules and regulations
- Municipal governments partner with government agencies, the private sector, civil society, traditional leaders, and other actors to find local solutions to address priority community needs
- Municipal governments demonstrate greater agency in advocating for communal priorities in national level policy and budget processes

- Sub-national government officials (communal and regional) have access to professional development, peer-learning, and training opportunities, including literacy and numeracy¹⁶

Objective 3: Citizens and local civil actors¹⁷ know their rights, have greater agency to engage in communal governance processes, and actively exercise these rights through institutionalized and ad-hoc mechanisms

Anticipated Results

- Municipal governments have formal, activated structures for citizen participation
- Citizens have increased knowledge of the services municipal governments are responsible for, and of mechanisms for community participation
- Citizens more actively engage in community planning, budgeting and local government oversight processes
- Municipal services and infrastructure investments better reflect citizen priorities, in particular those of youth, women, and other marginalized populations
- Women, youth and other marginalized populations have greater voice and agency in communal governance processes
- Community and civil society organizations, exercise increased capacity to advocate on behalf of their constituencies and hold government accountable for delivering public services.

USAID’s approach to building resilience in the Sahel

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

¹⁶USAID’s PDEV-II activity worked with GON public administration entities to develop and deliver training curricula for subnational governments. Other donors have made similar investments.

¹⁷ This term is broadly defined to include official community development committees, registered NGOs, religious leaders, traditional authorities, community-based groups and associations (e.g. water users associations, women’s saving clubs, radio listening clubs, as well as national-level CSOs)

Shocks and stresses in the Sahel will become even more severe in the future. Climate change is already negatively impacting the region and future climate projections indicate that rainfall will become more intense, unpredictable, and less frequent, while average temperatures will increase. This will affect the reliability of water quantity and quality available and increase the frequency and intensity of major droughts and floods in the Sahel.¹⁸ Added to this are increased conflict and instability, environmental degradation, rapid population growth, and a young age structure where approximately half of the populations in Burkina Faso and Niger are below the age of 15.¹⁹ Together, these climate and non-climate trends are exacerbating existing vulnerabilities in the region, especially those related to water and land insecurity.

In response to these dynamics, USAID is working in the Sahel region to build resilience, 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.”²⁰ In short, resilience is the ability to manage adversity and change without compromising future well-being. As this suggests, resilience is a necessary condition—or set of capacities—for reducing and ultimately eliminating poverty, hunger, malnutrition, and humanitarian assistance needs in the complex risk environments in which USAID works, and in which poor and chronically vulnerable people live.

The Resilience in the Sahel Enhanced (RISE) project was developed in 2012 to implement USAID’s resilience programming in Niger and Burkina Faso. The next generation, 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 natural resources management, early warning and response, and governance) are essential to their success, that shocks and stressors are central contextual factors that must be explicitly addressed, and that success will be measured by the extent to which these communities are able to sustainably progress to a higher level of well-being.

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

¹⁸ Fifth Assessment Report, IPCC, 2014

¹⁹ <https://www.usaid.gov/documents/1860/usaid-sahel-youth-analysis>

²⁰ <https://www.usaid.gov/resilience>

resilience capacities that have been shown by research and experience to be particularly effective. All USAID RISE II activities should contribute to these transformative outcomes:

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

RISE II has five objectives that together will contribute to achieving the goal and the transformative outcomes. While particular USAID implementing partners may have areas of technical focus under these objectives (RGN will focus on IRs 4.1 and 4.2 of Objective 4), 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 (Annex 1).

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 outsized impact on the well-being of others. Building their capacities, promoting their leadership and inclusion, and increasing their access to and control over productive resources will lead to reduced risk, enhanced livelihoods, improved health outcomes, and more representative governance.

USAID intends to implement RISE II in a targeted geography (zone of influence) in which multiple partners implement complementary programs in the same areas and program collaboratively. In Niger, the zone of influence encompasses the Maradi region, and the entire Zinder region except the northernmost desert communes.

RISE II activities are designed to be flexible and allow adjustments to implementation modalities and/or geography in response to changing situations on the ground, U.S. Government priorities, resource availability, and other challenges or opportunities.

Overview of the Bridge Project

To provide further context for the programming environment in which the RGN will work, it is instructive to understand USAID’s Bridge Project. Bridge explicitly and intentionally aims programming interventions at the nexus of violent extremism and resilience, recognizing that many development challenges serve as ‘push’ factors, potentially driving the most vulnerable towards extremist groups that offer fulfillment of critical unmet needs (e.g. income, justice, services, protection/security, etc.). Relative geographic areas of insecurity in the Sahel are broadly defined by USAID as “hot,” “warm,” and “cool” or “buffer.” *Hot* areas are insecure places that are already plagued by violent extremism, where USAID programs the majority of traditional CVE programming such as the *NEW-CVE* project.²¹ *Warm* areas are those that are adjacent to the hot areas, where the security enabling environment allows for flexible and dynamic longer-term development programming that addresses core, localized drivers of violent extremism—this is where a large share of *Bridge* activities will focus. *Cool* or *buffer* areas are where resilience programming addresses chronic vulnerability and underlying poverty with longer term time horizons—this is where *RISE II* will program.²²

Sahel Development Partnership

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 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 Burkina Faso and Niger governments and

²¹ The project purpose of NEW-CVE is to weaken the legitimacy and ideology of VEOs through lines of effort reflecting three sub-purposes: West African capacity to counter violent extremism strengthened, Moderate voices amplified, and Community cohesion increased.

²² The “area” concept helps to enhance clarity of communication and suggests sequencing and transition trajectories, but it is also critical to recognize that these geographic areas actually represent a patchwork of different geographies that lie on a continuum of insecurity. Threats are not omnipresent, pockets of stability exist - typically, but not always, in more settled places - and threat levels can sometimes change quite rapidly. Consequently, some program elements may be productively employed, even in areas which may not seem “ready,” and some elements may not be used when an area may otherwise appear to be in a more stable location.

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 respond to varying levels of influence of violent extremist organizations (VEOs):

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

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

Operational Principles

Drawn from the RISE II and Bridge the core operational principles below reflect important tenets of USAID’s commitment to assisting partner countries on their journey to self-reliance, and will guide all programming under RISE II and Bridge, including RGN.

- **Community-led development:** Through dialogue, support communities to develop and implement priority actions that address core challenges and opportunities
- **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
- **Leverage a systems approach²³:** Since the Sahel is a complex, multi-dimensional, and fluid operating environment, it will be critical to analyze and plan all interventions strive to understand the various components of the systems in which they will work, as well as how they interact, affect each other, and produce effects. Programming should always seek to approach the element in the system that can create positive catalytic effects that sustain and expand naturally after the life of the activity.
- **Strengthen and work through local systems²⁴:** Development practitioners are often outsiders that cannot fully appreciate the context and systems within which development

²³ See for example: <http://www.aplu.org/projects-and-initiatives/international-programs/knowledge-center-for-advancing-development-through-higher-education/knowledge-center-library/systems-thinking-workshop-roundtable-presentations/file>

²⁴USAID’s Local Systems Framework (<https://www.usaid.gov/policy/local-systems-framework>) defines clear and practical steps USAID and its partners can take toward realizing a vision of development that is locally owned, locally led and locally sustained.

problems exist. Lacking the depth of knowledge about barriers to and opportunities for success that are second nature to local actors. Therefore, programming will apply a participatory and facilitative approach to activity design during planning and throughout the life of the activity to ensure the relevance and sustainability of the activities.

Activities will also remain open to modifying their approach based on lessons learned through implementation. Locally-led programming is more context relevant, tailored, and sustainable and empowers local stakeholders on their journey to self-reliance. Activities should map, reinforce, and improve existing platforms and institutions rather than creating parallel structures.

- **Maintain a flexible, iterative approach that embraces collaboration, learning and adapting (CLA):** RGN must remain flexible and be ready to adapt to changes on the ground due to the volatile and dynamic nature of the operating environment, particularly in areas that show signs of potentially shifting rapidly. This will require the robust integration of USAID's (CLA) principles throughout planning and implementation and activity-level contingency planning to prepare for rapid deterioration of the operating environment. The activity will also adapt programming based on dynamic learning, enabling the activity to focus on programming that is having real impact and halt programming that is not. This is particularly important in efforts to strengthen local institutions and systems, as in principle two, above.
- **Promote institutional entrepreneurship:** In order for ineffective institutions to evolve, change, and develop, they must bring in fresh perspectives. The idea here is to stimulate change from within by incorporating outliers at the periphery with new ideas that can enhance institutional functionality. This can happen by bringing in non-embedded actors (i.e. youth, women, and other non-traditional partners) into institutions and allowing them to participate in institutional processes.²⁵
- **Leverage public-private partnerships where possible:** Many private sector firms want to pursue agendas of social responsibility and could be ideal development partners. The private sector brings special resources, skills and capacities to the table that can augment the impact of USAID interventions when strategically aligned.
- **Harness innovation:** Innovation can come in different forms. Many think of technological innovations, but innovations can also come in the form of new creative approaches or new intervention ideas for piloting and testing. Programming should innovate, test, and learn from new models where possible. It should also encourage and seek out positive deviance and innovation from the communities themselves as their ability to problem-solve will be key for their journey to self-reliance.

²⁵ The *Overseas Development Institute* and others have outlined a methodology titled “problem driven iterative adaptation” as one way to achieve these results. This is also an area of overlap with RISE II’s governance approach. <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8409.pdf>

RGN Programmatic Approach

A growing body of research²⁶ finds that “...the persistence of poor policy and dysfunctional institutions usually has less to do with a lack of knowledge or finance than with the actions of powerful actors, groups or collective movements who gain from existing arrangements and resist change (Leftwich 2011). As such, the difference between programmes that support successful developmental change and those that fall short is said to be a deep understanding of and proactive engagement with local political and power relations...”²⁷ USAID’s own experience in Niger and the Sahel region reinforces the need to ground efforts to tackle Niger’s deeply entrenched governance (and, by extension, resilience and security) challenges in a deep—and regularly updated—understanding of local political economy dynamics. While standard human and institutional capacity building approaches (technical assistance, training) will play a role under RGN, progress towards achieving RGN’s objectives will depend more on the Activity’s ability to understand the incentives and disincentives of various actors, facilitate alignment of interests, and support collective action by Nigerien power brokers and stakeholders²⁸ to improve local governance systems, increase government accountability, and strengthen citizen voice and agency.

Thinking and working politically necessitates a different relationship and level of trust and collaboration between USAID and the selected implementing partner (IP). USAID/SRO views the role of the RGN IP as a local systems *enabler* rather than a producer of logframe-driven activities with prescribed inputs and outputs. RGN’s ‘authorizing environment’ will support strategy testing, with regular feedback loops (e.g., pause and reflect sessions) to inform programming adjustments and decisions to scale up or terminate interventions. The non-linear, complex pathways to change RGN will of necessity mean thinking differently about program staffing,²⁹ resource allocations, how to measure progress and outcomes (further discussed in the Monitoring, Evaluation and Learning section), and embracing ‘failure’ as a necessary part of the learning and change process.

RGN will operate in a complex environment with many other development partners, government institutions, and local organizations. Programming should be informed by USAID and other donors’ previous and ongoing governance interventions in Niger, including Peace through

²⁶ See, for example, [Laws and Marquette, 2018](#), [Brinkerhoff, Frazer and McGregor, 2017](#), and [Booth and Unsworth, 2014](#).

²⁷ [Thinking and Working Politically: Reviewing the Evidence](#) TWP Community of Practice, 2018: <https://twpcommunity.org/wp-content/uploads/2018/04/Thinking-and-working-politically-reviewing-the-evidence.pdf>

²⁸ This may include a constellation of political and economic elites, government bureaucrats, traditional authorities, civil society, community-based organizations, academia, the private sector, religious organizations, youth and women’s groups...

²⁹ A growing body of thought (see [here](#) and [here](#) for example) points to the importance of hiring ‘development entrepreneurs’ and placing more value on facilitation, negotiation, networking skills, local knowledge/relationships, and openness to new ideas, and less on technical qualifications.

Development II (PDEV II - 2011-2016), Participatory Responsive Governance–Principal Activity (PRG-PA - 2016-2021), and the new Participatory Responsive Governance–Governance Accountability Program (PRG-GAP) (see Annex 3 for summaries), identifying and building on what is already working, and supporting ‘best fit’³⁰ rather than ‘best practice’ approaches. The Activity should actively seek windows of opportunities to nurture “non-traditional” coalitions of partners with shared interests and incentives in addressing specific governance problems and opportunities (e.g. cleaning up a market area, repaving a section of road, etc.). Such loosely-defined partnerships will take different forms and be of varying durations, depending on the issue and space for change.

Refine and Implement Period

The first six months following award are intended as a ‘refine and implement’ period. Applicants’ applications should present an initial work plan for this six month period outlining their approach to:

1) Deepen understanding of on-the-ground conditions and local political economy dynamics.

Illustrative questions might include:

- What are key blockages to improving local governance and service delivery, given Niger’s political settlement?
- Where within the GON can reform champions and ‘islands of effectiveness’ be found? How much influence do they wield?
- How do inter-ministerial and inter-governmental power relations and incentives determine which elements of decentralization (e.g., administrative, fiscal) have—or may be able to gain—support from key political and economic elites?
- What roles do traditional leaders in targeted RGN communes play? What incentives do they have to support or block RGN’s objectives?
- What factors account for ‘positive deviant’ communes—those with some success in tackling local service and infrastructure needs (e.g., water supply, sanitation, road maintenance)?
- What seem to be the most promising entry points/issues at the national, regional, and communal levels around which coalitions for change can be fostered?

2) Map the landscape of related GON, USAID, and other donor activities

3) Consult/develop relationships with Nigerien counterparts and other USG implementers

4) Identify and plan (initial) collaboration opportunities; ground-truth programming approaches and refine RGN’s theory of change

³⁰ “‘Best fit’ ...describes aid programmes that are optimally adapted to the political, social and economic context. Such programmes can take advantage of a plurality of possible solutions, which can be deployed flexibly. They often work at multiple levels simultaneously..to facilitate and bring about change.” Ramalingam, Laric and Primrose, [From best practice to best fit: Understanding and navigating wicked problems in international development, ODI working paper July 2014](#)

- 5) Develop a core set of metrics—with meaningful input from Nigerien stakeholders—to measure change and collect baseline data in targeted communes
- 6) Recruit and train the initial RGN team
- 7) Develop an Environmental Mitigation and Monitoring Plan (if applicable)
- 8) Create a learning agenda and refine the AMELP in consultation with the new Sahel Collaboration and Communication mechanism (see below for more information)
- 9) Ensure coordination of shock contingency plans with other RISE partners
- 10) Develop a shock responsive contingency plan in accordance with guidance elsewhere in this design

At the end of six months, the Activity should present a revised life-of-activity design and updated annual work plan to USAID for discussion and approval.

Flexible Funding

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

Civic Engagement/Window of Opportunity Grants

RGN is expected to include a window of opportunity grant fund. Applicants are encouraged to use these funds to test new and amplify proven approaches to building greater local government legitimacy, mobilize collective action to address locally-defined priorities, and elevate the voices of women, youth and marginalized populations in commune governance.

Emergency Funds: Rapid Response to Unforeseen Opportunities and Challenges

In parallel to all other efforts, the implementation of support to local government and civil society in the current environment may necessitate additional shorter-term activities. Therefore, in addition to specific assistance interventions, the Applicant should consider concepts for a rapid response fund (RRF). The RRF is meant to address unforeseen and/or unexpected opportunities and challenges in Niger's fluid security environment. All requests must contribute to attaining the three objectives laid out in the Activity Description.

Any activities resulting from the RRF will be subject to substantial involvement provisions, where applicable, and will require amendments to the awardee's approved Activity Monitoring, Evaluation, and Learning Plan (AMELP). Either the Recipient or USAID may initiate an activity request under the RRF. If the RRF is not utilized as described above prior to the final year of the activity, the AOR or the Recipient may request that the RRF be realigned into the standard program funding with final approval authority with the Agreement Officer.

Contingency Planning and Crisis Modifier

Niger is subject to periodic shocks and crises in the form of drought, floods, price spikes, exchange rate fluctuations, and conflict, etc. Experience indicates that the activities specified in this Activity can contribute to reducing the severity of crises. If a crisis develops, it is imperative to use adaptive management principles to respond immediately to the crisis as well as maintain development gains achieved through activity implementation up until the crisis. Accordingly, Awardees will submit to USAID, within six (6) months of mobilization, a shock response contingency plan and \$2 million of the total Activity budget of \$19.8 million is set aside for a crisis modifier that allows the Awardee to undertake additional early actions or shock response in the event of a projected or current shock and/or crisis. More information on contingency planning and the crisis modifier is in the Staffing and Management section.

Leveraging Collaboration and Partnerships

Sustained improvements in local governance hinge in large part on how USAID investments support Nigerien ownership of reform and systems change. This is reflected in RISE II and RGN operating principles, and will underpin all RGN engagements with GON actors, civil society and other Nigerien stakeholders. RGN will place a premium on investing in relationships and playing a behind-the-scenes role³¹ in strengthening ongoing GON and Nigerien civil society platforms and other donor-supported efforts.

RISE II involves multiple complementary USAID investments, and all RISE II partners are to work as a team, collaborating actively with each other and with relevant ministries and/or government agencies, local governments, other donors, key stakeholders, as well as other USG activities that are working in similar technical and/or geographic areas.³² RGN and other RISE II partners will need to work closely on development, refinement, and testing tools and approaches so they are locally-relevant, but also officially recognized, supported, and can be scaled up by commune and regional governments. USAID SRO has issued a solicitation for a new Sahel Collaboration and Communication mechanism (SCC) to ensure collaboration among RISE II partners and streamline communication for collective impact. To facilitate the collaborative process, all RISE II activities will be required to:

- Proactively seek opportunities for joint programming that amplifies results
- Describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages with other RISE II activities
- Conduct joint site visits with other RISE II partners, when appropriate, to facilitate learning across activities

³¹ See, for example, the Sidekick Manifesto: <https://twodollarchallenge.org/sidekick-manifesto/>

³² Collaboration outside of RISE II will be important when it comes to coordinating with Bridge partners, which may do similar work in the same communes. Bridge and RISE 2 civil society-focused interventions in particular, should be targeting citizen oversight differently, based on the project goal—CVE or Resilience. Supporting civil society networks at higher administrative levels, may result in overlap, but IPs are expected to collaborate within SCC and independently, to coordinate and deconflict interventions.

- Actively participate in USAID partner meetings and learning events, for the most part organized by SCC
- Include a section in quarterly and annual reports on collaborative activities and synergies
- In collaboration with other stakeholders (RISE II activities, GON’s reporting system, other donors), contribute to joint indicators linked to the RISE II results framework, related analysis, and the diffusion of reliable information
- Respond to information requests and taskers coming from USAID’s Collaboration and Communications mechanism. Participate fully and actively in meetings and events organized by this mechanism.

A continuum of additional USAID IP cooperation and collaboration opportunities could include regular meetings between Chiefs of Party and frontline activity staff; ‘speed dating’ events to identify cross-project partnering opportunities; joint work planning; training; field visits and peer learning events; co-location of offices; and pooling resources with other USAID activities.³³

A list of current and planned RISE II activities can be found in Annex 4.

Structured and opportunistic collaboration with USAID/Niger’s bilateral DRG and related activities will also be important for joint learning and impact, aligning approaches, avoiding duplication of effort, and consistent messaging to GON and other Nigerien counterparts. Annex 3 includes summaries of core USAID/Niger activities.

Cooperation With Other Development Actors

RGN will operate in a very complex, fluid environment; communities face myriad context-specific social, political, economic, and security issues, and a multiplicity of actors operating in their territory: Government of Niger (GON) deconcentrated authorities and security forces, international security forces, USAID and other donors, humanitarian relief organisations, and other international NGOs.

A number of bilateral and multilateral development agencies and international NGOs are engaged in governance-related programming, including L’Agence Française de Développement, LuxDev, Swiss Development Cooperation, GIZ, the World Bank (which recently launched its 2018-2022 Country Partnership Framework for Niger), and Oxfam. It will be incumbent on the RGN implementer to map other donor-supported activities in communes and with GON interlocutors to ensure complementarity and avoid duplication. *RGN should work side-by-side with municipal authorities over the life of the Activity to strengthen their ability to take leadership for ensuring that all development actors active in their community are working in harmony and supporting locally-defined priorities.*

³³ USAID/Senegal’s Governance for Local Development (GOLD) activity offers some interesting models for fostering constructive cross-sectoral collaboration and leveraging resources.

Alignment with USG Integrated Country Strategy (ICS)

The activity closely aligns with and contributes to U.S. Embassy Niamey's Integrated Country Strategy (ICS) 2019-2021. The activity will specifically support ICS Goal 1: Strengthen Democracy, Human Rights, and Good Governance in Niger.

Alignment with Government of Niger Strategic Interests

Niger has three main strategic frameworks, notably Vision Niger 2035, also called the Strategy for Sustainable Development and Inclusive Growth (SDDCI); the Economic and Social Development Plan (PDES) 2017-2021; and the Nigeriens Nourishing Nigeriens (3N) Initiative, a food security strategy based on agricultural, forestry, and pastoral development.

This activity aligns with the PDES 2017-2021, adopted in September 2017. The PDES 2017-2021 is the first five year plan that operationalizes the SDDCI Niger 2035, adopted in May 2017. The PDES 2017-2021 is also based on the GON's Renaissance Program 2 articulated in its eight priorities: (1) promote cultural renaissance, (2) further consolidate democratic institutions, (3) ensure the safety of people and goods, (4) ensure access to water for all, (5) ensure food and nutrition security through 3N, (6) develop communication and energy infrastructure, (7) develop social sectors: namely, education and health, (8) promote youth employment. Under the PDES 2017-2021, the GON specifically prioritizes the need to strengthen governance, including transparency and efficiency of public institutions, in order to improve public service delivery.

Monitoring, Evaluation, and Learning (MEL)

RGN is a core component of the RISE II project, and will contribute important learning and information on development results, strategies, and approaches to enhance community and institutional resilience in the Sahel region of Niger. Applicant's MEL approach should allow for ongoing review, evaluation, and reassessment of program tactics and strategies, describe improvements in local governance and shifts in citizen attitudes about government legitimacy, and provide USAID with an analysis tool capable of informing shifts in resources and/or strategy. The Activity's MEL system should reflect USAID's CLA principles (see ADS 201.3.5.19) to effectively integrate real time monitoring and learning back into program implementation, and to ensure knowledge is shared with the broader RISE II community.

It should include a clear strategy for monitoring and reporting progress made towards Activity purpose and results. The AMELP should describe how RGN will work with other RISE II partners, in particular the SCC mechanism, to support shared learning.

USAID recognizes that the success of RGN will depend on the contributions of actors directly and indirectly engaged with the Activity. It will also depend on the actions of institutions and processes beyond the manageable interests of the RGN IP, and those changes in the local or regional context may have implications for the achievement of results. The RGN IP should regularly revisit its theory of change to assess whether assumptions continue to hold and indicators remain relevant, and may request changes to the Activity Monitoring, Evaluation and Learning plan (AMELP) with the concurrence of USAID.

Applicants should consider how to:

- Co-develop and manage MEL with key Nigerien counterparts and other RISE II IPs to foster joint learning and ownership
- Create an authorizing environment and management culture that prioritizes CLA
- Ensure a consistent data analysis approach among multiple RISE II partners and contributions to the RISE II collaboration and communications AMELP
- Seek out and use existing GON and local government metrics wherever possible, and, where appropriate, select indicators from other RISE II activities
- Partner with Nigerien research institutes, think-tanks and/or consultancies for political economy analyses and/or to provide feedback on programming approaches and for joint learning
- Use complexity aware monitoring approaches³⁴ to track change and program impacts, such as context and sentinel indicators, outcome harvesting, and most significant change, as well as other approaches suitable to non-linear change pathways to capture how RGN is contributing to systems changes at different levels
- Document and share stories of change³⁵ that capture important—if subtle—shifts in relationships, group processes and dynamics, in particular the engagement of women and youth

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

If the Crisis Modifier provision or 10% flexibility for shock response described below is activated, the AMELP will be updated within 30 days of the date of formal notification from the Agreement Officer. USAID will review the draft update to the Plan and provide comments/suggestions within 14 days of receipt. The Recipient shall then submit one copy of the final update to the Plan to the AOR for approval not later than 14 days from receipt of USAID’s comments/suggestions.

[END OF SECTION A]

³⁴ [Complexity-aware monitoring](#) is appropriate for aspects of strategies or projects where cause and effect relationships are poorly understood, thereby making it difficult to identify solutions and draft detailed implementation plans in advance.....Projects (or parts of projects) that rely heavily on adaptive management to steer effectively in dynamic contexts, and projects that seek to influence social change or innovate to discover solutions are likely candidates for complexity-aware monitoring.

³⁵ [The DFID-funded LASER program](#) offers an example of an ambitious results framework that delivers ‘stories of change’ at the outcome level, and reports on ‘major and moderate’ results at the output level.

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 \$19,800,000.00 in total USAID funding over a five (5) year period.

The award will include a \$2 million set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock. The funding anticipated for this award will come from a number of different USAID funding streams including agriculture, nutrition, and private sector development.

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

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be on/or about April 2020.

3. Substantial Involvement

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

(d) Agency Authority to Immediately Halt a Construction Activity

The AO may immediately halt construction activity if identified specifications are not met.

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

4. Authorized Geographic Code

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

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

5. Nature of the Relationship between USAID and the Recipient

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

6. Selection of Instrument

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

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

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

Eligibility for this NOFO is not restricted.

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

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

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

2. Cost Sharing or Matching

No cost-sharing is required for this award.

3. Program Income

USAID does not anticipate program income under this award. Implementers will need to consult with USAID if they generate program income to determine how it should be handled.

4. Other

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

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary:

Name: 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: Chadwick Mills

Title: Regional Agreement Officer

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

Email: asante@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 Times New Roman font with one-inch margins on all sides, including consecutive page numbers, date of submission, and Applicant's name on a header or footer.;
- 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 and summarized in the technical application and included in the attachment sections. All critical information from annexes/attachment that is clearly identified and summarized in the technical application will be evaluated as part of the basis of award;

- 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.

Illustrative 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—2pages maximum (does not count toward 25-page limit)
- d) Technical and Implementation Approach
- e) Key Personnel
- f) Partnering Approach
- g) Management Plan
- h) Collaboration, Learning and Adapting (CLA) Approach
- i) Required Annexes (do not count toward 25-page limit):
 - Annex 1: Draft Activity Monitoring, Evaluation and Learning Plan (AMELP) (must not exceed 6 pages)
 - Annex 2: Six-month Refinement Work Plan
 - Annex 3: Organizational Chart
 - Annex 4: Staffing Matrix
 - Annex 5: CVs/Resumes of Key Personnel (must not exceed 3 pages each)
 - Annex 6: Statement of Qualification (maximum 1 page per person)
 - Annex 7: Key Personnel Letter of Commitment (maximum 1 page per person)
 - Annex 8: Senior Staff Biographies (for non-Key Personnel)

Annex 9: Letters of Commitment from Sub-Awardees (if any)

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

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

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

The Table of Contents must include page numbers.

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

The executive summary must 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 technical approach must articulate the Applicants' understanding of Nigerien political economy dynamic, the history and drivers of local governance reform, and outline possible program pathways, including illustrative interventions and focus areas. Of particular interest are: Refine and implement period: Applicant's plan for structuring and maximizing this six month period.

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

Outreach, coalition-building, and partnership: How Applicant will reach out to and engage with a broad range of actors in pursuit of all facets of RGN, including strategies for facilitating broad-based coalitions that have shared incentives and motivation for improved governance, and for building momentum for collective action. A well-articulated strategy for collaboration with other RISE II activities and USAID/Niger governance activities, and for leveraging other donor programs.

Local ownership and sustainability: Applicant's approach to building Nigerien ownership of RGN. How will the Applicant ground-truth strategies and do so across a broad range of Nigerien interlocutors? How does it enlist meaningful engagement and contributions to RGN objectives, in particular leveraging existing GoN resources and/or investments, to avoid, to the extent possible, the carrot of financial support? How does the Applicant gauge local ownership and 'skin in the game' to evaluate which interventions and issues have real political traction?

Adaptive management: processes and practices Applicants will use to regularly assess the effectiveness of interventions and to adapt approaches to take account of changes in context and stakeholder interest. Applicants must describe how they will operationalize CLA and PDIA

principles to build in feedback loops and opportunities to pause, reflect, and course-correct to ensure that interventions remain relevant, and to identify new/emerging windows of opportunity. Also of interest is articulation of how the applicant will create an authorizing environment for staff and partners to identify problems hypothesize and test solutions, and adapt programming approaches based on new evidence and learning.

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

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

The technical approach should reflect learning from other governance interventions in Niger, including Peace through Development II (2011-2016), the Participatory Responsive Governance-Principal Activity (2016-2021), and REGIS-ER (2013-2019).

Preliminary Activity Monitoring and Learning Plan

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

Staffing & Management Plan

A management and preliminary staffing plan must describe the applicant’s financial and administrative management systems. It must include the proposed composition and organizational structure of the initial project team, describe team members’ respective roles and responsibilities, outline their knowledge and skill sets, and explain how each position is expected to contribute to the achievement of RGN objectives. CVs of proposed key personnel (not to exceed two pages) should be included, but do not count towards the technical approach page count.

USAID understands that the initial staffing plan may be adjusted during the refine and implement period and that staffing and consultant needs will vary over the life of the activity. Staffing will be re-assessed with USAID as part of work planning and on an as-needed basis. Except in cases where specific expertise is not available locally, Applicants should prioritize the use of Nigerien

staff, subcontractors, and consultants. Special consideration should be given to gender balance, and opportunities to engage youth as paid staff, interns, or volunteers. Strong applications will show evidence of proactive approaches to enhancing the percentage of women in field and management positions within the activity.

Key Personnel

Three (3) positions have been designated as key personnel: **Chief of Party, Deputy Chief of Party, and Monitoring and Evaluation Advisor**. Outside of these three positions, applicants are invited to think outside of the box about how to most effectively staff to meet RGN's objectives and reflect RISE II and RGN operational guiding principles. Key personnel will have an understanding of Niger's governance structures, political settlement, culture norms and practices, as well as an understanding of relevant governance linkages to other resilience sectors, with particular focus on the RISE 2 set of activities and technical approach.

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

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

The Monitoring, Evaluation, and Learning Advisor will play a critical role in operationalizing RGN's adaptive, iterative management approach; s/he is not intended to serve as a standard

'M&E' expert. S/he will be expected to develop and lead knowledge management programs, facilitate communities of practice and social networking, as well as facilitating organizational learning, change, and advancing foreign aid effectiveness. The MEL Advisor must have a track record in strategic, systems, and holistic thinking, managing resistance to change, and understanding of organizational culture, learning, and change management; demonstrated experience using political economy analysis/thinking and working politically to achieve programming objectives. S/he will also have demonstrated presentation skills that can influence decision makers and foster organizational change strategies, and experience implementing them within a complex organizational setting.

Contingency planning and crisis modifier

Niger is regularly subjected to shocks, both natural and man-made, that can have a significant impact on the efforts of local governments and CBOs to effectively deliver governance and basic services. Droughts, floods, disease outbreaks, and increasingly conflict, are common occurrences in the Activities proposed intervention area and are likely to impact the ability of the Activity and its collaborators to achieve and maintain progress, requiring adequate preparation for early response and sufficient post-event recovery. Ongoing insecurity in the region may also require urgent response. Applicants must demonstrate they have the necessary capabilities to respond to a wide array of emergency situations that would possibly impact the achievement of desired results for the Activity in question, and how they will rapidly (re)deploy Activity and other staff and resources, in close consultation with USAID, USAID's Sahel Coordination and Communication mechanism, and appropriate structures responsible for coordinating the response at the appropriate scale.

Applicants should demonstrate they have the necessary capabilities to assist local partners and beneficiaries in identifying, mitigating, responding to, and recovering from shocks and/or crises that are likely to occur during Activity implementation. Applicants should rapidly identify and (re)deploy staff or relevant technical expertise, in close consultation with USAID and the appropriate structures responsible.

Awardees are required to submit to USAID, within six (6) months of mobilization, a shock response contingency plan that outlines, based on selected (most relevant) shocks and stresses 1) the activities they will take in regular programming to reduce vulnerabilities and better prepare/respond to emergencies, 2) the ongoing monitoring and consultations they will perform to track potential and emerging crises or emergencies related to these shocks and stresses, 3) the activities they will ramp up or initiate in response to each type of emerging shock, and 4) the staff whose responsibility it will be to prepare for and lead shock response, 5) the activities they will add during the post-shock phase to ensure adequate recovery to pre-shock status (or better), and 6) participate fully in meetings and respond to information requests/taskers coming from USAID's coordination and communication mechanism. The development of the shock response contingency plan should be developed concurrently or aligned with the Six-monthly Work Plan and will be similarly validated on an annual basis.

In case of a shock, the implementer can propose up to a 10% change in line items to finance early response actions designed to reduce loss of livelihoods, lives, and/or to protect development gains. Larger budget realignments may be possible, but will require agreement modification.

Subject to the availability of funds, \$2 million of the total Activity budget is set aside for a crisis modifier that allows the Implementer to undertake additional early actions or shock response in the event of a projected or current shock and/or crisis. Budget proposals should include a set-aside line item for the \$2 million crisis modifier to be used in the event of a projected or current shock and/or crisis should additional resources be made available to USAID for that purpose. However, in the event of a crisis or shock, the Implementer should not assume that this additional funding will be made available, rather their default should be to respond within the core budget envelope by adjusting activities and requesting USAID permission for adjustments that exceed a 10 percent line item change.

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 – Applicants should not budget for construction in their application. The successful Awardee may propose to USAID specific construction activities post-Award, along with relevant budget re-alignment to be incorporated through an amendment. See Section A.10 above for further guidance on construction.
- 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

Branding

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

Activities under RISE II must refer to themselves as part of the Resilience in the Sahel Enhanced program in all written and official RGN materials and products. This includes radio and TV spots, billboards and other signage, and documents/materials used for any of the following audiences:

- Host country national, regional and local government officials
- Regional and international donors and/or organizations
- RGN participants/beneficiaries
- USAID staff (in host nation countries, regional offices, and Washington DC)
- Local and international media
- American public

Acknowledgement that RGN is part of the Resilience in the Sahel Enhanced program should include the following language:

The (RGN Name) is part of USAID's Resilience in the Sahel Enhanced program, which supports vulnerable communities in Burkina Faso and Niger to effectively prepare for and manage recurrent crises and pursue sustainable pathways out of poverty.

RGN naming

Activities under USAID's Resilience in the Sahel Enhanced (RISE) program should be named in a manner that will help all audiences understand the purpose of our work. RGN names should be clear, concise, and represent the work of USAID. All RISE II activities will follow USAID naming guidance, as noted in the USAID Graphic Standards Manual and Partner Co-Branding Guide. Specifically, RISE II activities should adhere to the following guidelines:

- RGN 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
- RGN names should not include abbreviations or acronyms
- RGN names may include USAID in the name, if appropriate

Branding Strategy

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

Marking Plan

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

Required communications materials

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

A. Within 2 weeks of the award:

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

B. Within 60 days of the award:

1. A Communications Strategy submitted and completed with feedback from USAID/DOC and revised annually as the program matures
2. Activity Fact Sheet completed with feedback from USAID, which will be updated annually

C. Bi-weekly Updates will include:

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

D. Quarterly Reports will include:

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

E. Biannual communications products:

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

RISE II communication strategy

RGN will be expected to contribute to and participate in the implementation of a RISE II communication strategy developed jointly with USAID and other RISE II partners.

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.

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

Applications will be evaluated in a two-step approach using adjectival rating in accordance to the criteria listed below in descending order of importance. USAID will conduct the first round of application reviews to identify top Applicants for an oral presentation to USAID. **Proposed key personnel must be present for the Oral Presentation.** Participation from the designated home office Project Manager is also encouraged. All travel costs associated with the oral presentation phase of the selection process will be borne by the Applicant. **NOTE: USAID reserves the right to make award without Oral Presentation.**

First level of application review will be in accordance with the following criteria in descending order of importance:

STEP I—Merit Review:

Evaluation Criteria #1: Technical and Implementation Approach

The technical and implementation approach will be evaluated on the extent to which the applicant provides a sound, dynamic and flexible, and innovative technical approach that takes into consideration and inclusively responds to the institutional, political economy, legal, and cultural contexts of Niger and outlined in the Activity Description.

Evaluation Criteria #2: Key Personnel

Key personnel will be evaluated based on the extent to which the staffing plan and proposed personnel complement each other and are appropriate for achieving the objectives of RGN.

Evaluation Criteria #3: Partnering Approach

The partnering approach will be evaluated based on the extent to which the application presents an effective strategy for identifying, engaging, and supporting a broad range of Nigerien stakeholders inside and outside government in addressing the activity objectives through a facilitated, Nigerien-led approach and its approach to ensuring and measuring Nigerien leadership and local ownership of the change process.

Evaluation Criteria #4: Management Plan

The management plan will be evaluated based on the extent to which the applicant convincingly demonstrates how its management approach and institutional capability will lead to successful and effective implementation of the proposed technical approach.

Evaluation Criteria #5: Collaboration, Learning and Adapting (CLA) Approach

The CLA approach will be evaluated based on the extent to which the Applicant articulates a system and process for integrating CLA in program management and implementation.

STEP II—Oral Presentation:

In the event of oral presentations in Niger or Dakar, the factors below highlights the requirements of this NOFO. Each presentation will be evaluated in accordance with the criteria listed below in descending order of importance:

Evaluation Criteria #1: Overview of Technical and Implementation Approach

Each applicant must present an overview of the general approach to the activity as outlined in their technical application. The Selection Committee will evaluate how well the applicant's approach demonstrate an understanding of the context and reflects the guiding principles outlined above.

Evaluation Criteria #2: Partnering Approach

The Selection Committee will evaluate the process applicants propose to identify, engage, and support a broad range of Nigerien stakeholders inside and outside government in achieving RGN objectives. The emphasis should be on a facilitated 'light touch' in which local actors lead their own development efforts. The applicant should also describe how it will measure change in Nigerien leadership and local ownership.

Evaluation Criteria #3: Staffing and Management Plan

The Selection Committee will evaluate the key personnel's understanding of the guiding principles specified above, as well as their ability to effectively and clearly present the general approach to the activity as outlined in their technical application. The presentation must explain the proposed mix of positions and management structure, and the comparative strengths of the proposed applicant and their partners.

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, in English, 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.

Six-monthly Work Plans

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

Work plans should be developed with active engagement from key Nigerien partners and in coordination with other RISE II activities. They should ground-truth proposed approaches with a particular eye on how they: a) show evidence of local ownership and political feasibility; b) develop linkages between different types of development actors; c) are likely to yield tangible improvements for citizens; and d) support stronger citizen-state accountability relationships. They should define in detail how the RGN implementer intends to organize its work to implement the tasks outlined in the activity description and achieve expected results within each of the tasks. The work plans must be consistent with the AMELP. If necessary, and given USAID consent, the RGN implementer may revise the work plans. USAID reserves the right to review and re-approve work plans quarterly or on an as-needed basis.

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

Quarterly Reports

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

- Bulleted list of achievements in the quarter (1-2 pages)
- Background and details of key achievements, identified 'best fit' practices, and or lessons learned, and observations concerning political economy dynamics, and what they may signal concerning programmatic adjustments (4-5 pages)
- Describe collaborative activities and synergistic results (i.e. with other RISE II partners, USAID/Niger governance activities, government counterparts, other donors etc.) (1-2 pages)
- Key problems or issues encountered, how they were or will be resolved, and any recommended programming adjustments. The RGN IP is expected to be candid about approaches and activities that are not yielding progress towards RGN objectives. (1 page)
- Bulleted list of planned activities for the next quarter. Provide with dates and locations for events. (1-2 pages)

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

- Annex 1: Table of indicators showing progress made during the quarter, cumulative for the fiscal year, and cumulative for the life of activity towards set targets.
- Annex 2: Include a financial table which contains expenses of the reported period, year to date amount, and remaining budget line item amount
- Annex 3: Two 'stories of change' with relevant high resolution photos, a podcast, video files, etc. as appropriate (see below for more information)
- Annex 4: Quarterly Environmental Mitigation and Monitoring Report
- Annex 5: Quarterly Shock Response Contingency Planning Report

Stories of change³⁶:

Each quarter, the RGN IP must submit at least two stories of change that captures important—if subtle—shifts in relationships, group processes, and dynamics. These stories may be targeted at different audiences (e.g., GON, parliamentarians, youth, women, local private sector, U.S. Congress...), and produced in both English and local languages. Applicants are encouraged to think creatively about formats (e.g., radio spots, short podcasts or videos, blogs), and to co-create this stories with Nigerien partners, with a special emphasis on hearing the voices of women and youth.

Annual Reports

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

Geographic Information System (GIS) data

USAID is required to make nonproprietary geospatial data available to the public. Data must be consistent with U.S. 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 awardee will be provided a copy of these standards once they are developed and will be required to abide by them. RISE II awardees are to work in collaboration with these USAID hired mapping specialists. 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)

The awardee must submit to USAID the following items one (1) year after the start date of the award and on October 30 of each subsequent year:

³⁶ [The DFID-funded LASER program](#) offer example of an ambitious results framework that delivers ‘stories of change’ at the outcome level, and reports on ‘major and moderate’ results at the output level.

- 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

Final Report

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

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

This report should not exceed forty (40) pages (excluding annexes). The final performance report shall be submitted to the AOR/COR, and the Agreement Officer. A copy of the final results shall be filed with the Development Experience Clearinghouse online at <http://dec.usaid.gov> or by email at: DocSubmit@usaid.gov. The draft final report must be submitted thirty (30) calendar days prior to the completion of the award. Awardee will have no more than ninety (90) calendar days after the completion date of activities to submit a completed final report in English and in French.

Close-out Plan

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

4. Environmental compliance and climate risk management

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated

Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this Notice of funding Opportunity.

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

No RGN activities funded under this cooperative agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

A Programmatic Initial Environmental Examination (PIEE) has been approved for the RISE II project to which this Cooperative Agreement (CA) contributes. The PIEE can be found in the [Environmental Compliance Database](https://ecd.usaid.gov/document.php?doc_id=51010) at https://ecd.usaid.gov/document.php?doc_id=51010 . Prior to award, USAID will approve the Supplemental IEE specific to RGN and also make it publicly available in the same database. The PIEE covers activities expected to be implemented under this CA. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

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

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

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

Climate Risk Management

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

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

A project-level CRM screening analysis was conducted for the entire RISE II Project. An activity-level CRM will also be conducted, during the activity-level environmental analysis process. This Activity will be required to incorporate all measures as selected and outlined in the CRM table, to be included in the Activity's Supplemental IEE.

The project-level CRM screening focused on primarily on two climate stressors (i.e., increasing temperatures and increasingly variable and unpredictable seasonal rainfall) and two primary shocks (i.e., increased flooding and the increased frequency and magnitude of drought). Three of these shocks and stresses (i.e., seasonal rainfall, flooding, drought) are related to both climate variability and change. The differentiated risks from climate to men, women, and youth need to be considered in all interventions. This is especially important as climate shocks and stresses (whether direct threats or underlying drivers) will materialize differentially among different populations and locations.

Most people in the target zones derive their livelihood from water and rain dependent activities (e.g., agricultural, pastoralism), and thus are already at risk from the significant inter-annual variation in rainfall that occurs in the Sahel. This risk is likely to be exacerbated by an increase in variability and unpredictability. Changing rainfall patterns can act as a both a direct threat and an upstream driver of negative impacts in the health sector. For example, rainfall variability affects the accessibility of nutritious foods.

Not only is rainfall expected to become more variable and unpredictable, but when rain does fall it is expected to do so less often and during extreme events. More rainfall in more limited events is likely to lead to increased flooding under some circumstances and in some geographies. Floods can wash away cropland, and less frequently, livestock, negatively affecting livelihoods. Flood-induced land and crop loss may affect women and youth disproportionately as they are often given more marginal lands. Floods can also wash away poorly sited infrastructure (e.g., irrigation, storage facilities, roads) that prevent people from being able to access markets as well as RISE II

implemented trainings and capacity building activities. Such flooding effects are likely to be significant, but limited both spatially and temporally.

Increasing temperatures have both near term (e.g., changes in disease burdens, increased heat stress) as well as longer-term (e.g., exceedance of crop tolerance thresholds) effects. Where appropriate, such impacts are considered within RISE II. For example, the potential shift in the viability of certain crops (e.g., maize) and livelihoods (e.g., farming) in some parts of Burkina Faso and Niger owing to increasing temperatures needs to be considered in the context of longer-term resilience. However, the time frame over which significant changes are likely to happen will allow for more opportunity to adapt. Therefore, while it is unlikely that rising temperatures will have a large direct impact on RISE II activities, the program seeks to ensure that the systems being supported are sustainable and realistic under future climate conditions.

The biggest climate risk to the people living in the target zones, and thus to RISE II, is drought, both localized and large-scale. While droughts have, and will continue to, occur periodically across the Sahel, most studies suggest their frequency and magnitude are likely to increase. Many of these impacts are similar to those discussed under interannual rainfall variability. While RISE II envisions improved risk management, even these systems can be overwhelmed by a large enough drought or consecutive smaller scale droughts. For example, while social capital is one of the most effective means people have to cope with a drought, such capital is limited and can be used up during significant events. The most noticeable effects of a drought are those associated with the decrease in the productivity of rainfed agriculture and pastoralism (which often drive the negative coping mechanisms that lead to increased land degradation). Drought can also act as a direct threat to access to finance and insurance. In the face of drought, demand for credit can overwhelm institutional capacity in terms of liquidity and ability to assess dynamic risk profiles of potential borrowers. Drought can also hinder repayment, further destabilizing credit markets and institutions. Drought can also overwhelm poorly designed insurance schemes with too many payouts, or damage the credibility of others with not enough payouts or slow timelines to payout. While poorly understood, drought is likely to have a significant impact on migratory patterns, both temporary and permanent. While pastoralism is a drought risk mitigation strategy that has been practiced in the Sahel for generations, the growing realities in both Niger and Burkina Faso now limit its effectiveness. Even in good rainfall years some people in target zones have to skip meals during the lean season. During droughts a decreased intake of calories can lead to significant health problems, and even death.

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

5. Other Requirements NA.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. Other Information:

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

Applications with Proprietary Data

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

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

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

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

2. List of Annexes

- a) **Annex #1: Illustrative Budget Template (Attached Excel File)**
- b) **Annex #2: Standard Provisions**
- c) **Annex #3: Abbreviations and Acronyms**
- d) **Annex #4: SAM Quick Start Guide For New Foreign Registration**
- e) **Annex #5: SAM Quick Start Guide For New Grantee Registration**
- f) **Annex #6: Past Performance Information**
- g) **Annex #7: Rise II Results Framework**
- h) **Annex #8: Key Nigerien Interlocutors**
- i) **Annex #9: Key USAID/Niger Bilateral Governance Activities**
- j) **Annex #10: Other RISE II activities**
- k) **Annex #11: Bridge Objectives and Results Framework**

[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
Automated Directives System	ADS
Breakthrough-ACTION	B-A
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
Health Services Delivery	HSD
Initial Environmental Examination	IEE
Implementing Partner	IP
Millennium Challenge Corporation	MCC
Monitoring and Evaluation	M&E
Market and Nutrition	M&N
Nigeriens Nourishing Nigeriens	3N
Non-Governmental Organization	NGO
Notice of Funding Opportunity	NOFO
Public International Organization	PIO
Resilience & Economic Growth in the Sahel - Accelerated Growth	REGIS-AG
Resilience in the Sahel Enhanced II	RISE II
Resilient Governance in Niger	RGN
Request for Applications	RFA
Sahel Collaboration and Communication activity	SCC
Sahel Development Partnership	SDP
Sahel Resilience Learning Activity	SAREL
United Nations	UN
United Nations Development Program	UNDP
U.S. Department of Agriculture	USDA
United States Government	USG
Violent Extremist Organizations	VEO
Water Security and Resilience	WSR
West African Economic and Monetary Union	UEMOA
World Health Organization	WHO

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

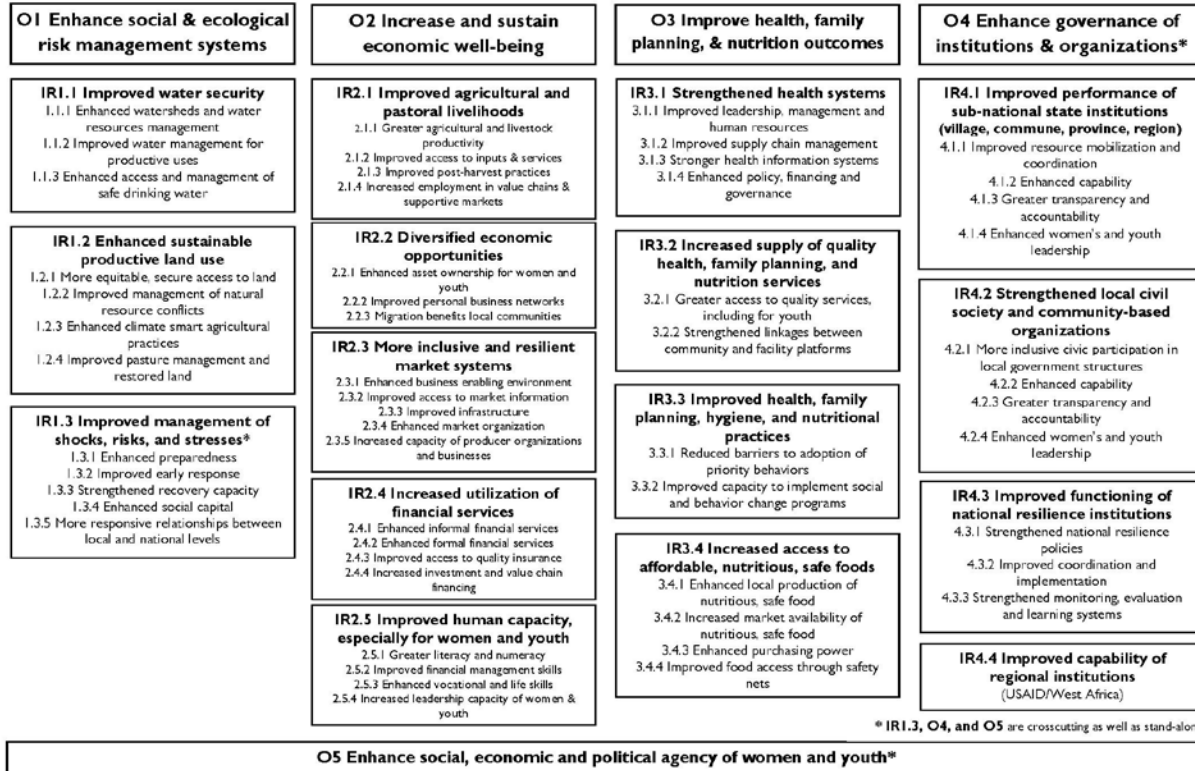
1. Award Number:
2. Contractor/Recipient (Name and Address):
3. Type of Award:
4. Complexity of Work: Difficult _____ Routine _____
5. Description, location, and relevancy of work:
6. Dollar Value of Work : _____ Status: Active ____ Completed _____
7. Date of Award: _____ Award Completion Date (including 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):

ANNEX #7: 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

ANNEX #8 – KEY NIGERIEN INTERLOCUTORS

In keeping with the RISE II and Bridge operating principles, RGN will prioritize working through and with Nigerien systems, mapping, reinforce and improve existing platforms and institutions rather than creating parallel structures.

At the national level, it is anticipated that RGN's primary GON counterparts will include:

[Direction Générale de la Décentralisation et des Collectivités Territoriales](#) (under the Ministère de l'Intérieur, de la Sécurité Publique, de la Décentralisation et des Affaires Coutumières et Religieuses)

[L'Agence Nationale de Financement des Collectivités Territoriales](#) (ANFICT), established in 2008 under the tutelage of the Ministre de Finance and Direction Générale de la Décentralisation des Collectivités Territoriales (DGDCT), ANFICT's mission is to mobilize resources for local governments and support their operational capacity.³⁷

[Haut Commissariat de l'Initiative 3N \(HC3N - Les Nigériens Nourrissent les Nigériens\)](#), was created in 2012 with the objective to improve food security and reduce poverty by enhancing sustainable agricultural development and by improving the resilience of rural communities to food insecurity. 3N coordinates the actions of all governmental agencies working in the food security space.

Centre de formation et gestion des collectivités territoriales (CFGCT), a dedicated agency for training of the elected body as well as the commune staff. (<http://enam.ne/articles.php?pg=art11>)

AMEN: l'Association des Municipalités du Niger: is a gathering of the 266 mayors which has been created on May 2010. They meet annually to go through the challenges that communes are facing but also share lessons learned in terms of best practices that can be replicated in other communes. <http://www.amn-ne.org>

ARENI: Association des Regions du Niger is composed of the regional elected councillors from the 8 regions. It is a similar body to AMEN with the same objectives but at the regional level.

At the partner level, there is a **Donor Working Group on Decentralisation and Local Development** led by the French which includes, GIZ, UN agencies, Belgium and Swiss

³⁷ According to its website, ANFICT receives financial support from a number of development partners including the French, Swiss, Germans and Luxemburg.

cooperation, USAID, and the EU. This consultative network meets every quarter to go through the Who does What, Where map in order to build synergies and better coordinate on the ground.

ANNEX #9 – KEY USAID/NIGER BILATERAL GOVERNANCE ACTIVITIES

Participatory Responsive Governance - Primary Activity (PRG-PA) seeks to promote good governance based on both increased citizen participation and Government of Niger (GoN) responsiveness. PRG-PA focuses on the delivery of priority services, particularly health, education, and security and targets three outcomes: 1) Elections are more responsive to priority public needs; 2) Improved multi-stakeholder (i.e. government, CSOs, donor community) contribution to specific elements of reform implementation for targeted citizen priorities; and 3) Increased capacity of key actors to promote participatory governance.

PRG-PA posits that constraints to development are best addressed at the local level through “collective action” between citizens and local authorities, with support from local representatives of the ministries. Specifically, local citizens and local authorities need the authority and capacity to jointly identify, fulfill, and monitor basic service priorities. Therefore, PRG-PA works to narrow the gap between government and citizens through both bottom-up and top-down strategies. Bottom-up initiatives include empowering local communities, social sector entities and local authorities through multi-stakeholder dialogues, building advocacy capacity, promoting social alliances among social sector CSOs and CBOs, providing communication and information and strengthening accountability mechanisms. Top-down initiatives include working with the national line ministries to decentralize and deconcentrate their control over services and respond to citizen priorities and needs, while at the same time increasing internal controls, performance measurement, and accountability.

The GoN’s lack of adequate internal controls for the management of human, physical, and financial resources hinders effective hand-over to the local level. PRG-PA works with the inspectors general in each ministry, as well as with special GON agencies, such as the *Haute autorité de lutte contre la corruption et les infractions assimilés (HALCIA)*, *Cellule d’analyses des politiques publiques et d’évaluation de l’action gouvernementale (CAPEG)* and High Commission for State Modernization (*HCME*), with mandates to make all levels of government more accountable and improve performance. At the same time, both local authorities and communities need capacity to monitor priority government services as their joint authority and responsibility increase. At the center of the PRG-PA program for community empowerment is the creation of Citizen Monitoring Committees/*Comités de Veille Citoyenne (CVCs)*. PRG-PA provides accountability training to both the *CVCs* and local authorities.

In addition, PRG-PA works with the media to improve public access to accurate and relevant information and provide a channel for advocacy of community priorities and needs in the areas of health, education, and security. PRG’s work in the security sector, under the U.S. State Department’s Security Governance Initiative (SGI) focuses on building confidence between communities in the Diffa conflict zone and the Nigerien Defense and Security Forces (*FDS*) who are fighting the Boko Haram insurgency. PRG-PA works with media and CSOs to increase the quality and quantity of information flows to encourage citizen collaboration with the *FDS*.

A new Women, Peace and Security component is being added to PRG-PA that will center around three lines of effort:

- Increase women’s participation in community dialogue and decision-making processes while improving their capacity in advocacy, leadership, and conflict mitigation. As a part of this effort, community needs, especially for women and girls, are identified and prioritized;
- Partner and support targeted central and local government agencies and civil society actors to provide gender-responsive priority services identified by the communities to include focused mobile service delivery; and,
- Improve communication and coordination between the GoN and security forces with the local population, especially women, to improve community security.

Provide technical assistance to the newly created CENI and relevant GON institutions focused on the establishment of procedures and processes to effectively administer future elections.

Participatory Responsive Governance – Government Accountability and Policy Activity (PRG-GAP). This new activity will take an innovative approach to build coalitions for reform (demand side) while providing targeted assistance to national institutions willing and able to champion reform (supply side). The demand and supply-side efforts will be bridged via the creation and strengthening of mechanisms and spaces for multi-stakeholder, policy-level dialogue and reform. These approaches will be coupled with intensive donor coordination to catalyze critical policy reforms relevant to the successful implementation of major USAID development interventions. The totality of this activity should result in enhanced government accountability and responsiveness to citizen and sectoral needs and usher in an improved policy framework. PRG-GAP is expected to be a three-year activity starting in early 2020.

Promote a Peaceful Democratic Transition through Free, Transparent and Inclusive Elections in Niger This new \$4 million, three year CEPPS associate award under the Global Elections and Political Transition (GEPT) mechanism will support a peaceful, democratic transition in Niger through free, transparent, and inclusive national and local elections in 2021. The Activity includes two objectives: (1) Promote political consensus on a revised electoral code, electoral processes, and procedures, and the composition and mandate of the newly formed CENI; and (2) strengthen the electoral administration capacity to conduct free, fair, and transparent elections, including the establishment of a biometric voter list

ANNEX 10: OTHER RISE II ACTIVITIES

Food for Peace Development Food Security Activities:

The Development Food Security Activities (DFSAs) are a key component of the RISE II strategy and will primarily focus on interventions at the household, community, and commune levels that will be tailored to address the specific needs of individuals in those zones, and are intended to be a foundation on which other RISE II activities will be built. Food for Peace (FFP) activities will strengthen households' ability to identify and take advantage of transformational opportunities, learn, mitigate, adapt, invest and thrive, and also strengthen the systems around households to support transformational change. The investments will work in coordination with other investments by the U.S. Government (USG), the World Food Program (WFP), the host country government and other donors to benefit collectively chronically vulnerable populations in the RISE II zone

Breakthrough-ACTION and other social and behavior change (SBC) activities:

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

Health Services Delivery Activity:

This Activity is meant to help strengthen and improve the quality of health, family planning and nutrition services provided by local clinics and referral centers. It will also strengthen government systems of support and oversight for village health workers, community engagement in health service delivery accountability, and assist in developing linkages among health services and with other development sectors. The Activity should work closely with the DFSA partners in the communes where they are present to ensure strong linkages between community level services and health facilities and support the health system to provide effective supervision and support to the community level. In communes where DFSA partners are not present, the Activity should provide important community level support for health, family planning and nutrition, and can learn from and adapt successful models developed by the DFSA partners. The goal, objectives, and expected results for this Activity are outlined in the remainder of this Program Description.

Water Security and Resilience:

SRO awarded a Water Security and Resilience activity to be implemented in Niger and Burkina Faso as an integral component of USAID's RISE II project. It is designed to address the root causes of persistent vulnerability to food and water insecurity in Burkina Faso and Niger. It will build on current RISE investments, lessons learned, and will build resilience of vulnerable people to mitigate and recover from shocks like drought and floods. The activity will do this by working with local organizations and state institutions to improve water security, land use practices and management, and management of shocks, risks and stresses partnering with country government, civil society, and private sector partners in achieving long term self-reliance.

Sahel Collaboration and Communication Activity:

The purpose of the Sahel Collaboration and Communication Activity is to promote collaboration for collective impact among partners implementing the RISE II, Bridge, and SDP activities in targeted agro-pastoral zones in Burkina Faso and Niger, build the capacity for learning and adapting among beneficiary communities and select national government institutions, and enhance communications of RISE II and SDP activities.

Markets and Nutrition Activity:

This activity will support markets and livelihoods development (RISE II Objective 2) by supporting small ruminants and poultry production with a broad market-oriented perspective, expanding from RISE's narrower value chain approach. The activity will include assisting producers to enhance their production to meet market demands. In partnership with the FFP DFSAs, the activity will strengthen market systems that provide safe, nutritious, affordable food in the RISE II zone. Access to finance and agricultural inputs, functional literacy programs (in areas where they are not being offered by others), and access to private veterinary services will also be supported. With potentially a component on youth and women's entrepreneurship and business development, it would provide grants, coaching, training scholarships, and internships for diverse livelihood opportunities. The activity will also support policies that strengthen the business environment of the targeted market systems.

ANNEX #11: BRIDGE OBJECTIVES AND RESULTS FRAMEWORK

Goal Statement: Vulnerability to Violent Extremism Reduced in the Sahel

- *Development Objective 1:* Legitimacy of violent extremist organizations and ideology weakened³⁸
- *Development Objective 2:* Government legitimacy enhanced
- *Development Objective 3:* Economic opportunities enhanced in targeted regions

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.*

Project objectives have been divided between USAID/West Africa (USAID/WA) and USAID/Senegal's SRO. USAID/WA activities address DO1 of the results framework through the NEW-CVE Project; SRO is responsible for addressing DO2 and DO3 through the new Bridge project.

³⁸ This is the Project Purpose of the NEW-CVE Project

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

DO1 Legitimacy of violent extremist organizations and ideology weakened

IR1.1 West African Capacity to Counter Violent Extremism Strengthened
 1.1.1 Greater understanding of VE and knowledge of CVE approaches
 1.1.2 Increased governmental and civil society leadership of CVE efforts
 1.1.3 Improved regional coordination on CVE

IR1.2 Moderate Voices Amplified
 1.2.1 Positive local narratives strengthened
 1.2.2 Access to information expanded
 1.2.3 Dialogue and exchange on CVE, governance, and peace concepts increased

IR1.3 Community Cohesion Increased
 1.3.1 Reduced tensions within and across communities.
 1.3.2 Increased trust within and across communities.
 1.3.3 Increased inclusion of marginalized groups in community dialogue and decision-making processes.
 1.3.4 Increased resistance of communities to radicalization and VEO recruitment

DO2 Government Legitimacy Enhanced

IR2.1 Citizen-Government Dialogue Strengthened
 2.1.1 Constructive communication platforms established or increased
 2.1.2 Increased non-government stakeholder communication
 2.1.3 Media coverage of citizen priorities

IR2.2 Government Response to Priority Needs Increased/Improved
 2.2.1 More inclusive public policies and legislation created
 2.2.2 Delivery of basic services on targeted citizen priorities improved in conflict/VE areas
 2.2.3 Increased state ability to effectively manage conflict and address long-standing grievances

IR2.3 Access to Justice for All Improved
 2.3.1 Local communities better linked to formal justice system for targeted or community-identified issues
 2.3.2 Targeted populations have increased access to functional conflict and dispute resolution mechanisms (mainstream or alternative)
 2.3.3 Availability and use of legal services improved in conflict/VE prone areas
 2.3.4 Citizens, inclusive of marginalized populations, are more aware of their legal rights

IR2.4 Government Support for Human Rights Demonstrated
 2.4.1 Strengthened human rights organizations' effectiveness in monitoring, documenting, and reporting rights violations
 2.4.2 Right to due process or redress in conflict/VE prone areas are respected by the government
 2.4.3 Education and civic awareness on fundamental human rights and freedoms for populations in conflict/VE prone areas increased
 2.4.4 Ability/Willingness of government to meaningfully address human rights violations improved

DO3 Economic Opportunities Enhanced in Target Regions

IR3.1 Immediate Economic Stabilization
 3.1.1 Short-term income opportunities improved
 3.1.2 Livelihoods of affected communities re-established

IR3.2 Increased Economic Resilience in Affected Communities
 3.2.1 Increased smallholder productivity and value-addition from crops, aquaculture, and animals
 3.2.2 Increased access to financial services
 3.2.3 Expanded and diversified livelihood and economic opportunities on-and-off-farm

IR3.3 Increased Job Creation and Investment
 3.3.1 Increased investment and employment opportunities in secondary cities and "buffer zones"
 3.3.2 Public-private partnerships developed with private employers to hire or increase incomes for targeted populations

IR3.4 Strengthened transferable skills (cross-cutting to DO2)
 3.4.1 Strengthened life skills
 3.4.2 Strengthened soft skills
 3.4.3 Strengthened functional literacy
 3.4.4 Strengthened entrepreneurial and business skills

[END OF ANNEXES]
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