



USAID
FROM THE AMERICAN PEOPLE

Issue Date: 18 March 2022
Deadline for Question: 28 March 2022 at 1600 Washington D.C. local time
Closing Date: 18 April 2022 at 1600 Washington D.C. local time
Subject: Notice of Funding Opportunity Number: 7200AA22RFA00014
Issuance Type: Amendment 001 - See changes highlighted in yellow
Issue Date: 1 April 2022
Program Title: USAID Advancing Food Fortification Opportunities to Reinforce Diets (USAID AFFORD)

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the USAID Advancing Food Fortification Opportunities to Reinforce Diets (USAID AFFORD) program. Eligibility for this award is not restricted.

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

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

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.8.g. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

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

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

Thank you for your interest in USAID programs.

Sincerely,



Sara Bame-Kum
Agreement Officer

Annex 1. List of Nutrition Priority and Feed the Future (FTF) Target Countries

Annex 2. Gender Analysis

Annex 3. Key Personnel Resumes

Annex 4. Organizational Chart & Staff Matrix

Annex 5. Summary Budget Template

Annex 6. Standard Provisions

Annex 7. Abbreviations and Acronyms

Annex 8. Initial Environmental Examination (IEE)

TABLE OF CONTENTS

Section A – Program Description

Section B – Federal Award Information

Section C – Eligibility Information

Section D – Application and Submission Information

Section E – Application Review Information

Section F – Federal Award Administration Information

Section G – Federal Awarding Agency Contacts

Section H – Other Information

SECTION A: PROGRAM DESCRIPTION

1. Authority

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.

2. Introduction

The USAID Advancing Food Fortification Opportunities to Reinforce Diets (USAID AFFORD) activity is designed by the Bureau of Resilience and Food Security (RFS)¹, in collaboration with the Bureau for Global Health and Bureau for Humanitarian Assistance, to provide operational support to field Missions and other Operating Units (OUs) of the U.S. Agency for International Development (USAID), contributing to the goals of the [Global Food Security Strategy \(GFSS\)](#) through the implementation of programming aligned with the [Agency’s LSFF Results Framework](#). Reflecting priorities in the revised GFSS 2022-2026, USAID and implementing partners will use this activity to advance a comprehensive food systems approach, while proactively countering the COVID-19 pandemic and other global crises’ long-term effects on nutrition.

RFS has numerous investments focused on improving dietary diversity for households, women, and children. This activity complements those efforts by protecting households and families when they are unable to afford or access a diverse diet by providing a safety net of essential vitamins and minerals in staple foods and condiments. This activity will strengthen the ability of country and regional food systems to provide sufficient vitamins and minerals to those who are economically and nutritionally vulnerable, particularly during times of shocks and stressors.

3. Background and Context

Micronutrient deficiencies are the most widespread form of malnutrition, and disproportionately affect women and children. Rates of micronutrient deficiencies are driven by the high costs of healthy diets coupled with persistent high levels of income inequality. Today’s global crises—COVID-19, climate change, conflict—are disrupting livelihoods and food systems, further limiting access to safe, nutritious foods. Faced with decreased purchasing power, many low-income households have prioritized the purchase of staple foods and condiments (flours, rice, cooking oil,

¹ RFS is responsible for the implementation of the Water for the World Act of 2014 and the Global Food Security Act of 2016. The bureau uses the USAID’s Multi-Sectoral Nutrition Strategy, and USAID Building Resilience to Recurrent Crises Policy and Program Guidance to guide implementation for these two key pieces of development assistance legislation.

sugar, and salt) and decreased the purchase and consumption of perishable, nutrient-dense foods (e.g., fruits and vegetables, animal-source foods) that are costlier. Large-scale food fortification (LSFF) of staple foods and condiments is an intervention that, on a relatively quick timeline, can provide a strong safety net, protecting households and families when they are unable to afford or access a diverse diet that provides adequate micronutrients.

Under this activity USAID seeks to safely and sustainably reduce micronutrient inadequacies, and improve diets, particularly for women and children, through LSFF of staple foods and condiments. USAID AFFORD will achieve this goal by 1) strengthening and extending the enabling environment and regulatory monitoring and enforcement of LSFF through the public sector; 2) expanding and sustaining LSFF, in compliance with national fortification standards, by the private sector; 3) strengthening the design, monitoring and evaluation of fortification programs, and holding the public and private sectors accountable through civil society; and 4) garnering and mobilizing global commitment, leadership and resources to scale LSFF.

USAID AFFORD is designed to advance the vision for development embedded in the following U.S. Government policies and strategies:

- A) **The Global Food Security Act and the Feed the Future Initiative:** The Global Food Security Strategy (GFSS), reflecting the Global Food Security Act of 2016, promotes inclusive and sustainable agriculture-led economic growth, strengthened resilience among people and systems, and a well-nourished population, especially among women and children. The [Feed the Future Initiative](#) (FTF)², the U.S. Government’s signature initiative to implement the Global Food Security Strategy (GFSS), is moving into a new phase, guided by a refreshed [U.S. Government’s Global Food Security Strategy 2022-2026](#) (GFSS).³ Developed by 12 U.S. Government agencies and departments, with the input of multi-sectoral partners, this strategy rises to the challenges of our current global context and presents an integrated, multi-disciplinary approach to combating the root causes of hunger, malnutrition, and poverty for the next five years. The strategy reflects lessons learned from the first Global Food Security Strategy, as well as the latest evidence alongside insights from the communities Feed the Future works with, and charts a course for the U.S. Government and its partners to address current and emerging crises that threaten to undermine progress on global food security and nutrition and achieve a more food-secure future across the globe. The refreshed GFSS articulates development principles that underlie the rationale for this activity. LSFF aligns with Feed the Future

²<http://www.feedthefuture.gov/>

³<https://www.feedthefuture.gov/resource/u-s-government-global-food-security-strategy-fy-2022-2026-english/>

objectives by leveraging a [comprehensive food systems approach](#)⁴ that extends beyond the farm and across all market actors.⁵ Specifically, this activity will contribute to the following Objectives and Intermediate Results:

- Objective 1: Inclusive sustainable agriculture-led economic growth
 - IR 1 Strengthened inclusive food and agriculture systems that are productive and profitable
 - IR2: Strengthened and expanded access to markets and trade
 - IR3: Increased employment and entrepreneurship
- Objective 2: Strengthened resilience among people and systems
 - IR5: Improved proactive risk reduction, mitigation, and management
- Objective 3: A well-nourished population, especially among women and children
 - IR7: Increased consumption of nutritious and safe diets
- And Cross-cutting IRs:
 - CC IR 2: Increased gender equality and female empowerment
 - CC IR 7: More effective governance, policy, and institutions
 - CC IR 8: Improved human, organizational and system performance
 - CC IR 10: Enhanced integration of digital technologies

B) **The USAID Multi-Sectoral Nutrition Strategy 2014-2025:** The goal of [USAID’s Multi-Sectoral Nutrition Strategy](#) is to improve nutrition to save lives, build resilience, increase economic productivity, and advance development. LSFF contributes to the Multi-Sectoral Nutrition Strategy’s goal, strategic objective and to all intermediate results.⁶

C) **Private Sector Engagement:** USAID is undertaking a major cultural and operational transformation to expand our engagement with the private sector to achieve outcomes of shared interest and shared value. The [Private-Sector Engagement Policy](#)⁷ is an Agency-wide call to action, and a mandate to work hand-in-hand with the private sector to design and deliver our development and humanitarian programs across all sectors, and to harness our resources to open markets and other opportunities for U.S. businesses. In alignment with USAID’s focus on applying market-based approaches and mobilizing private investment to facilitate country self-reliance, this activity will implement USAID’s Private Sector Engagement Policy in the resilience, food security, and nutrition sectors. LSFF is implemented through local industries that are the backbone of country economies and

⁴<https://www.usaid.gov/sites/default/files/documents/RFS-Food-Systems-Conceptual-Framework-Summary-Guidance.pdf>

⁵ Please reference USAID’s LSFF factsheet:
https://www.usaid.gov/sites/default/files/documents/USAID_LSFF_FS_V5_508.pdf

⁶ https://www.usaid.gov/sites/default/files/documents/1867/USAID_Nutrition_Strategy_5-09_508.pdf

⁷ https://www.usaid.gov/sites/default/files/documents/1865/usaid_psepolicy_final.pdf

evidence shows that LSFF is only scalable and sustainable when it is part of a viable business model.

- D) **Localization:** ‘Localization’ at USAID is defined as intentional changes to our policies, processes, staffing and funding decisions to support partnerships and programs that equitably empower local actors, strengthen local systems, and facilitate local leadership so that development and humanitarian assistance is more effective and sustainable. USAID is deepening its commitment to being transparent, inclusive, and responsive to and supportive of local actors in leading their own development. To achieve this, USAID’s approach to integrate localization requires three mutually-reinforcing practices: [Locally-led development](#),⁸[Local systems](#),⁹and [Local capacity development](#).¹⁰ Directly aligned with USAID’s Localization Vision and Approach, implementation of this activity will not be direct delivery of services, but capacity strengthening and facilitation, meaning that the activity will work through local actors to strengthen local systems. LSFF of sugar and wheat flour in Latin America has been operating self-sufficiently for several decades and demonstrates how a facilitative approach can catalyze massive resources from national food industries and the public sector and be sustained by public and private stakeholders once donors conclude activities.
- E) **The New Partnerships Initiative (NPI):** USAID recognizes the critical need to cultivate local expertise and partnerships among governments, private sector, and civil society. The New Partnerships Initiative (NPI) seeks to operationalize USAID’s [Acquisition and Assistance Strategy](#) objectives by changing the way that USAID partners, diversifying the agency’s partner base, and improving the quality of our partnerships. NPI works to lower the barriers of engagement and create avenues for new, nontraditional, and local organizations to work directly and indirectly with USAID. NPI’s goals are to simplify access to USAID resources, provide opportunities for partners to bring forward their ideas and innovation, and strengthen local capacity so that partner countries gain new knowledge and skills to lead and sustain their own development. NPI review criteria will be applied to this activity to ensure a technical approach that reinforces locally-led development. Partnerships with local organizations are strongly encouraged under Associate Awards.
- F) **Climate:** On Earth Day 2021, USAID announced its commitment to developing a new Agency climate strategy, which will guide the Agency’s efforts to target climate change resources strategically, ramp up climate change mitigation and adaptation efforts, and

⁸ https://www.usaid.gov/sites/default/files/documents/What_is_Locally_Led_Development_Fact_Sheet.pdf

⁹ <https://www.usaid.gov/policy/local-systems-framework>

¹⁰ a set of programmatic approaches focused on strengthening systemic performance and enhancing locally led development by supporting local actors to achieve their own mission, to take action to design and implement equitable responses to local challenges, to learn and adapt, and to innovate and transform over time.

further integrate climate change considerations into international development and humanitarian assistance programs across all sectors. The final strategy will be released in early 2022.¹¹ Rising CO2 levels are correlated with decreasing levels of protein, vitamins, and minerals in many important staple foods consumed in LMIC¹² making the need for the large-scale food fortification of staple foods more urgent. This activity will be required to integrate climate change considerations in line with the final strategy.

- G) **Digital:** USAID has released its first-ever [Digital Strategy](#), charting an Agency-wide vision for development and humanitarian assistance in the world’s rapidly evolving digital landscape.¹³ USAID is working toward a future where digital technology promotes inclusive growth, fosters resilient and democratic societies, and empowers all, including the most vulnerable. Digital tools have the potential to greatly improve quality assurance and control, which is necessary for LSFF, as well as compliance with other food quality and safety standards.

4. Activity Goal and Expected Results

Based on the above context, the successful applicant will prioritize support to Feed the Future and nutrition priority countries¹⁴ to improve micronutrient adequacy and diets safely and sustainably for the most economically and nutritionally vulnerable population groups, through the large-scale food fortification (LSFF) of regularly consumed staple foods and condiments (e.g., salt, sugar, oil, rice, and flours).

Practically, the definition of large- or industrial-scale food fortification is based on operational economies of scale that allows the costs of fortification to be incorporated within the market price of foods—typically less than 3 percent—without significantly affecting market volume or share. There are limited data, but it is evident that small-scale processors, e.g., village maize hammer mills or artisan salt producers, have not shown that they can achieve this business standard and thus require significant and indefinite external subsidization.

The successful applicant will work with the private sector, government, and civil society to create market incentives for sustained improvements in LSFF programming, while making the food processing sector more economically viable and resilient. This activity should implement tailored, locally-led interventions in countries and regions, while ensuring that country experience is both led by and influences global evidence, innovation, and best practice. It is important that this

¹¹ <https://www.usaid.gov/climate/strategy>

¹² <https://www.science.org/doi/10.1126/sciadv.aag1012>

¹³ https://www.usaid.gov/sites/default/files/documents/USAID_Digital_Strategy.pdf

¹⁴ Priority countries are listed in Annex 1.

activity shares results and learnings from country-level implementation to global stakeholders, while bringing relevant scientific innovation to country stakeholders.

Key expected results include:

1. The enabling environment and regulatory monitoring and enforcement of LSFF is strengthened and extended through the public sector.
2. LSFF is expanded and sustained by the private sector. Through elimination of market barriers and enhanced incentivization, food processing companies invest in their businesses and gradually build their own capacity to produce fortified foods in compliance with national fortification standards.
3. Design, monitoring, and evaluation of fortification programs strengthened, and the public sector and private sectors held accountable to maximize compliance with national standards through civil society, including academic institutions.
4. Global commitment, leadership, and resources garnered and mobilized to support LSFF.

5. Results Framework

USAID AFFORD will apply the USAID LSFF Results Framework (RF) and the associated USAID Large-Scale Food Fortification Programming Guide to safely and sustainably reduce dietary micronutrient inadequacies and improve diets, particularly for women and children, through the LSFF of staple foods and condiments. The RF outlines a process where promoting LSFF can simultaneously improve other aspects of the food system, such as food safety, trade, regulation, and multi-stakeholder collaboration.

The intermediate results (IRs) are organized by actor. Intermediate Result One (IR 1) is focused on results achieved through government, IR2 on results achieved through the private sector, and IR 3 on results achieved through civil society. IR 4 is focused on results that need to be achieved by the global community. The RF is intentionally comprehensive, covering the full range of potential global, regional, and country-level LSFF activities. This activity will not take on the entirety of the RF, but will coordinate and complement other stakeholders to achieve results. It is expected that USAID AFFORD will support local entities to plan and adapt LSFF programs based on initial and periodic assessments of the local context, particularly dietary inadequacies and the potential contribution of fortified food vehicles, food industry capacity, market reach, and the LSFF enabling environment. Based on those assessments, the LSFF RF should be used to prioritize Intermediate and Sub-Intermediate Results (IRs/Sub-IRs). To support the necessary assessments and appropriate use of information and data, USAID has developed a [programming](#)

[guide for LSFF](#) based around the LSFF RF and Guiding Principles.¹⁵ Please reference the programming guide for more detail on the LSFF RF and for guidance on applying the LSFF RF. It is expected that USAID AFFORD will use and refine the guide.

VISION

Dietary adequacy of key micronutrients will be achieved and maintained in vulnerable populations across countries through large-scale, industrial fortification of staple foods and condiments where regular consumption of a diverse diet is not sufficient to meet nutrient requirements.

STRATEGIC OBJECTIVE:

To safely reduce micronutrient inadequacies and improve diets through large-scale food fortification (LSFF) of staple foods and condiments.

Intermediate Result 1 (IR1):

The enabling environment and regulatory monitoring and enforcement of LSFF is strengthened and extended through the public sector.

Sub-IR1.1:

National LSFF strategies, policies, regulations, and standards reviewed, harmonized regionally, promulgated, budgeted, implemented, monitored and evaluated.

Sub-IR1.2:

The capacity of national food control agencies to inspect and enforce food fortification standards, including labeling, claims and advertising (within overall monitoring and enforcement of food quality and safety standards strengthened).

Intermediate Result 2 (IR2):

LSFF in compliance with national fortification standards expanded and sustained by the private sector.

Sub-IR2.1:

Food industry compliance with fortification standards through business development, food technology and quality control, and marketing guidance strengthened.

Sub-IR2.2:

Food industry compliance with fortification standards linked to improved access to finance and financing terms for general operations, as well as procurement of fortificant and food processing equipment.

Intermediate Result 3 (IR3):

Design, monitoring and evaluation of fortification programs strengthened, and the public sector and private sectors held accountable to maximize compliance with national food fortification standards through civil society.

Sub-IR3.1:

Academic institutions and NGOs strengthened and commissioned to work with government to conduct surveys, surveillance and analyses (market, household and individual data) to guide food fortification program planning, implementation, monitoring and evaluation.

Sub-IR3.2:

Organization, mobilization and capacity of consumer groups, professional associations and other thirdparty actors strengthened to hold food industry accountable to comply with fortification standards and hold government accountable to monitor and enforce those standards.

Intermediate Result 4 (IR4):

Global commitment, leadership and resources garnered and mobilized to support universal LSFF.

Sub-Intermediate Result 4.1 (Sub-IR 4.1):

Improved global coordination, collaboration, complementarity and synergies among donors, international organizations, partner countries and other stakeholders to strengthen capacity, enable public-private sector partnerships, and support adoption and implementation of national LSFF strategies.

Sub-Intermediate Result 4.2 (Sub-IR 4.2):

Increased support for the generation, dissemination and adoption of innovative practices, technologies and approaches for LSFF.

Sub-Intermediate Result 4.3 (Sub-IR 4.3):

Increased capacity at the global, regional and country levels to collect, analyze, synthesize and document LSFF data and programmatic experience.

¹⁵<https://agrilinks.org/post/usaids-large-scale-food-fortification-programming-guide-supporting-food-fortification-country/>

6. Technical Approach

The applicant's technical approach should result in **scaled and sustained** LSFF programs. Implementation should not be direct delivery of services, but capacity strengthening¹⁶ and facilitation.¹⁷ The applicant's technical approach must integrate LSFF within food and market systems at the local, regional, and global levels and work through local actors to drive sustained change.

This activity is designed based on the experience and evidence generated by USAID's historic support of the now independently successful fortification programs, and by recent FTF activities, particularly the Alliance for Inclusive and Nutritious Food Processing (AINFP) and the Solutions for African Food Enterprises (SAFE), which show that successful LSFF requires agriculture and food systems actors, particularly food processors, to be key partners and stakeholders in the effort.

The applicant's technical approach is required to complement the RFS Center for Nutrition's activities focused on food safety, including EatSafe, the FTF Innovation Lab for Food Safety, and the Food Safety Network Interagency Agreement with USDA, as government regulatory systems and food industry compliance with quality and safety standards is necessary for both large-scale food fortification and food safety.

The USAID AFFORD gender assessment (Annex 2) outlines actions and considerations to improve gender equity and empowerment for every level of the LSFF RF, including actions that ensure that women benefit equally from a strengthened food processing sector, particularly in terms of improved employment opportunities. The successful applicant will apply the findings from the gender assessment, continue to gather more information and refine approaches to ensure that women benefit equally from systems-strengthening efforts and current inequalities are not perpetuated.

The technical approach falls into two broad categories: 1) **field support functions** with the potential for "buy-ins" to conduct discreet activities primarily focused on IRs 1-3 of the LSFF RF, and 2) **global leadership functions** focused on IR 4. These categories require specific and separate approaches but are synergistic and both necessary to achieve the overall goal of the activity.

Field-support functions

¹⁶ <https://www.usaid.gov/local-capacity-development-policy>

¹⁷ https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_551174.pdf

The technical approach should use data to identify and address context-specific gaps to improve the effectiveness of interventions across government, food industry, and civil society so that LSFF can be sustained at scale. The technical approach of this activity must demonstrate a strong understanding of local challenges and opportunities, and articulate a feasible course of action for sustainably achieving intended results. The technical approach must contribute to locally-led development as articulated by USAID's locally-led development spectrum document.

Household and market data related to food industry capacity and food affordability, access, and consumption provide a foundation on which to design and implement LSFF and other food systems programming. The technical approach should be built using such data, along with systems analyses that can help assess willingness to act among critical stakeholders, to determine high-impact actions. This activity should collaborate with private sector food processing companies, while working with government and civil society to establish the enabling environment required for food processors to implement LSFF as part of their existing business models.

The technical approach should address biases, information asymmetries, and incentives surrounding profit and risk for market actors to develop approaches that will be durable over time. Evidence shows that LSFF is scalable and fully sustainable when it is part of a viable business model and adopted industry-wide. The technical approach should include directly working with local and national-level food processors operating in consolidated food industries to understand their operating needs and market barriers. Local market barriers must be understood and addressed to properly incentivize industry actors. With incentives such as support for business planning, access to finance, product development, technological and operation efficiencies, quality assurance and control, distribution and marketing, processors can reduce costs and improve overall profitability, ultimately leading to greater compliance to national standards and regulations.

Behavior change is critical to achieve uptake, but should be focused on private sector actors and policy makers. The technical approach should not require or encourage consumers to change or adopt new dietary behaviors. Greater consumption of LSFF food vehicles should not be promoted. Food vehicles should be foods or condiments that are already a common and consistent component of the diet. The role of consumers, and civil society broadly, should be to hold the government and food industry accountable to comply with LSFF standards in the public health interest.

Country-level implementation must address regional considerations as food fortification and regional trade policies work hand-in-hand. The technical approach to LSFF should support intra-regional trade and economic stability. For example, the Economic Community of West African States (ECOWAS) is a model of regional leadership and harmonization with all 15 member countries now requiring the same fortification standards for salt, cooking oil and wheat flour, allowing freer movement among these goods across national borders.

Specifically, this activity is expected to:

- Work directly with national-level food processors by facilitating the introduction of proven technologies and by leveraging finance mechanisms.
- Engage and convene local governments and regional economic communities to help promulgate and enforce appropriate, inclusive, and viable policies, regulations, and standards.
- Support enhanced data collection methods to identify nutrient gaps in local diets and to demonstrate the impact of LSFF on people's nutritional status.
- Leverage civil society, including groups representing marginalized populations, to hold industry and government accountable for compliance with fortification standards.

It is critical to note that LSSF programs are at different levels of maturation in different countries. The successful applicant should apply an approach tailored to context that supports country ownership and leadership. Best practices should be applied consistently, but the programming itself may look different in different contexts.

Global leadership functions

This activity is expected to contribute to USAID's partnership with the Bill & Melinda Gates Foundation (BMGF) and UNICEF to increase the reach and effectiveness of LSFF to address widespread malnutrition in low- and middle-income countries. This partnership is intended to maximize and leverage public resources committed by all three organizations while incentivizing programmatic and financial commitments by countries and regional bodies.

In addition to joint activities at the national level, USAID, UNICEF, and BMGF will collaborate on efforts at the regional and global levels to mobilize new commitments and leadership. Each organization brings unique strengths and comparative advantages to the partnership. This activity would serve to fulfill and extend USAID's competitive advantage, particularly at the regional and country level, while ensuring the complementarity and cohesion of the three organizations in geographies. This activity will support joint activities and coordination at national, regional, and global levels to realize the goals of the partnership

Specifically, this activity is expected to:

- Serve as a knowledge conduit between country programs and global leadership, coordination, innovation, and learning, to scale LSFF solutions.
- Maximize and leverage public and private resources committed by the joint partnership of the Bill and Melinda Gates Foundation (BMGF), UNICEF, and USAID, as well as other donors and stakeholders.

7. Geographic coverage and target populations

Outputs of this activity will achieve global, regional, and national targets. For regional and national targets, this activity will primarily provide services to Nutrition Priority Countries (NPC) and Feed the Future (FTF) focus countries (Annex 1). However, services will be demand-driven and no countries with a USAID presence will be categorically excluded.

The successful applicant will, in consultation with the AOR and USAID Missions, determine in which countries to focus work. It is expected that the successful applicant will select a small number of countries, and align efforts with regional bodies, so as to maximize the impact by minimizing overhead of operating in too many countries while maintaining as much of a broad regional or global focus as appropriate to the technical approach.

In each selected country, the successful applicant will apply a technical approach to prioritize populations vulnerable to dietary micronutrient inadequacies in targeting and in measurement and evaluation. A critical element of programming will be identifying which foods are appropriate to fortify in a given context. Selected foods must reach the economically and nutritionally vulnerable and the cost of fortification must be marginally low enough for companies and consumers to absorb. All activities in each country and region must be coordinated with relevant USAID and external food systems activities to enable the greatest potential impact.

8. Activity Monitoring, Evaluating, and Learning Plan (AMELP)

The activity monitoring, evaluation, and learning system should be based on USAID's Collaborating, Learning and Adapting (CLA) approach. CLA is predicated on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising approaches, continuously identify new approaches in a rapid, yet targeted manner to generate improvements and efficiencies, and build on what works and eliminate what does not.¹⁸

The AMELP is a tool to organize the CLA process - tracking progress, identifying learning opportunities, and adapting programming to anticipate and respond to challenges and opportunities that arise. The AMELP must demonstrate how the Implementer will routinely assess the quality of data; the status of activities; whether these activities are resulting in their intended outcomes; if those outcomes are leading to the desired objectives; whether the theory of change and critical assumptions remain valid; and whether course corrections should be made.

The monitoring system must include both performance and context monitoring, utilizing a combination of quantitative and qualitative measures. Partners are responsible for collecting baseline data for their performance indicators. Performance monitoring refers to monitoring the quantity, quality, and timeliness of outputs within the control of the implementer, as well as the monitoring of outcomes that are expected to result from the combination of these outputs.

¹⁸ <https://usaidlearninglab.org/qrg/understanding-cla-0>

Performance monitoring includes operational monitoring such as checking back later to see if completed activities still function.

The activity must set targets for, track, and report relevant indicators in a sex - and age-disaggregated manner (categories to be determined in consultation with USAID). The activity must also track the wealth quintiles of benefitting households to understand the extent to which its activities are engaging and benefiting the poor.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION B: FEDERAL AWARD INFORMATION

1. Use of Leader with Associates (LWA) Mechanism

USAID Advancing Food Fortification Opportunities to Reinforce Diets (USAID AFFORD) will be structured as a LWA award. The LWA mechanism involves the issuance of a Leader Award that covers a specified worldwide activity. The Leader Award includes language that allows a Mission or other office to make one or more separate awards, called Associate Awards to the Leader Recipient. The Associate Award(s) is within the terms and scope of the program description of the Leader Award and support distinct local or regional activity.

As state in Section B.2, the award's total estimated Amount (TEA) allows a maximum award ceiling of up to 75,000,000 structured as follows:

A \$20,000,000 Leader Award will support USAID's effort to safely and sustainably reduce micronutrient inadequacies and improve diets, particularly for women and children, through LSFF of staple foods and condiments. USAID AFFORD will achieve this goal by 1) strengthening and extending the enabling environment and regulatory monitoring and enforcement of LSFF through the public sector; 2) expanding and sustaining LSFF, in compliance with national fortification standards, by the private sector; 3) strengthening the design, monitoring and evaluation of fortification programs, and holding the public and private sectors accountable through civil society; and 4) garnering and mobilizing global commitment, leadership and resources to scale LSFF.

\$55,000,000 of potential funding will be awarded non-competitively by USAID field missions or other offices to support additional activities that fall within the technical scope of the award. This may include:

A maximum of \$35,000,000 in potential Associate Awards

A maximum of \$20,000,000 in potential buy-in

Buy-ins to the LWA are a particularly valuable tool for Missions to access programs such as AFFORD. They allow Missions to address their country-specific needs and respond to dynamically changing programmatic requirements by tapping into a competitively awarded program that offers global expertise that can be put into place quickly and efficiently. Buy-ins are preferred mechanism for funding activities that already part of the approved Leader Award program and the operating unit (Mission or Office) contributing the funds does not want to directly manage the buy-in.

2. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. There's one Leader Award and an unknown number of Associate Awards anticipated. There's no guarantee regarding the number of Associate awards. Subject to funding availability and at the discretion of the Agency, USAID intends to provide

\$75,000,000.00 (Leader Award ceiling plus Associate Awards) in total USAID funding over a five (5) year period.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be in/about End of fourth quarter FY 2022.

4. Substantial Involvement

a. Leader Award

USAID will be substantially involved in the implementation of the core program described in Section A of this NOFO under the Leader Award described in Section B above. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives.

Substantial involvement will include:

1. Approval of the recipient's implementation plans during performance, including annual work plans, and when changed contexts or new information require a pivot in the activity.
2. Approval of the recipient's Knowledge Management Assessment and Plan, and the recipient's Activity Monitoring, Evaluation and Learning Plan (AMELP).
3. Approve of recipient Key Personnel.
4. Approval in the selection and issuance of sub-awards and the substantive provisions of Subawards. In accordance with 2 CFR 200.308(c)(6), unless described in the application and funded in the approved budget of the resulting award, the subaward, transfer or contracting out of any work under the award will require prior approval.
5. Review and approval of Program Descriptions and Budgets for proposed Associate Awards and Buy-ins
6. The Agency will monitor and provide direction to ensure that implementation contributes to relationships between USAID activities (ex. those focused on food safety) to achieve common priorities. All such direction or redirection will be within the program description budget, and other terms and conditions of the award.
7. The recipient's successful accomplishment of program objectives will benefit from USAID's technical knowledge. Therefore, there will be Agency and recipient collaboration on geographic focus, field-focused services and related programmatic priorities, and global leadership and engagement.
8. USAID reserves the right to establish further requirements prior to award that limit the recipient's discretion with respect to the scope of services offered,

organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.

9. Agency's ability to immediately halt an activity if the recipient does not meet detailed performance specifications.

b. Associate Awards

Associate Award(s) may be a grant or cooperative agreement. If awarded as a cooperative agreement, the Associate Award will include the substantial involvement requirements of the Leader Award.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937**.

6. Nature of the Relationship between USAID and the Recipient

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

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is **not** restricted.

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

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

2. Cost Sharing or Matching

Leader Award: USAID has not established a mandatory minimum recipient cost-share of the projected USAID funding for the expected assistance award. Cost sharing is encouraged even if it is not required as it may increase the impact of the Program. Cost sharing means that a portion of program cost are not borne by the U.S. government. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

Associate Awards: Cost sharing requirements, if any, will be established for each Associate Award by the USAID mission or Office that funds the Associate Award.

3. Risk Assessment

For an award to be made, the USAID AO must evaluate the risks posed by applicants as outlined in 2 CFR 200.205 and ADS 303.3.9. This means that the applicant must possess, or must have the ability to obtain, the necessary management and technical competence to conduct the proposed program and must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In evaluating the risks posed by applicants, the Federal Awarding Agency uses a risk-based approach and must consider:

1. Financial stability.
2. Quality of management systems and ability to meet the management standards prescribed in this part.
3. History of performance. The applicant's record in managing Federal awards, if it is a prior recipient of Federal awards, including timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards;
4. Reports and findings from audits performed under Subpart F—Audit Requirements of this part or the reports and findings of any other available audits.

5. The applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities.
6. That applicant is otherwise qualified to receive an award under applicable laws and regulations (i.e., Nondiscrimination, Lobbying, Debarment/Suspension, Terrorist Financing, etc.).

In the absence of a positive risk assessment, an award can ordinarily not be made. Awards to potential new partners may be significantly delayed if USAID must undertake necessary pre-award reviews of these organizations to make an adequate risk assessment. These organizations must take this into account and plan their implementation dates and activities accordingly.

4. Other

Applicants can only submit one (1) application (there is no limitation on whether an individual associated with an organization can also submit an application). Applicants are directed to review the other requirements for applications specified herein, including, but not limited to, Sections D and E herein.

USAID does not require and does not encourage exclusivity contracts between proposed key personnel and the applying institution. As such, the proposed key personnel may be listed on more than one application.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

[Sara Bame-Kum](#)

Agreement Officer

Email: afford@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted electronically to afford@usaid.gov no later than the date and time indicated on the cover letter. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant. If the NOFO is amended, all terms and conditions that are not amended remain unchanged.

In order to maintain the integrity of the competitive process, USAID staff, to include mission staff, will be unable to advise or provide information to potential applicants that would be used in preparation of the application. Therefore, applicants are advised not to contact USAID missions or any other USAID staff members regarding this NOFO.

3. General Content and Form of Application

Preparation of Applications:

Each Applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: (1) the Technical Application, and (2) the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections below for information on the content specific to the Technical Application and the 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.

Unless otherwise indicated, applications must cover only the Leader Award. Separate applications will be submitted for Associate Awards, if the need for an award arises.

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

- Name of the organization(s);

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

Any changes to the application must be initiated by the person signing the application. Application 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.

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.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word and PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word and PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked, with visible cell formulas intact, and without 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 NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Application must be submitted by email to Sara Bame-Kum at afford@usaid.gov.

Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g., "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

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

Applicants are reminded that 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/M/OAA/RFS cannot guarantee their acceptance by the internet server. File size of **each email** must not exceed 10MB.

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.

5. Technical Application Format

The Technical application narrative must not exceed (20 page single-spaced typed pages in English (12 font size Times New Roman font, single spaced, typed in standard 8½ x 11 paper size with one-inch margins both right and left and each page numbered consecutively. Included in this page limit are embedded tables and charts. Dividers and acronym/abbreviation list are optional and not included in the page limit. INFORMATION SUBMITTED OVER THE PAGE LIMIT WILL NOT BE EVALUATED.

The Applicant must organize the Technical Proposal in accordance with the technical evaluation criteria contained in Section E using the following format:

1. Cover page (See Section D.3 for requirements)

2. Table of Contents (No page limit - not included in the Technical Application Body page limit). Include major sections and page numbering to easily cross-reference and identify merit review criteria.

3. Executive Summary

The Executive Summary must not exceed one page and must summarize the key elements of the Potential Awardee's Technical Approach, Monitoring, Evaluation and Learning, and Organizational Capacity, as well as the Management Plan and Personnel.

4. Technical Approach (15 pages)

Applicants have been provided a Program Description (PD) that contains the overarching objectives of USAID AFFORD. The application must address how the Applicant intends to achieve the objectives and results articulated in the Program Description and merit review criteria found in this NOFO. It must also demonstrate a clear understanding of the work to be undertaken and the responsibilities of all parties involved.

Applicants must develop a sound Technical Approach (see below for details) that addresses strategy, illustrative activities, monitoring and evaluation, and organizational capacity. The Technical Approach must demonstrate that the Applicant has the institutional capability – on its own or combined with that of partners/subawardees – to successfully and effectively advance the overarching objectives articulated in the PD.

The Technical Approach must articulate a strategy – describing how to achieve the activity goal and each objective. The strategy should also clarify: (1) the links among the various objectives that are critical to advancing learning and good practice; (2) the needed collaboration among potential partners, subawardees, and/or grantees, if any; (3) how collaboration with country and regional stakeholders/actors will advance locally-led development; (4) how the activity will implement USAID's PSE strategy; (5) how the

approach will lead to sustained change maintained by local actors. The applicant must recognize that one size does not fit all when it comes to engagement in hard-to-reach and diverse communities in countries and regions across the world. The applicant must be able to work in multiple geographic areas, and be innovative and adaptive. Besides technical capacity, the applicant must demonstrate how it will secure buy-in from and mobilize local communities, harness private-sector resources and expertise where appropriate, engage both local and regional governments, and have experience in addressing, inclusive development, social cohesion, socio-economic, religious, and ethnic sensitivities.

The Technical Approach must clearly describe the proposed strategic approach for scaled and sustained LSFF programming implemented to achieve the results in the LSFF RF. The Technical approach must include:

- A theory of change (TOC) that maps out the hypothesized series of changes which are expected to occur in a given context as a result of specific interventions and the associated assumptions. The TOC must demonstrate a holistic understanding of USAID AFFORD's goal. The TOC must address gender, inclusion, and equity, and prioritize impacts for the economically and nutritionally vulnerable. Please describe the potential differential impacts on different stakeholder groups and population segments, including any unintended negative consequences and the plans to address them.
- Technically sound, evidence-based, feasible approaches for 1) **field support functions** to achieve IRs 1-3 of the LSFF RF, and 2) **global leadership functions** to achieve IR 4 of the LSFF RF. The approaches must demonstrate how activities will be tailored to context, elevate the voices of local actors, and be designed from the start for sustainability. Approaches should demonstrate an understanding of how to successfully address market barriers and incentivize market actors to ensure LSFF is part of a viable business model and adopted industry wide. It must demonstrate 'good or best practices' and rely on evidence that demonstrates that it is 'good/best practice.'
- Illustrative Activities – include select activities and deliverables that showcase the Applicant's priorities and understanding of pressing needs for achieving the results, with the understanding that actual activities will be demand-driven.
- Monitoring, Evaluation, and Learning: This section must succinctly address the Applicant's plan for monitoring, evaluation and learning as well as illustrative learning questions for USAID AFFORD in response to the Program Description. This section must include a method for setting and measuring global, regional, and national targets, as well as how enhanced capacity strengthening and locally led development will be measured. This section must include collaboration, learning, and adapting (CLA) and a process to ensure feedback loops are used to appropriately adjust approaches during the course of implementation. The section must include how data will be used to determine whether desired results are being achieved and whether implementation is on track. Organizations

are required to collect data on underserved communities and gender. The section must include a brief narrative describing the method(s) of data collection and storage that will be utilized.

- The Applicant should describe how they would do a knowledge management (KM) assessment to identify the most effective ways to foster the exchange of information and knowledge and inform the design of a KM implementation plan for the activity. The assessment should emphasize how KM can support achievement of goals beyond definitions more focused on purely information and/or data management and communications to include elements consistent with USAID’s work around collaborating, learning, and adapting (CLA). Therefore, KM should be viewed as encompassing information, communication, and knowledge exchange or sharing activities that can: 1) Increase the uptake and use of information developed under activities like Large Scale Food Fortification to deepen the impact of work conducted through individual activities. 2) Improve the ways information and knowledge created under this activity and others can be shared and exchanged to strengthen the larger knowledge base around large-scale food fortification. After conducting the KM assessment, if it is deemed appropriate to develop a stand-alone website, the website shall follow requirements stated under ADS 557.3.4.
- Organizational Capacity: This section must concisely describe relevant, recent work (it could be non-USAID work and/or discrete interventions) executed by consortium members related to each IR of the LSFF Results Framework to demonstrate cutting-edge thinking, creativity, quality of performance, and ability to conduct the types of work required. This section must also include relevant, recent work to demonstrate an understanding of and capacity to achieve results through capacity strengthening and facilitation as is required.

Management Plan and Personnel (included in the 20-page limit)

Applicants must propose a management structure that directly addresses how the technical experience, operational assets, and organizational structure of the Applicant are sufficient to effectively address the complexities of achieving USAID AFFORD’s objectives, including the ability to track multiple concurrent workflows under different funding streams. As specific activities will be demand-driven, the management plan should also discuss the vision for subawardees and staffing capabilities that would create an agile operational structure and advance USAID’s commitments for diversity, equity, inclusion, and accessibility.¹⁹ This should include the ability to staff teams with local consultants and handle logistics on the ground under a buy-in from any USAID Mission. Specific consideration must be paid to the need to quickly and effectively scale up and down resources in specific technical areas of expertise given variable

¹⁹ USAID recognizes that when we have a workforce that prioritizes, resources, and celebrates diversity, equity, inclusion, and accessibility, we are better-equipped with a staff that can more effectively, skillfully, and empathetically implement our life-saving programs worldwide.

workflows and geographies in demand-driven mechanism implementation. The plan should emphasize how multiple, varied relationships will be managed -- to include multiple USAID Activity Managers, subawardees, grantees, and numerous technical collaborators.

This section must include the following:

- Description of the Applicant’s approach to managing activities, providing quality assurance, and adjusting processes (how the offeror will adjust to needs over time to accommodate learning and changing circumstances).
- Description of how the Applicant will maximize the efficiency with which they provide services. Note that efficiencies here must be addressed in terms of practices that will maximize productivity. Note that USAID is open to creative ideas on office structure and location, as well as staffing configurations, while recognizing that the main interface will be with USAID managers in Washington, DC. Description of the Offeror’s staffing approach to effectively manage various potential demand-driven portfolios across varying geographies. Please include a description of how buy-ins and associate awards will be approached and managed, as they are two separate types of engagement, both of which are allowable and encouraged.
- Description of how applicant will staff USAID AFFORD, including identifying and describing key personnel positions and the candidates that will fill these positions. The Applicant will clearly designate the role and responsibilities of each proposed Key Personnel (see [ADS 302.3.5.4](#)). Key Personnel are considered essential to the work being performed under this award. The Key Personnel composition must seek to optimize the complementarity of diverse skill sets. This section must summarize qualifications for proposed personnel. The Applicant must explain how the professional qualifications, skills, education, and relevant experience of the individuals will help the Applicant implement the activities, and accomplish the goals outlined in the Program Description. Applicants will propose the composition of key personnel (4 total). At minimum, Applicants must propose a Project Director as key personnel to provide overall activity leadership. As an annex (Annex 3) to the technical proposal, Applicants must provide resumes for at least three of the proposed key personnel, including the Project Director. Please note it is not necessary to provide resumes for all of the proposed personnel.
- For each key personnel position, that the Applicant must furnish for the performance of this award, the applicant must propose a description of the position, and detail the minimum Education and Experience required using the template copied below:

Position	Education Requirements	Years of Relevant Experience	Demonstrated Relevant Skills
Project Director	{APPLICANT TO	{APPLICANT TO	{APPLICANT TO

	PROPOSE}	PROPOSE}	PROPOSE}
{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}
{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}
{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}	{APPLICANT TO PROPOSE}

The team must, as a whole, possess the following skills:

1. Demonstrated successful experience in managing international development programs of the scale proposed for this activity, including experience in food system development in emerging markets
2. Proven agri-food private sector expertise including market analysis, product development, quality control/quality assurance, regulatory affairs, and marketing
3. Experience mobilizing capital for companies including working both with financial institutions (local and/or international) and supporting businesses to access financing (equity and/or debt)
4. Demonstrated expertise working within agriculture to improve nutrition outcomes
5. Demonstrated experience and expertise in relevant policy work and building government capacity, particularly with regard to the regulatory control system for food quality, nutrition requirements, and safety standards
6. Demonstrated ability to design and conduct research or assessments and to translate findings to actionable recommendations
7. Strong leadership, administrative, management, presentation, reporting, and communication skills
8. Ability to perform at a high level and apply diplomacy skills with a wide range of stakeholders (i.e., donors; other national, provincial, district and local government officials; private sector; NGOs; and other FTF stakeholders)
9. Ability to meaningfully and sustainably advance locally led development
10. Demonstrated experience addressing inclusion in regard to gender and disability issues
11. Demonstrated experience successfully managing and implementing USAID awards

Preferred skill sets include:

1. Experience integrating gender equality and women’s empowerment issues within agriculture, nutrition, and food system activities.
2. Familiarity with the Feed the Future portfolio, as well as with the relevant strategies and priorities outlined in the PD.

Applicants must discuss how they will build the capacity of their own staff, particularly for a food systems approach, as well as how they will enhance functional capacity of any local organization partners.

Applicants must demonstrate how they will engage marginalized populations (including Women) or provide meaningful ongoing insight to design, programming, and learning, as part of the management plan. This should also reflect recruitment and retention of diverse staff, as well as planned staff capacity building on gender empowerment topics.

In accordance with its own internal processes and practices, the Applicant is expected to execute a recruitment, hiring, and retention plan that ensures intentional inclusion in staffing processes and is consistent with all U.S. Government and USAID-specific policies and procedures. There is a growing body of evidence that demonstrates that the synthesis and input of diverse, equitable, and inclusive viewpoints yield higher-performing organizations USAID may request an interview with the proposed Project Director to inform the selection decision. It is expected that for any Applicants invited to the co-creation phase, that the proposed Project Director will lead their team's participation. USAID also retains the right, after reviewing the staffing structure proposed by the Applicant, to request changes to proposed Key Personnel positions. Key Personnel position requirements and qualifications should be included in the Organizational Chart & Staffing Matrix (Annex 4).

6. Annexes (not included in the page limit)

- Annex 3: Key Personnel (limit 3 pages each) must include the names and contact information for 3 professional references from the last 5 years, at least one of which is supervisory
- Annex 4: Organizational Chart & Staffing Matrix (limit 1 page) and Staffing Plan detailing Labor Categories, Levels and LOE including short-term technical assistance (STTA) and operations staff (limit 2 pages) The Applicant must include an organizational chart and staffing plan showing all required labor categories including levels (senior/mid/junior) and their estimated LOE. As applicable, STTA and operations positions should be included, and individuals identified to the extent practicable.

7. General Instructions for the Technical Application

USAID anticipates that the successful application (as may be revised) will become the Program Description for the award resulting from this NOFO. Thus, applications submitted in response to this NOFO must, in addition to being responsive hereto, be written in the active voice and in results-oriented terms in order to address what is proposed to be done, why it is proposed to be done, how it is proposed to be done, who will do it, where it will be done, when it will be done,

and the anticipated results and impact. The technical application must be specific, complete, and presented concisely.

The Program Description set forth in Section A of this NOFO describes a range of issues that must be addressed in technical applications. It is not meant to describe how those issues must be addressed because USAID seeks the expertise of the Applicant, who must describe in their technical applications how they propose to address such issues.

8. 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 (AO) 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 or using the following links:

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

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

c) Required Certifications and Assurances

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

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

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make 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 Annex 5 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant’s budget must include position title, salary rate, level of

effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and 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 – If 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. 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:

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

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

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/UEI 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 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS/UEI 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/UEI number for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.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 early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS/UEI 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, navigate to Help, then to International Registrants.

h) History of Performance

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

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

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

a) 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

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.
 - (a) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, 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.

(in) 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 included in and made part of the resulting grant or cooperative agreement

(END OF PRE-AWARD TERM)

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 otherwise.

(END OF PRE-AWARD TERM)

j) 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.

k) 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 PRE-AWARD TERM)

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

a) Merit Review

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

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section. These criteria will be used in all phases of the technical evaluation process.

b) Criteria

The Selection Committee will evaluate the proposals' relative significant strengths, strengths, weaknesses, significant weaknesses, and deficiencies against the evaluation criteria listed below. Factor 1 (Technical Approach) is of equal importance to Factor 2 (Management Plan and Personnel).

c) Evaluation Factor Description

FACTOR 1-Technical Approach

The Offeror's Technical Approach will be evaluated on the degree to which it demonstrates a clear, coherent, feasible, and technically robust approach to scale and sustain LSFF within Feed the Future programming in the manner articulated in the PD. In regards to scale, USAID requires applicants to articulate the potential pathways for how the approach will expand large-scale food fortification and by how much. In regards to sustainability, USAID requires the applicant to explain the strategy for how the activities will successfully continue without additional donor assistance beyond the life of the award.

Additionally, USAID will review the technical approach for the following:

Theory of Change: The extent to which the Offeror demonstrates a holistic understanding of USAID AFFORD's goal, and the extent to which the applicant has a technically logical and feasible theory of change for scaling and sustaining LSFF. The extent to which the TOC prioritizes impacts for economically and nutritionally vulnerable groups, particularly women.

Strategic approaches to achieve the results: The extent to which the applicant demonstrates technically sound, feasible, strategic, and sustainable approaches to achieve IRs 1-4 of the LSFF Results Framework. The extent to which the illustrative activities presented by the applicant showcase an understanding of greatest barriers and constraints to achieving the results. The extent to which the technical approach's proposed forms of engagement increase the likelihood that local and locally established partners or the affected communities themselves, will be able to continue the program's activities and/or maintain its achievements without funding from USAID. The extent to which the offeror demonstrates an understanding of private sector engagement and the appropriate role of private sector engagement in achieving results. The extent to which activity design, stakeholder engagement, and approaches to partnership deliberately incorporate considerations for how to enhance diversity, equity and/or inclusion within the implementation of the activity.

Monitoring, Evaluation, and Learning: The extent to which the applicant's proposed plan for monitoring evaluation and learning articulates a process to appropriately identify targets and develop a MEL plan that will: 1) accurately measure the theory of change, 2) accurately measure approaches to achieve results and 3) establish feedback loops to allow for appropriate adaptation and adjustments of approaches. Illustrative learning questions must demonstrate technical expertise and understanding, as well as feasibility and appropriateness.

FACTOR 2 - Management and Personnel

The Applicant's Management Plan & Personnel will be evaluated on the degree that it demonstrates a practical and effective structure that supports the proposed technical approach and the objectives of USAID AFFORD. Organizational capacity will not be evaluated individually but the rating for this section will include the extent that organizational capacity, as represented in the proposal, demonstrates an understanding of and capacity to achieve results.

Additionally, USAID will review the Management Plan & Personnel for the following:

Management Plan: Demonstrated ability to establish a management and operational system that draws on appropriate institutional capacity to implement the proposed program effectively and achieve USAID AFFORD's objectives. The extent to which the management plan demonstrates the ability to feasibly manage demand-driven, diverse, and variable workflows, with multiple Activity Managers, and across varied geographies in an effective way. This includes the ability to

address any anticipated potential problems, risks, including the ability to keep the agreement effectively staffed with appropriate expertise throughout the life of activity expeditiously and consistently with DEIA principles. The extent to which the management plan has built in an effective process for the life of the activity that would ensure the appropriate inclusion of local partners through buy-ins and associate awards.

Staffing Approach: The extent to which the Applicant's organizational chart and staffing plan complements the proposed Technical Approach and clearly shows how different consortium members will be included. This includes the feasibility of achieving objectives with the proposed Level of Effort, Labor Categories and Levels, including short-term technical assistance (STTA) and operational support staff. The extent to which the Applicant proposed recruitment, hiring and retention practices incorporates diversity, equity, and inclusion principles across operations and staffing, in a manner consistent with FAR 52.222-26 Equal Opportunity, AIDAR Non-Discrimination (752.222-71 Nondiscrimination).

Key Personnel: The extent to which the proposed key personnel team demonstrates skills required to carry out the Applicant's proposed technical approach based on the relevant experience, education, and/or professional qualifications, including references. The extent to which the Key Personnel composition optimizes the complementarity of diverse skill sets.

d) Business/Cost Review

USAID will not award evaluation points to or score Cost Volume(s) and the relative importance of cost is significantly less than technical factor(s). The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

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

The evaluation of the Cost Volume(s) components of the NOFO will consider but not limited to:

1. Costs presented reflect a clear understanding of the requirements;
2. Proposed costs are realistic for the scope of work using proposal analysis techniques consistent with FAR 15.404.
3. Overall cost control evidenced by the proposal (such as avoidance of excessive salaries, excessive home office staff visits, and other costs in excess of reasonable requirements).

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

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

E.2 Selection Process

Technical proposals will be ranked by a USAID Selection Committee according to the review criteria and one or more of the top scoring applicant(s) will be invited to co-create with USAID. After co-creation, the applicant(s) will be invited to revise and re-submit their proposal and program description. An award will be made to the responsible applicant whose proposal offers the greatest value to the U.S. Government, considering cost and technical factors.

The selection process under this NOFO will be conducted in three phases:

- Phase I Full Applications: Each applicant shall initially submit a Full Application. Full applications will be evaluated against the merit review criteria in Section E of this RFA.
- Phase II Co-Creation: USAID will invite the most highly rated applicant(s) from Phase I to individual or joint co-creation. The co-creation will be used to discuss the proposed technical approach and any weaknesses or concerns identified during the evaluation of the applications. The co-creation will be carried out and evaluated based on the merit review criteria described in Section E.
- Phase III Final Applications: Applicant(s) will be notified to submit revised Full Applications following co-creation. The revised applications will be evaluated again against the merit review criteria in Section E.

(End of Section E)

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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

The Cooperative Agreement signed by the Agreement Officer is the authorizing document, which shall be transmitted to the Recipient for countersignature to the authorized agent of the successful organization(s) electronically.

2. Administrative & National Policy Requirements

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

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

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

See Annex 6, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

- **Financial Reporting:**

i. The Recipient must submit the Federal Financial Form (SF-425) on a quarterly basis within 30 calendar days after the end of each USG fiscal quarter (i.e. October 30, January 30, April 30, July 30) to the Agreement Officer (AO) and Agreement Officer's Representative (AOR).

The Recipient must submit all final financial reports no later than 90 calendar days after the end of agreement to the Agreement Officer, and the AOR.

Electronic copies of the SF-425 can be found at <https://www.usaid.gov/forms/sf-425>.

Line item instructions for completing the SF-425 can be found at: <https://www.usaid.gov/sites/default/files/documents/1868/636mab.pdf>.

The report must be supported with a detailed budget breakdown reflecting USAID expenditures and cost share per line item for the quarter and the projected costs for the next reporting period.

ii. **Accruals Reporting:** Accruals are the value of the liability recognized during the period for goods and/or services received but not disbursed, or goods and/or services invoiced but not recorded.

USAID performs a quarterly accrual exercise at the end of each quarter; i.e. December 31, March 31, June 30, and September 30. Awardees are required to submit four quarterly accrual expenditures reports 15 days before the end of a quarter per year. The Recipient must submit a spreadsheet showing cumulative disbursements and estimated (undisbursed) accruals to the AOR.

- **Performance Reporting**

i. Annual Work Plans (AWP)

The Annual Work Plan will form the basis for activities to be initiated in each year of the award. For the purpose of the AWP, “Annual” is defined according to the U.S. Government fiscal year: i.e. October 1st to September 30th. Draft AWP’s for subsequent years after Year One shall be submitted no later than September 1st of each year. During the first year of implementation the Annual Work Plan will be submitted in two parts. Part 1 is the sixth-month refinement period plan, while Part 2 is the Work Plan for the remainder of the year. Modifications to the AWP may be made during the year subject to the approval of the AOR.

ii. Quarterly Progress Reports

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

1. Bulleted list of achievements in the quarter
2. Background and details of some of the key achievements, including potential impacts on target populations. Any identified best practices and or lessons learned should be included here.
3. Description of collaborative activities with other USAID implementing partners and/or stakeholders.
4. Description of key problems or issues encountered, how they were or will be resolved, and, as needed, recommended USAID interventions to facilitate their timely resolution.
5. Bulleted list of planned activities for the next quarter to include dates and locations of major events and meetings

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

- Annex 1: Table of indicators showing progress made during the quarter, cumulative for the fiscal year, and cumulative for the life of the project toward set targets.
- Annex 2: Include a financial table which contains expenses of the reported period, year

- to date amount, and remaining budget line-item amount.
- Annex 3: Provide one or two success stories with relevant high-resolution photos. Stories should highlight the high-level impact and/or scalability of the activity's successes. If a story could not be done during the reporting period, explain why. (1 page per story)

iii. Recipient Final Report

Ninety (90) days after the award completion date, the Recipient will submit final technical and financial reports to the AOR which will summarize implementation progress of all tasks including achievements of strategic results, shortfalls, problems, recommended solutions, and Recipient's assessment of Award work completed. The report shall provide quantitative representation. Accomplishments will need to be documented by data and not anecdotal reporting for the analysis and conclusions must be submitted with the final report. However, success stories must be duly documented and reported.

iv. Close-out Plan

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

v. Technical Reports

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

vi. Annual Reporting

The annual report will consist of both a narrative and a quantitative section and report against all indicators.

4. Program Income

There is no Program Income expected under this award.

5. Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) chapters 201 and 204 (<http://www.usaid.gov/policy/ADS/200>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Initial Environmental Examination (IEE) is finalized and signed and is included as Annex 8. The environmental compliance obligations of the Recipient of the award resulting from this NOFO under these regulations and procedures are specified in the following paragraphs:

- a. In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter will govern.
- b. As part of its annual work-plans, the Recipient, in collaboration with the AOR and MEO/BEO, will review all ongoing and planned activities under the award to determine if they are within the scope of the approved Regulation 216 environmental documentation. If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it must prepare an amendment to the documentation for USAID review and approval. No such new activities will be undertaken prior to receiving written USAID approval of environmental documentation amendments. Any activities found to be outside the scope of the approved Regulation 216 environmental documentation will be halted until an amendment to the documentation is submitted and written approval is received.
- c. The Recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen sub-award and contract proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is required when the nature of the proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts; yet, due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of these activities cannot proceed until the ERF or ER checklist is completed and approved by USAID. The Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented. The Recipient will also be responsible for periodic reporting to the AOR, as specified in the award.
- d. The costs of environmental compliance will be reimbursable under the award resulting from this NOFO if they are in accordance with the terms and conditions of the award.
- e. Associate Award(s) under the LWA: Reporting requirements and evaluation plans for Associate Awards will be specified in such awards. The Recipient will be required to

provide an electronic copy of all reports produced under Associate Awards to the AOR for the Leader Award.

6. Notifications

The Recipient will be required to immediately notify the AOR and the Agreement Officer of developments that have a significant impact on the award-supported activities. Also, notification must be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Any questions regarding this NOFO may be addressed to the Agreement Officer, Sara Bame-Kum and Agreement Specialist, Jason Hoppe, at afford@usaid.gov.

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: <https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

[The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

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 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.”

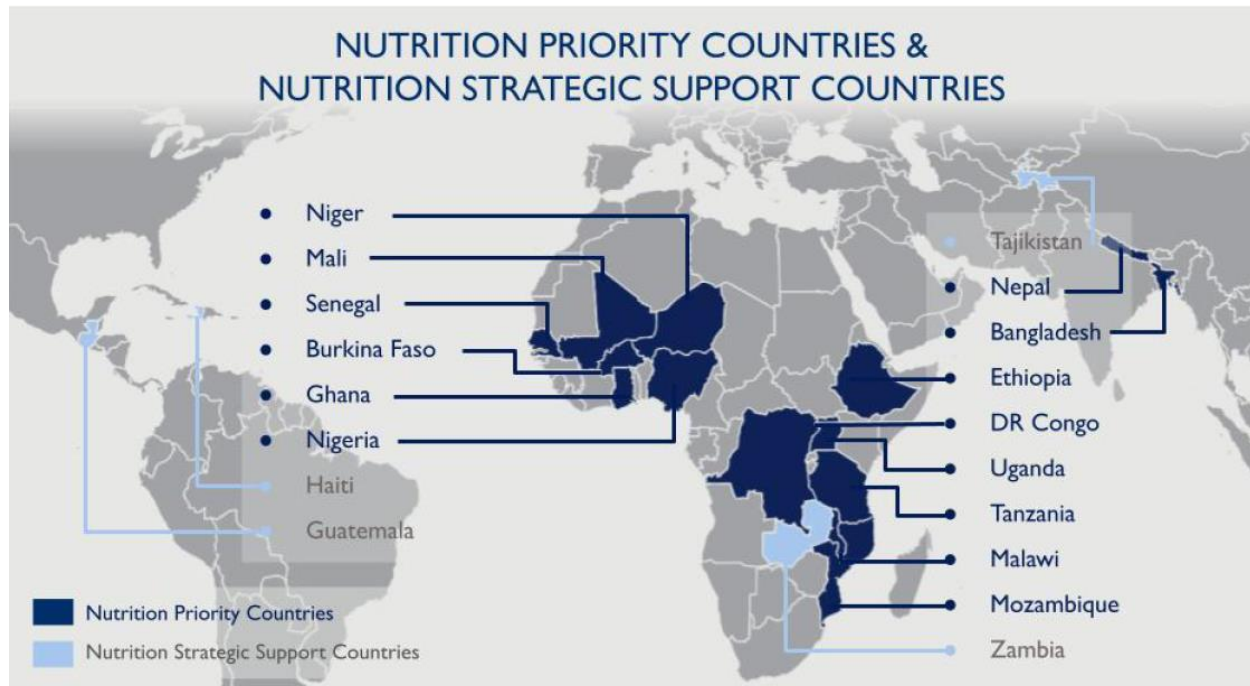
Pursuant to the Freedom of Information Act of 1981, the public is entitled to request information from Agency award files. Generally, information will be disclosed except:

- Information submitted in response to this NOFO, prior to award of the grant or cooperative agreement, or modifications or revisions thereto.
 - Information properly classified or administratively controlled by USAID; and
 - Information specifically exempted from disclosure under the Freedom of Information Act.
- Upon award of the cooperative agreement resulting from this NOFO, USAID will disclose, use, or duplicate any information submitted in response to this NOFO to the extent provided in the award and as described in Section F.I of this NOFO and as required by the Freedom of Information Act.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

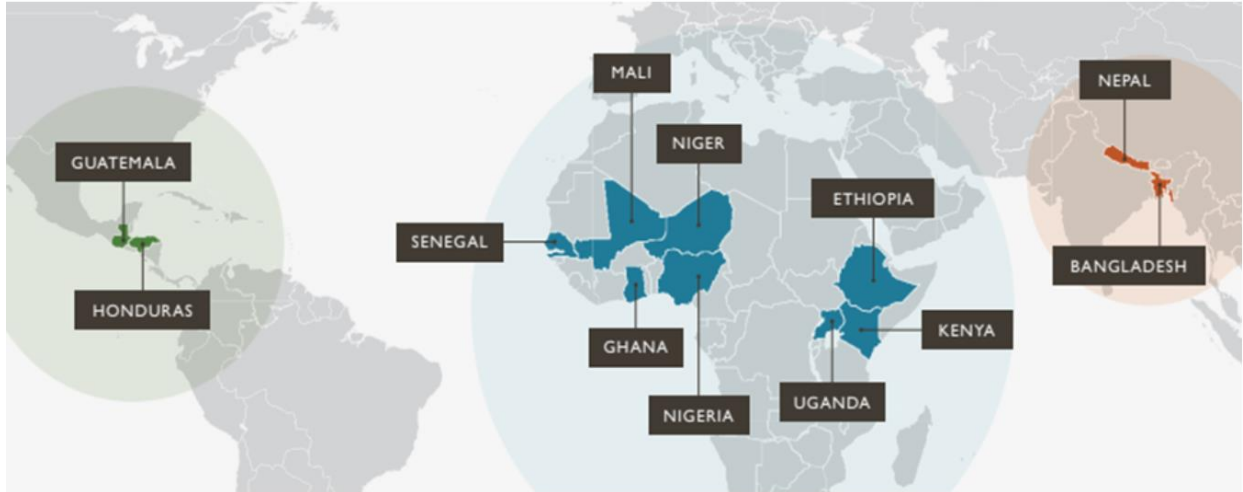
ANNEX 1: List of Nutrition Priority and Feed the Future (FTF) Target Countries

Nutrition Priority Countries: There are 14 nutrition priority countries: Bangladesh, Burkina Faso, Democratic Republic of the Congo (DRC), Ethiopia, Ghana, Malawi, Mali, Mozambique, Nepal, Niger, Nigeria, Senegal, Tanzania, and Uganda. USAID also identified four Nutrition Strategic Support Countries (NSSCs) that did not meet the rigorous needs and opportunity criteria but merit continued prioritization due to critical policy and technical considerations: Guatemala, Haiti, Tajikistan, and Zambia.



FTF Target Countries: FTF invests in a select set of countries that are committed to improving their own food security and nutrition. Target countries include: Bangladesh, Ethiopia, Ghana, Guatemala, Honduras, Kenya, Mali, Nepal, Niger, Nigeria, Senegal, and Uganda. Feed the Future also coordinates activities and support across a set of aligned countries and at the regional level in Asia, Latin America and the Caribbean, the Middle East, and East, Southern and West Africa to improve food security, resilience, and nutrition.²⁰

²⁰ <https://www.feedthefuture.gov/>



THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 2: Gender Analysis

I. Why Gender Matters for Large-Scale Food Fortification

Micronutrient deficiency, the lack of one or more key vitamins and minerals, is a global concern that is estimated to affect over a billion people. The burden of micronutrient deficiencies falls primarily on women and children due to reasons such as higher nutritional requirements during early development, pregnancy and lactation and inequities within households in the consumption of more nutritious foods.²¹ Micronutrient deficiencies in women cause serious health implications for the woman herself, as well as her infants and children. Increased preterm births, infant mortality, and neural tube disorders occur in infants of micronutrient-deficient mothers. Furthermore, women who do not consume sufficient amounts of micronutrients can suffer from fatigue, increased susceptibility to infections, reduced work productivity, and decreased income.

For such reasons, essentially all micronutrient interventions will have an outsized impact on women and children. Relieving the unequal burden of micronutrient deficiencies directly improves the well-being of women and supports other initiatives for women's empowerment. In contrast to many micronutrient interventions, LSFF has the ability to benefit both genders, as well as those from varying socio-economic levels. Though LSFF interventions can reach a more vast spread of the population, implementers should still prioritize gender when measuring the impact of LSFF. It is necessary to consider gender and biological sex during the design, implementation, monitoring and evaluation of LSFF programming.

The positive impact of LSFF on women and girls' status and outcomes has been fairly studied and documented. A systematic review of food fortification's impact on women and children showed that iron fortification resulted in a significant increase in serum ferritin and hemoglobin concentrations, while consumption of folate-fortified foods led to a significantly reduced incidence of congenital abnormalities (such as neural tube defects).²² In Indonesia, vitamin A-fortified oil resulted in a decrease in vitamin A deficiency amongst women and children, as well as an increased vitamin A concentration in the breast milk of lactating women.²³ In addition to reaching the community through markets, many LSFF systems supply school feeding programs, providing the ability to nourish adolescent girls and support their school retention. A review of a school feeding program in Uganda that was supplying students with fortified food items found that adolescent girls had reduced prevalence of all levels of anemia.²⁴ Furthermore, since this school feeding program provided take-home rations to students' households, the study also found that moderate-to-severe anemia was reduced in adult women.

²¹ Global anaemia reduction efforts among women of reproductive age: impact, achievement of targets and the way forward for optimizing efforts. Geneva: World Health Organization; 2020. Licence: CC BY-NC-SA3.0 IGO.

²² Das, J. K., Salam, R. A., Kumar, R., & Bhutta, Z. A. (2013). Micronutrient fortification of food and its impact on woman and child health: a systematic review. *Systematic reviews*, 2, 67. <https://doi.org/10.1186/2046-4053-2-67>

²³ Olson, R.; Gavin-Smith, B.; Ferraboschi, C.; Kraemer, K. Food Fortification: The Advantages, Disadvantages and Lessons from Sight and Life Programs. *Nutrients* 2021, 13, 1118. <https://doi.org/10.3390/nul3041118>

²⁴ Adelman, S., Gilligan, D. O., Konde-Lule, J., & Aldeman, H. (2019). School Feeding Reduces Anemia Prevalence in Adolescent Girls and Other Vulnerable Household Members in a Cluster Randomized Controlled Trial in Uganda. *The Journal of nutrition*, 149(4), 659–666. <https://doi.org/10.1093/jn/nxy305>

Unlike other micronutrient interventions, LSFF is uniquely able to improve women's consumption of micronutrients without requiring significant additional resources, time, or labor.²⁵ Adding minerals and vitamins to ingredients that the target population is already purchasing and consuming allows for easy, and sometimes even unconscious, adoption, positioning LSFF as an accessible and effortless safety net intervention. This is especially beneficial for women of female-headed households, which are growing in number in Sub-Saharan Africa.²⁶ Due to the shortage of labor that results from the lack of a male presence, female-headed households have lower incomes and purchasing power than male-headed households. Women in households led by men don't necessarily fare much better, as intrahousehold norms often result in women and girls eating the last, the least amount, and the least nutritious food.²⁷ Consuming fortified staples and condiments can support the diets of women, specifically for those that are from rural and low-income households, by filling the micronutrient gap that results from a diet that is not diverse and is insufficient in nutrients. Building from the benefits to nutritional status, LSFF may also have broader advantages for women. Consumption of fortified foods can help improve productivity in women and may result in improved child-care practices.²⁸

Gender influences LSFF by shaping the social and market environment that will influence the success and sustainability of a country's LSFF. In the proceeding section, the influential role of gender on LSFF will be explored in further detail. Ultimately, gender considerations are important for LSFF programming because LSFF is one of the most cost-effective, easily adopted micronutrient interventions that has the proven ability to benefit both genders, with women able to receive the most benefit.

II. Gender-based Roles and Responsibilities in LSFF

While LSFF does not demand the direct engagement of women to the degree that other micronutrient interventions do, it is important not to demote the role of women in strengthening LSFF systems. Women should be viewed not as passive recipients of fortified foods but should have active roles in building up a sustainable food system.⁵ That requires a focus on equal opportunities for women, particularly in food processing businesses.

In West Africa, 68% of employed women work in the food economy, primarily in the food processing, marketing, and food-away-from-home sub-sectors.²⁹ Furthermore, women in West African countries make up 83% of total food manufacturing employees and are four times more likely to work in off-farm processing compared to men. In urban areas, one out of three women are employed in off-farm work while only one out of seven men work in such sectors. However, large-scale fortification occurs in national-level food processors operating in consolidated food industries. The proportion of women working at those national-level companies (and in what roles

²⁵ Kimura, A. H. (2013). *Hidden Hunger: Gender and the Politics of Smarter Foods*. Cornell University Press. <http://www.jstor.org/stable/10.7591/j.ctt1xx5n3>

²⁶ Women and Sustainable Food Security. FAO, <https://www.fao.org/3/x0171e/x0171e02.htm>

²⁷ Gender Inequalities and Food Security. Oxfam (2019). <https://reliefweb.int/sites/reliefweb.int/files/resources/bp-gender-inequalities-food-insecurity-150719-en.pdf>

²⁸ Allen, Lindsay; Benoist, Bruno; Dary, Omar; Hurrell, Richard. *Guidelines on Food Fortification with Micronutrients*. WHO (2006).

²⁹ Allen, T., P. Heintz and I. Heo (2018), "Agriculture, Food and Jobs in West Africa", *West African Papers*, No. 14, OECD Publishing, Paris, <https://doi.org/10.1787/dc152bc0-en>.

in those national level companies) varies significantly by country context. Thus, programmers will need to assess the gender balance in the focus industries and target women for improved employment opportunities.

Additionally, consumption of fortified foods can be influenced by gender norms that affect the purchasing power and decision-making of women. Intra-household dynamics in most LMICs designate women with the responsibility of purchasing foods in the markets and preparing meals for the family. A study from Zimbabwe concluded that female-headed households were more likely to adopt food fortification in comparison with their male counterparts (statistically weak evidence) and similarly, impact on stunting reduction was more important among children of female-headed-households than among children of male-headed households. This points at the need to raise awareness among men about the benefits of fortified foods.³⁰

III. Gender Constraints that Affect LSFF

Social Norms

Though the majority of employed women work in the food economy, social norms and sometimes laws limit the level of engagement (and thus benefit) for women. Women are increasingly engaged in wage and salaried labor related to food processing and packaging, but they usually have less job security and social protection than men and receive lower salaries. Understanding local norms in the gendered division of labor is important for promoting equal employment opportunities within a LSFF system. While many countries have reached gender parity in lower levels of education, women and girls remain underrepresented in STEM and TVET education including in agricultural education and training.³¹ Business training programs also target men. These educational outcomes have consequences for women's labor force outcomes. In the context of this project, they may imply more limited employment and entrepreneurial opportunities in food supply chains and markets that will be promoted.

Unequal control of resources and “say” in decisions between men and women may also constrain the sustainability of LSFF. Women often don't have the authority or the means to decide specifically what is purchased at markets, as those decisions are usually based on the male household lead's preferences and resources. Data show that women with less access to financial resources and less control of resources have less diverse and lower quality diets.³² Efforts to increase purchasing power for women, such as increased incomes from entrepreneurial activities, can result in an increase in the purchase and consumption of diverse foods, including fortified foods, and ultimately reduce the cost of an adequate diet for women and their households. Increased decision-making can also lead to greater consumption of fortified foods, as studies show that in comparison to men, women choose to spend money on nutrition and children's well-being when they have greater ability to decide how income is spent.¹²

³⁰ Kairiza T, Kembo G, Pallegedara A, Macheka L. The impact of food fortification on stunting in Zimbabwe: does gender of the household head matter? *Nutr J.* 2020 Mar 23;19(1):22. doi: 10.1186/s12937-020-00541-z. PMID: 32204711; PMCID: PMC7092424.

³¹ Me-Nsope, Nathalie. 2015. Gender strategy. Center Report Series, No 6 Global Center for Food Systems Innovation. Michigan State University-East Lansing Michigan

³² Botreau, H., & Cohen, M. J. (2020). Gender inequality and food insecurity: A dozen years after the food price crisis, rural women still bear the brunt of poverty and hunger. *Advances in Food Security and Sustainability*, 5, 53–117. <https://doi.org/10.1016/bs.afs.2020.09.001>

Socio-economic Differences

While there is robust evidence for the effectiveness of fortified staple foods and condiments to help reduce micronutrient inadequacies, the evidence for the effectiveness of LSFF in lower-income households (versus higher-income households) on improving nutrition and health outcomes demonstrates the complexity of this intervention.³³ Even though food fortification is more cost-effective than other strategies, LSFF may fail to reach the poorest households, particularly in remote rural areas, which are at the greatest risk of micronutrient deficiency, especially women if their purchasing power remains too low to purchase the fortified foods or if they lack appropriate channels to access them.⁸

In Guatemala and in Malawi, it was shown that the consumption of wheat flour fortified with folic acid varied massively among people from different socioeconomic status.³ Women from wealthy groups consumed 15 times more than women from the least wealthy groups, raising concerns on the effectiveness of the intervention in the lowest wealth groups. In Cameroon, the consumption of multiple vitamin A-fortified vehicles such as sugar or edible oil, in addition to vitamin A supplementation, resulted in a possible excess of vitamin A intake (i.e., beyond the Tolerable Upper Intake Level (UL) among children. This was the case in urban settings due to the high consumption of such foods.³ In two studies that utilized the Fortification Assessment Coverage Toolkit (FACT) to assess LSFF across multiple countries, the studies found that there was a significant, unequal distribution of fortified foods that disadvantaged marginalized communities.¹³ A poor vehicle choice and the insufficient distribution of fortified products by large-scale producers were cited as the two primary causes. Thus, it is critical that programmers take careful consideration when selecting food vehicles for fortification and planning distribution channels to better reach the women and girls from low-income households that are most in need of micronutrients.

Policies

Mandatory LSFF programs are those in which the government initiates and enacts legislation mandating the fortification of a condiment or staple. On the contrary, voluntary fortification is when producers determine, at their own will, to fortify their products.³⁴ When governments are hands-off in mandating and enforcing food fortification, the impact of fortified foods on those that need it the most can be weakened. Specifically, voluntary fortification is often practiced as a basis for exaggerating the health benefits of foods to gain an advantage in market price and share, making these foods less affordable for the more vulnerable women and children. By contrast, mandatory LSFF levels the competitive playing field amongst private sector actors by keeping the fortification costs and effects on market price similar amongst competitors. Policies that mandate fortification can also have implications, as mandates can be constrained by the unequal capacity of producers to comply. When LSFF is mandatory, certain processors may not have the resources (e.g., access to financing for equipment and fortificant) to safely and adequately implement fortification. Mandatory LSFF policies should be accompanied by improved access to finance and

³³ Keats EC, Neufeld LM, Garrett GS, Mbuya MNN, Bhutta ZA. Improved micronutrient status and health outcomes in low- and middle-income countries following large-scale fortification: evidence from a systematic review and meta-analysis. *Am J Clin Nutr*. 2019 Jun 1;109(6):1696-1708. doi: 10.1093/ajcn/nqz023. PMID: 30997493; PMCID: PMC6537942.

³⁴ Mkambula, P., Mbuya, M., Rowe, L. A., Sablah, M., Friesen, V. M., Chadha, M., Osei, A. K., Ringholz, C., Vasta, F. C., & Gorstein, J. (2020). The Unfinished Agenda for Food Fortification in Low- and Middle-Income Countries: Quantifying Progress, Gaps and Potential Opportunities. *Nutrients*, 12(2), 354. <https://doi.org/10.3390/nul2020354>

whole-of-business support so that processors can fully implement fortification and recover costs without threatening their continued operations, market position, and the livelihoods of women business owners and employees.

Varying Nutrition Requirements

Due to the ability of LSFF systems to reach a wide-span and diverse population, policy makers and implementers must have consensus on the appropriate micronutrients and their amounts added to a food vehicle, as fortified foods may have different (and potentially negative) impacts depending on gender, amongst other factors. This is due to the meaningful differences in micronutrient requirements between men and women throughout all stages of their life cycles. Adolescent girls, in comparison to their counterparts, require greater iron. In adulthood, pregnant and lactating women require increased intake of macro- and micronutrients, particularly iron, folic acid, zinc, and calcium.³⁵ Furthermore, amongst women, environmental and socioeconomic factors can result in women having varying nutritional needs. Sub-population groups with the highest risk of micronutrient inadequacy include pre-school-aged children and women of reproductive age from rural areas. On the contrary, those with the highest risk of excess include adolescents and men from urban areas as well as infants, children and pregnant women who are consuming both supplements and fortified foods. According to the World Health Organization, pregnant and lactating women should be in their own sub-population group when determining fortificants for a food ingredient or staple.⁸ To avoid negative health outcomes and promote the safety and well-being of consumers, it is imperative that this constraint is considered and addressed.

IV. Recommendations

The following recommendations will be considered in the design of RFS’s LSFF activity. The recommendations are organized by the LSFF Results Framework which guides the Agency’s LSFF efforts.

Vision: Dietary adequacy of key micronutrients will be achieved and maintained in vulnerable populations across countries through large-scale, industrial fortification of staple foods and condiments where regular consumption of a diverse diet is not sufficient to meet nutrient requirements.		
Strategic Objective: To safely reduce micronutrient inadequacies and improve diets through LSFF of staple foods and condiments		
IR 1: The enabling environment and regulatory monitoring and enforcement of LSFF is strengthened and extended through the public sector	Gender Constraints & Implications	Recommendation

³⁵ United Nations Children’s Fund. (UNICEF). Nutrition, for Every Child: UNICEF Nutrition Strategy 2020–2030. UNICEF, UNICEF, New York

<p>General</p>	<p>The public sector’s ability to create an inclusive enabling environment will be limited by inadequate gender representation and participation in the development of policies and guidelines.</p>	<p>Integrate gender considerations in the review of national dietary guidelines including for the incorporation of fortified food assessment. When practical, include gender experts and policymakers (particularly those from ministries for gender) in the LSFF regulatory space.</p> <p>Assess policies and guidelines in terms of their (potential direct and indirect) impacts on gender roles and norms.</p>
<p>Sub IR 1.2 The capacity of national food inspection agencies to inspect and enforce food fortification standards, including labeling, claims, and advertising (within monitoring and enforcement of food quality and safety standards) strengthened.</p>	<p>Women may erroneously believe that consumption of fortified foods alone is sufficient for meeting their nutrient needs.</p> <p>Labeling may not be accurate, causing women to buy (potentially at a premium) and eat food that does not contain the nutrients claimed on the packaging.</p>	<p>Ensure messaging to consumers (both women and men) appropriately relays that fortified foods are to support a diverse, nutritious diet and not to replace naturally nutritious and diverse foods.</p> <p>Prioritize the human resources and infrastructure that supports accurate labeling, claims and advertising.</p>
<p>IR 2: LSFF in compliance with national fortification standards expanded and sustained by the private sector</p>	<p>Gender Constraints & Implications</p>	<p>Recommendation</p>
<p>Sub IR 2.1 Food industry compliance with fortification standards through business development, food technology and quality control, and marketing guidance strengthened.</p>	<p>Analyses of the food industry’s ability to comply with fortification standards will likely not inform gender inequities within the food industry unless such analyses are gender-sensitive.</p> <p>Women make up a significant</p>	<p>Strengthen the capacity of research teams to integrate gender in data collection and analyses. Guidance from such analyses should reflect constraints and opportunities for women in processing and consumption.</p> <p>Target women for</p>

	<p>proportion of off-farm employees, but are often limited in the necessary resources and skills to receive the benefits that their male counterparts receive.</p> <p>Unsafe fortified foods (i.e., those contaminated with pathogens or dangerous chemicals) can further worsen the nutritional outcomes of women and children. Illness due to unsafe foods can also impair ability to work and create healthcare costs, impacting the economic status of the household.</p>	<p>improvements in processing, both at the processing level and at the analytical level. Strengthening the food processing sector (including the promotion of fortified ingredients) should generate economic opportunities/employment for women.</p> <p>Develop LSFF policies that result in fortified food products that have appropriate concentrations of the nutrients, as well as meet other food quality and safety standards, to ensure that the product is safe for consumption for all sub-group populations.</p>
<p>Sub IR 2.2 Food industry compliance linked to improved access to finance and financing terms for general operations, as well as procurement of fortificant and food processing equipment.</p>	<p>Women, who make up a significant portion of food processors, often have limited access to finance and other resources that support the procurement of equipment and technology necessary for compliance with fortification standards.</p>	<p>Food fortification-compliant industries that gain access to DFC financing should demonstrate how that financing will generate economic opportunities for women, support women-owned food processing enterprises, employ women, and/or support women’s leadership in the food processing sector.</p>
<p>IR 3: Design, M&E of fortification programs strengthened, and the public sector and private sector held accountable to maximize compliance with national food fortification standards through civil society</p>	<p>Gender Constraints & Implications</p>	<p>Recommendation</p>
<p>Sub IR 3.1 Academic</p>	<p>Civil society voices for the</p>	<p>Include women in the design</p>

<p>institutions and NGOs strengthened and commissioned to work with the government and conduct surveys, surveillance and analyses to guide food fortification program planning, implementation, M&E.</p>	<p>advocacy of LSFF planning and design may be imbalanced by gender.</p> <p>Data that does not appropriately account for gender differences will limit academic institutions and NGOs ability to advise the government on LSFF.</p> <p>Certain tools and channels are not accessible to women, which limits their representation in data collection.</p> <p>Due to cultural norms and beliefs, women and girls have different dietary behaviors that contribute to the disproportionate burden of micronutrient deficiencies in comparison to men and boys.</p> <p>Women and men have varying micronutrient requirements, which may have implications for determining the appropriate content of nutrients added to fortified foods.</p>	<p>and implementation of surveys, surveillance, and analyses to guide food fortification program planning and ensure they benefit from opportunities for capacity/professional development (and/or advancement)</p> <p>Ensure survey data is sufficiently disaggregated by sex and age, and includes gender indicators if applicable.</p> <p>Address gender considerations (e.g., mobile phone ownership if collecting data with mobile phones; crowd-sourcing data to have a gender balance) when implementing pilot and innovative data collection tools.</p> <p>Utilize sex- and age-disaggregated household or individual dietary survey data (if available) to assess how LSFF impacts household members by gender.</p> <p>Contents of micronutrients added to foods must balance the estimated dietary inadequacy of nutrients of the most vulnerable against the potential for some individuals to consume amounts of those nutrients that would reach UL values of intake.</p>
<p>Sub IR 3.2 Organization,</p>	<p>A lack of diversity amongst</p>	<p>Promote women's</p>

<p>mobilization, and capacity of consumer groups, professional associations, and other third-party actors strengthened to hold food industry accountable to comply with standards and to hold government accountable to enforce standards</p>	<p>professional associations will weaken the capacity of these groups to hold the food industry and government accountable.</p>	<p>participation and leadership in food industry associations and other professional associations representing women who own/are employed by food processing companies.</p> <p>Recognize and address barriers to diversity within professional associations.</p>
---	---	--

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

Annex 3: Key Personnel Resumes

Limit 3 pages each, must include the names and contact information for 3 professional references from the last 5 years, at least one of which is supervisory.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

Annex 4: Organizational Chart and Staffing Matrix

Limit 1 page to include Staffing Plan detailing Labor Categories, Levels and LOE including short-term technical assistance (STTA) and operations staff (limit 2 pages) The Applicant must include an organizational chart and staffing plan showing all required labor categories including levels (senior/mid/junior) and their estimated LOE. As applicable, STTA and operations positions should be included, and individuals identified to the extent practicable.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 5 – Summary Budget Template

The Summary Budget Template is a separate Excel Spreadsheet attachment labeled, “Annex 5 – Budget Template.”

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 6 – 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)
		RAA30. RESERVED
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 7 – Abbreviations and Acronyms

A			
Activity Monitoring, Evaluating, and Learning Plan			
AMELP	14	FACT	19
Advancing Food Fortification Opportunities to Reinforce Diets		G	
AFFORD	1	Global Food Security Strategy	
Agreement Officer		GFSS	4, 5
AO	38	I	
Agreement Officer’s Representative		Initial Environmental Examination	
AOR	26	IEE	2
Alliance for Inclusive and Nutritious Food Processing		intermediate results	
AINFP	11	IRs	9
Annual Work Plans		Intermediate Results	
AWP	55	IR 6	
Automated Directives System		K	
ADS	57	knowledge management	
B		KM	33
Bill & Melinda Gates Foundation		L	
BMGF	13	Large-scale food fortification	
C		LSFF	5
Code of Federal Regulations		M	
CFR	4	<u>modified total direct costs</u>	
Collaborating, Learning and Adapting		MTDC	41
CLA	14	N	
collaboration, learning, and adapting		<u>Negotiated Indirect Cost Rate Agreement</u>	
CLA	33	NICRA	41
D		New Partnerships Initiative	
Democratic Republic of the Congo		NPI	7
DRC	15	Notice of Funding Opportunity	
E		NOFO	1
Economic Community of West African States		Nutrition Priority Countries	
ECOWAS	12	NPC	13
F		Nutrition Strategic Support Countries	
Feed the Future Initiative		NSSCs	15
FTF	5	O	
Foreign Assistance Act		Office of Acquisition and Assistance	
FAA	4	M/OAA	39
Fortification Assessment Coverage Toolkit		Operating Units	
		OUs	4
		P	
		Portable Document Format	

PDF	30	The Bureau of Resilience and Food Security	
Program Description		RFS	4
PD	32	The Global Food Security Strategy	
R		GFSS	5
Results Framework		Theory of Change	
RF9		TOC	33
S		Tolerable Upper Intake Level	
Selection Committee		UL19	
SC 50		Treasury Department's Office of Foreign Assets	
short-term technical assistance		Control	
STTA	37, 52	OFAC	42
Solutions for African Food Enterprises		U	
SAFE	11	United Nations Children's Fund	
<u>System for Award Management</u>		UNICEF	13
SAM	1	United States Agency for International	
T		Development	
The Automated Directives System		USAID	1
ADS	29	USAID	1

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 8 - Initial Environmental Examination (IEE)

SEE PDF ATTACHMENT.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.