



# USAID | MOZAMBIQUE

**Issue Date:** October 8, 2021

**Deadline for Questions:** October 22, 2021, at 17:00 pm (Maputo Time)

**Closing Date & Time to submit applications:** **December 1, 2021, at 17:00 pm (Maputo Time)**

**Subject:** Notice of Funding Opportunity (NOFO)  
Request For Application (RFA) Number: 72065622RFA00001

**Program Title:** USAID Feed the Future (FTF): **PREMIER**  
Promoting Innovative and Resilient Agriculture Market Systems

Federal Assistance Listing 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 USAID Feed The Future (FTF): Promoting Innovative and Resilient Agriculture Market Systems (Premier) program, a project to stimulate systemic change by addressing the root causes of poor agriculture system performance, targeting leverage points for catalytic change and working through market actors to facilitate technical and financial assistance to broaden and deepen market engagement, thus increasing incomes and creating employment opportunities, especially for youth and women. USAID intends to provide approximately **\$25.5 million** in total USAID funding over a 5 (five) year period.

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

Local organizations may partner with multiple applicants. USAID strongly discourages local organizations from entering into exclusive partnerships.

To be eligible for award, the applicant must provide all information as required in this RFA and meet eligibility standards in Section C of this RFA. This funding opportunity is posted on [www.grants.gov](http://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 RFA has been received from the internet in its

entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on [www.grants.gov](http://www.grants.gov) or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at [support@grants.gov](mailto:support@grants.gov) for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers and System for Award Management (SAM) requirements detailed in Section D.6.f. 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 points 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](http://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,

-----/s/-----

George K. Boateng  
Agreement Officer

**ATTACHMENTS:**

Attachment 1: June 2019 Gender Assessment Report for USAID/Mozambique Final Report

Attachment 2: 2021 Agriculture Final Report, Initial Environmental Examination (IEE) for USAID/Mozambique

Attachment 3: Activity MEL Plan template

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## **List of Acronyms**

ADS	Automated Directives System
AfDB	The African Development Bank
AOR	Agreement Officer Representative
CDCS	Country Development and Cooperation Strategy
CFA	Connected Farmer Alliance
CLA	Collaborating, Learning and Adapting
COP	Chief of Party
DANIDA	Denmark's Development Cooperation
DCA	Development Credit Authority
DFC	Development Finance Corporation
DIS	Development Information Solution (DIS)
DO	Development Objective
DCOP	Deputy Chief of Party
EMMP	Environmental Monitoring and Mitigation Plan
ERF	Environmental Review Form
ESAN	Food and Nutrition Security Strategy
EU	European Union
FAO	Food and Agriculture Organization
FCDO	Foreign Commonwealth and Development Office
FEWS NET	Famine Early Warning System Network
FFR	Federal Financial Reporting
FTF	Feed the Future
GDP	Gross Domestic Product
GFSI	Global food Security Initiative
GIS	Geographic Information Systems
GRM	Government of the Republic of Mozambique
ICT	Information and Communication Technologies
IEE	Initial Environmental Examination
IFAD	The International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
ILO	International Labour Organization
InovAgro	Innovation for Agribusiness
IR	Intermediate Result
MADER	Mozambique Ministry of Agriculture and Rural Development
MCC	Millennium Challenge Corporation
MELP	Monitoring, Evaluation and Learning Plan
MMEMS	Mozambique Monitoring and Evaluation Mechanism and Services
M4P	Markets For the Poor
MSD	Market Systems Development
PD	Program Description
PSE	Private Sector Engagement
PYD	Positive Youth Determination

RCC	Resilient Coastal Community Activity
RESINA	Resiliência Integrada na Nutrição e Agricultura Activity
RFA	Request for Applications
RFSA	Resilience and Food Security Activity
SDC	Swiss Agency for Development Cooperation
SMEs	Small and Medium Enterprises
SPEED	Supporting the Policy Enabling Environment for Development
SUSTENTA	National Program for Integration of Smallholder Farmers into Productive Value Chains
USG	United States Government
WASH	Water, Sanitation And Hygiene
WFP	World Food Program
ZOI	Zone of Influence

## **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.

### **A. INTRODUCTION**

USAID/Mozambique’s “Promoting Innovative and Resilient Agriculture Market Systems” (Premier) is a five-year activity that will support the goals and objectives of Feed the Future (FTF), the U.S. Government’s initiative to reduce poverty, fight hunger, increase smallholder incomes, and improve nutrition.

The Premier activity will achieve this by promoting inclusive and resilient agriculture-led growth along the broader Nacala corridor of northern Mozambique, applying a market systems approach. A systems approach recognizes the inter-connections between markets (focusing on local, regional, and international food systems), the household and community, the natural environment, and the underlying political economy of the market system. It aims to stimulate systemic change by addressing the root causes of poor system performance, targeting leverage points for catalytic change and working through market actors to facilitate technical and financial assistance to broaden and deepen market engagement, thus increasing incomes and creating employment.

Premier seeks to: incentivize responsible private investment; improve access to finance (including through matching grants and partnering with finance institutions); engage relevant actors to favorably influence the policy environment; facilitate market-based technical assistance to foster entrepreneurship (especially for youth and women); and build capacity and incentives for firms to diversify products and services and expand market share—all with the end goal of expanding job opportunities and increasing agriculture-based incomes in northern Mozambique. The activity will use multiple pathways to stimulate agricultural growth, working with private sector market system/food system actors of all sizes, including commercial farmers, processors, service providers, traders, transporters, and others to enhance the competitiveness of market systems. It will also facilitate participation in commodity and service markets for youth and women, and for smallholders with potential for commercialization. Working through market systems will create the necessary “pull”, or incentives for smallholders to commercialize their production, and for agribusiness entrepreneurs to expand services and product delivery. It is also envisioned that support to increase demand for agricultural services and products will generate off-farm employment opportunities for non-commercialized farmers. The activity should apply an adaptive management approach to continuously learn from, and adjust interventions as needed. In short, the goals of the Premier activity are to move market systems and market actors beyond transactional relationships to drive transformative results that deepen and accelerate inclusive and resilient agricultural growth, improve food security and nutrition, increase incomes for agricultural producers and expand off-farm economic opportunities.

## B. BACKGROUND AND PROBLEM ANALYSIS

The following is a brief description of the context and problem analysis informing this Activity.

**Poverty:** Mozambique ranks 181 out of 189 on the UN *Human Development Index*, a reflection of the depth of poverty and poor social indicators (such as literacy, malnutrition and maternal mortality). National poverty rates are in the range of 41–46% of the population — some 10.5 and 11.3 million absolutely poor people. In the provinces of Zambezia and Nampula, 62% and 65% of the population respectively live below the poverty line, considerably higher than the national average. In the mid- and high-elevation zones of central Nampula and Zambezia provinces, food insecurity is also rampant, with 48% and 43% of households experiencing periodic hunger throughout the year<sup>1</sup>.

Despite nationwide gains in poverty alleviation between 2003 and 2015, Mozambique is now among the most unequal countries in sub-Saharan Africa. Mozambique's inequality shows a substantial increase in inequality from 2008/09 to 2014/15, with values of the Gini coefficient moving from 0.47 to 0.56.<sup>2</sup> Agriculture is one of the most effective drivers of inclusive economic growth, having the highest multiplier effects on poverty alleviation, estimated to be four times the impact on poverty reduction compared to other sectors of the economy.<sup>3</sup> Similarly, an International Food Policy Research Institute (IFPRI) analysis found that a 1% growth in the agriculture GDP results in a 2.6% reduction in poverty, compared to 1% overall GDP growth resulting in only 0.25% reduction in poverty<sup>4</sup>.

**Agriculture sector performance and transformation:** Broad-based, long-term economic development in Mozambique is limited by weak, inefficient, and noncompetitive market systems that do not sufficiently include or benefit smallholder farmers, youth, and women. A recent Michigan State University analysis on agricultural development in Mozambique found that only 15-20% of smallholder farmers have both the resources and the incentives to become commercial farmers. The remaining 80-85% of smallholders will not escape poverty through farming, and will need to find off- and non-farm employment to supplement or replace their incomes from agriculture.<sup>5</sup> There are many factors that contribute to this problem including:

- The agricultural sector is dominated by smallholders, whose landholdings range in size from 0.5 to 1.5 hectares, which are generally of insufficient size to support substantial commercial production.
- Despite high potential of the agriculture sector generally, productivity is well below

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<sup>1</sup>Tschirley et al. (2021). "Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security." Report prepared for USAID/Mozambique under the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence. East Lansing/*Analysis to guide USAID/Mozambique Programmatic Investments in Agriculture and Food Security*, December 2020

<sup>2</sup> World Bank. April 2018. "Strong but not Broadly Shared Growth": Mozambique Poverty Assessment. Poverty and Equity Global Practice - Africa Region.  
<http://documents1.worldbank.org/curated/en/377881540320229995/pdf/131218-WP-P162550-PUBLIC-FRI-OCT-26-7AM-DC-DIGITAL-Mozambique-Poverty-Assessment-2018.pdf>

<sup>3</sup> World Bank. *2008 Agricultural Development Report*.

<sup>4</sup> Mellor, JW et al. 2017. *Agricultural Development and Economic Transformation*, Palgrave,

<sup>5</sup> Tschirley et al. (2021). "Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security." Report prepared for USAID/Mozambique under the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence.

the continental average and there has been little meaningful transformation of the agricultural sector<sup>6</sup>.

- Most farmers operate on a low-risk, low-input system resulting in poor productivity and low volumes. Without market incentives (premiums for high quality, specialised commodities, trusted market partnerships, etc.), farmers have little incentive to invest in productivity and quality-enhancing technologies and practices or otherwise shift production to align with market demands.
- While there has been some modest progress with increased use of improved seeds, adoption of most other productivity-enhancing technologies is very low.
- Commodity market system governance is generally characterized by the selling/purchasing of an undifferentiated product (based solely on price), rather than by more direct relationships with suppliers that can reduce smallholders' risks of investing in productivity.
- Sectors of the population are excluded from economic benefits (including job opportunities) by both geography and explicit discrimination (especially for youth and women).
- There is a lack of competitive financial services tailored to agricultural production and agri-businesses, as well as a high cost of capital.
- Poor market infrastructure - High (road and rail) transport costs due to poor road networks hinder smallholders' access to markets, information, inputs and services, and drives down competitiveness.<sup>7</sup>
- High risk of climate variability means farmers cannot predict their agricultural cycle or production due to natural disasters and increasingly unpredictable weather patterns.
- Smallholder farmers are viewed as high-risk, low-reward clients and not attractive to private sector businesses, such as agricultural input suppliers and service providers (financial and business services). Side selling by farmers who are already under contract with a buyer is a major risk of contract farming.
- Neighboring countries out-compete Mozambican farmers with imports of cheaper agricultural products.

**Markets:** Current agricultural market systems in Mozambique, especially those selling to domestic markets, are inefficient and disorganized. They are characterized by “one-off” transactions with few or nonexistent supporting services to enable more sustainable and inclusive business strategies that bring smallholder farmers into competitive and profitable market systems. Constraints include:

- Thin markets with low volumes that result in high volatility of prices that in turn depresses incentives to invest in increased agricultural productivity and quality.
- Dispersed and remote producers lack access to market information, are price takers, and have little choice of whom to sell their products to.
- Smallholder farmers produce low volumes of poor quality produce, and are typically net buyers, often selling when prices are low, and buying when prices are high.
- Few or nonexistent supporting services such as market information, extension/advisory, finance, input supply, mechanization, irrigation, etc., constraints investment in productivity.
- Lack of adequate storage facilities for grain, horticulture and livestock products, means that farmers must sell at harvest, rather than safeguarding surplus production for sale when prices are higher. This also leads to high levels of food waste and potentially low quality products.

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<sup>6</sup> Ibid

<sup>7</sup> MCC Binding Constraints Analysis- Draft 2021 (internal document not yet released).

- Output buyers typically negotiate exclusively on price rather than quality of produce or supplier loyalty. Producers have little incentive to improve yields and product quality because there are few formalized, stable market relationships to provide good returns on investment.
- Poor infrastructure and high transport costs are major barriers for farming households to access input and output markets and raise productivity.<sup>8</sup>

**Private Sector:**<sup>9</sup> The Mozambican private agribusiness sector is characterized by a few large firms that purchase and process commodities (primarily for export) and tend to set prices, although there is a growing sector of small and medium millers, traders, and processors beginning to develop. There are opportunities to engage this sector to improve their financial viability and market share. On the agribusiness input side, a similar configuration exists with a few large firms geared towards sales to large commercial farms. At the same time, there is an emergence of small and medium seed and agricultural input producers and suppliers that struggle to grow in light of the high cost of capital and low demand among the majority of small-scale producers. Generally, the private agribusiness sector is characterized by the following constraints:

- A poor business environment (high cost of capital, challenges in business registration, uncertain policy and tariff environment, high cost of electricity, etc.), that affects the formal private sector and also negatively impacts economic growth and poverty alleviation.
- Small and medium businesses/enterprises (SMEs) cite corruption, insufficient access to finance, organized crime, theft, and public disorder as major obstacles to doing business. Larger businesses listed unfair competition by the informal sector, corruption, and political instability as major challenges to growing business.
- Commercial agriculture in Mozambique is a risky, often low-return undertaking that requires major investment in infrastructure, both on-farm (irrigation and machinery) and off-farm (access roads).
- The land administration system does not facilitate formal land transactions, and with land owned by the State, land cannot be used as collateral for financing. This can act as a disincentive for successful smallholders seeking to expand landholdings. However, there is evidence of a growing and active informal land market taking place throughout the country.
- Poor agricultural policy, legal and regulatory frameworks, and lack of implementation of the frameworks inhibit the functioning of input markets, vertical coordination of value chains and input and output market competitiveness. These policy constraints negatively impact agricultural productivity, as they result in low technology adoption, low commercialization, low crop diversification, and high price and market access uncertainty.<sup>10</sup>

**Malnutrition:** In Mozambique, stunting or low height-for-age, affects more than 2 million children under 5 years (43%, and around 69% of children of this age have some form of

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<sup>8</sup> World Bank: 2018 Mozambique Economic Update. World Bank. 2018. Mozambique Economic Update, October 2018 : Shifting to More Inclusive Growth. World Bank, Washington, DC. © World Bank.

<https://openknowledge.worldbank.org/handle/10986/30865> License: CC BY 3.0  
[/GO.'http://documents.worldbank.org/curated/en/931171614625070870/Mozambique-Economic-Update-Setting-the-Stage-for-Recovery](http://documents.worldbank.org/curated/en/931171614625070870/Mozambique-Economic-Update-Setting-the-Stage-for-Recovery)

<sup>9</sup> CTA and SPEED+ Draft Report: [Business Environment in Mozambique: Evolution Or Stagnation?](#)

<sup>10</sup> MCC Binding Constraints Analysis 2021

anemia.<sup>11</sup> Adolescent girls are among the most vulnerable, because during this period of rapid development their nutrient needs are high, and those needs increase with pregnancy. Given that 46% of Mozambican girls become pregnant in their teens,<sup>12</sup> adolescent nutrition is directly correlated with nutrition during pregnancy. Around 54% of Mozambican women of reproductive age (15-49 years) have some form of anemia, and the majority live in rural areas.<sup>13</sup> According to the World Food Program (WFP),<sup>14</sup> 80% of Mozambicans cannot afford an adequate diet. Stunting levels are among the highest in Nampula and Zambezia provinces, with 51% of children experiencing stunting. The first thousand days, from pregnancy until a child's second birthday, offer a window of opportunity to reduce stunting and other forms of malnutrition, including anemia and wasting. This period also has far-reaching consequences for human capital, economic productivity, and national development overall.

In spite of considerable public and private investment in the nutrition sector in Mozambique over the past years, including from USAID, the national stunting and wasting (low weight-for-height) numbers seem to be stagnant for over 10 years<sup>15</sup>. Food insecurity (eating less than three meals a day), poor diet (insufficient nutrient intake), and poverty are contributing factors to malnutrition and stunting. Even when children do consume nutritious foods, environmental issues—such as environmental enteric dysfunction, chronic hygiene problems leading to frequent diarrhea and the presence of aflatoxins that inhibit the absorption of nutrients—also influence stunting. These factors have only been compounded by the COVID-19 pandemic.

**Gender Equality and Women's Empowerment:** Mozambican women and girls are particularly impacted by extreme poverty, the HIV/AIDS epidemic, low levels of education, high maternal health risks, limited economic prospects, and cultural beliefs that disadvantage them. Women and girls are also disproportionately affected by the effects of crises such as droughts and floods and political unrest. Women are at greatest risk of gender-based violence during conflicts, and the effects of war continue for years after the fighting ends as many women are left widowed and struggle to sustain livelihoods for their children.

About 94% of girls are enrolled in primary school, but fewer girls complete a lower primary school education (44% of girls versus 58% of boys).<sup>16</sup> Half of the girls drop out by the fifth grade, only 11% continue on to study at the secondary level, and just 1% continue on to college.<sup>17</sup> Teen pregnancies prove to be a major reason for girls dropping out of school early. Some 30 to 40 % of girls are pregnant before they turn 18 years old.<sup>18</sup> Child marriages are another roadblock to education. Almost half of the girls in Mozambique are married before they turn 18 and around 15 percent are married before they turn 15. As a result, girls must drop out of school to stay home or work to take care of their families.

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<sup>11</sup> USAID/Mozambique. March 2018. Mozambique Nutrition Profile.

<https://www.usaid.gov/sites/default/files/documents/1864/Mozambique-Nutrition-Profile-Mar2018-508.pdf>

<sup>12</sup> 2015 Malaria Survey (IMASIDA)

<sup>13</sup> Demographic Health Survey 2011.

<sup>14</sup> World Food Program. Mozambique Brief. undated. <https://www.wfp.org/countries/mozambique>

<sup>15</sup> DHS 2011, Ministry of Agriculture's SETSAN annual surveillance and National Statistics Institute - Household Budget Survey (2014/15)

<sup>16</sup> World Bank Data. <https://data.worldbank.org/indicator/SE.PRM.CMPT.MA.ZS?locations=MZ>

<sup>17</sup> USAID/Mozambique. <https://www.usaid.gov/mozambique/education>

<sup>18</sup> UNICEF [https://www.unicef.org/mz/wp-content/uploads/2015/07/EN\\_Statistical\\_Analysis\\_Child\\_Marriage\\_Adolescent\\_Pregnancy\\_aw-Low-Res.pdf](https://www.unicef.org/mz/wp-content/uploads/2015/07/EN_Statistical_Analysis_Child_Marriage_Adolescent_Pregnancy_aw-Low-Res.pdf)

Mozambique's overall literacy rate is 47%; female literacy (28%) lags far behind that of males (60%).<sup>19</sup> As a result, women are less literate than men, especially in rural areas (23% of women versus 65% of men). The overall literacy rate for women is worse in Mozambique's populous provinces of Nampula (23%) and Zambezia (21%).<sup>20</sup> Overall, 96% of all working women in Mozambique are unskilled laborers working in the informal sector. Only 4% of working women in Mozambique are formally employed in the government or private sector.<sup>21</sup> Women collect firewood, access water, and gather fruit and other foodstuffs to feed their families, and they are often not engaged in decision making roles beyond their family. Women's lack of economic assets and collateral (including land) hinders their access to credit and their ability to gain a livelihood, and compounds the cycle of gender inequality.

**Youth:** Youth constitute the majority of the population in Mozambique, and, in general, they are better educated than their parents. Many have reached higher levels of education, often being the first in their family to attain middle or higher education. However, many still lack decent employment, quality education, and health care, and they feel marginalized from mainstream society as they try to survive through odd jobs and precarious livelihoods in the informal economy. A brief snapshot of statistics relating to youth in Mozambique is listed below:

- 66% of the population is under the age of 24<sup>22</sup>.
- While youth are better educated than their parents, the quality of education is often poor, and literacy rates remain low.
- Many young people still lack decent employment and feel marginalized from mainstream society as they try to survive through odd jobs in the informal economy.
- Nearly half a million people join the workforce every year in Mozambique - a major challenge if jobs are not created at a corresponding rate. The largest population concentration is in the North, an area that has been historically neglected by the central government.
- According to the USAID/Mozambique [Cross-Sectoral Youth Assessment](#),<sup>23</sup> the majority of young participants, especially in rural areas, requested support to engage in modern agricultural production and services, jobs in agribusiness, as well as "green" jobs and environmentally friendly enterprises. While urban youth were dismissive of jobs in agriculture, rural youth demanded more entrepreneurial skills and technical training in agribusiness and service provision.

**Environment and natural resources:** Though blessed with abundant water resources, forests, and extensive areas conducive to agricultural production, Mozambique also faces increasing threats from climate-related events and unsustainable natural resource extraction. Some of the threats to Mozambique's natural resources include:

- Destructive agriculture and extractive practices
- Poaching
- Climate change

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<sup>19</sup> TOP 10 FACTS ABOUT GIRLS' EDUCATION IN MOZAMBIQUE . Feb 2019. <https://borgenproject.org/top-10-facts-about-girls-education-in-mozambique/>

<sup>20</sup> Ibid

<sup>21</sup> USAID June 2019. Gender Assessment Report for USAID/Mozambique - Final Report. [https://pdf.usaid.gov/pdf\\_docs/PA00WGW3.pdf](https://pdf.usaid.gov/pdf_docs/PA00WGW3.pdf)

<sup>22</sup> <https://www.usaid.gov/sites/default/files/documents/CDCS-Mozambique-December-2025.pdf>

<sup>23</sup> conducted by the USAID Mozambique M&E Mechanism and Services (MMEMS) activity in 2020. (Document in DEC and not currently available)

- The government’s low capacity to sustainably manage natural resources.
- Competing demands from internal and external investors and continuing population growth and the consequent increasing demand for food and natural resources continue to place unsustainable pressure on limited resources.
- There is a growing trend towards agricultural extensification due to low productivity and high population growth. This is accompanied by deforestation (also caused by charcoal production), and poor agricultural stewardship which depletes soil fertility, threatening the viability of both productive and natural landscapes.
- Mozambican farmers face a wide variety of weather-related risks, including frequent and unpredictable floods, droughts, cyclones and hailstorms.
- Globally, there are now 400 extreme weather events every year, four times as many as in 1970 (The Economist, 2017). The direct costs of these extreme events in the form of lost lives, assets, and habitat are evident.
- These shocks lead to a loss of financial resources and productive assets, financial uncertainty that impacts both households’ welfare and investments in productive activities, and diversion of resources from other priorities such as nutrition, children’s education, and healthcare.

## **B.2 Summary of Relevant USG, Government of Mozambique, and Donor Activities**

### **B.2.1 Relation to USAID/Mozambique Country Development Cooperation Strategy (CDCS)**

Through Premier, the Awardee will support the overarching USAID/Mozambique Country Development and Cooperation Strategy (CDCS) Development Objective Two (DO2): **“Diversified and Inclusive Economic Growth”**, by supporting the achievement of **Intermediate Result (IR) 2.4: Profitability of Agriculture and Other Targeted Enterprises** through more profitable and competitive agribusiness, and increasing entrepreneurship and technical capacity, particularly for youth to achieve the Premier activity-level goal of: **“Increased Agriculture-Based Incomes”**.

### **B.2.2 Premier links with other USG activities**

The Premier activity will seek opportunities to complement, reinforce and, where possible, layer with USAID and other development partners’ programs to enhance collective impact and improve efficiency of implementation across programs. This collaboration would leverage resources, cultivate learning across projects, and identify opportunities to amplify impact.

A few examples of existing and planned USAID/Mozambique activities with which Premier should seek to collaborate include the following:

**RESINA:** Premier is intended to be highly complementary to RESINA, a new activity in Nampula and Zambezia provinces that will focus on developing resilient livelihood strategies (linked to market systems where possible), to support smallholders, women, and youth, by supporting access to affordable quality services and products, and by expanding economic opportunities. RESINA will work at the community and household levels, while Premier will work with and through the private sector to develop new and innovative business models that serve the agricultural sector, including links with smallholder farmers and youth.

**Resilient Coastal Communities (RCC):** Similarly, Premier should link closely with the RCC activity, which aims to increase employment and enterprise development (especially for

youth), and improve coastal resource management in coastal areas of Nampula and Zambezia. Premier will work to link market systems and support value-addition enterprises to help drive demand for responsible agricultural and fisheries products and services while fostering agribusiness development for job creation.

**FTF Innovation Labs:** Premier should seek opportunities to integrate the technical expertise and cutting-edge research and development through the FTF Innovation Labs develop, to develop, test, validate, commercialize, and scale up the most promising technologies and innovation. The FTF Innovation Labs are USAID/Washington-funded activities focused on innovative agricultural research and developing and scaling technologies in Mozambique.

**USAID Southern Africa Trade and Investment Hub (TradeHub):** engages with partners across the region to increase sustainable economic growth, global export competitiveness, and trade in targeted Southern African countries. It supports these objectives by increasing exports from Southern African countries to South Africa and the United States (under the African Growth and Opportunity Act [AGOA]), boosting capital and technology flows from South Africa to other Southern African countries, and providing targeted trade facilitation support to Mozambique. The USAID TradeHub works with market actors to identify and resolve enterprise constraints and implement sustainable solutions through market-based trade and investment facilitation services. Premier should look to partner with the TradeHub in support of achieving desired objectives.

Premier will also leverage resources from other USAID investments, including the access to equity and finance through the **Development Finance Corporation (DFC)**, former loan portfolio guarantee facility under the **Development Credit Authority (DCA)** instrument, and microfinance opportunities that aim to expand access to finance for agricultural producers and agribusiness. Premier's "on the ground" presence will also be complementary to the USAID policy project **SPEED**. Collaboration will be important to help identify sector groups to drive policy change, to track the effects of policies on the ground and to provide input to **SPEED** on policy barriers that hinder the competitiveness of market systems.

The **USAID SPEED** policy activity will coordinate across the mechanisms to support policy and enabling conditions, and governance that are directly tied to the success and sustainability of activity interventions. The purpose of the USAID SPEED program is to provide expert technical services to the Government of Mozambique and private sector in agriculture, trade facilitation, health, energy, water and biodiversity and conservation. The activity will also support policy reform and implementation that strengthens economic governance and public financial management, and enhances the role of civil society, supporting Mozambique's ability to plan, manage, and finance its own development as part of the long-term journey to self-reliance.

The Premier activity should identify opportunities to collaborate with and leverage impact from other USG planned investments, including but not limited to: the Millennium Challenge Compact (MCC) focused on agriculture and rural roads, the **Resilience and Food Security Assistance (RFS)** program to be funded by the USAID Bureau of Humanitarian Assistance in central Zambezia province (with a focus on improving nutrition and food security), USAID/Mozambique's Small Town Sanitation (STS) and Transform Nutrition activities.

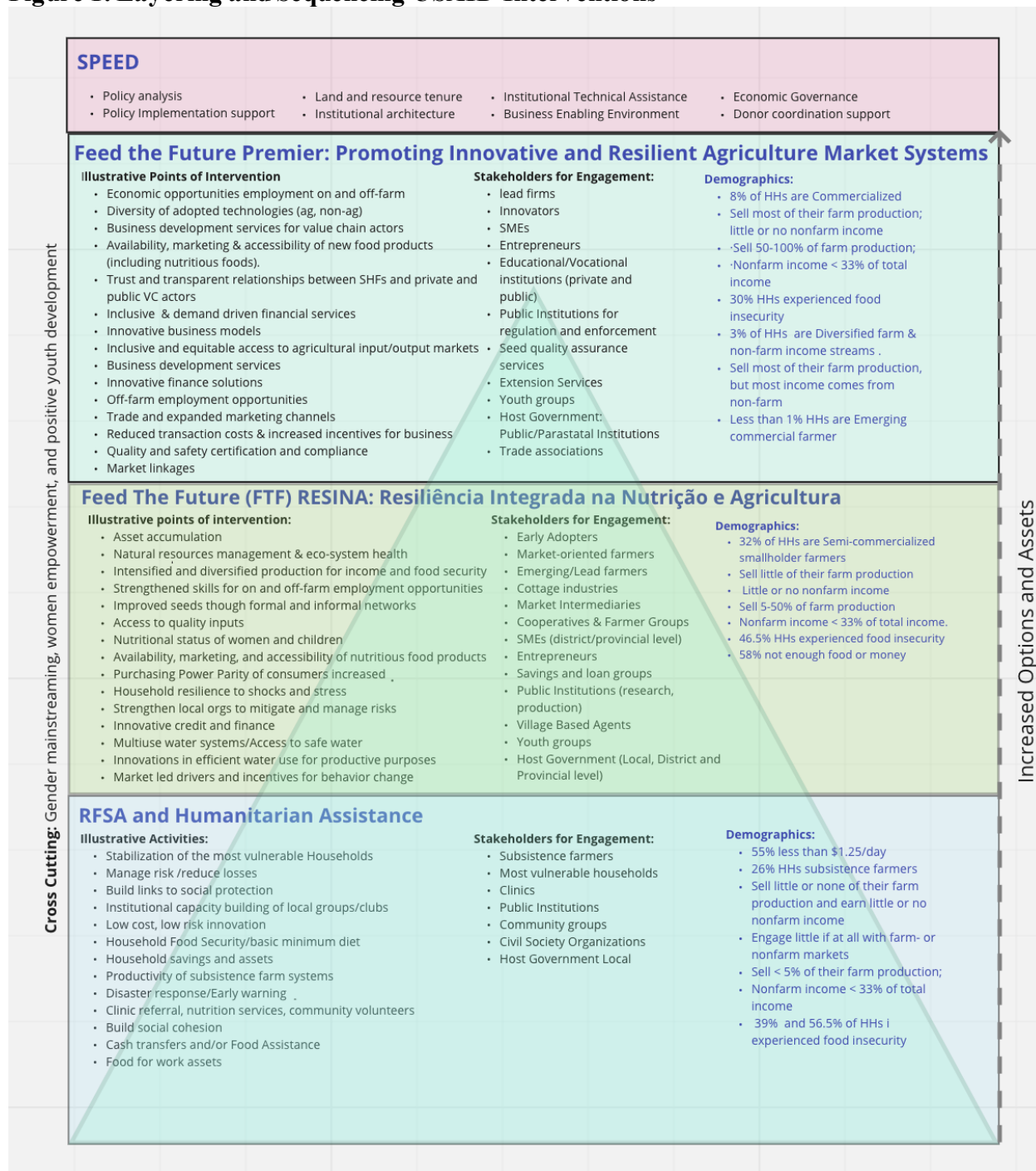
The following Figure 1 illustrates how several of the USAID activities are intended to layer and sequence interventions to achieve more resilient populations and communities. The approach to building resilience is a stepwise process that builds the distinctive resilience

capacities of households and systems according to the level of vulnerability, abilities and assets. The lowest tier in Figure 1 envisions the Bureau of Humanitarian Assistance Resilience and Food Security Activity (RFSA) as the initial intervention for the most vulnerable populations (in parts of Zambezia), and concentrates on stabilizing households and building social, financial and physical assets. RESINA becomes the next layer of the triangle, building on the outcomes of RFSA, and further building adaptive resilience capacities to manage risks - with low cost/no cost technologies such as row spacing, diversifying agricultural production and managing natural resources.

The third tier aims to build transformative capacities. The Premier Activity will incentivize lead firms and SMEs to deepen and broaden their networks to reach non-traditional clients (smallholder farmers, women, youth), and will provide support to these firms to develop innovative business models to strengthen win-win, sustainable relationships between buyers, sellers, service providers, and consumers. Expanding the markets and increasing their competitiveness will generate income for commercially oriented producers and economic opportunities for those who no longer farm, as well as for non-commercial subsistence farmers.

Applicants shall propose a focused portfolio of interventions to drive scale of results and maximize impact of investments. The Applicant shall propose a holistic set of interventions focused on feasibility and sustainability of results and impact at individual, community, and/or system-levels.

Figure 1. Layering and Sequencing USAID Interventions



### B.2.3 Relation to Government of the Republic of Mozambique (GRM) Priorities

The GRM’s Five Year Plan (2020-2024) outlines its priorities to improve the well-being and quality of life of Mozambican families, reduce social inequalities and poverty, and create an environment of peace, harmony, and tranquility, with a strong emphasis on creating employment. The overall objective is to achieve a “*diversified and competitive economy, intensifying the productive sectors with the potential to increase income generation and create more job opportunities, especially for young people.*”

The GRM Five-Year Plan proposes to boost growth, productivity, and competitiveness of the agricultural and industrial sectors, and sees agriculture as the engine of growth that supplies

and stimulates industrial development and catalyzes job creation. It also prioritizes social and economic stability and climate change adaptation through building the resilience of vulnerable populations and communities to withstand and recover from various shocks and stressors.

The GRM devotes more than 10% of its budget to the Agriculture sector, with the **SUSTENTA** program being a major part of this investment beginning in 2020. It is a high-priority activity for the GRM, with its focus on supporting small commercial farmers as change agents and/or as suppliers of inputs and services to smallholder farmers. It will be critical for Premier, in cooperation with other USAID resilience (RESINA, RFSA, RCC) and policy (SPEED) activities to engage and coordinate with SUSTENTA to promote mutual understanding of proven approaches to incentivize market systems development and to avoid crowding out market-based approaches in order to sustainably grow the agricultural sector.

#### **B.2.4 Relation to Other Donor Programs**

**Innovations for Agribusiness (InovAgro)** is a Swiss Agency for Development and Cooperation (SDC)-funded project which uses a Market Systems Development (MSD) approach to improve the incomes and economic security for 30,000 small scale farmers (40% women), in three provinces in Northern Mozambique (Nampula, Zambezia, and Cabo Delgado). InovAgro supports initiatives to develop stronger, more inclusive, commercially driven and competitive market systems for agricultural input supply (especially seeds and crop protection products) to female and male smallholder farmers (SHF); output marketing (improve the efficiency of SHFs' sales of their production); and access to finance for SHF to purchase inputs and for traders to purchase products. InovAgro engages with key market actors to strengthen the supporting institutional and policy/enabling environment to address systemic constraints of smallholder agricultural development. Through increasing participation of farmers in commercial value chains, increasing commercial transactions between private sector enterprises and farmers, the activity seeks to grow market-oriented relationships and effective coordination of supply and business transactions in the agribusiness sector. The InovAgro project started in January 2011 and is in Phase III, running until December 2022.

**iDE** creates income and livelihood opportunities for rural Mozambican households through a multitude of interventions. Their project uses a Farmer Business Advisors model to promote resource-smart technologies such as drip irrigation systems, pumps, and post-harvest storage, and trains and supports village-based agents who bring high-quality agricultural inputs to small-scale farmers. iDE has established Agribusiness Service Centers to support these agents, with market links to suppliers and buyers, and is building their entrepreneurial skills. iDE helps build resilience of rural households to climate extremes through the use of climate-smart agricultural technologies and practices. It has created a revolving fund to facilitate in-kind loans for inputs, equipment and services, and in 2016, iDE became a partner with the microfinance institution Kiva, to expand farmers' finance options. Strengthening women's participation in rural value chains and increasing their access to technology, know-how, finance, and markets are at the center of iDE's approaches and interventions.

The **Financial Sector Deepening Mozambique (FSDMoc)** is a facility for financial sector development with a focus on expanding levels of inclusion. Investments are directed to provide insights to address constraints in the financial market, helping to diversify Mozambique's economy and bringing prosperity and economic resilience to Mozambique's people. At the core of their strategy are women, youth and the rural low-income population,

as well as small businesses that lack access to appropriate and accessible financial services. Support is provided to key stakeholders to both innovate and expand financial services, using technical expertise and targeted funding to boost their capacity to serve their clients. The project is funded by the U.K. Foreign, Commonwealth and Development Office (FCDO) and Sweden.

**TechnoServe (TNS):** TNS/Mozambique works with enterprising men and women in the developing world to build competitive farms, businesses and industries. It has a strong gender focus in its activities. TNS implements a range of activities with funding from various sources including USAID/Mozambique, FTF and the U.S. Department of Agriculture (cashews, bananas). In Mozambique, they have implemented many market systems-oriented projects that generated opportunities for small-scale rural producers and suppliers, in addition to new employment opportunities for the rural poor. TNS has supported the cashew and poultry value chains in Mozambique and a Market Systems Development activity (FTF/INOVA). The CATALISA program for Developing Agribusinesses and Empowering Youth in Cabo Delgado promotes horticulture and poultry value chain development. Their Coalition for Smallholder Sourcing was dedicated to generating evidence on innovations in smallholder sourcing to improve outcomes for farmers and companies, as well as promoting broad-based adoption of effective innovations; the Connected Farmer Alliance (CFA) is a public-private partnership that aims to increase revenues for agribusinesses and agricultural value chain service providers. With Sida support, TNS is supporting a MSD activity for Women's Economic Empowerment and entrepreneurship.

**IFAD PROCAVA** was officially launched by the Government of Mozambique and the International Fund for Agricultural Development (IFAD) in December 2020. The objective of the Inclusive Agri-Food Value Chain Development Program (PROCAVA) is to improve rural livelihoods, food security and resilience. All are critical needs in view of pandemic and climate change impacts for the country's most vulnerable populations. PROCAVA aims to increase incomes, improve food security, boost the nutritional status and build the resilience of at least 902,500 small-scale farmers in 75 districts across the 10 provinces of Mozambique. PROCAVA is a ten-year activity that builds on the success of the previous IFAD-supported project for Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors. The program will target five value chains: select horticulture commodities, red meat (cattle and goats), poultry, cassava, and legumes.

**PROMOVE-Agribiz** is an EU funded activity to improve rural competitiveness in Nampula and Zambezia provinces. PROMOVE-Agribiz includes support to energy, rural roads, biodiversity, and nutrition. It will focus on supporting the development of small-scale, sustainable commercial agriculture with the objective of improving small producers' productivity and resilience, enhancing the provision of support services (including financial and rural extension services), fostering commercial partnerships with enterprises and increasing the availability of commercial operational services along value chains. Priority value chains of cashew and quality seeds will receive specific support as priorities identified in the Jobs and Growth compact for Mozambique.

**MozTrabalha** is financed by the Government of Sweden and implemented by the ILO. The project seeks to create and improve employment outcomes in both urban and rural areas by focusing on the implementation of employment-intensive infrastructure investments and green enterprise solutions, and by creating opportunities to access productive employment for women and female-headed households. The project pursues a market systems development approach as the unifying framework. The application of this methodology has been supported

by ILO's project The Lab. ([https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_647055.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_647055.pdf))

**GAPI AgroInvest Program** was designed by public and private Mozambican entities to promote SME agri-businesses in Mozambique. The program is supported by DANIDA (Danish International Development Agency). Agro-Invest is implemented nationwide, with a budget of US \$35.6 million, of which \$33.1 million are provided by Denmark and a reinforcement of US \$2.5 million mobilized by Gapi-SI. The objective of the program is “to increase economic growth and business creation, job promotion and increase competitiveness and productivity of small and medium-sized private enterprises in Mozambique” through three integrated components: a) increase SME operators in the agribusiness value chains, through support to national entrepreneurs; b) loan guarantees for agribusiness to increase investments through better access to credit and; c) improve the business enabling environment by strengthening MADER's capacity to manage and promote effective policies and interventions in agriculture.

The activities listed above are just some examples of market systems approaches in Mozambique with which Premier should engage and/or coordinate to standardize approaches, promote mutual understanding and learning of proven approaches and complement efforts towards the agricultural sector growth, poverty reduction and increased food security and smallholder farmers' incomes.

## **B.5. Geographic Focus, Target Population, and Commodity Selection**

### **B.5.1 Target Districts**

Premier will focus on all districts feeding into the Nacala Corridor, which is located across central Nampula Province in northern Mozambique. Agribusiness activity along the Nacala Corridor stretches into northern Zambezia, southern Niassa, and southwestern Cabo Delgado provinces. Nampula and Zambezia are two of the most populous and poor regions of Mozambique, but with high potential for agriculture, trade, fisheries, and agribusiness due to the presence of fertile agricultural land, water resources, infrastructure (the Port of Nacala and the road and railroad linking the Port to the interior of Mozambique, Malawi, and Zambia), and the presence of active agricultural processing and input/output supply chains.

### **B.5.2. Target population/groups**

The overriding goal of Premier is to increase agriculture-based income and jobs in the target areas along the Nacala Corridor, thus driving inclusive growth in the agriculture sector. The interventions under this activity will primarily benefit **large, medium, small agribusiness and micro** enterprises that are linked to smallholder farmers. Example agribusinesses to target might include input suppliers, commercial producers, processors, traders, agricultural service providers, financial service providers, and agricultural commodities exporters. The Activity will foster viable partnerships that maximize incomes for smallholder farmers and young women and men and promote inclusive growth.

Private sector partners may include large international/Mozambique corporations, lead firms, medium and small agribusiness firms, small and micro agribusiness enterprises (with a focus on women- and youth-owned businesses where possible), commercial farmers, agro-input companies, agro-processors, commercial banks, industry associations, etc. Criteria for selection of partnerships include geographic and commodity focus, innovation, resources

mobilized, beneficiaries, and potential for increasing incomes and/or employment opportunities.

The Recipient will work with public and private enterprises to leverage resources, technologies and markets to further support value chains and farmers at all levels, from small producers to emergent farmers to commercial enterprises (input suppliers, producers, processors, traders, exporters, etc.). Partnerships may include activities such as: increasing agricultural productivity and product quality for smallholders (including through innovative models to increase access to and utilization of inputs, provision of agricultural services, land preparation, etc.), support smallholder farmers and SMEs linkages with markets and finance services, support for sustainable fisheries and marine product value chains, support livestock production and processing, reducing post-harvest crop losses, enhanced marketing and transport services, support for value added processing (including food fortification), building capacity and competitiveness of agricultural cooperatives and agribusinesses, youth entrepreneurship development, empowerment of women entrepreneurs, support for nutritional processing opportunities along the value chains, and building resiliency of agricultural market systems in the face of economic shocks and climate change impacts. Specific strategies should be developed to help marginalized populations overcome the unique obstacles they face to participate in mainstream, viable markets.

### **B.5.3. Commodity Selection**

The Applicant shall provide the overall method and rationale for selecting a portfolio of value chains that aligns with the objectives and principles of Premier, and as entry points into agri-food systems. The Recipient will finalize target commodities post award for USAID's approval, and will be responsible for conducting an analysis to demonstrate that proposed commodities are allowable under the Bumper's Amendment (FY 2021 Act, Sec. 7025(b)). USAID/Mozambique will review the analysis and make a final determination about proposed commodities. The Recipient should consider the following criteria for selecting value chains, per the categories listed below. By taking this portfolio approach, **each commodity/market system/value chain does not need to meet every criterion**. Rather – taken together – the set of value chains need to address the set of criteria:

- **Competitiveness Potential** in targeted markets;
- **Impact Potential** to positively impact on large numbers of the target groups
- **Cross-cutting Issues:** 1) inclusion of smallholders, of youth and women; 2) contribution to reducing gender gaps and strengthening women's empowerment; and 3) strengthening adaptation to climate change.
- **Industry Leadership** to invest time and resources, commitment to addressing constraints to smallholders' participation in the value chain, and a willingness to work with other stakeholders to solve industry-wide problems.
- **Employment Potential** to offer on and off-farm employment opportunities, particularly for women and youth
- **Nutrition:** Value chains that address the nutritional gaps for women and children
- **Geographic alignment** with other USAID/Mozambique resilience-related investments, other donors, and/or the private sector.

### **B.5.4. Targets of Opportunity**

Where important targets of opportunity to increase PREMIER's impact exist in areas outside the selected priority zones and implementation sites chosen by USAID, the Applicant is

encouraged to propose a rationale for engagement in these areas. USAID will assess the Applicant's potential ability to contribute to successful program performance based on the following criteria: (1) the degree to which they are consistent with and contribute to the objectives of Premier; (2) the extent to which they can produce tangible results within the lifetime of the Premier activity; (3) the likelihood that they can demonstrate achievements that can inform and augment results in support of the criteria for implementation as defined above; and (4) degree to which activities are complementary to, or have the potential to be complementary to other USAID programming in the area (particularly programming for agriculture-based economic opportunities).

During the life of the award, any proposed targets of opportunity will not utilize more than 20% of the total funding available for engagement in the Activity's selected implementation sites. Targets of opportunity may include building engagement with private sector actors, civil society, community-based organizations, local/regional government structures, local academia institutions, other USAID programs, other donor programs, and potentially other options that clearly contribute to activity objectives.

### **B.6. Activity Objectives and Expected Results**

Inclusive market system development provides the conditions and incentives to “pull” smallholder farmers and SMEs into competitive value chains, thus creating economic opportunities on farm (for those producers with sufficient resources and capacity to achieve higher returns to agriculture), and also creating on and off farm employment opportunities through expanded development of goods and services (e.g. for youth, women, and subsistence farmers with little profit potential in their agricultural operations.)

The Market Systems Development (MSD) approach should build the capacity and resilience of local market systems and market actors, by strengthening the incentives, diversifying products and services, and leveraging the resources of individuals and the private sector to develop business models that respond to customer needs. This includes fostering the growth of enterprises for agricultural service delivery and transportation and growing the consumer base for agricultural inputs and commodities targeted for the local and export markets. Special emphasis should be placed on growing and supporting enterprise development among youth and women for agricultural services, inputs, value-added and processed products and commodities and trade. Competitive agricultural market systems enable intensification and diversification into higher-value agricultural commodities and nonfarm activities, which leads to higher incomes and improved food security. Specifically, an inclusive market system development approach catalyzes a process that results in a market system that is:

**competitive**—system actors are able to effectively innovate, upgrade, and add value to their products and services to match market demand, grow market share and/or respond to changing markets;

**inclusive**—delivers a sustainable flow of benefits to a range of actors, including firms, women and youth, and smallholder farmers, as well as to society as a whole through increased incomes, employment, and economic growth.

**resilient**—system actors are able to address, absorb and overcome shocks and stressors

**sustainable**—a market systems approach stimulates organic change and innovation that will continue to grow beyond the life of the project.

Intensification and diversification can be targeting domestic, African regional and international markets - wherever Mozambican products are competitive. With an increase in

private sector investment and competitiveness, and support for inclusive, resilient, and sustainable market systems paired with other interventions that foster household resilience, these efforts will result in widespread poverty reduction and diversified sources of incomes for rural families.

### **Premier Activity Theory of Change:**

The Goal for the Premier activity is to **“INCREASE AGRICULTURE-BASED INCOMES AND EMPLOYMENT IN TARGET AREAS”**

To achieve this goal, we propose the initial Theory of Change for the FTF Promoting Innovative, and Resilient Agriculture Market Systems (Premier) Activity would read as follows:

*"If agribusinesses are assisted to develop innovative and competitive business models for input, output, and finance markets, and to expand and build relationships with their customer base (i.e., producers, suppliers, agribusinesses and end buyers), then demand and productivity will increase, agriculture market systems will be more robust and inclusive, there will be diversification into higher value agricultural commodities and services, and agricultural incomes and employment will increase."*

Applicants are encouraged to propose Results Frameworks that will address these overarching goals of the Premier activity. A final Results Framework and Theory of Change will be jointly agreed upon post-award, between USAID/Mozambique and the successful applicant, as explained in more detail below.

Through Premier, the Awardee will also support the overarching USAID/Mozambique Country Development and Cooperation Strategy (CDCS) Development Objective 2 (DO2) of **“Diversified and Inclusive Economic Growth”**, by supporting more profitable and competitive agribusiness, and increasing entrepreneurship and technical capacity, particularly for youth and women (*see section B.2*).

To contribute to the achievement of USAID/Mozambique CDCS DO2, and in support of the Activity-level goal of: **“Increased Agriculture-Based Incomes”** Premier will contribute to the following sub-Objectives:

1. Increase profitability of agricultural enterprises
2. Strengthen and expand access to markets and trade for farmers and SME<sup>24</sup>
3. Increase access to financial services for farmers and agribusiness SMEs

Cross Cutting: Positive youth development and women’s empowerment

*The awardee will finalize a Results Framework and a Monitoring, Evaluating and Learning (MEL) plan for AOR review and approval within 90 days. The Framework and MEL plan will contribute to measuring progress in reaching the DO objective of “Diversified and Inclusive Economic Growth” and include USAID FTF indicators<sup>25</sup>.*

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<sup>24</sup> Small and Medium Enterprises are defined as having a turnover of \$15K to \$3.2M.

<sup>25</sup> <https://agrilinks.org/post/feed-future-indicator-handbook>

To contribute to the achievement of DO2 and to achieve the Activity-level goal, Premier will support the following sub-objectives:

### **Sub-Objective 1: Increase profitability of agricultural enterprises**

Agriculture has the potential to become the engine of economic growth in developing markets, especially when linked with smallholder farmers, but typically the sector is constrained by a lack of resources, and poor access to the technologies and markets needed to become competitive and profitable. Increased access to and adoption of productivity and quality enhancing technologies and practices is often constrained by lack of sustained links to agricultural service providers in rural areas, inadequate availability of information/extension services, poor stewardship of the natural resource base, and lack of market incentives to increase productivity and competitiveness to meet market demand. Smallholder farmers have weak relationships to other actors in the market systems, and private sector firms do not have strong incentives to provide goods and services or to source from widely dispersed farmers with low volumes and often poor-quality products. To increase the number of profitable agricultural enterprises (for agricultural production, processing, and services), the activity should strive to achieve some of the illustrative indicators listed below, with the understanding that final indicators will be presented in the Activity MEL Plan, and agreed with USAID/Mozambique following award. By increasing profitability of agriculture enterprises, jobs (especially for youth and women) and demand for local goods, services and labor will also be increased.

#### *Mandatory FTF Indicators:*

- EG.3.2-26 - Value of annual sales of producers and firms receiving USG assistance [IM-level];
- EG.3-10 - Yield of targeted agricultural commodities among program participants with USG assistance [IM-level];

#### *Sample Indicators:*

- Number of USAID-supported agricultural service and technology firms that are profitable
- Profit generated by farms and firms receiving USG assistance
- Gross profit Margin or Return on Investment of the Agribusiness firms

### **Sub-Objective 2: Strengthen and expand access to markets and trade for farmers and SMEs**

Access to markets is a major driver of agricultural productivity, providing the necessary incentives for producers to upgrade and invest in their farming business. Successful agriculture-led, pro-poor growth strategies depend on increased agricultural sector productivity, improved access to domestic, regional and global markets, and on the ability of smallholder producers and SMEs to respond to new opportunities for production and trade, including successful integration into input/output regional and international markets.

#### *Mandatory FTF Indicators:*

- EG.3-g - Employment in the agri-food system

- EG.3.1-c Value of targeted agricultural commodities exported [National-level]

*Sample Indicators:*

- Number of agribusiness firms accessing new domestic and export markets (including premium and niche markets).
- Number of agribusiness firms with access to market infrastructure (such as improved storage systems, logistics and transportation and basic retail marketing structures, including ICT solutions).
- Number of agribusiness SMEs engaged in value addition activities
- Number of MSMEs firms with formal contracts with buyers for selling agriculture-related goods and services
- Number of agricultural trade associations that are engaged in advocacy and dialogue for improved agricultural trade and marketing policies.

**Sub-Objective 3: Increase access to financial services for farmers and agribusiness SMEs**

Finance, or lack thereof, is consistently cited by stakeholders in Mozambique's agriculture sector as one of the major factors holding back the sector. Achieving transformation in agriculture through intensification, diversification, and increased competitiveness will require capital investments, working capital, and access to a range of financial services on the part of farmers, agribusinesses and SMEs. The activity will partner with a range of actors (formal and informal) to identify innovative solutions to increase availability of financial tools and services for smallholder farmers and agribusiness SMEs.

*Mandatory FTF Indicators:*

- EG 3-14 - Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition [IM-level];
- EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance [IM-level];

*Sample Indicators:*

- Number of agribusiness firms and farmers that have access to finance (including both formal and informal financing products/services) as a result of USG assistance.
- Number of agribusiness firms that are accessing business development services, financial advisory services, and technical assistance as a result of USG assistance.
- Number of innovative demand-driven finance solutions and services developed for SMEs and smallholder farmers.
- Value of new USG commitments and private sector investments leveraged by USG

**Cross Cutting Sub-Objective:** Expand economic opportunities and employment (on and off-farm) for women and youth

The following indicators are meant to measure the types of systemic changes that might be expected and tracked for youth and gender integration relevant to sub-objectives 1-3. Final indicators should be proposed based on the Recipient's gender and youth analyses and should

reflect the gender- and youth-based gaps (in access to services, in incomes, and in employment) that Premier will focus on narrowing.

*Mandatory FTF Indicators:*

- YOUTH-3 - Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [IM-level];
- GNDR-2 - Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]

*Sample Expected Indicators:*

- Number of youth-owned agricultural enterprises profitable as a result of USG assistance
- Number of women-owned agricultural enterprises profitable as a result of USG assistance
- Number of women and youth employed by agribusiness and agro-processing firms;
- Number of youths participating in internships and entrepreneurial training activities

## C. STRATEGIC CONSIDERATIONS

### C.1. Systems approach.

C.1.1 Markets and food systems:<sup>26</sup> A systems approach recognizes the inter-connections between multiple systems, including markets, the household and community, the natural environment and climate change, the empowerment of women and nutrition, youth, and the policy environment. Approaches will consider the relevant stakeholders and influences within the systems and reconcile how to engage with or without these actors. Emphasis should be placed on facilitating programming through market actors acting on shared incentives, thereby reaching large numbers of beneficiaries within the system with scalable approaches that do not create dependency on donor support.

C.1.2 Local Systems: The Applicant will describe how the activity is expected to engage with local systems. For more information on this approach, see [Local Systems: A Framework for Supporting Sustained Development](#). The Applicant should propose how the Applicant will strategically and effectively engage local entities, local government where appropriate, and the private sector to build enduring capacity for development.

**C.2. Climate Change Integration and adaptation.** Droughts, flooding, and higher temperatures will negatively impact human health, crop and livestock production systems, and their associated market systems; the natural resource base and forest ecosystems. Extreme events—namely, tropical cyclones—will affect already weak infrastructure and damage or destroy coastal ecosystems and livelihoods. The Premier activity will aim to identify and incentivize the private and public sectors to develop and/or disseminate technologies and practices to enhance smallholder commercial producers to anticipate and

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<sup>26</sup> [https://www.microlinks.org/sites/default/files/resource/files/Market\\_Systems\\_Framework.pdf](https://www.microlinks.org/sites/default/files/resource/files/Market_Systems_Framework.pdf)

prepare for climate variability impacts on agriculture and market systems. There are many entry points for integrating climate change adaptation and resilience into agriculture market systems, including through interventions such as: (1) development of climate smart technologies, innovations, and practices; (2) strengthening of human and institutional capacity; and (3) partnerships to leverage resources and incentivize climate change adaptation.

**C.3. Integration of nutrition-sensitive agriculture and food systems framework.**

Nutrition-sensitive agriculture is a food-based approach to agricultural development that puts nutritionally-rich foods, dietary diversity, and food fortification at the heart of overcoming undernutrition and micronutrient deficiencies. The Applicants' strategic approach shall clearly describe the [agriculture to nutrition pathways](#), and take into account the [Food Systems Conceptual Framework](#) to identify entry points for improved nutrition from production through processing and marketing.

Private sector driven and market-based approaches to increase the availability of affordable nutritious foods, including biofortified and fortified products for domestic markets, and protein sources available at the household level (eggs, poultry, small livestock).

**C.4. Integrating gender equality and women's empowerment.** Women play an important role in agriculture but face more severe constraints than men in accessing productive resources, services and markets. Gender equality and female empowerment are a key priority under USAID's Gender Equality and Women's Empowerment Policy (2020). Attachment 1 to this RFA is the 2019 Mozambique Gender Assessment Report. In 2002, the GRM developed a *National Action Plan for the Advancement of Women* as well as a *Gender Equality Policy and Implementation Strategy*. Gender equality is included as an explicit Intermediate Result (CCIR 3) of the Global Food Security Strategy and there is a deliberate effort to impact all programming through the project cycle to ensure more equitable gender outcomes. Gender equality and female empowerment can be partly achieved by ensuring that women engage in and benefit from new markets and job opportunities emerging from increased demand for smallholder production, labor, and goods and services. The Applicant should explicitly state how the activity supports the gender policies and strategies of the United States Government and the GRM. All proposed interventions must be designed using a gender lens and demonstrate gender-responsive and gender-sensitive approaches. **The Recipient will conduct and submit a final gender analysis within 120 days of award, which will include a budgeted gender action plan for USAID review and approval.**

**C.5. Positive Youth Development.** [Positive Youth Development \(PYD\)](#) supports healthy, productive and engaged youth as they grow into adulthood. The PYD approach rests on the idea that youth with more developmental assets are more likely to enjoy academic success, have greater economic prospects, be more civically engaged and be more healthy in the long term. Building pathways for productive engagement of youth in market systems and non-farm and employment is key to the current and future development of the country, and this Activity is expected to focus on youth engagement through agricultural entrepreneurship.

Youth face constraints that others do not. Recognizing those constraints will be critical to developing programs to enhance their opportunities. Activities should include building youth skills in enterprise development. A particular focus on fostering the development of youth owned and operated enterprises in the agriculture sector (including agribusiness, and services), is encouraged. Efforts to engage youth, and especially young women, through establishment of learning events and virtual networks is encouraged. Additionally, efforts to target youth for scholarships to technical institutes to learn about agricultural production,

business development, planning, and management could be another means of actively engaging youth. Youth integration should be part of innovative approaches to build relationships with service providers, financial operators, traders and potential employers and align with policies that encourage employment in the agricultural sector.

**The Recipient will conduct and submit a final youth analysis within 120 days of award, which will include a budgeted youth action plan for USAID review and approval.** The Recipient should develop a Youth Action Plan, with metrics to measure progress, reflective of [USAID's Youth in Development Policy](#) and the USAID [Mozambique CDCS \(2020 - 2021\)](#), to ensure appropriate strategies and approaches are used that meaningfully and promptly engage adolescents and youth in agriculture sector careers, business and income opportunities, and in the activity itself. Systematic monitoring of gender and youth integration should be an integral part of the monitoring, evaluation, and learning (MEL) plan.

**C.6. Self-Reliance and Sustainability.** The proposed approach will build in sustainability from the start and use a facilitation methodology to develop market-led solutions whenever possible. Ultimately all activities should be building the capacity of local institutions, particularly the private sector, and system structures to continue interventions after the activity has ended. Premier's implementation approach will be through facilitation. Facilitation<sup>27</sup> aims to stimulate systemic change without taking a direct role in the market system. It involves working through market participants and ensuring that they are drivers of the change process.

Effective, sustainable solutions require broad engagement and collaboration. The Premier Activity should endeavor to work with and through local entities, community institutions, private sector, and local NGOs. The Recipient should use approaches that seek to demonstrate, scale up, and exit the market in a way that the approaches used will influence the attitudes, incentives, and behaviors of other value chain actors.

**C.7. Environmental Compliance.** An Initial Environmental Examination (IEE) has been conducted for this activity under the 2021 Agriculture IEE for USAID/Mozambique (Attachment 2) and it includes an assessment of climate risks and mitigation measures. This IEE has identified activities that have conditions that will need to be met to ensure that no detrimental environmental impacts will occur. These conditions will be applied and monitored through an Environmental Management and Monitoring Plan (EMMP), to be developed by the Recipient, specifically to monitor implementation of agricultural production, agricultural input, food safety, and water and sanitation infrastructure investments under this activity, and to take mitigation measures to address negative effects of the Activity. The Recipient will integrate, allocate resources to, and implement the EMMP in the Activity workplans and budget. It will also identify expected climate change impacts over the life of the Activity and demonstrate how those risks will be reduced in order to ensure sustainability of the Activity's objectives.

## **D. SUB-AWARD, SUB-GRANTS AND PARTNERSHIPS**

To drive objectives for identifying and supporting local solutions to agricultural development in Mozambique, and in order to build up the capacity of local institutions, the Premier Activity envisions significant support to local entities to achieve sustainable results. The primary mechanism for achieving local solutions will be through sub-awards (grants) to local

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<sup>27</sup> The principles of facilitation [https://www.microlinks.org/sites/microlinks/files/resource/files/Facilitation\\_Brief.pdf](https://www.microlinks.org/sites/microlinks/files/resource/files/Facilitation_Brief.pdf).

entities. The Premier Activity's sub-award can be used to support locally established or local entities interested in developing and expanding innovative financial, entrepreneurial, advisory, or business enhancing services tailored to the agricultural markets that will lead to increased entrepreneurship and job creation for young women and men, build resilient financial service markets and accessible financial products/services, and provide financial advisory services for agribusinesses in the zone of influence. The second mechanism will be sub-grants to private sector partners to scale up innovations and pilot new ways of doing business that engage smallholder farmers. USAID prioritizes extensive engagement with local and international private sector as partners under the sub-grants mechanism, as they can bring advanced expertise, networks and resources needed to sustain innovative economic development and spur market-based solutions to enterprise growth. The goal is to help Mozambique build local capacity and local stakeholders by using international best practices, while leaving strong Mozambican ecosystem players in place.

Sub-grants can be an effective tool to address constraints, create incentives for private sector investment, test, pilot and scale innovative business models, technology solutions, and product development. These grants can also catalyze public-private partnerships, stimulate innovations in support of market systems development, and unlock the transformational potential of market systems in the targeted geographic zone.

The grants also provide Premier with the flexibility to respond to unforeseen opportunities or hazards/constraints. Grants could potentially use a variety of mechanisms and may incorporate co-creation methodologies. Grant mechanisms could include in-kind or technical support, performance-based contracts, fixed-amount sub-awards, challenge funds for private sector, small cash or non-cash grants, 'smart' subsidies and pay-for-performance schemes. The flexible grants fund would help to actively seek windows of opportunity to nurture "non-traditional coalitions of partners" and allow stakeholders to identify and prioritize. Partners should consider how the grants will support adaptability during implementation.

Issues to consider in prioritizing the sub-grant investments include: 1) ability to amplify impact on farmers, women, and youth; 2) potential for demonstration effect, replication and scaling across and within selected market systems; 3) leverage – on the part of partners, recipients, and beneficiaries - and the potential to leverage private, government and/or other donor resources, which should at a minimum be 30% of the sub-grant amount; and 4) the potential impact on transformation, diversification or competitiveness within a market system. Sustainability, resilience and the economic viability of the partnerships and innovations fund should be another important decision factor.

Depending on the situation, disbursements may be made more effective if accompanied with technical assistance and/or training for affiliated partners, recipients, and beneficiaries. It is critical that the Premier Activity's CLA process captures important learning with regard to the grants and sub-award's investment portfolio.

*At a minimum, 30% of the PREMIER budget should be spent on partnerships through sub-awards and sub-grants. Prioritizing what Premier is trying to achieve. Applicants shall clearly identify any interventions or activities that can be leveraged through partnerships and are expected to identify how the sub-awards and grants will be structured and applied.*

USAID strongly discourages exclusive partnerships. local entities may partner with multiple applicants.

USAID will have substantial involvement in approving all sub-awards and sub-grants under this initiative. Sub-award activities and achievements will be closely monitored and information on successful initiatives will be shared regionally and nationally, as well as with USAID and USG stakeholders.

The following are additional USAID mandated requirements regarding the grants program:

- The Recipient must submit a Grants Manual, **no later than 90 days** after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Agreement Officer.
- The Recipient must comply in all material respects with USAID’s Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants.
- USAID retains the ability to terminate the grant activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under grants. The definition of construction is available here: <http://inse.usaid.gov/ADS/300/303maw.pdf>.
- Subawards that provide funds (excluding “in-kind” grants, technical assistance or other activities provided to or on behalf of the partner government entities) to partner government entities for activities to be implemented by the entity must meet the conditions, requirements, and approvals outlined in ADS 303.3.21. The requirements in this section do not apply to subawards to a partner government entity solely for “in-kind” contributions, technical assistance, or other activities provided by the recipient to or on behalf of the partner government entity.
- All grants must be completed six months prior to the end of the project period.

Sub-awards, sub-grants and sub-agreements are used interchangeably in Premier to mean an award of financial assistance made by a prime recipient of USG funding to an eligible partner (sub-recipient).

#### **E. COLLABORATING, LEARNING AND ADAPTING (CLA)**

This activity is expected to contribute to USAID/Mozambique’s commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising new approaches in a continuous yet also rapid and targeted search for generating improvements and efficiencies, and build on what works and eliminate what doesn’t. It is especially critical in collaborating with other partners to layer, sequence and integrate market systems, resilience agriculture and humanitarian assistance programming for greater collective impact<sup>28</sup> in strengthening resilience and reducing humanitarian need.

The Activity must have the flexibility to respond to new opportunities as well as changing conditions, especially when markets are dynamic or volatile. CLA creates the conditions for fostering broader development success by facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; generating and feeding new learning, innovations, and performance information back into the activity strategy to inform activity management, and design; and adapting by translating learning and changing conditions into strategic and programmatic adjustments. For example,

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28 Stanford Social Innovation Review: [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

learning can be maximized by Premier by sharing a collaboration learning agenda (CLA) with the FTF RESINA and SPEED activities.

CLA creates the conditions for fostering broader development success by:

- **Collaborating:** Facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; e.g. enhancing existing stakeholder engagement into learning platforms, substantially coordinating with other USG- or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities (to reduce the collective cost while enhancing shared results faster); programs that are complementary to this activity
- **Learning:** Generating and feeding new learning, innovations, and performance information back into the system to inform program management, design, USG-GRM policy dialogue opportunities and funding allocations; (e.g. creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared ‘learning moments’, conducting analytical review of existing and/or new evidence that may support or contradict common understanding);
- **Adapting:** Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions and game changers, into strategic and programmatic adjustments. (e.g. adjusting work plans to account for contextual shifts or tacit learning from a team’s experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way).

Premier will participate in annual [Collaborating, Learning and Adapting \(CLA\)](#) workshops that will be facilitated through a third-party contract. Through annual reviews, it will maximize effectiveness of activity implementation by collaborating with the broad range of stakeholders where appropriate (including government counterparts), draw on evidence and experience of multiple stakeholders to discuss and share work plans, strategic approaches, test the assumptions in the TOC, share learning derived from implementation, and adapt via iterative course corrections throughout activity implementation.

**The Recipient must ensure focused support, coordination, and collaboration with other USAID activities in the zone of influence.**

## **F. MONITORING, EVALUATION, and LEARNING (MEL)**

### **F.1. Monitoring and Evaluation**

The Activity MEL Plan will be used as a management tool by the recipient and USAID to measure progress against intended results. Performance monitoring is the ongoing and systematic collection of performance indicator data and other quantitative or qualitative information to reveal whether implementation is on track and whether expected results are being achieved. Requirements for implementation of the MEL plan, including the development of needed baselines, should be included in the proposed budget. As outlined in USAID’s ADS 201.3.4.10, the Activity MEL Plan will follow the standard USAID format,

including data sources, disaggregation, collection methodologies, and data quality assessments for each indicator.

The Premier Activity shall have a monitoring and evaluation system capable of tracking and documenting performance against a set of standard and custom indicators. The system also must be responsive to any adjustments to standard indicators or introduction of “custom indicators” as agreed by USAID. Any custom indicators selected should provide more detailed understanding of the impact Premier interventions will have toward achieving the stated objectives. The MEL Plan should include only those indicators that the Mission needs for activity management rather than the entire set of indicators the implementer will use for its management purposes.

The MEL system includes:

- Indicators, associated data and descriptive indices for programmatic activities (consider appropriate data disaggregation - youth, geography, gender, etc.—all person-level indicators should, at a minimum, be disaggregated by sex);
- Baseline conditions measured at the start of the activity.
- Reports required to provide valid activity assessments by the implementing partner.
- Reports required by USAID in conformance with the contract and Agency requirements (e.g. Data Quality Assessments in partnership with USAID/Mozambique).

In developing the MELP, FTF standard indicators should be reviewed from the FTF Handbook (<https://www.agrilinks.org/sites/default/files/ftf-indicator-handbook-march-2018-508.pdf>). There is a complete list of Zone of Influence (ZOI), activity or implementing mechanism (IM)-level, and national-level indicators beginning on page 6. FTF requires activities to report on IM-level indicators "as applicable", meaning that if an indicator is applicable to an activity's interventions, the activity should report on it.

**Note:** As part of the Technical Application Instructions for this RFA, the Applicant is expected to present a draft MELP, in the form of a Table in the application that captures the MAIN performance indicators and targets through the end of the program. It is expected that Recipient will not downwardly adjust targets without acceptable justification in the process of finalizing the MELP, as the proposed targets are an important part of evaluating applications and selecting the recipient(s).

Post-award, the Awardee will refine, in collaboration with USAID, the Results Framework and the MELP for AOR review and approval. A draft MEL plan template is provided in Attachment 3. The MELP will contribute to measuring progress in achieving activity development objectives. USAID is in the process of developing its new Performance Monitoring Plan reflecting its newly approved CDCS therefore, USAID may request the Recipient to add additional indicators. The Premier activity MELP must comply with USAID Policy Directives, the Automated Directives System (ADS) 201 series, on Assessing and Learning for monitoring results and data quality. Premier shall comply with all Data Quality

Assessment requirements as well as any independent outside evaluations of the project performance as conducted by USAID or its auditors.

The Premier implementing partner shall work in collaboration with the USAID Mission and its partners in preparing and finalizing the MELP. Furthermore, the Awardee will comply with USAID and USAID/Mozambique requirements to enter data on a quarterly basis into the Development Information System (DIS). In addition, there may be other reporting requirements given Premier is funded with initiatives in Agriculture (Feed the Future and Global Food Security Initiative<sup>29</sup>).

The Activity's annual work plans will be a basis for joint annual management reviews by USAID and Premier to review program directions, achievements of prior year objectives, any major management and implementation issues, and to make recommendations for changes as appropriate. When proposing changes to the MELP, the recipient shall maintain continuity to the greatest extent possible in order to allow for comparisons over time. To the extent that circumstances, priorities, and activities are refocused in consultation with key stakeholders and the AOR, the Recipient shall seek USAID approval and adjust the Activity MELP accordingly. Given the need for close coordination with the USAID/Mozambique's FTF RESINA Activity, the Resilient Coastal Community (RCC) Activity, and the SPEED Activity, USAID will require Premier to work together on annual work planning exercises. Site visits may occur any time after program start-up. At any time during program implementation, USAID may conduct one or more external assessments/process evaluations. Specifically, an external mid-term performance evaluation is planned to make any needed adjustments in implementation of the activity. A final evaluation will also be conducted by USAID through a third-party entity.

## **F.2 Use of Geographic Information Systems (GIS)**

The FTF Premier activity will layer, sequence, and integrate activities with other USAID resilience focused programming in the Zone of Influence, in particular the FTF RESINA, the Bureau of Humanitarian Assistance (BHA) Resilience and Food Security Activity (RFSA) to be implemented in central Zambezia, Resilient Coastal Community (RCC) Activity, the Loan Portfolio Guarantee under the DFC mechanism, the Transform Nutrition activity in some areas of Nampula District, and the Transform WASH activity currently under procurement. In order to monitor activity location and results, and to better coordinate with these other programs, it will be important to track implementation through use of Geographic Information Systems (GIS), where possible.

USAID Development Data (as per [ADS 509](#)) establishes the requirements governing USAID's development data lifecycle from collecting data to making it accessible and promoting best practice geographic data collection and management. USAID development data are collected, managed, and shared for an intended benefit, such as improved development decision making and accountability and transparency. However, USAID development data may also present some level of data risk in addition to benefit. The

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<sup>29</sup> <https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy>

Recipient should describe what type of GIS data will be collected as well as how the GIS information and data collection will be managed so that GIS data can inform MEL activities.

### **F.3. Evaluation**

**F.3.1 Performance Evaluation:** The Mission will also support a third-party partner to conduct a mid-term performance evaluation approximately 30 months after the award and a final performance evaluation near the end of the award. The Premier implementing partner shall propose an approach to coordinate with an external evaluation team. The Draft MELP should include a proposed approach for i) coordinating activities with an external evaluation, and ii) identifying what performance monitoring data might be needed to support the evaluation. For example, monitoring data at the household and, where relevant, individual or enterprise levels, on the number and type of interventions received would be necessary to evaluate the plausible contribution of the Premier activity to change.

### **G. CRISIS MODIFIER**

Given the potential for known and unknown risks to project implementation, the Crises Modifier (CM) fulfills two purposes:

(1) Allow the reprogramming of up to 20% (or \$5M) of the Total Estimated Cost (TEC) over the life of the activity for contingency planning in the event of a shock or disaster. The contingency planning will be part of the work planning process and should be solidly linked with the CLA approach. The award recipient will develop a simple and practical contingency plan as part of their annual work planning process, which will identify key criteria and conditions for the execution of contingency mechanisms. Contingency planning needs to be developed in a coordinated and integrated manner to promote synergies and value added with other USAID investments in the Nacala Corridor.

(2) Provide flexibility to add up to \$5M in additional funding over the life of the activity. The \$5M should be identified as an unfunded separate CLIN budget line specifically for shock that would only be triggered if/when funds become available. These funds can be programmed through the flexible granting mechanism to support rapid response and recovery from potential crises and shocks that may occur throughout the life of the activity.

Applicants shall clearly explain how they will apply the two aspects of the crisis modifier to prepare for, respond, and recover from shocks and crises.

### **H. KEY PERSONNEL**

Key personnel are considered essential to the work being performed under this award. Please be advised that these are full time positions and must not be shared with other activities. USAID seeks to emphasize its support for capacity building and professional development of Mozambican staff, therefore, the applicant is encouraged to maximize use of local experts in key positions over the life of the activity and seek meaningful gender balance in its overall staffing. **NOTE: USAID reserves the right to determine relevance of education and experience.**

In addition to the key personnel, the Applicant must design a staffing pattern to include core team members and individuals available for short-, medium-, and long-term technical assistance assignments. These individuals should bring technical expertise, innovation, and the capacity to build and maintain successful partnerships. Staff should have extensive experience in the areas of market systems implementation, partnership development, capacity

building of private and public sectors in value chains, policy development, training, implementation, and other related areas.

The Applicant must propose Key Personnel and technical staff that are likely to successfully manage the technical and administrative aspects of the award to achieve the proposed objectives. Applicants must include as part of the Key Personnel component resumes of Key Personnel, letters of commitment, and an indication of the dates that each Key Personnel candidate is available to start work full-time with the activity.

USAID stipulates the following qualifications for the five key personnel positions

**1 Chief of Party** - The Chief of Party is responsible for driving technical innovation in the implementation of project activities, management of project staff, coordination with partner organizations, and establishing an open and constructive relationship with the client. S/he will establish and maintain systems for project operations; coordinate and maintain working relationships with project stakeholders (including ministries, high-level government officials, private sector partners, etc.); manage local implementation teams and collaborate with local partners to strengthen local agriculture systems.

**Responsibilities:**

- Provides strategic direction and technical leadership to produce project results
- Serves as the project's primary liaison with USAID, government counterparts, and local partners/stakeholders
- Provides leadership and technical support specifically for project staff and sub-grantees and subcontractors
- Supervises the project's technical assistance team to ensure a focus on core results, achievement of annual work plan objectives and targets, and timely/effective implementation
- Collaboratively creates and implements a strategic, long-term programmatic vision
- Monitors the progress and pace of project implementation, assuring that the full potential of the program is realized through the promotion of high quality work and internal controls
- Ensures that project budget projections, expenditure, tracking and reporting are in accordance with USAID requirements, procedures and practices
- Leads the development and production of all project deliverables
- Ensures that lessons learned and best practices are documented and shared

**Qualifications:**

- Master's degree and at least 10 years of senior-level international project management experience in designing, implementing, and/or managing large, complex agriculture or private sector development projects.
- Demonstrated history of adapting based on learning; proven collaboration with key stakeholders at national, local, and community levels; and the ability to cultivate a team culture that develops and rewards learning, collaboration, innovation, and change.
- Technical expertise in agricultural economics, marketing, agriculture, business, international development or related fields
- Minimum of 5 years of demonstrated senior supervisory experience, with at least 2 years' experience managing or implementing agriculture-focused projects in Africa
- Familiarity with policy issues surrounding agricultural growth and poverty reduction, M4P, market systems development (MSD) approach, private sector development
- Existing familiarity with the USAID program management strongly preferred

- Experience designing and implementing gender-sensitive and/or -responsive development programming preferred
- Excellent written, oral and presentational communication skills in English required.

**2. Technical Director** - The Technical Director will provide technical support to the Chief of Party (COP) and shall be responsible for leading the technical implementation of Premier's activities. The Director will supervise the work of the Portfolio Managers located in both the Nampula and Zambezia offices.

**Qualifications:**

- A master's degree in agricultural development, agricultural economics/marketing, agribusiness or a related field.
- 5 years of experience or more as the technical manager for donor-funded value chain, M4P, and/or Market Systems Development projects integrating inclusion issues.
- Demonstrated success using facilitation in at least one of the following: the USAID value chain approach, M4P, or Market Systems Development approach, which led to greater competitiveness and inclusiveness in markets.
- Fluency in English and demonstrated experience with conducting market systems and value chain analysis and developing work plans are desired.
- Excellent oral, written, collaboration and interpersonal skills

**3. Grants Manager** - The incumbent will provide leadership and direction for USAID funded sub-grants activities under Premier; oversee the financial administration of government grants; ensure that project staff accomplish their approved program initiatives and meet compliance and reporting requirements. Assist in the budget development process and perform budget analysis duties as assigned by the Chief Financial Officer or his/her designee.

**Responsibilities:**

Ensure compliance with the rules and regulations established in the Grant Manual and administered by the grantor; oversee special audits conducted by grantor.

Perform functions of financial administration and reporting to include, but not limited to: preparation and timely submission of grant applications and reports, development and adjustment of associated budgets, coordination of budgeted funds, screening and processing requests for expenditures and ensuring the timely application for reimbursement.

- Monitor interventions and programs funded by grants to ensure compliance with grantor guidelines.
- Assist in evaluating and administration of subgrants.
- Oversee the preparation and timely submission of grant applications, application amendments, and budget transfers.
- Perform related work as required.

**Qualifications:**

- Bachelor's degree in business administration, finance or related field. Master's degree is encouraged"
- At least five years of demonstrated experience in managing grants, partnerships and other types of financing instruments for private sector development
- Experience with managing projects that support agribusiness or access to finance is desired
- Experience managing a grants activity is desired
- Fluency in both Portuguese and English

**4. Monitoring, Evaluation & Learning (MEL) Manager** - The Incumbent will manage a team of two M&E assistants, based in the field offices, and a Communication Specialist, based in the main office in Nampula, and will be responsible for leading and delivering all of the project's M&E activities and reporting, as well as all activities related to Collaboration, Learning and Adapting initiatives. The ME&L Manager will also be responsible for the fostering of a culture of learning and adapting across the whole of the Premier team. S/he will be responsible for defining measurable results (milestone based) to be achieved by the partnerships with the private sector and define the CLA and MEL calendar of activities, lead the FTF Premier team in delivering the same, and ensure that clear learning objectives are defined. The MEL Manager will also be responsible for the drafting of quarterly and annual project reports to be submitted to USAID, as well as for baselining and reporting on specific indicators as agreed with USAID from time to time. S/he will be supported by the program's Technical Director and the Chief of Party, by the M&E team for which s/he will directly be responsible for, as well as by short term consultants as needed.

**Qualifications:**

- Education and technical expertise in a field related to monitoring, evaluation, knowledge management and learning.
- At least 5 years (preferably 7) of experience in managing performance monitoring plans, evaluation, collaboration and learning, preferably with knowledge of USAID's CLA approach and measuring systemic change.
- At least 5 years (preferably 7) of practical experience in using monitoring and evaluation and learning activities to inform activity implementation and results.
- Experience with projects that use market systems or value chain approaches is highly desirable.
- Experience managing an M&E system for a Feed the Future activity is desired
- Fluency in both Portuguese and English
- Excellent computer and oral and written communication skills

**5. Finance and Compliance Director** - The Incumbent will provide support to the Chief of Party (COP) to ensure efficient management of the operational aspects of the project, as well as overall compliance with contractual requirements, policies, USAID regulations, and local law. He/she will be responsible for the overall management of finance, procurement and personnel, facilities and property, and policies and procedures. He/she will supervise the Accountant, Procurement Officer, and the Regional Human Resources and Operations Manager.

**Qualifications:**

- B.A. Degree in Accounting, Finance, Business Administration or equivalent. Advanced degree MBA, CPA or equivalent preferred;
- 10+ years of relevant experience and progressive responsibility in finance and accounting, office administration, project operations at the mid-level of an organization;
- Minimum 5 years' experience managing USAID funded projects;
- Experience leading and managing the financial aspects of USAID projects, including a demonstrated understanding of applicable finance-related USG contracting regulations;
- Accuracy in working with large amounts of data;

- Experience supervising staff;
- Verbal and written fluency in English is required.

**[END OF SECTION A]**

## **SECTION B: FEDERAL AWARD INFORMATION**

### **1. Estimate of Funds Available and Number of Awards Contemplated**

USAID intends to award a single Cooperative Agreement pursuant to this notice of funding opportunity/RFA. Subject to funding availability and at the discretion of the Agency, USAID intends to provide **\$25.5 million** in total USAID funding over a (five) 5- year period. Out of this total, \$5M will be reserved for the Crisis Modifier to be programmed for unforeseen crisis/shocks (funds to be provided when and if need be). Actual funding amounts are subject to availability of funds.

### **2. Start Date and Period of Performance for Federal Awards**

The anticipated period of performance is 5 (five) years. The estimated start date will be upon the signature of the award, on or about, or other effective date determined by the Agreement Officer.

### **3. Substantial Involvement**

USAID considers collaboration with the awardee crucial for the successful implementation of this project. Substantial involvement is deemed necessary and therefore is anticipated between USAID and the recipient during the performance of this activity.

Substantial involvement under the proposed award shall include the following:

- a) Review and approval of the Recipient's Initial Implementation Plan, Annual Implementation Plans (Work Plans), including the Monitoring, Evaluation and Learning Plan (MELP). Any significant changes to the approved Implementation Plan and the MELP will require additional approval of the Agreement Officer's Representative (AOR). Implementation plans include, but are not limited to, annual work plans, including planned activities for the following year and any subsequent revisions. The AOR will ensure that the implementation plans fit within the scope, terms, and conditions of the agreement;
- b) Monitoring performance: Review and approval of Performance Reports (Quarterly and annual reports);
- c) Review and approval of key personnel and any changes by the AOR;
- d) Subawards (sub-contracts and sub-grants): Approval of all subawards including extensions, the selection of sub-award recipients, with a specific focus on public-private partnerships, and/or concurrence on the substantive provisions of the sub-awards.
- d) Monitoring to permit specific kinds of direction or redirection because of interrelationships with the other projects, U.S. Government initiatives, Government of the Republic of Mozambique partners, and/or private sector partners as described in the program description.

- e) Agency Authority to Immediately Halt a Construction Activity. The AO may immediately halt a construction activity if identified specifications are not met. However, construction activities are not anticipated under this cooperative agreement.

The above substantial involvement will be delegated to the AOR. The AOR will be responsible for oversight and technical guidance of the Recipient, both in writing and verbally. The recipient will be expected to meet regularly (via phone, email or in person) with the AOR or his/her designee to review the status of activities and should be prepared to make periodic briefings to USAID as appropriate.

#### **4. Authorized Geographic Code**

The geographic code for the procurement of commodities and services under this program is **935** (any area or country including the recipient country but excluding any country that is a prohibited source).

#### **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 stimulation of the USAID Feed The Future (FTF) - Promoting Innovative and Resilient Agriculture Market Systems (Premier) which is authorized by Federal statute. This project will support producers and SMEs in agriculture to increase their profitability, access to markets and financial services using a market systems development approach, while increasing their resilience to climate change along the Nacala Corridor, which is located across Nampula Province in northern Mozambique, and stretches into northern Zambezia, southern Niassa, and southwestern Cabo Delgado provinces.

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

**[END OF SECTION B]**

## **SECTION C: ELIGIBILITY INFORMATION**

### **1. Eligible Applicants**

Eligibility for this RFA is not restricted. This activity will be a full and open competition.

### **2. Cost Share**

There will be No Cost Share required for the activity, rather it will have Leverage from private partners.

The Premier Activity will have a significant sub-award and sub-grants component that will leverage private sector investment to contribute to achieving the objective of support to local entities through sub-grants to private sector partners to scale up innovations; pilot and scale innovative business models, technology solutions, and product development. Private sector partners would be required to invest at least 30% of the total investment done by USAID for each sub-grantee and could be cash or in-kind. This is the amount to be accounted for as leverage by the applicant.

**[END OF SECTION C]**

## **SECTION D: APPLICATION AND SUBMISSION INFORMATION**

### **1. Agency Point of Contact (POC):**

The POC for this RFA is:

Antonieta Manhica

Acquisition and Assistance Specialist

E-mail: [amanhica@usaid.gov](mailto:amanhica@usaid.gov)

USAID/Mozambique

### **2. Questions and Answers:**

All questions regarding this RFA should be submitted to Antonieta Manhica, at [amanhica@usaid.gov](mailto:amanhica@usaid.gov) with a copy to George Boateng at [gboateng@usaid.gov](mailto:gboateng@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 RFA will be furnished promptly to all other prospective applicants as an amendment to this RFA, 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**

The applicant is expected to review, understand, and comply with all aspects of the RFA.

#### **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 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);
- Program name;
- Notice of Funding Opportunity number; and
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations).

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant 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:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- A 10-point font can be used for graphs, text boxes and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this RFA must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

#### **4. Application Submission Procedures**

Applications in response to this RFA must be submitted no later than the closing date and time indicated on the cover letter, as amended. No additions or modifications will be accepted after the submission date. After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission.

Applications must be submitted via email to Antonieta Manhica at [amanhica@usaid.gov](mailto:amanhica@usaid.gov), with a copy to George Boateng [gboateng@usaid.gov](mailto:gboateng@usaid.gov). Email submissions must include the RFA 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: "[RFA 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 a single email with separate 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.

Applicants are reminded that email 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/Mozambique cannot guarantee their acceptance by the internet server.

### **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 RFA.

Technical applications must not exceed **30 pages**, excluding the Cover Page, Table of Contents page and the Annexes. Pages in excess of the limit will not be evaluated. Pages shall be written in English, using Microsoft Word, Times New Roman, 12 point font on standard 8 1/2" x 11" paper (210 mm by 297mm paper), single spaced, each page numbered consecutively, and no less than 1" margins on all sides. Footnotes, charts, and tables will be included in the page limit requirement. All files must be in an unlocked format.

Note: The award will not provide for the reimbursement of pre-award/application costs.

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

- a) Mark the title page with the following legend: "This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part – for any purpose other than to evaluate this application. If, however, an award results from - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting 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.
- b) Mark each sheet of data it wishes to restrict with the following legend: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

The technical application must include the following, in the order presented below:

- a) **Cover Sheet (not to exceed one page - does not count for the page limitation)** that includes the following:
  - Name and contact information of the primary applicant
  - Name of all organizations that are members of the partnership, if applicable
  - Approval signatures by appropriate officials of the primary applicant
- b) **Table of Contents (not to exceed one page - does not count for the page limitation)**
- c) **Acronyms List (not included in page limitation)**

This page shall include the list of acronyms used in the Technical Application.
- d) **Executive Summary (not to exceed two (2) pages)**
- e) **Technical Approach (not to exceed 22 pages)**

In this section, the applicant is not to merely repeat what is already described in this NOFO. The applicant should present a program description that focuses on describing the program that the

applicant will implement. The technical approach must demonstrate an in-depth understanding of the development challenges in Mozambique, outline specific activities and explain how the proposed activities would help achieve the activity objectives. Applicants should provide a results framework, logical framework or other graphical representation of the development hypothesis. Applicants are encouraged to propose innovative and ambitious, yet realistic approaches that are most appropriate in the context of Mozambique, as well as methods by which new approaches will be analyzed and adapted as needed throughout implementation. The technical approach must clearly address the factors outlined in the evaluation criteria of this solicitation.

Specifically, under Technical Approach the applicant's should address the extent to which the proposed set of interventions offers targeted, feasible, sustainable and concise technical solution(s) that are technically sound, well-defined, and achievable; likelihood that proposed partnerships and projects will impact and result in substantially enhanced capacity at individual, institutional and/ or system level; and if best practices for data, evidence, and learning are integrated into the proposed approach. At a minimum, the application should include illustrative indicators used to track progress, quality, and impact (custom or standard Feed the Future indicators as applicable), note any technical frameworks that should shape the approach to monitoring, evaluation, or learning, and include at least one illustrative learning priority.

**f) Personnel and Management Structure (not to exceed 5 pages)**

Applicant shall describe how the proposed plan will contribute towards achieving the objectives and results described in the activity description; capturing the following:

- Describe and justify the team composition and organizational structure of the activity, as well as the mechanisms by which coordination and knowledge flow across the structure will be assured.
- Demonstrate the team and organization's ability to address gender gaps and to empower women and girls. Ideally, the activity will include dedicated specialists for gender and youth programming.
- Describe how the technical expertise, education and experience of all staff members is conducive to achieving expected results and how key personnel meet the requirements set forth in the Section F of the Program Description.
- The plan should specify the role and estimated amount of time each staff member will devote to the activity and/or specific components within the activity.
- Delineation of roles, responsibilities, authority, and processes for decision making within applicant's implementation team and between the Recipient/home office and the implementation team must be clearly spelled out.

Among other things, USAID/Mozambique expects the Applicant to address the following issues:

- How will the Applicant mobilize in terms of personnel, logistics set-up, and establishment of management and financial control systems?
- How will the activity work in a collaborative and inclusive team-oriented manner with local partners, the Government of Mozambique, other USAID resilience activities/programs, and other implementing organizations to achieve results?
- What type of strategies or approaches for cost containment will be adopted?
- USAID/Mozambique expects the activity to be managed locally, with all management decisions, including financial decisions, and administrative responsibilities delegated to the implementation

team office. The Recipient's home office is expected to provide managerial oversight and administrative backstop, and technical assistance as needed.

- Where will project offices be located and will that selection enhance results, while ensuring collaboration?
- Applicants shall describe the grants management plan including the process of identifying, vetting and supporting grantees and how the Applicant will ensure that each partnering organization contributes to the overall strategy.

**g) Institutional Capacity (not to exceed 3 pages)**

The Applicant should describe experience implementing activities of similar size and scope, including past performance demonstrating their ability to effectively plan for using grants to stimulate and support: (1) capacity and learning of local entities, local government entities; (2) addressing gender gaps to empower women and girls; (3) promote engagement and economic benefits for youth. This can include a description of both prime and partner experience.

**h) Authorized Annexes (The below are the only Annexes authorized under this solicitation. No other supporting documentation will be reviewed and evaluated - Annexes does not count for the page limitation):**

- **Annex 1: Results Framework (one page)**

- Annex 2: Illustrative Draft Work Plan. USAID will allow the illustrative First-Year Work Plan of no more than 5 pages as an annex to the application and will not count against the page limit.
- Annex 3: Draft Activity Monitoring and Evaluation Plan (not to exceed 5 pages)
- Annex 4: Resumes of Key Personnel (each resume must not exceed 2 pages)
- Annex 5: Key Personnel Letters of Commitment (1 page per key personnel)
- Annex 6: Organizational Chart and staffing pattern (not to exceed 2 pages)
- Annex 7: List of Past Performance Information (not to exceed 1 page per award) - The Applicant must provide a list of (5) five Past Performance Information of its contracts, grants, or cooperative agreements involving similar or related programs during the past **five** years. The reference information for these awards must include:
  - The performance location,
  - Award number (if available),
  - A brief description of the work performed,
  - A point of contact list with current telephone numbers, e-mail address, name and title of someone, outside of the applicant organization, who supervised/oversaw the activity.

**NOTE: Past Performance will not be scored in the evaluation process**

**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 200.206. 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](http://www.grants.gov) or using the following links:

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

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

**c) 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. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an 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, for activities implemented by sub-objectives, 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.
- Detailed Budgets for each sub-recipient, for all federal funding, 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 support 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 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 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.
- 6) **Construction** – Not applicable
- 7) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their

relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

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

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

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

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

Eligibility: Any applicant that does not have a current 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 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:

- 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; and
- 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.

- e) **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.

**f) 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.

**g) Dun and Bradstreet and SAM Requirements**

**Please note that DUNS and SAM registration is not required to submit an application. DUNS and SAM Registration will only be required by the successful applicant prior to award.**

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 receiving an award. 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.beta.sam.gov](http://www.beta.sam.gov)).
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 as soon as notified by USAID.

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

SAM registration: <http://www.beta.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.beta.sam.gov](http://www.beta.sam.gov), navigate to Help, then to International Registrants.

## **h) Branding Strategy & Marking Plan**

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. Applicants are not required to submit a Branding Strategy and Marking Plan with their application.

### **Pre-Award Terms**

#### **1. Branding Strategy – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
  - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
  - (2) The intended name of the program, project, or activity.
    - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and landmark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

- (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
  - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
  - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
  - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline. (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
- (i) Describe the main program message.
  - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
  - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
  - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
- (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
- (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID. e. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan. f. If the applicant receives an assistance award, the Branding Strategy will be 4 included in and made part of the resulting grant or cooperative agreement.

## **2. Marking Plan – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement, or other assistance instrument.
- e. The Marking Plan must include all of the following:
- (1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:
    - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
    - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
    - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
    - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
  - (2) A table on the program deliverables with the following details:
    - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
    - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
    - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
    - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and (v) The rationale for not marking program deliverables.
  - (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
    - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
    - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
    - (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.

- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
  - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
  - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
  - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan. \
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided.

#### **i) Funding Restrictions**

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

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

#### **j) CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)**

##### **a. Personal Conflict of Interest**

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

**[END OF SECTION D]**

## **SECTION E: APPLICATION REVIEW INFORMATION**

### **a) TECHNICAL EVALUATION SYSTEM**

#### **Overview**

The criteria presented below have been tailored to the requirements of this particular Program Description. Applicants should note that these criteria serve to: (a) identify the significant matters that Applicants should address in their applications, and (b) set the standard against which all Applicants will be evaluated. To facilitate the review of applications, Applicants should organize the narrative sections of their applications in the same order as the selection criteria.

The technical application will be evaluated in accordance with the Technical Evaluation Criteria set forth below.

USAID may request clarification and supplemental materials from Applicants whose applications have a reasonable chance of being selected for award.

Awards will be made based on the ranking of applications according to the selection criteria identified below. Applicants will be assessed on the quality of the overall design and the extent of understanding of the Project Description, a technical approach that is comprehensive and feasible, a proposed management plan that is sound, cost effective, and able to implement the project, and a staffing plan that provides expertise covering the full range of skills required to achieve the goal and objectives of this activity.

*The below criteria are listed in descending, order of importance*

#### **E.1. Criteria**

The merit review criteria prescribed here are tailored to the requirements of this particular RFA. 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 scored by a Selection Committee (SC) using the ratings described in this section.

*The below criteria are listed in descending, order of importance:*

#### **Criterion 1: Technical Approach**

Extent to which the Applicant's proposed technical approach represents a strategic, convincing, sound and realistic approach to achieve the sub-objectives specified in the Program Description and the proposed results. All of the Strategic Considerations in Section C should be explicitly addressed in the proposed technical approach.

The Technical approach will be evaluated based in the following Sub-Criteria:

**Sub-Criterion 1.1. Feasibility:** The extent to which the applicant presents a realistic and feasible plan to launch Activity operations in a timely manner, achieve results in Year 1 for sub-objectives 1-3, and address cross-cutting considerations.

**Sub-Criterion 1.2. Sustainability:** is a critical element for Premier’s success. The Applicant should detail their approach for activity implementation that will lead to sustainability beyond the life of activity and includes a strategy for a phase-out that ensures that project’s activities and results / outcomes will continue beyond the end of USAID assistance.

**Sub-Criterion 1.3. Impact at Individual, Institutional and/or System level:** The extent to which the Applicant demonstrates its ability to enhance local capacities and build a locally-owned innovative social and institutional ecosystem, including through sub-awards to local NGOs, sub-grants to the local and international private sector partners, and facilitate partnerships among those to meet the activity objectives and contribute to the sustainability of its results.

**Criterion 2: Management Approach, Personnel, Team Composition**

Extent to which the proposed combination of personnel have the technical, analytical and interpersonal skills and experience to convincingly demonstrate the Applicant’s ability to successfully achieve the cooperative agreement’s sub-objectives and results. Extent to which the proposed team composition provides the technical and managerial expertise to deliver the proposed results. Extent to which the Applicant convincingly demonstrates its management approach to build institutional capability, and how this will lead to successful and effective implementation of the proposed technical approach including: a performance management plan, how institutional capacity will be measured and assessed.

**Criterion 3: Institutional Capacity**

Demonstrate clear capacity and experience to accomplish the range of technical interventions outlined in the RFA, including management of sub- recipients, coordination with other partners, capacity for strengthening local partners, as well as finance and management systems in place, including cost control, business relations, and management of key personnel. Demonstrates an effective plan for using grants to stimulate and support learning as well as planned outcomes. The plan should demonstrate how it will support capacity development and learning for local entities and private sector partners. The plan will be evaluated based on its effectiveness for using grants in a flexible, strategic and cost-effective way to buy down risk, stimulate private sector engagement, promote innovative practices and technologies, stimulate learning and adaptation for ensuring results, address gender gaps to empower women and girls, and promote engagement and economic benefits for youth.

**E.2 Review and Selection Process (Evaluation System)**

The following adjectival rating system will be used by the technical evaluation committee to assess each of the technical criteria and sub-criteria and the technical application as a whole.

**Ratings:**

Adjective	Merit Review Criterion
Exceptional	An <b>Exceptional</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● A comprehensive and thorough application of exceptional merit.</li> </ul>

	<ul style="list-style-type: none"> <li>● Application meets and fully exceeds the Government expectations or exceeds RFA objectives and presents very low risk or <b>no</b> overall degree of risk of unsuccessful performance.</li> <li>● Strengths <b>significantly outweigh</b> any weaknesses that may exist.</li> </ul>
<b>Very Good</b>	<p>A <b>Very Good</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● An application demonstrating a <b>strong</b> grasp of the objectives.</li> <li>● Application meets RFA objectives and presents a <b>low</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths significantly outweigh any weaknesses that exist.</b></li> </ul>
<b>Satisfactory</b>	<p>A <b>Satisfactory</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● An application demonstrating a reasonably sound response and a <b>good</b> grasp of the objectives.</li> <li>● Application meets RFA objectives and presents a <b>moderate</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths outweigh weaknesses.</b></li> </ul>
<b>Marginal</b>	<p>A <b>Marginal</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● The application shows a <b>limited</b> understanding of the objectives.</li> <li>● Application meets some or most of the RFA objectives, but presents a <b>significant</b> overall degree of risk of unsuccessful project performance.</li> <li>● Weaknesses <b>equal or outweigh</b> any strength that exists.</li> </ul>
<b>Unsatisfactory</b>	<p>An <b>Unsatisfactory</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● The Application <b>does not meet</b> the RFA objectives or requires a major rewrite of the application.</li> <li>● Presents an <b>unacceptable</b> degree of risk of unsuccessful project performance.</li> <li>● Weaknesses demonstrate a <b>lack of understanding</b> of the Government’s needs.</li> <li>● Weaknesses <b>significantly outweigh</b> any strength that exists.</li> </ul>

**b) BUSINESS REVIEW**

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable, allocable, and reasonable 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.

The AO will perform a risk assessment (2 CFR 200.206). 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 200.208).

**[END OF SECTION E]**

## SECTION F: FEDERAL AWARD INFORMATION

### F.1. Federal Award Notices

Award of the agreement contemplated by this RFA 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.

### F.2. Administrative & National Policy Requirements

The resulting award from this RFA will be administered in accordance with the following policies and regulations. [Standard Provisions for Non-U.S. Non-governmental Organizations](#). For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this RFA.

### F.3. Reporting and Plans Requirements

All reports listed below shall be submitted by the specified due dates for approval by the USAID AOR unless otherwise agreed upon with the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The Recipient should always be ready for revision in program indicators and reporting requirements.

The table below summarizes the main deliverables under the Premier activity:

Reports/Deliverables	Due Date
<b>Annual Workplan</b>	1 <sup>st</sup> Draft 60 calendar days after award date for the first fiscal year and by August 1 for the following fiscal years
<b>Final Workplan</b>	90 calendar days after award date for the first fiscal year and by August 30 for the following year
<b>Quarterly Progress Report</b>	1 <sup>st</sup> Draft 1 month after the end of each fiscal year quarter. Reports are required to include quarterly and cumulative data

<b>Monitoring, Evaluation, and Learning Plan</b>	1 <sup>st</sup> Draft - 60 calendar days after award date for the 1 <sup>st</sup> year and by Aug 1 for the following fiscal years;  Final MEL Plan - 90 days after award date for the 1 <sup>st</sup> year and Aug 30 for the following year
<b>Environmental Monitoring, and Mitigation Plan (EMMP)</b>	60 calendar days after award
<b>Grants Manual</b>	90 calendar days after award
<b>Branding and Marking Plan</b>	60 days after award
<b>Gender Analysis and Action Plan</b>	120 calendar days after award
<b>Youth Analysis and Action Plan</b>	120 calendar days after award
<b>Annual Performance Report</b>	1 <sup>st</sup> Draft, 4 weeks after the end of the fiscal year. Final Report, two months after the end of the fiscal year
<b>Final Report</b>	1 <sup>st</sup> Draft, 30 calendar days after the end of award. Final draft, 90 calendar days after end of award
<b>Quarterly Financial (SF425) &amp; Pipeline Analysis Report (including accruals)</b>	30 calendar days after the end of each fiscal quarter
<b>Other Tax Report</b>	30 calendar days after end of each fiscal quarter
<b>Ad Hoc Reporting</b>	Mutually-agreed time, when required
<b>Baseline report</b>	6 months after award

<b>Short-term Consultant reports</b>	30 calendar days after completion of duties of each consultant
<b>Close-out and Disposition Plan</b>	6 months prior to completion date of award
<b>Final Close-Out Report</b>	1 <sup>st</sup> Draft 60 calendar days after project closeout. Final, 90 calendar days after project closeout

**A. Program Reporting:**

***A.1 Annual work Plan***

The Recipient shall prepare and submit a detailed annual workplan, **within 60 days of the award date**, based on the Program Description to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity MEL Plan), as well as the associated costs. The Recipient shall ensure a collaborative process in workplan development, consulting beneficiaries, partners, USAID, particularly FTF RESINA, and other relevant stakeholders in preparing the annual workplan to ensure complementarity and shared ownership. In addition, the AOR may work with the Recipient to define particularly relevant sections of the workplan that would enhance implementation, such as key assumptions and risks (as well as plans to mitigate and update these), lessons learned and workplan adjustments going forward.

***A.2. Quarterly Progress Reports.***

The Recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. A format for the quarterly report shall be approved by the AOR. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports shall also describe the accomplishments of the Recipient and the progress made during the past quarter; include information on key activities, both ongoing and completed during the quarter (e.g. meetings, training, workshops, significant events, subcontracts, and grants). Quarterly Reports must include information on Environmental Monitoring and Mitigation Plan implementation, if applicable. Reports must be submitted via the Mission’s MEL database (DevResults). In addition to the quarterly report, all targets and results for performance indicators must be submitted via the DevResults database, and when available, the Development Information Solution (DIS).

The quarterly reports should provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. Recipients shall notify USAID of developments that have a significant impact on the award-supported activities.

The quarterly progress report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

The quarterly progress reports are to be submitted **within 30 days after the end of each fiscal quarter** to the AOR at USAID/Mozambique and are submitted through the DevResults system.

**A.3. Annual Performance Report:** Annual performance reports on the project activities and progress against indicators are the responsibility of the Recipient and are needed by USAID/Mozambique to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year. The draft annual performance reports must be received by USAID **30 days after the end of the fiscal year and in final no later than 60 days after the end of the fiscal year.**

**Success Stories:** Two success stories will be identified per year and the recipient will work with the AOR and Development and Outreach Communication Specialist to develop a media strategy for those success stories and should be included as part of the Annual Performance report.

**A.4 Final Report:** A draft final report should be submitted to the AOR no later than 60 calendar days after the completion of the activity. **The final report is due 90 calendar days after the end of the award.** Three copies should be submitted to the AOR. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award.

## **B. Financial Reporting**

**B.1. Quarterly Financial Report:** In accordance with 22 CFR 226.52 the Federal Financial Reporting Form (FFR) will be required on a quarterly basis. FFR 425 must be submitted. The Recipient shall also prepare **quarterly financial reports** showing the amount of funding and level of effort spent and accrued during the quarter, cumulative spending, and estimates for the next quarter. **The quarterly activity reports are to be submitted within 30 days after the end of each fiscal quarter** to the AOR at USAID/Mozambique.

**B.2. Other Quarterly Financial Reports** The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the Recipient shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The Recipient shall furnish this information to USAID in accordance with guidance circulated by the Agreement Officer, as amended from time to time. For activities that implement interventions in more than a single province, the Recipient is requested to describe a plan to be able to report allocation and expenditures by province. Allocations and expenditures by province should add up to the total budget.

### **C. Activity Results Framework, and Monitoring, Evaluation and Learning Plan**

The Activity MEL plan is a management tool that enables the Recipient and USAID to track whether desired results are being achieved and project implementation is being adapted to changing conditions. This plan should define critical performance indicators, data collection methods, activity results framework and the Recipient's plans for analyzing, utilizing and sharing information for reporting, accountability, learning and adaptation. In addition to the quarterly report, all targets and results for performance indicators must be submitted via the DevResults database, and when available, the Development Information Solutions (DIS) platform. **The activity MEL plan is a required document, due within 90 days of the award.** The Activity MEL plan template can be found in Attachment 3.

For activities that plan to implement interventions in more than a single Province, the Recipient must plan to develop, implement and report on indicators disaggregated by province.

### **D. Baseline report**

The Recipient should determine whether a baseline survey is needed to establish the pre-intervention conditions to inform the development of tailored interventions and provide a basis for monitoring activity results and impacts. (Define here what the anticipated scope of this baseline assessment will be and how the findings will be shared with USAID and other partners). The assessment should provide gender disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed; explain or indicate potential causes of those gaps; and indicate what opportunities there are to promote women's leadership and empowerment to project outcomes. This baseline and the baseline report should be conducted after the Recipient has secured an approved activity MEL plan but **within 6 months of the award.**

### **E. Environmental Monitoring And Mitigation Plan**

This will be developed by the Recipient and approved by USAID prior to the launch of each intervention having a potential adverse impact on the physical and natural environment. For any activity implemented under an IEE that has a Positive Determination (PD) or a Negative Determination with Conditions, contractors and grantees must develop EMMPs to implement these conditions. If a project contains no sub grants and all project interventions are known in advance, the EMMP shall be included in the work plan and/or submitted with the work plan at the onset of the project (an annotated EMMP template can be found at <http://www.usaidgems.org>). Information on implementation of the EMMP must be reported through Quarterly Performance Reports. If a project contains sub grants, subcontracts, or any activities that are not known at the time of the preparation of the work plan, subproject

Environmental Reviews with EMMPs signed by the AOR/AM and the MEO are necessary prior to the approval of a sub grant or sub activity. Signed Environmental Review Forms (ERFs) and Environmental Review Reports (ERRs) will be kept in USAID's official files. Formats for ERF and ERR can be found at the following website: <http://www.usaidgems.org>

## **F. Gender Analysis**

Gender analysis is an analytical tool used to identify and understand gaps between males and females, and the relevance of gender norms and power relations in a specific context.

- Examines different roles and rights as well as relations between males and females
- Identifies inequalities and their root causes
- Examines differing needs, constraints, and opportunities for women/girls and men/boys
- Determines how identified gaps or inequalities could be addressed
- Identifies potential adverse impacts of gender-based exclusion in planned projects.

The recipient should plan to conduct a gender analysis that identifies root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women's leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including: 1) Laws, Policies, Regulations and Institutional Practices; 2) Access to and Control over Assets and Resources (including income, employment, and assets such as land); 3) Gender Roles, Responsibilities and Time Use; 4) Cultural Norms and Beliefs; 5) Patterns of Power and Decision-making; and 6) Gender Based Violence

Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men. **The Gender Analysis and Gender Action Plan is a required document, due within 120 days of the award.**

## **G. Youth Analysis**

**Youth Analysis and Action Plan:** The recipient should plan to conduct a youth analysis and submit a **draft report 120 days after the award**, which will include a budgeted youth action plan for USAID review and approval.

## **H. Grants Manual**

The Recipient must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants. The Recipient must submit a Grants Manual, **no later than 90 days** after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Agreement Officer.

## **I. Branding and Marking Plan**

The Recipient must comply with USAID regulations as stipulated in the USAID Graphic Standards Manual and Partner Co Branding Guide<sup>30</sup>, **no later than 60 days** after the award.

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<sup>30</sup> [https://www.usaid.gov/sites/default/files/documents/1869/USAID\\_GSM-02\\_04\\_2020.pdf](https://www.usaid.gov/sites/default/files/documents/1869/USAID_GSM-02_04_2020.pdf)

#### **J. Final Report**

A draft final report should be submitted to the AOR no later than calendar 60 days after the completion of the activity. USAID will review and comment within 15 days of receipt. The final report is due 90 calendar days after the end of the award. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award. The Recipient shall submit the USAID approved Final Report to Development Experience Clearinghouse (DEC).

#### **K. Close out and Disposition Plan**

The Recipient must submit a Closeout Plan to the AO with a copy to the AOR for approval 6 months before the Agreement completion date. The plan must include, but not be limited to: (1) a property disposition plan (2) a plan for the phase-out (3) a delivery schedule for all reports or other deliverables required under the Agreement.

#### **L. Development Experience Clearinghouse (DEC) Requirements:**

The recipient will be required to submit deliverables and reports to the Development Experience Clearinghouse and inform the AOR that they have been submitted. The following reports are development experience documentation: Performance reports (quarterly, semi-annual, or annual). Annual, semi-annual, or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project. Final performance reports submitted 90 days after the expiration or termination of the award. Submissions are done at the following DEC address: <http://www.usaid.gov/results-and-data/information-resources/development-experience-clearinghouse-dec>

**SECTION G: FEDERAL AWARDING AGENCY CONTACTS**

The points of contact (POC) for questions on this funding opportunity are the following:

Antonieta Manhica  
Acquisition and Assistance Specialist  
USAID/Mozambique  
E-mail: [amanhica@usaid.gov](mailto:amanhica@usaid.gov) with cc copy to [gboateng@usaid.gov](mailto:gboateng@usaid.gov).

**[END OF SECTION G]**

## **SECTION H: 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.”

**[END OF SECTION H]**

**ANNEX/ATTACHMENTS**

**ANNEX 1 – SUMMARY BUDGET TEMPLATE**

<b>Item Description</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Salaries						
Fringe Benefits						
Travel and Transportation						
Equipment						
Supplies						
Contractual						
Construction						
Other Direct Costs						
Sub Total						
Indirect Costs incl. Overhead, G& A and Crisis Modifier						
Total						
Leverage						

## 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 Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

**Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.**

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
✓		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	✓	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
✓		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	✓	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
✓		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	✓	RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	✓	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	✓	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
✓		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
✓		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)

	✓	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	✓	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	✓	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
✓		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	✓	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
✓		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	✓	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	✓	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
✓		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
✓		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
✓		RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	✓	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
✓		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
✓		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED
	✓	RAA30. PROGRAM INCOME (AUGUST 2020)
✓		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)

		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
✓		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
✓		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
✓		RAA8. SUBAWARDS (DECEMBER 2014)
✓		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
✓		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
✓		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
✓		RAA12. PATENT RIGHTS (JUNE 2012)
✓		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	✓	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
✓		RAA 15. COST SHARE (JUNE 2012)
	✓	RAA16. PROGRAM INCOME (AUGUST 2020)
✓		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
✓		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	✓	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
✓	✓	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
✓	✓	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)

	✓	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	✓	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	✓	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	✓	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	✓	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	✓	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
✓		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
✓		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
✓		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

### ANNEX 3- WORK PLAN TEMPLATE

<https://www.usaid.gov/documents/1864/attachment-f-work-plan-template>

### ANNEX 4 – LIST OF REFERENCE DOCUMENTS

The following documents available on the internet are relevant to the Premier market systems development activities:

1. Country Private Sector Diagnostic for Mozambique  
[https://www.ifc.org/wps/wcm/connect/publications\\_ext\\_content/ifc\\_external\\_publication\\_site/publications\\_listing\\_page/cpsd-mozambique](https://www.ifc.org/wps/wcm/connect/publications_ext_content/ifc_external_publication_site/publications_listing_page/cpsd-mozambique)
2. Financial Sustainable Development Report. June 2021  
<https://developmentfinance.un.org/fsdr2021>
3. Digital Finance - New Times, New Challenges, New Opportunities. Mar 2017  
<https://publications.iadb.org/en/digital-finance-new-times-new-challenges-new-opportunities>
4. Mozambique National Financial Inclusion Strategy  
<https://pubdocs.worldbank.org/en/469371468274738363/mozambique-national-financial-inclusion-strategy-2016-2022.pdf>

5. Are medium scale farmers driving agriculture transformation in Sub Saharan Africa?  
<https://onlinelibrary.wiley.com/doi/full/10.1111/agec.12535#:~:text=The%20rise%20of%20medium%2Dscale,commitment%20to%20supporting%20smallholder%20farmers>
6. Policy brief: A systemic approach to creating more and better jobs  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---ifp\\_seed/documents/publication/wcms\\_732124.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/publication/wcms_732124.pdf)
7. LEO Brief: A Framework for inclusive market systems development  
[https://www.marketlinks.org/sites/default/files/resource/files/Market\\_Systems\\_Framework.pdf](https://www.marketlinks.org/sites/default/files/resource/files/Market_Systems_Framework.pdf)
8. Challenges underpinning the seed value chain in Mozambique. Dec 2019  
<https://www.agricultura.gov.mz/wp-content/uploads/2020/02/Challenges-underpinning-the-seed-value-chain-in-Mozambique.pdf>
9. Inclusive Agri-food Value-Chain Development Programme  
<https://webapps.ifad.org/members/eb/128/docs/EB-2019-128-R-26-Design-report.pdf?attach=1>
10. Zambezia Market Analysis. February 2021  
<https://www.rtachesn.org/resources/zambezia-market-analysis/>
11. Impact of Climate Change on Selected Value Chains in Mozambique  
<https://www.climatelinks.org/resources/impact-climate-change-select-value-chains-mozambique>
12. Managing Agricultural Risk in Mozambique. IGC. February 2019  
<https://www.theigc.org/wp-content/uploads/2019/04/Armand-et-al-2019-Final-report.pdf>

The following USAID documents are located at the URLs provided below:

- USAID Mozambique Country Development and Cooperation Strategy (CDCS)  
<https://www.usaid.gov/mozambique/cdcs>
- USAID Gender Equality and Women's Empowerment Policy  
<https://www.usaid.gov/GenderEqualityandWomensEmpowermentPolicy>
- USAID Policy Framework Ending the Need for Foreign Assistance  
<https://www.usaid.gov/policyframework>
- USAID Youth In Development Policy  
[https://www.usaid.gov/sites/default/files/documents/1870/Youth\\_in\\_Development\\_Policy\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1870/Youth_in_Development_Policy_0.pdf)
- Feed the Future Project Guides for Youth-Inclusive Agriculture and Food Systems Volume II  
[https://static.globalinnovationexchange.org/s3fs-public/asset/document/BFS\\_Volume\\_%20FINALsm\\_1.pdf?wLILD0UJAM6RrRaASYa.l3EvOJGg8ns8](https://static.globalinnovationexchange.org/s3fs-public/asset/document/BFS_Volume_%20FINALsm_1.pdf?wLILD0UJAM6RrRaASYa.l3EvOJGg8ns8)
- USAID/Mozambique Youth Assessment  
[https://dec.usaid.gov/dec/content/Detail\\_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTcxMzE4](https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTcxMzE4)
- Local Systems: A Framework for Supporting Sustained Development  
<https://www.usaid.gov/policy/local-systems-framework>
- FTF Indicator Handbook  
<https://agrilinks.org/post/feed-future-indicator-handbook>
- USAID Private Sector Engagement Policy  
[https://www.usaid.gov/sites/default/files/documents/1865/usaid\\_psepolicy\\_final.pdf](https://www.usaid.gov/sites/default/files/documents/1865/usaid_psepolicy_final.pdf)

- USAID Country Development and Cooperation Strategy (CDCS)  
<https://www.usaid.gov/sites/default/files/documents/CDCS-Mozambique-December-2025.pdf>
- Analysis to guide USAID Mozambique Programmatic Investments in Agriculture and Food Nutrition Security <https://www.canr.msu.edu/resources/analysis-to-guide-usaid-mozambique-programmatic-investments-in-agriculture-and-food-nutrition-security>
- USAID Agriculture, Environment and Business Office “Collaborating, Learning and Adapting Workshop Report. April 2021”  
<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTg0MzQ1>

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