



USAID | RWANDA

FROM THE AMERICAN PEOPLE

Issue Date: July 11, 2022
Deadline for Questions: July 19, 2022 (16:00 Kigali Time)
Closing Date: August 17, 2022 (16:00 Kigali Time)

Notice of Funding Opportunity: 72069622RFA00003
Activity Title: The Modernizing Agriculture Activity (ModAg)
Federal Assistance Listing Number: 98.001

Dear Prospective Applicants:

The United States Agency for International Development (USAID) seeks applications to implement a cooperative agreement with a period of performance of five years from qualified entities to implement the Modernizing Agriculture Activity (ModAg) Activity. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant who best meets the objectives of this Notice of Funding Opportunity (NOFO) based on the merit review criteria described herein and subject to a risk assessment. Eligible parties interested in submitting an application must thoroughly read this NOFO to understand the desired type of activity, application submission requirements, and selection process.

To be eligible for award, the applicant must provide all information required in this NOFO and meet eligibility standards in Section C of this NOFO. USAID posted this NOFO on www.grants.gov, which it may amend. The applicant must regularly check the website to ensure they have the latest information pertaining to this NOFO. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If the applicant has 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. Please do not contact USAID as we will not respond to such inquiries.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers and System for Award Management (SAM) requirements detailed in Section D. Completion of the registration process could take several weeks. Therefore, applicants must begin registration as soon as practical. If they fail to register by award execution, the Agreement Officer reserves the right to issue the cooperative agreement to another applicant.

Please send any questions to the point of contact identified in Section D by the deadline above. Responses to questions received prior to the deadline will be furnished to all prospective applicants through a NOFO amendment published via www.grants.gov. Issuance of this NOFO neither constitutes an award commitment on the part of USAID nor does it commit USAID 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 this USAID development opportunity.

//s//

[Justin DiVanzo](#)

Supervisory Contracting and Agreement Officer
Director, Office of Acquisition and Assistance
USAID/Rwanda and USAID/Burundi

TABLE OF CONTENTS

SECTION A: PROGRAM DESCRIPTION 3

SECTION B: FEDERAL AWARD INFORMATION..... 12

SECTION C: ELIGIBILITY INFORMATION 14

SECTION D: APPLICATION AND SUBMISSION INFORMATION..... 15

SECTION E: APPLICATION REVIEW INFORMATION 32

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION 34

SECTION G: FEDERAL AWARDED AGENCY CONTACT(S) ~~44~~3

SECTION H: OTHER INFORMATION ~~45~~4

ANNEXES:

- Annex 1 – Summary Budget Template
- Annex 2 – Standard Provisions
- Annex 3 – Initial Environmental Examination (IEE)
- [Annex 4 - Hinga Weze report](#)
- [Annex 5 - PROSPER Learning Question details](#)
- [Annex 6 - GESI Learning Agenda](#)

SECTION A--PROGRAM DESCRIPTION

Modernizing Agriculture Activity

1. OBJECTIVES

The overall Modernizing Agriculture Activity Objective is to increase incomes and improve nutritional outcomes, by sustainably increasing agricultural productivity, and strengthening domestic consumption and markets for high-value and nutritious agricultural products.

2. BACKGROUND

2.1 Country and Sector Context

Rwanda's agriculture sector is a longstanding backbone of the national economy. It is the second-largest contributor to the National GDP with 26% share in 2020 after the Services sector which represented 46% of total GDP that year.¹ Agriculture accounted for 52% of national incomes from exports in 2016 and employs 66% of the working population.² In the last decade, the agriculture sector has gone through a commendable transformation, achieving consistent annual growth of 5% along with increase in post-harvest and processing capacities. The sector contributed to national food security, reflected by a decrease of acute malnutrition, with only 1% of children wasted in 2019.³ Over the last few years chronic malnutrition has decreased from 38% to 33%, while these gains are laudable, recent unpublished work points to possible backsliding on nutrition, as a result of COVID-19. This demonstrates that more work remains to be done. While the agriculture sector was affected by the Covid-19 pandemic in 2020 and 2021, it was able to grow by 1% in 2020, demonstrating resilience in comparison to other sectors that experienced a negative growth (IFPRI, May 2021).⁴

Rwanda has 1.43 million hectares of arable land, which is 60% of total land area. There are multiple agro-ecosystems, farmer typologies and farming systems, including subsistence farmers, small-scale commercial farmers and larger scale commercial farmers who produce staple foods such as cassava, bananas, sweet potato, potato and maize and high-value crops including horticulture, coffee, tea, as well as other crops for different purposes. Producers in different typologies have access to different technologies, resources and inputs.

While Rwanda has made significant strides, there is still great potential for improvement. Current production is only at 45% of actual potential⁵. Rwanda has set its sights on increasing agricultural income and productivity. The Government of Rwanda's agricultural policy is framed by the Strategic Plan for Agriculture Transformation 2018 - 2024 (PSTA 4), which envisions a knowledge based and value creating agriculture that contributes to the national economy and ensures food and nutrition security by 2024 in a sustainable and resilient manner.⁶ While coffee and tea are traditional agricultural exports that represent 74% of Rwanda's formal agricultural exports, additional high-value crops are being introduced into production systems and exports such as vegetables, fruits, and flowers, amongst others.

¹ National Institute of Statistics of Rwanda, Rwanda Statistical YearBook 2020

² National Institute of Statistics of Rwanda, Rwanda Household Survey 2019/2020

³ Government of Rwanda, Demography and Health Survey 2019-2020

⁴ IFPRI (International Food Policy Research Institute) Rwanda Strategy Support Program, Progress Report May 2021.

⁵ Malabo - Montpellier Report. Connecting the Dots: Policy Innovations for Food Transformation in Africa. July, 2021.

⁶ Ministry of Agriculture, [PSTA4](#)-Strategic Plan for Agriculture Transformation 2018-24

Despite substantial growth in agricultural production over the past 10 years, the sector is still facing many challenges such as food insecurity and malnutrition among vulnerable households. In fact, 38.6% of Rwandan households are marginally food secure and 18.7% experience food insecurity seasonally.⁷ Amongst children between the ages of 6-59 months are 35% stunted, 17% of children between the ages of 6-23 month do not consume a Minimum Acceptable Diet and only 37% meet the Minimum Dietary Diversity. Modernizing the agriculture sector offers the potential to create additional economic opportunities and improve food security and nutrition outcomes for rural households, while also contributing to the country's overall economic growth.

A high-level analysis of the challenges faced by Rwanda's agricultural sector identified the following challenges: Limited production due to inefficient production systems, along with low productivity (caused by factors such as infertile and eroded soils along limited land, and limited access to and use of improved inputs), poor market linkages and information, a weak private sector with limited investment, low resilience to climate change, limited human capacity and farmer services, limited access to finance, and a poor enabling environment.

Horticulture value chains offer the prospect for much higher returns than traditional value chains, which is particularly important for small-scale commercial land holders, as they can gain a greater economic return on their limited plot sizes by focusing on higher end value chains. However, in order to reap these benefits, improvements in the sector, including access to high quality inputs, knowledge, markets, technologies, and information parity, are needed to help the sector get there.

3. RESULTS

The USAID/Rwanda Modernizing Agriculture (ModAg) Activity will seek to address the following overarching problem: *Rwanda's agricultural sector is unable to realize its full potential to drive inclusive growth, food security and nutrition because it lacks strong linkages to profitable markets and sufficient financing, and experiences inadequate use of production-enhancing technologies and inefficient farmer support services, and operates in a constrained enabling environment that disincentivizes private-sector investment and engagement.*

The theory of change for this activity is:

In order for Rwanda to improve agriculture productivity, resilience to climate change, and increased profitability it must have access to improved inputs, knowledge, technologies, practices, finance and markets, along with policies that enable and incentivize private-sector investment in growth. These elements will ensure inclusive economic growth, nutrition and food security.

Intermediate Result (IR) 1: Sustainably Increase Agricultural Productivity. Under IR 1, ModAg will focus on improving practices through access to knowledge and information as well as improved inputs and technologies that will help to increase productivity, while also focusing on promoting sustainable agriculture and addressing resilience to shocks, such as climate change. This IR has five sub-intermediate results:

- 1.1: Improve land management practices
- 1.2: Improve access & use of quality inputs and technologies
- 1.3: Increase access & use of high quality services such as extension services (public and private) and production related information (e.g., weather-related apps, pest management apps, early warning notices)
- 1.4: Improve farmers resilience to production shocks (climate change and biotic stresses)

⁷ National Institute of Statistics of Rwanda, [CFSVA-Comprehensive Food Security and Vulnerability Analysis](#), 2018

- 1.5 Increase availability and use of genetic material for bio-fortified foods

Intermediate Result 2: Access to Finance for Farmers & Agribusinesses Increased. Under IR 2, ModAg will facilitate access to finance for farmers and agribusinesses. The agriculture sector has an inherently high level of risk in comparison to other sectors, and the lack of familiarity with agriculture by many in the finance sector as well as a limited application of financial instruments in Rwanda, in comparison to other countries in the region, to determine risk and investment potential, has limited access to finance in Rwanda's agriculture sector. ModAg will also improve farmers and agribusiness financial literacy skills, so that they are better able to understand how to access and manage finance to grow production. In addition, further engagement with the private sector to increase value chain financing will increase investment opportunities for farms and agribusinesses to grow. This IR includes three sub-intermediate results:

- 2.1: Financial products and services focused on the agriculture sector improved
- 2.2: Farmers and agribusinesses financial literacy skills improved in a socially inclusive manner
- 2.3: Increase value chain financing via the private sector -- i.e. second tier lending

Intermediate Result 3: Improve Producers' Market Outcomes. Under IR 3, ModAg will expand farmers' access to markets while increasing access and availability of safe and nutritious food for Rwandan consumers. Most Rwandans have limited knowledge and access to safe and nutritious food within their budget. At present, Rwanda's agriculture sector is limited by market inefficiencies, including farmers' access to information regarding products demanded by the market and the prices offered at the market for the products they grow.

In regards to nutrition, the average consumer in Rwanda has limited dietary diversity, with access to few nutritious food products within their budget. The Activity will work to promote increased availability and consumption of nutritious foods, by using a market systems approach to support the private sector to develop and promote nutritious products and to generate demand by helping to educate consumers on the benefits of consuming these products.

- 3.1: Improve farmers' access to profitable markets
- 3.2: Improve access and use of PHH technologies and infrastructure
- 3.3: Increase availability and demand for nutritious food products
- 3.4 Improve value additions capacity for food processing that supports healthy diets

IR 4: Strengthen the Enabling Environment to Foster Market Driven Agriculture

ModAg will work closely with other USAID/Rwanda PROSPER Implementing partners to help strengthen the enabling environment, with a focus on facilitating the development and implementation of policies that help support the GOR's role as an enabler and the private sector as the main driver of agriculture production and growth in Rwanda. In order for this to happen, there needs to be improved communication and dialogue between the two sectors, so that the GOR can better harness and support the private sector to invest in and lead systemic changes that modernize the ag sector and drive inclusive growth.

- 4.1: Dialogue between the GOR & the private sector strengthened and improved
- 4.2: Internal coordination and coherence between GOR institutions to support the agricultural sector improved
- 4.3: The development of policies and regulations conducive to increased private-sector agricultural engagement and investment.

4. PARAMETERS

72069622RFA00003
ModAg Activity

Target Beneficiaries: The activity will work with a broad set of relevant actors in generating opportunities in the agriculture sector, but will place special emphasis on small-scale commercial farmers and organizations that succeed in creating viable commercial agricultural opportunities particularly for small-scale farmers. In addition, the Activity will increase the participation and benefits of women and youth (defined as between the ages of 16-30), with a secondary focus on persons with disabilities, who participate or could participate in agriculture. While no groups will be excluded from participation, bidders should propose ambitious but achievable targets for participation for each of the emphasized beneficiary groups which must be equal to or greater than their share of the general working-age population.

Balance Between Productivity, Markets and Nutrition: The Activity will seek to strengthen and improve agriculture productivity, but utilize access to markets and improved nutritional outcomes as a means to improve economic well being as well as improved health. For example, increased productivity and access to improved genetic resources under IR 1 should link with IR 3 to improved access to markets for nutritional food products, helping to increase access in rural and peri-urban areas to crops and nutritious processed foods grown and produced in Rwanda. Bidders should propose how to link productivity with increased access to markets and improved nutritional outcomes.

Partnership with the Government of Rwanda: The Modernizing Agriculture activity will ensure close alignment with the National Strategy for Transformation (NST) and sector strategies and policies: Strategic Plan for the Transformation of the Agriculture (PSTA IV), the MINICOM Industrialization policy, and other relevant GOR's agencies and Ministries policy and strategies. Maximizing the value for money of its interventions, the activity will be flexible, strategically responsive to Government of Rwanda's regulatory changes and requests for technical assistance to its agencies and programs aimed: improvements in technical and soft-skill educational provision; access to business development and advisory services to enable growth in employment; and improvements to the regulatory framework to promote the inclusion of women, youth, and persons with disabilities into current and future employment and entrepreneurship opportunities. MOUs with motivated GOR partners will be established at the start of implementation, but key partners may include but not limited to: the Rwanda Agriculture Board; and the Ministry of Agriculture and Animal Resources.

Relationship with other USG-funded Activities: The Modernizing Agriculture Activity will complement ongoing USAID/Rwanda investments in agriculture, economic growth, health, and education. More in-depth parameters for partnership will be determined after award, but illustrative areas of complementarity with key Economic Growth office activities include: working with Nguriza Nshore (NN) to promote access to finance and identify points where Modernizing Agriculture can build on NN's work and/or to facilitate access to finance for E&E sourced businesses working in agriculture; linking to and expanding upon Hinga Weze's work in the agriculture sector; building on value chain development work done by Hinga Weze and Orora Wihaze by building upon market relationships established by Orora Wihaze. Modernizing Agriculture will work closely with the Employment and Entrepreneurship activity to link entrepreneurs with innovative ideas to increase agriculture productivity, food processing or access to markets. The Activity will collaborate and work closely with Kungahara Wagura Amosoko to improve productivity and quality of high value and nutritious crops with potential for domestic consumption for high value nutritious crops that already have an international market, thereby increasing and diversifying market opportunities for high value agriculture.

Modernizing Agriculture should complement and create synergies with the Health Office's Inclusive Nutrition and Early Childhood Development Activity, which is focused on increasing awareness on the importance of consuming nutritious food products.

Modernizing Agriculture will also collaborate with the upcoming Rule of Law program from the USAID/Rwanda Democracy and Governance office to identify advocacy points of mutual interest and approaches to jointly move those forward.

Lastly, the Modernizing Agriculture Activity should also seek to incorporate lessons learned from soon-to-be closing and recently ended USAID/Rwanda activities such as Hinga Weze and the Private Sector Driven Agricultural Growth (PSDAG) Activity.

Coordination and Collaboration with other Development Partners and Stakeholders: The activity will ensure and contribute to facilitate strategic coordination with activities funded by other development partners. Modernizing Agriculture will be responsive to the donor landscape over the period of implementation, but will collaborate and coordinate with other agriculture and market systems activities funded by other donors, such as but not limited to the Foreign Commonwealth Development Office recently ended Improving Market Systems for Agriculture in Rwanda (IMSAR) project, or Embassy of the Kingdom of the Netherlands in Rwanda funded HortInvest.

Management/Implementation Approach: The Activity will take a market systems approach, engaging and supporting existing market actors (both public and private sector actors) rather than creating independent structures of support. The market system approach improves overall functions and services available in the local market, thereby ensuring more sustainable results. Modernizing Agriculture will support the agriculture system.

Cross-Cutting Principles

Private Sector Engagement: The activity will provide technical assistance and use a market systems development approach to support agri-businesses and complementary agriculture and food security market segments (i.e. finance, advisory services, input suppliers, etc.) to add greater value to the economy through increased use of inputs, technologies and services that will drive productivity and access to markets.

Women's Empowerment, Gender Equality, Positive Youth Development, and Social Inclusion: The activity will work to target and support youth, women, and persons with disabilities to qualify for and obtain employment opportunities in the agriculture sector. The Activity will seek to increase inclusivity in services and products oriented towards these target groups to ensure that they are able to increase their benefits and incomes from their participation in agriculture. To ensure target groups are included at or above their share of the working age population, all data collected will be disaggregated by sex and age, and gender standard or custom indicators will be used where appropriate.

Digital Information Systems and Tools Integration: The Modernizing Agriculture activity will work to integrate and undertake development of innovative, cost effective and flexible digital systems and tools to administer training, technical assistance, advisory services, and other relevant interventions, in line with USAID's principles for digital development. Digital tools can expand the reach of Modernizing Agriculture interventions, for example, virtual meetings enable the participation of attendees across the country rather than mandating in-person attendance, and can be used to extend the reach of advisory services to reach farmers and provide them with support on a regular basis and at lower cost. However, given limited and biased access to digital resources, these interventions have the potential to further alienate participation by women, youth, and persons with disabilities so interventions need to work to counteract that.

COVID-19 Adaptations: The employment and entrepreneurship enabling environment has changed considerably within the last year since the onset of COVID-19. In a survey conducted by USAID/Rwanda more than 80% of firms reported having to either lay-off, reduce hours, or cut their employees' pay due to a reduction in market demand and business cash flow. The market will likely continue to change due to

medium and long-term impacts to tourism and trade as a result of COVID-19. In order to support the ecosystem to adapt to continued changes, E&E interventions must be flexible and responsive and incorporate a risk mitigation/adaptation lens for the current COVID-19 recovery and any future pandemic emergence.

4.3 Geographical Focus

The ModAg activity will work with farmers, businesses and entrepreneurs in rural, urban and peri-urban areas across Rwanda in response to market supply and demand. The Activity will continue to center its work in the current Feed the Future (FTF) Zone of Influence (ZOI), but have flexibility for the Activity to also include areas outside of the ZOI when that will support the development of markets, technologies and practices within the ZOI as well. The FTF ZOI is currently Bugesera, Burera, Gakenke, Gatsibo, Karongi, Kayonza, Ngoma, Nyabihu, Nyamagabe, Nyamasheke, Ngororero, Rubavu, and Rutsiro districts.

5. APPROACH

The Activity will take a [market systems approach](#), engaging and working through existing market actors (both public and private sector actors) and structures to facilitate inclusive, locally driven systems change rather than creating independent structures of support or providing goods and services directly.

Modernizing Agriculture will work with commercial agriculture and focus on supporting commercially viable small-scale producers to enter and increase their role in commercial agriculture production. The Activity will focus on improving the provision of inputs, advisory services, technologies and services to improve productivity, access to markets and finance, as well as improve the enabling environment for private sector led agriculture in Rwanda.

Within the system strengthening approach, Modernizing Agriculture will engage local partners across the spectrum: GOR counterparts will be key partners on activity strategy and policy work; private sector input suppliers and distributors, food processors, service providers (such as agricultural extension/advisory services), cooperatives, associations, umbrella organizations, and other relevant firms will be key partners for modernizing the agriculture sector; and farms and agribusinesses who are committed to investing in their own expansion will be the primary beneficiaries of interventions oriented towards modernizing agriculture.

Modernizing Agriculture will employ a \$3.5 million grants fund to achieve objectives across activity components. These grants will apply a market-systems approach and be demand-driven, competitive, and performance-based. The overall purpose of the grant fund is to support different private sector actors, including agro-input dealers, technology suppliers, advisory services, food processors, agripreneurs etc. to test and apply new market-based approaches for improving agricultural productivity, processing, marketing, and the provision of advisory services. These grants will help to “buy-down” risk, but will be leveled in such a way to realistic cost sharing and the potential for long-term financial sustainability. As such, the applicant must propose a realistic cost share scheme for grant recipients, that may include a sliding scale depending upon the recipient. The grant investments will be used for a number of purposes depending on the needs of the specific partner.

Monitoring, Evaluation, and Learning

The Market Systems approach puts into practice the adaptive management outlined in [USAID’s Program Cycle guidance in ADS 201](#). Three key principles of this guidance are:

1. Apply analytic rigor: Make strategic choices based on conclusions supported by evidence;
2. Manage adaptively: Make adjustments in response to new information and context changes; and,

3. Promote sustainability: Generate lasting changes that can be sustained by local actors.

The Modernizing Agriculture activity's Implementation Plans will incorporate these principles, and life-of-activity and annual Monitoring, Evaluation, and Learning (MEL) Plans will test the efficacy of the implementation of this approach. The MEL Plan must take into consideration the measurable and verifiable set of deliverables that will be developed under each objective. USAID encourages innovative approaches to monitoring and evaluating activity achievements as part of the proposal. The MEL Plan will cover one year of programming and be reviewed, updated, and expanded each year as annual implementation plans are developed.

It is important to be cognizant of how the selection of performance indicators (and associated targets) can drive/incentivize certain approaches. The activity should avoid targets and indicators that create perverse incentives for the activity to pursue other than a facilitative market systems approach. ~~With this in mind the full MEL plan will be joint developed during the Program Description co-development phase.~~ A detailed description of the requirements for the MEL plan is found in Section F of this NOFO.

Formatted: Strikethrough

Modernizing Agriculture will pursue a learning agenda which is aligned with the Activity goals and with the Mission's Performance Management Plan (PMP). Key learning questions from the Mission PMP which the Activity will be expected to contribute to include:

- What agricultural production strategies have been effective at increasing incomes for target beneficiaries? To what degree was this due to support through PROSPER and to what degree can it be attributed to external factors? (PROSPER Learning Agenda) When increased incomes lead to improved nutritional outcomes, what are the supporting factors that can be attributed to nutritional outcomes? (PROSPER Learning Agenda)
- What are the policy gaps and constraints that must be addressed to accelerate private-sector growth? What is the best role for USAID to facilitate this? (PROSPER Learning Agenda)
- What evidence exists to demonstrate the current zone-of-influence strategy is effective in best attaining PROSPER's goals? What evidence of alternative strategies exists for reaching beneficiaries that exceeds current impact of USAID's ZOI strategy?(PROSPER Learning Agenda)
- ~~What are the policy gaps and constraints that must be addressed to accelerate private-sector growth? What is the best role for USAID to facilitate this? (PROSPER Learning Agenda)~~
- How are the Mission's investments contributing to gender equality and women's empowerment? (access to, control over, and benefit from resources, wealth, opportunities, and services - economic, socio-cultural, political) (Gender and Social Inclusion Learning Agenda)

Formatted: Strikethrough

CLA: Just as supporting Collaboration, Learning and Adaptation (CLA) within USAID's portfolio is an objective, CLA must be embedded within the Activity's day-to-day work and operations, as CLA is crucial for the successful implementation of the Activity.

Adaptive management will require an intentional approach to making decisions and adjustments in response to new information and changes in context. The successful implementation of a market systems approach relies on quick feedback loops to identify the results of actions taken by the activity, as well as the ability to generate lessons learned for pivoting towards successful actions and understanding what and why other actions have failed to deliver results. As such, data collection that will inform implementation decision points/milestones will be necessary throughout the life of the Activity, while leaving room for unexpected 'pause and reflect' moments prompted by contextual shifts and/or other triggers to occur outside what may be anticipated. The ability to promote internal reflection and learning within the implementation team as

well as share lessons learned with other actors in Rwanda and beyond are critical for promoting and demonstrating success as well as learning from failures.

A key focus in effectively targeting groups, achieving results and measuring impact is the use of behavioral science to determine the effectiveness of interventions. The Activity will use behavioral science methods to better understand incentives and motivations for creating positive outcomes, including promoting positive behavioral change in nutritional habits, as well as understanding motivations for current dynamics between market actors and how this can inform interventions to improve market functions and outcomes.

Measuring Progress

At the highest level, the activity expects to achieve ecologically sustainable and climate-smart practices; improve profitability of domestic markets; increase access to finance; and expand production and promote local demand for high-value and/or highly nutritious agricultural products by Rwandans. Quantitative and qualitative approaches to measure systems change will be used to guide interventions. Drawing from the Feed the Future Indicator Handbook, high level expected results for the Activity include the following (A final list to be determined in coordination with successful bidder/applicant and their proposed monitoring, evaluation, and learning plan during the co-creation phase):

Activity Summary	Indicators
<p>Purpose: Increase incomes and improve nutritional outcomes, by sustainably increasing agricultural productivity, and strengthening domestic consumption and markets for high-value and nutritious agricultural products.</p>	<p>Percentage of increased income for farmers and market actors in the zone of influence and areas where the Activity operates.</p>
<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Sustainably Increase Agricultural Productivity 2. Access to Finance for Farmers & Agribusinesses Increased 3. Improve Producers' Market Outcomes 	<p>Indicators:</p> <ol style="list-style-type: none"> a. Individuals in the agriculture system who have applied improved management practices or technologies with USG assistance (EG.3.2-24) b. Ha of land under improved management practices or technologies with USG assistance (EG.3.2-25) c. Farmers using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance (EG.11-6) d. Agriculture-related financing accessed as a result of USG assistance (EG.3.2-27) e. Value of annual sales of producers and firms receiving USG assistance (EG.3.2-26) f. Quantity of key nutritious foods (proxy of a healthy diet, e.g. vegetables, fruit, pulses, meat, fish, eggs, and milk) available in target markets in the Feed the Future Zone of Influence (ZOI), at key times throughout the year [custom] g. (EG 3.3-10: Percentage of female participants of USG nutrition sensitive agriculture activities consuming diet of minimum diversity)

4. Strengthen the Enabling Environment to Foster Market Driven Agriculture	<ul style="list-style-type: none">h. Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition [standard, EG 3.1.14]i. Supplemental & Custom indicators to be added during the co-creation phase
--	--

All person-level indicators, unless otherwise indicated in the Performance Indicator Reference Sheets, must be disaggregated by sex. Additional indicators should be well-aligned with Modernizing Agriculture’s objectives, providing sufficient means to assess implementation progress and test the theory of change.

END OF SECTION A

SECTION B--FEDERAL AWARD INFORMATION

B.1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one cooperative agreement pursuant to this NOFO. Subject to funding availability, and at the discretion of the Agreement Officer, USAID intends to provide up to **\$28,000,000** in total USAID funding over the period of performance.

USAID reserves the right to fund activities incrementally over the cooperative agreement's period of performance, if necessary, depending on the availability of funds, the level of performance against approved indicators, and their continued relevance to USAID programs.

~~B.2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection~~

~~NOFO sets forth expected performance indicators, targets, baseline data, and data collection in Section A above.~~

Formatted: Strikethrough

B.3. B.2. Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be [•].

~~B.4. B.3. Substantial Involvement~~

USAID will be substantially involved during performance of this Agreement as set forth below.

~~B.4.1 B.3.1 Approval of Recipient's Implementation Plans~~

The Agreement Officer has delegated the authority to approve implementation plans to the AOR. Accordingly, the AOR will review and approve the Annual Implementation Plan, including planned interventions for the current year and any subsequent years including revisions thereto.

~~B.4.2 B.3.2 Approval of Specified Key Personnel~~

USAID may designate as key personnel only those positions that are essential to the successful implementation of the recipient's Activity. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater.

USAID designated the following positions as key personnel, i.e., essential to successful implementation:

- Chief of Party
- Director of Monitoring, Evaluation and Learning (D/MEL)
- Market Systems Lead
- TBD [to be proposed by the applicant during the application phase and completed at agreement award, if needed]
- TBD[to be proposed by the applicant during the application phase and completed at agreement award, if needed]

~~B.4.3 B.3.3 Agency and Recipient Collaboration or Joint Participation~~

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be enough reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the Program Description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

- Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- Approval of the recipient's monitoring and evaluation plans.
- Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the Program Description, negotiated in the budget, and made part of the award.

~~B.5.~~ B.4. Authorized Geographic Code

The authorized Geographic Code for this Activity is 935. This means any area or country including the recipient country, but excluding any country that is a prohibited source. The list of countries designated as prohibited sources is found at <http://www.usaid.gov/ads/policy/300/310mac>.

~~B.6.~~ B.5. Nature of the Relationship between USAID and the Recipient

Formatted: Not Strikethrough

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 Modernizing Agriculture activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

END OF SECTION B

SECTION C--ELIGIBILITY INFORMATION

C.1. Eligible Applicants

Eligibility for this NOFO is not restricted. USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

The successful Applicant will be subject to a risk assessment (possibly including a pre-award survey) by the AO. A positive risk assessment means that the applicant possesses or has the ability to obtain the necessary management competence to plan and carry out the assistance program to be funded, and that the applicant will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

C.2. Cost Sharing, Matching or Leveraging

~~In accordance with best practice for market systems activities, USAID has established a mandatory minimum recipient cost share of the \$3.5 million grant fund. In accordance with best practice for market systems activities, USAID has established a mandatory minimum of fifty percent in recipient cost share, achieving a \$1.75 million grant fund.~~ Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

Formatted: Strikethrough

C.3 Other

Each legal entity is limited to one application submission under this NOFO as the prime Applicant. There is no limitation on being included as a potential sub-awardee across multiple applications. The use of exclusive teaming arrangements is discouraged.

Risk Assessment: In accordance with 2 CFR 200.206 USAID is required to evaluate risk posed by the applicant prior to awarding a federal grant. Risk assessment will be conducted in accordance with ADS 303.3.9. The Apparently Successful Applicant will be requested to submit additional evidence they deem necessary for the AO to make a positive risk assessment determination. The information submitted should substantiate that the applicant:

- i. Has adequate financial resources or the ability to obtain such resources, as required during the performance of the award.
- ii. Has the ability to meet the award terms and conditions, considering all existing prospective recipient commitments, both non governmental and governmental.
- iii. Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactorily.
- iv. Has a satisfactory record of business integrity.
- v. Is otherwise qualified to receive an award under applicable laws and regulations.

END OF SECTION C

SECTION D--APPLICATION AND SUBMISSION

D.1. Agency Points of Contact:

Name: Benjamin Lawrence
Title: Regional Contracting and Agreement Officer
Email: blawrence@usaid.gov
Mail Address: #30 KG 7 Avenue, Kacyiru, P.O. Box 28, Kigali, Rwanda

The above contact information is for informational purposes only. This NOFO itself and any subsequent amendments can be found at www.grants.gov. All applications must be submitted according to the instructions contained in this NOFO.

To maintain a fair and transparent funding opportunity USAID maintains strict guidelines on who within USAID may be contacted regarding applications or questions about the opportunity. Applicants must only contact USAID via the email address provided above.

D.2. Questions and Answers

Questions regarding this NOFO should be submitted via email to Galina Ponkratova, Assistance Specialist at gponkratova@usaid.gov not later than the date and time indicated on the cover letter, as amended. All questions submitted by email must have the NOFO number included in the email subject line. 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.

D.3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application [entitled as Concept Note (Initial Technical Application)] and the Cost Application.

NOTE: No Full Technical Application submission is required. The Program Description included in the NOFO becomes the Program Description in the cooperative agreement.

Please see subsections D.5 and D.6, below, for information on the content specific to the Initial Technical and Cost Applications. The Initial Technical Application must address technical aspects only while the Cost Application must present the costs, and address risk and other related issues.

Both the Initial Technical and Cost Applications must include a Cover Page containing the following information:

- Name of the organization(s) submitting the application;
- Date of Submission;
- 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 name;
- Notice of Funding Opportunity number;

72069622RFA00003
ModAg Activity

- 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; and
- Unique Entity Identifier (UEI - formerly known as DUNS) number for prime applicant.

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

Applicants may choose to submit a Cover Letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The Cover Letter will not be reviewed as part of the Merit Review Criteria.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 1/2" 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.
- Any graphs, charts, exhibits, tables, etc. contained in the body of the initial application shall be numbered and included in the stated page limits (see below). Charts, graphs, exhibits font may be reduced to Times New Roman, 10-point. Tables however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The technical application must be a searchable and editable Microsoft Word format.
- The Cost Schedule must include an Microsoft Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

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

D.4. Application Submission Procedures

Applications in response to this NOFO must be submitted not later than the closing date and time indicated on the cover letter, as amended. Late applications may be considered at the discretion of the AO. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office.

Applications must be submitted by email to the individual identified in Section D.2 above. 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".

72069622RFA00003
ModAg Activity

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

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email 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/Rwanda cannot guarantee their acceptance by the internet server. File size must not exceed 20 MB.

D.5 Technical Application Format

The technical application will consist of two phases: 1) Concept Note (Initial Technical Application) and 2) virtual Oral Presentation. The application should take into account the requirements of the activity and Merit Review Criteria found in Section E of this NOFO.

D.5.1. PHASE 1- CONCEPT NOTE (INITIAL TECHNICAL APPLICATION)

Content and Form of Submission

The Concept Note (Initial Technical Application) must be organized using the same heading as the Merit Review Criteria listed and further described below:

The applicant must submit an Initial Technical Application, not to exceed twelve (12) pages (excluding annexes). The Initial Technical Application should be written from a comprehensive viewpoint that shows innovations and approaches proposed by the Applicant and lays out how the Applicant is uniquely capable of achieving the Activity objectives and results set forth in the Program Description. The Initial Technical Application must not reference cost data in order that the merit review selection may be made strictly based on the technical merit.

The pages that exceed the above page limit will not be evaluated. A cover page, cover letter, table of contents and acronyms list, and Annexes will not count toward the page limit; however, USAID will not review excessively lengthy annexes. The cover letter, table of contents and acronyms list will not be considered part of the evaluable information for the application.

A complete application package must consist of the following:

Summary: 1 page

Criterion 1: General Approach (7 pages)

Criterion 2: Key Personnel and Management Plan (2 pages)

Criterion 3: Institutional Capability (2 pages)

General Approach:

The general approach in the initial application will be used to demonstrate an understanding of the context and Implementation Guidance in the Program Description.

The applicant must present a technical approach demonstrating a clear understanding of a market system approach and facilitation role of the activity with regards to agriculture and food systems development in the Zone of Influence. This must include the identification of specific analyses at start-up and during implementation to determine and address problems or seize opportunities that will improve the inclusiveness (including gender, youth, and persons with disabilities), resilience and competitiveness of the system. Based on these problems and/or opportunities the applicant must provide an example of how to facilitate local market actors to sustainably adopt inclusive growth strategies that will positively impact commercial farmers, including small-scale farmers who have the potential to operate commercially but are currently not doing so. The applicant must articulate climate smart agricultural practices with nutritious and high value crops. The applicant must also specify how they will coordinate and leverage other Feed the Future activities as well as other development initiatives. Finally, the applicant must clearly present a logical methodology for how to iteratively and adaptively manage relationships/agreements with local market actors.

Key Personnel and Management Plan:

1. Key Personnel

Three key personnel positions have been identified in the Federal Award Information (see Section B.): (1) the Chief of Party, (2) the Monitoring, Evaluation and Learning ~~Coordinator~~, ~~Director~~, and (3) a Market System lead⁸. Applicants have the option to propose up to two additional key personnel positions within USAID's policy limits that are deemed essential to the realization of the Activity results. In an annex, the Applicant must briefly describe specific position titles (no more than one page per position), roles and responsibilities, and qualifications that make them suitable for the positions and also how the proposed qualifications are conducive to achieving the expected results of the Activity.

Formatted: Strikethrough

Formatted: Font color: Red, Not Strikethrough

The applicant must include resumes for all key personnel (no longer than 2 pages each) to be included in an annex. Each resume must include multiple (minimum of three - maximum of five) references per candidate ideally from recent supervisors, colleagues, employees, and most importantly relevant donor organizations. USAID reserves the right to contact additional references not listed that have worked with the candidates.

Formatted: Font color: Red

i. Chief of Party

The position requires an individual with:

- A Master's degree (equivalent) or higher in any area of development, business, education or related field with a minimum of 10 years of relevant experience in senior project management
- Relevant experience in managing agricultural/agribusiness/value chain development projects, of this size and scope (in terms of dollar amount and number of people managed), in developing countries and preferably in East Africa
- Strong ability to manage and deal with diverse stakeholders
- Demonstrated ability to lead/supervise a diverse team on projects of similar scale (financially, culturally, staff size and activities)

⁸ The applicant can propose the market systems lead to serve solely in this function, or the candidate can also serve additional roles on the team, as the applicant sees fit.

- Experience in leading similar work for donors/U.S. Government agencies or international NGOs
- Strong technical expertise in market systems and value chain development
- Excellent interpersonal skills
- Demonstrated strong writing and oral presentation skills in English

ii. Monitoring, Evaluation and Learning Manager ~~Director~~

The position requires an individual with:

- Master's degree in a relevant field
- At least 5 years of relevant experience
- Experience managing the monitoring and evaluation for activities of similar size and scope
- Experience with collecting information from primary and secondary market actor beneficiaries
- Experience managing third party data collection contractors
- Experience using a Learning Plan to inform activity implementation
- Experience in monitoring and evaluation work for donors/U.S. Government agencies or international NGO or institutions
- Demonstrated strong writing and oral presentation skills in English
- Excellent interpersonal and leadership skills

iii. Market Systems Team Lead⁹

- Master's degree or equivalent professional experience
- At least 5 years of relevant experience in market systems development
- Experience working in similar contexts. East Africa experience is preferable
- Experience in conducting continuous capacity building of activity staff in facilitation and the market systems approach
- Relevant experience in agricultural/agribusiness/value chain development interventions
- Excellent interpersonal and leadership skills and experience in managing teams
- Demonstrated strong writing and oral presentation skills in English

2. Management Plan:

The Management Plan should clearly show how the individuals as well as the proposed staffing mix are appropriate to achieve Modernizing Agriculture's objectives and support implementation at all levels. USAID welcomes collaborative applications structured as a prime and sub-recipient relationship with project staff clearly defined under one single management structure. Consortia without a clear hierarchy and delineation of authority among members are discouraged. When applicable, the applicant must describe the relationship between prime and sub-recipients, clearly defining the value each partner brings. The applicant should present its strategy to retain key personnel throughout the life of the activity (especially the Chief of Party), as well as its contingency plan in the event any of the key personnel leaves the activity.

The Applicants should not request exclusivity from local partners as this may hamper their prospects for growth and sustainability. Applicants must also describe the approach to coordination with other partners and how it will align with Collaborating, Learning, and Adapting (CLA) priorities.

Applicants are expected to provide highly qualified teams to manage the implementation of the award. Applicants must make efforts to utilize local professionals to the maximum extent possible and are encouraged to identify qualified Rwandan candidates for senior positions.

⁹ The applicant can propose the market systems lead to serve solely in this function, or the candidate can also serve additional roles on the team, as the applicant sees fit.

Formatted: Strikethrough

Formatted: Font color: Red

Institutional Capability:

This section summarizes how the Applicant (and its sub-partners and/or consortium members, as applicable) possesses the experience and institutional capacity to successfully implement this activity. The applicant must demonstrate that it possesses the organizational capacity to successfully implement the proposed interventions to achieve the desired outcomes. The Applicant must describe how its past experience on relevant previous and/or existing projects, of similar scope and complexity, evidence its organizational capacity to achieve the activity objective and results.

List of Annexes:

In support of the above narrative, the Applicants must include the following as an Annex (which does not count towards the Initial Technical Application page limit):

Annex A: Narrative for Key Personnel positions (NTE two pages for each Key Personnel position which does not count towards the Key Personnel page limit). The applicant must describe specific position titles, roles and responsibilities, and qualifications that make them suitable for the positions and also how the proposed qualifications are conducive to achieving the expected results of the Activity.

Annex B: CV of proposed key personnel (each resume is NTE two pages which does not count towards the Key Personnel page limit) (i) with relevant professional qualifications and experience appropriate to manage and achieve the expected results, including a **minimum of three - maximum of five professional references** for each individual, ideally from recent supervisors, colleagues, employees, and most importantly relevant donor organizations (name of reference, position/title, professional relationship, email address and phone number) and (ii) demonstrating that the individual proposed meets or exceeds the requirements as described above.

USAID may seek references from the provided sources as well as additional references as needed.

Annex C: Key Personnel Letters of Commitment (NTE one page for each key personnel position which does not count towards the Key Personnel page limit). The letter of commitment of each candidate will indicate an (i) availability to serve in the stated position; (ii) intention to serve for the full period of performance of the award; and (iii) agreement to the compensation levels which correspond to the levels set forth in the Cost Application.

D.5.2 PHASE 2 - ORAL PRESENTATION (virtual)

Phase 2 consists of oral presentation. Applicants (up to three) who submitted the best technically acceptable initial applications from Phase 1, will be invited to the Oral Presentation phase. The Oral Presentations are expected to occur approximately two weeks after the selected applicants have been notified and invited to participate in the oral presentations.

The applicant may include a powerpoint presentation to accompany the presentation.

The proposed Chief of Party must be present for the Oral Presentations and lead the presentation. The oral presentation may consist of up to three (3) persons from the applicant's team, which can include members from its consortium, if the Applicant has established a consortium or another legal relationship among its partners.

Content and Form of Submission

Formatted: Font color: Red

An Oral Presentation must consist of the following:

Criterion 1: Technical Approach

Criterion 2: Monitoring, Evaluation and Learning (MEL)

Criterion 3: Scenarios

Criterion 4: Presentation

Technical Approach: The applicant must present an overview of the general approach to the activity outlined in its initial application. This must demonstrate an in-depth understanding of the systems and facilitative approaches. The applicant must clearly articulate how the cross cutting issues and conflict sensitive approaches will be mainstreamed within the general approach, and how the technical leads identified in the concept paper are necessary and sufficient to accomplish the objective of the activity. For each technical lead, the applicant must identify the system actors in their scope, and how they will integrate and compliment the other technical lead.

Monitoring, Evaluation and Learning (MEL): The applicant must present a clear MEL methodology that facilitates adaptive learning and management. They must describe how they will utilize minimal but sufficient data to adaptively manage interventions, identifying innovative methodologies where appropriate.

Scenarios: The applicants will be presented with a series of scenarios at the time of the presentation, to which they will be given 30 minutes to prepare a response, and 15 minutes to present their response to the scenarios.

Presentation: The presentation agenda will consist of:

- Introductions
- Applicant Presentation (90 minutes) - First applicant's presentation
- Break & Selection Committee (SC) Deliberation (45 minutes)
- Questions & Answers/Discussions (60 minutes)
- Presentation of scenarios to applicants (10 minutes)
- Applicant preparation of response to scenarios (30 minutes)
- Applicant presentation of response to scenarios (15 minutes) - Second applicant's presentation
- Adjournment/Next Steps The time limits will be carefully followed. However, if an agenda item is completed earlier than scheduled, the group may move on to the next agenda item.

The presentation must last not more than one hour and a half. A 45-minute break will follow during which USAID will meet internally to compile clarification questions followed by a 60 - minute question and answer period with the Applicants. Note that while the First presentation may be in PowerPoint format with numbered slides, the remaining discussions will be in Second Applicant's presentation: Question/Answer (Q&A) forma, with little time for consultation. Each Applicant's participants should be an expert in the approach and will be expected to "think on their feet" and expected to participate in the presentation and subsequent Q&As. After this period, the Selection Committee will proceed to deliberate and evaluate the presentation following the Merit Review Criteria (Section E).

Any PowerPoint or similar audiovisual tools must be sent via email to gponkratova@usaid.gov at a date that will be provided as part of the invitation notification. This date will be the same for all selected Applicants. The Agreement Officer will determine the order of presentations randomly.

The Oral Presentations are expected to occur approximately two weeks after the selected applicants have been notified and invited to participate in the oral presentations.

The Apparently Successful Applicant will be notified within approximately two weeks of the oral presentations.

After the Phase 2 Oral Presentation, USAID will inform the Apparently Successful Applicant that it has been selected for the award. Unsuccessful Applicants (Phase 2) will have the opportunity to request additional information following notification that they were not selected.

D.6. Cost Application Format

There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO is not desired. The business (cost) application must illustrate the entire period of performance, following the budget format shown in the SF-424A. Prior to award, an Apparently Successful Applicant may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with ADS 303.3.9 and 2 CFR 200.205. Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue submission requirements if that information is readily available through other sources. Applicants should not submit any additional information with their initial application unless requested.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, the identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

The Business (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 link:
<https://www.grants.gov/web/grants/forms/sf-424-family.html>

Instructions for SF-424: <http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html>
Application for Federal Assistance (SF-424): <http://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): <http://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): <http://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 A Program Description, such as Branding and Marking and Environmental Considerations. The Budget Narrative must be thorough, and should provide information in sufficient details regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g., organization's policy, payroll document, and vendor quotes, etc.) to support USAID's determination that the proposed costs are fair and reasonable. The required budget format will be included in the NOFO as an attachment.

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

- Summary Budget, inclusive of all Activity costs (federal and non-federal), broken out by major budget category and by fiscal year for interventions to be implemented by the Recipient and any potential sub-recipients for the entire period of the program. See Annex G for Summary Budget Template.
- Detailed Budget, including a breakdown by fiscal 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) Salary and Allowances (Personnel) – 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 – no large-scale construction is authorized under this award. Construction will be limited to necessary renovations that directly support activity objectives.

7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and vaccinations, as well as any other miscellaneous costs, including those associated with branding and marking USAID programs, such as magnets, plaques, stickers, banners, press events, materials, and so forth, which directly benefit the Activity 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 Activity, along with estimates of costs. Otherwise, the narrative should be minimal. The applicant should also include illustrative costs for environmental compliance implementation and monitoring as stated in Section F.5 subsection 8 of the NOFO under Other Direct Costs.

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.

9) Cost Sharing – see Section C.2. Applicants must provide a breakdown of the cost share (financial and in-kind contributions), if any, of all organizations involved in implementing the resulting award.

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. However, the Agreement Officer's Representative will only review and consider approval after award.

For each proposed subaward the applicant must provide the following:

- Name of organization

- 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) Unique Entity Identifier (UEI) and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers (UEI number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is excepted from those 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. 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 (<http://www.sam.gov>).
2. Provide a valid UEI number for the applicant before applying and all proposed sub-recipients.
3. Always continue to maintain an active SAM registration with current information 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 register early to be eligible to apply for this Funding Opportunity. SAM registration and receiving UEI number:: <http://www.sam.gov>.

h) History of Performance

The applicants should not provide the information below unless requested by the AO. Only the Apparently Successful Applicant will be requested to provide "History of Performance" information.

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 five 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 five 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 preaward survey if it determines that it is necessary to inform the risk assessment.

i) Branding Strategy and Marking Plan

The Recipient will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into a resulting award. The Branding Strategy and Marking Plan must be submitted based on the following schedule:

- The Recipient will submit the draft Branding Strategy and Marking Plan to the AOR by not later than 60 days after the effective date of the Award;
- USAID will provide comments on the draft Branding Strategy and Marking Plan not later than 75 days after the effective date of the Award; and

The Recipient will work with the AOR and the Mission Development Outreach and Communications team when proposing a name for the Modernizing Agriculture activity, in line with guidance from the USAID/Rwanda notice on activity naming procedures.

Branding Strategy and Marking Plan Pre-Award Term

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

- (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and 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.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. 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.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. Marking Plan – Assistance (June 2012)

72069622RFA00003
ModAg Activity

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;

(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.

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 – no large-scale construction is authorized under this award. Construction will be limited to necessary renovations that directly support activity objectives.

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 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)

1. 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 not later than ten (10) calendar days following discovery.

2. 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 nonpublic information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

END OF SECTION D

SECTION E--APPLICATION REVIEW INFORMATION

E.1. Criteria

The Merit Review Criteria prescribed herein are tailored to the requirements of this 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. Please note that, per USAID policy, all criteria listed below will examine the applicant's consideration of the role of gender and climate risk mitigation in all program activities.

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

E.2. Review and Selection Process

a) Merit Review

PHASE I - CONCEPT NOTE (INITIAL TECHNICAL APPLICATION):

USAID will conduct a Merit Review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria which are shown in order of decreasing importance:

General Approach: USAID will evaluate the extent to which the proposed general approach demonstrates a clear understanding of the key issues outlined in the Program Description of the NOFO, including appropriate facilitative inclusive interventions to achieve the Activity objective and results, incorporating the guiding principles identified in the NOFO.

Key Personnel and Management Plan: USAID will evaluate the extent to which the proposed Key Personnel positions and candidates possess the relevant qualifications, experience, and skills required to achieve the Activity's objective and results.

USAID will evaluate the extent to which the Applicant's proposed management plan demonstrate: how the Applicant will effectively and efficiently achieve the Activity objectives and results; the extent to which the proposed mix of skills of all key personnel and other technical, home office, and sub-partner technical personnel are complementary; and the extent to which it presents a sound approach to engaging partnerships in order to successfully implement the Activity.

Institutional Capability: USAID will evaluate the extent to which the Applicant demonstrates that it possesses the organizational capacity and experience to successfully implement the proposed interventions to achieve the desired outcomes.

PHASE II - ORAL PRESENTATION:

The Oral Presentation and responses to questions after the presentation will be reviewed based on the following Merit Review Criteria. The criteria below are of equal weight. The Selection Committee will proceed to deliberate and evaluate the presentation following the Merit Criteria:

**72069622RFA00003
ModAg Activity**

Technical Approach: USAID will evaluate the extent to which the presented technical approach, as outlined in the applicant initial application, clearly demonstrates how its proposed strategy and interventions are innovative, feasible, conceptually and operationally realistic, to achieve the Activity objective and results.

Monitoring, Evaluation and Learning (MEL): USAID will evaluate the extent to which the Applicant clearly describes its MEL methodology and how the structure of the proposed MEL system will apply adaptive management techniques to inform activity management and key decisions.

Scenarios: USAID will evaluate the extent to which the Applicant provides a contextually realistic and innovative response to a scenario related to implementing the Modernizing Agriculture Activity.

Presentation: USAID will evaluate the extent to which the presenters, particularly the Chief of Party demonstrates a command of the approach and an ability to present the information and respond to questions in a clear, coherent, and comprehensive format.

b) Cost Review Criterion

The Government will evaluate **only the Apparently Successful Applicant's** proposed costs for effectiveness, completeness, allowability and reasonableness. The Government will evaluate the cost application for completeness by assessing the responsiveness of the Apparently Successful Applicant in providing requested cost data and how well the Apparently Successful Applicant's application supports elements of cost, and indirect cost rates over the assistance award life.

As part of the analysis of the applicant's proposed budget, the AO must review the Apparently Successful Applicant's proposed cost share (if any) contributions for cost realism. The AO must verify that the proposed contributions meet the standards set in 2 CFR 200.306 for U.S. organizations or the Standard Provision "Cost Share" for non-U.S. organizations.

END OF SECTION E

SECTION F--FEDERAL AWARD ADMINISTRATION INFORMATION

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

Following selection of an awardee USAID will inform the successful applicant concerning the award. A notice of award signed by the Agreement Officer is the official authorizing document, which USAID will provide electronically to the successful applicant's main point of contact. USAID also will notify unsuccessful applicants concerning their status after selection has been made. USAID also will notify unsuccessful applicants concerning their status after selection has been made.

F.2. Administrative & National Policy Requirements

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

- For U.S. organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 20](#), and <https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>
- For Non U.S. organizations: <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

F.3. Reporting Requirements

The Recipient will be subject to the following reporting requirements covering financial reporting, program planning and performance monitoring reporting in accordance with 2 CFR 200.328 and 2 CFR 200.329:

All written documentation (correspondence, reports, information sheets, etc.) for submission to USAID/Rwanda Agreement Officer Representative (AOR) must be in English language, unless otherwise specified by the AOR.

F.3.1 Financial Reporting

F.3.1.1 Quarterly Financial Reports

The Recipient must submit the Federal Financial Form (SF-425) (available at <https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html>) on a quarterly basis not later than thirty days after the end of each reporting period. The following reporting period end dates shall be used for quarterly reports: 3/31, 6/30, 9/30, or 12/31. The Recipient must submit SF-425 via electronic format to the U.S. Department of Health and Human Services (DHHS). The Recipient must submit an electronic copy of the Federal Financial Form (SF-425) at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).

F.3.1.2 Final Financial Report

The final financial report is due no later than 90 days after the estimated completion date of this Agreement. The Recipient must submit an electronic version of the final Federal Financial Form (SF-425) to the U.S. Department of Health and Human Services in accordance with paragraph (1) above, USAID/Washington, M/CFO/CMP-LOC Unit at loc@usaid.gov, the Agreement Officer, and the AOR.

F.3.1.3 Accruals Reports

The Recipient is also requested to provide quarterly financial expenditure reports highlighting accrual estimates to the AOR not later than three weeks before the end of each quarter. A template will be provided by the AOR.

F.3.2 Performance Planning

Program planning reports are critical to USAID/Rwanda's ability to be substantially involved in this program. These include the Annual Implementation Plan and the Monitoring, Evaluation, and Learning (MEL) Plan and Geographic Information Systems Data Collection.

F.3.2.1 Annual Implementation Plan

The Recipient will be required to submit an electronic copy of the Annual Implementation Plan to the AOR for approval. The Annual Implementation Plan is intended to express the recipient and USAID's plan to implement the program. The Annual Implementation Plan authorizes specific activities to implement the Program Description. The Implementation Plan must include:

- during the implementation plan inception phase, USAID reserves the right to ask the applicant to propose new key personnel.
- for the first year, a plan for the inception period that includes key decisions that will be made and a plan for engaging the GOR, USAID, and any other partners in the decision-making process;
- the interventions planned to be conducted;
- the site(s), target areas and provinces where they will be conducted;
- benchmarks/milestones/baselines and annual performance targets;
- the outputs/outcomes which the Recipient expects to achieve; and
- the inputs planned to be provided by the Recipient, during the implementation plan period.

The Annual Implementation Plan must be completed based on the following schedule. For the first year, the Recipient will begin working on the first Annual Implementation Plan, which will include a plan for the inception period, within 30 days of award. This plan must be completed on the following schedule:

- The Recipient will submit the draft implementation plan to the AOR by not later than 60 days after the effective date of the Award;
- USAID will provide comments on the draft implementation plan not later than 75 days after the effective date of the Award; and
- The Recipient will submit the final implementation plan to the AOR for USAID approval by not later than 90 days after the effective date of the Award.

For the subsequent years, the implementation plans will be completed on the following schedule:

- The Recipient will submit the draft implementation plan to the AOR not later than August 16 of the corresponding year;

72069622RFA00003
ModAg Activity

- USAID will provide comments on the draft implementation plan not later than September 1 of the corresponding year; and
- The Recipient will submit the final implementation plan to the AOR for USAID approval not later than September 15 of the corresponding year.

In accordance with collaborating, learning and adapting (CLA) principles, the AOR and Recipient should plan for a period of “pause and reflect” around the annual implementation planning process. The AOR and Recipient should consider learning from the previous year of implementation and opportunities for improvement in the coming year. Additionally, the Recipient must consider opportunities to co-create the implementation plan with stakeholders, including Government of Rwanda, private sector representatives, etc. The Recipient will also consider any ongoing or new climate change risks during the annual implementation planning process and opportunities to address them through delivery of training or other interventions.

If revisions to the annual implementation plan are necessary or desirable, The Recipient must report any significant implementation plan changes or revisions to the USAID AOR, and must obtain the USAID AOR’s approval prior to implementing or undertaking such changes or revisions.

Implementation plans and changes/revisions thereto must be within the scope of the Program Description of the Cooperative Agreement. Implementation plans and changes/revisions thereto must describe activities to be conducted during the period at a greater level of detail than the Program Description, but must not serve to change the Program Description in any way. Therefore, all implementation plans and changes/revisions thereto must cross-reference the applicable section(s) in the Program Description. The Program Description must take precedence over the implementation plans and any changes/revisions thereto. Any changes to the Program Description must be approved by the Agreement Officer by means of a modification to this Cooperative Agreement. Implementation plans should not be submitted to USAID’s Development Experience Clearinghouse (DEC).

F.3.2.2 Monitoring, Evaluation, and Learning (MEL) Plan

The MEL Plan will establish how the Recipient and USAID will monitor progress, evaluate performance and impact, and how the activity intends to learn from the implementation and use the lessons learned to adapt its programming. It will include the goal, objectives and expected results of the Activity. The MEL Plan must cover the full period of this Award and will contain a section on “Monitoring,” a section on “Evaluation” and a section on “Learning.”

The *Monitoring* section will specify indicators, targets, and monitoring methodologies that allow the Recipient and USAID/Rwanda to track the progress of activity interventions towards achieving the expected results and targets related to activity objectives.

The *Evaluation* section will describe how activities will be assessed at the performance and/or impact level, and include a schedule and tools for periodic evaluation/re-evaluation and revision of the approach if and as necessary.

The *Learning* section will describe how knowledge and learning will be gained from implementation, evaluation findings, and monitoring data, to adjust interventions and approaches, as needed. This section will also include review of the information coming out in the agricultural sector.

The MEL plan must cover the full period of this Cooperative Agreement. The AOR will have authority to determine the appropriate format of the MEL Plan.

The MEL Plan will be completed on the following schedule:

- The Recipient must submit the initial draft of the MEL Plan to the AOR not later than 60 days after the effective date of the Award;
- USAID will provide comments on the MEL Plan not later than 75 days after the effective date of the Award; and
- The Recipient must submit the final MEL Plan to the AOR for USAID approval by not later than 90 days after the effective date of the Award.

For subsequent years, the annual updates to the MEL Plan will be completed on the following schedule:

- The Recipient must submit the updated MEL Plan to the AOR not later than August 16 of the corresponding year;
- USAID will provide comments on the updated MEL Plan not later than September 1 of the corresponding year; and
- The Recipient must submit the final updated MEL Plan to the AOR for USAID approval by not later than September 15 of the corresponding year.

If revisions to the MEL plan are necessary or desirable, the Recipient must report any significant MEL plan changes or revisions to the USAID AOR, and must obtain the USAID AOR's approval prior to implementing or undertaking such changes or revisions. MEL plans should not be submitted to USAID's DEC.

The Recipient shall participate and collaborate with USAID-funded external evaluations.

F.3.2.3 Geographic Information Systems Data Collection and Reporting

The Recipient should apply geospatial methods using Geographic Information Systems (GIS) technology to support USAID's effort to incorporate geographic data and analysis into USAID's overall development planning, design, and monitoring, evaluation, and learning. The Recipient should include geographic data collection and submission methods in the MEL plan and Implementation Plans as a separate section. The USAID/Rwanda Mission collects three types of GIS data:

A. Activity and Intervention Location Data: Activity and Intervention Location Data will be submitted according to the Mission's data requirements. Activity and Intervention Location Data refers to data that records a discrete point location for activity and intervention sites. Activity and Intervention Location Data is essential in establishing an effective method for managing, analyzing, and communicating Activity and Intervention information.

B. Outcome Data: Any datasets on activity outcomes should include discrete point locations at the collection point.

C. Activity Specific Geographic Data: This refers to data such as the analytical output of a geographic analysis that is conducted while implementing an Activity and is useful to USAID's development planning and project design purposes. When the Recipient creates or acquires using USAID funds, these datasets, it will submit them to the AOR.

To the extent possible, Activity and Intervention Location Data should be collected under this activity. The Recipient must submit all geographic data collected to the AOR.

F.3.3 Performance Monitoring Reporting

Performance Monitoring Reporting is intended to ensure that USAID has sufficient information to effectively monitor the Recipient's performance under this program. This includes any information regarding any development that may have a significant impact on performance, including, but not limited to, obstacles faced, relevant contextual changes, or assumptions violated.

F.3.3.1 Notification

As specified in 2 CFR 200.329(e), the Recipient must promptly notify the AOR and AO in the case of: (1) developments which have a significant impact on the activities supported by this Award; or (2) problems, delays, or adverse conditions which materially impair the ability to meet the objectives of this Cooperative Agreement. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the problem.

F.3.3.2 Quarterly Activity Performance Reports

The Recipient will submit a Quarterly Activity Performance Report on progress towards agreed performance targets for Quarters 1, 2 and 3. Each report will be submitted 30 calendar days after the end of each quarter. Quarter 4 of activity performance will be included in the Annual Activity Performance Report. The quarterly reporting cycle will align with USAID's fiscal year as follows:

- Quarter 1: October-December,
- Quarter 2: January-March,
- Quarter 3: April-June,
- Quarter 4: July-September.

The Quarterly Activity Performance Report should provide a brief and precise description of the intervention, progress on activity implementation during the reporting period, constraints encountered and adaptations, and suggestions for additional actions to be taken. The expected scope and format of the quarterly report will be established by the AOR in consultation with the Recipient. The Quarterly Activity Performance Report will be submitted electronically to the AOR. Upon AOR approval, the Recipient will upload the report to the Development Experience Clearinghouse (DEC) (<http://dec.usaid.gov>).

F.3.3.3 Annual Activity Performance Reports

The Recipient will submit an Annual Activity Performance Report, describing cumulatively the performance of the activity in the reporting fiscal year, by October 30th of each year. The expected scope and format will be established by the AOR in consultation with the Recipient. At a minimum, the report will address:

- Progress on activity implementation during that reporting period, outlining achievements for each result area presented in the approved annual implementation plan;
- Progress made in the areas of monitoring, evaluation, and learning;
- Progress regarding the following cross-cutting themes:
 - Gender
 - Inclusion of children with disabilities
 - Private sector engagement
 - ICT
 - Sustainability
- An overview of major challenges, adaptations and lessons learned during the reporting period. An overview of the collaborating, learning, and adapting strategy with an overview of information sharing with other partners during the reporting period and any problems encountered, agreements reached and/or actions taken to ensure effective coordination between partners;

- Other pertinent information as specified by the AOR in writing. The AOR will communicate any other pertinent information required in the report in writing to the Project Manager not later than 15 days prior to the end of the reporting period. Any requests for other pertinent information specified by the AOR for a specific annual report automatically are required for all subsequent reports unless specifically indicated in writing by the AOR that the pertinent information is no longer required in the annual reports.
- Annexes to include the following:
 - Indicator results metrics for all indicators included in the MEL Plan;
 - Success stories during the reporting period (if any);
 - Environmental compliance reporting monitoring (if applicable);
 - List of reports/studies/documents submitted to the DEC, including links; and
 - GIS data (where appropriate).

Within thirty (30) calendar days of obtaining the Agreement Officer Representative's approval, the Recipient must upload the report to USAID's Development Experience Clearinghouse (DEC) (<http://dec.usaid.gov>).

F.3.3.4 Indicator Results Data Reporting

In addition to the Quarterly and Annual Activity Performance Reports, the Recipient must report indicator results data to USAID in accordance with the assigned indicators' reporting frequencies (quarterly, semi-annual, and annual) as established in the MEL Plan.

The reporting of indicator results data allows USAID to aggregate data, assess the overall performance of activities, and generate reports for its internal and external stakeholders, including but not limited to USAID Washington, Congress, and the Government of Rwanda.

USAID uses an online performance management and reporting system called Development Information Solution (DIS). The Recipient will be expected to report indicator results data and other data (ex: GIS information, etc.) and upload documents (e.g, success stories, pictures etc), via this system. USAID will provide training and access to DIS to enable the Recipient to report through this system, if necessary.

The indicator results data must be reported in accordance with the following schedule.

Quarterly reported indicators:

1. Quarter 1, Quarter 2, Quarter 3 and Quarter 4 - 30 calendar days after the end of the quarter

Semi - Annually reported Indicators:

1. Semi-Annual 1 (Oct - Mar): 30 calendar days after the end of the Semi-Annual 1 period
2. Semi-Annual 2 (Apr - Sep): 30 calendar days after the end of the Semi-Annual 2 period

Annually reported Indicators: 30 calendar days after the end of the fiscal year.

~~F.3.3.5 Cost Reporting~~

~~The Recipient must comply with the cost data collection and reporting as outlined in USAID's Cost Reporting Guidance and Annexes (<https://www.ecenetwork.net/events/usaids-cost-reporting-guidance>). In collaboration with USAID, the Recipient will select from the list of categories found in the USAID Cost Reporting Guidance to create cost codes relevant for the activity and aligned with cost analysis questions of interest to USAID Mission, Partner Government and/or the Recipient. Sub-codes for non-recurrent costs (creation of~~

Formatted: Strikethrough

Formatted: Strikethrough

Formatted: Strikethrough

~~the intervention) and recurrent costs (implementation of the intervention) for categories with substantial non-recurrent costs must be included. The USAID Cost Reporting Guidance provides a list of additional optional sub-codes.~~

~~The cost data noted above must be collected on a continual basis by the Recipient following standard procedures, to ensure that the entirety of activity expenditure is captured. The Recipient must document details of the cost reporting system in a Cost Reporting Manual, to be submitted to USAID by the end of the first quarter of the Award. The Recipient must deliver a cost report and supporting data in Excel format following standard financial reporting format according to the schedule specified in the agreement, with additional disaggregation by agreed-upon standard cost categories. The report must include disaggregated expenditure for the reporting period, with the standard financial reporting categories (labor (local and international reported separately), fringe, materials procured, rent, travel, and overhead recovery) for each cost category. The report must indicate which expenditure was incurred through a sub award to another organization as well as local versus international expenditure.~~

~~Additionally, the Recipient also must document and report a) details of the intervention, both as outputs and the dosage at the beneficiary level, and b) activity-critical inputs from other sources, following templates in the Cost Reporting Guidance. Activity-critical inputs from other sources may include donated resources such as volunteer time, in-kind equipment/ infrastructure and services, and any beneficiary/stakeholder inputs and other unpaid inputs that are often not accounted for in traditional budgets. The USAID Cost Reporting Guidance provides information and templates for capturing these data. The Recipient is not responsible for monetizing these inputs, unless this information is readily available. The Recipient must follow templates in the Cost Reporting Guidance.~~

~~F.3.3.5 Cost Reporting~~

~~The Recipient must comply with the cost data collection and reporting as outlined in USAID's Cost Reporting Guidance and Annexes (<https://www.ecnnetwork.net/events/usaidd-cost-reporting-guidance>). In collaboration with USAID, the Recipient will select from the list of categories found in the USAID Cost Reporting Guidance to create cost codes relevant for the activity and aligned with cost analysis questions of interest to USAID Mission, Partner Government and/or the Recipient. Sub codes for non recurrent costs (creation of the intervention) and recurrent costs (implementation of the intervention) for categories with substantial non-recurrent costs must be included. The USAID Cost Reporting Guidance provides a list of additional optional sub-codes.~~

~~The cost data noted above must be collected on a continual basis by the Recipient following standard procedures, to ensure that the entirety of activity expenditure is captured. The Recipient must document details of the cost reporting system in a Cost Reporting Manual, to be submitted to USAID by the end of the first quarter of the Award. The Recipient must deliver a cost report and supporting data in Excel format following standard financial reporting format according to the schedule specified in the agreement, with additional disaggregation by agreed-upon standard cost categories. The report must include disaggregated expenditure for the reporting period, with the standard financial reporting categories (labor (local and international reported separately), fringe, materials procured, rent, travel, and overhead recovery) for each cost category. The report must indicate which expenditure was incurred through a sub award to another organization as well as local versus international expenditure.~~

~~Additionally, the Recipient also must document and report a) details of the intervention, both as outputs and the dosage at the beneficiary level, and b) activity-critical inputs from other sources, following templates in the Cost Reporting Guidance. Activity-critical inputs from other sources may include donated resources such as volunteer time, in-kind equipment/ infrastructure and services, and any beneficiary/stakeholder inputs and other unpaid inputs that are often not accounted for in traditional budgets. The USAID Cost Reporting~~

~~Guidance provides information and templates for capturing these data. The Recipient is not responsible for monetizing these inputs, unless this information is readily available. The Recipient must follow templates in the Cost Reporting Guidance.~~

F.3.3.665 Demobilization Plan

Formatted: Strikethrough

90 days prior to the completion date of this agreement, the Recipient must submit a demobilization plan for AOR approval. The demobilization plan must include a) draft property disposition plan, b) plan for the phase-out of operations, c) delivery schedule for all reports or other deliverables required under the agreement, and d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer.

F.3.3.767 — Final Performance Report

Formatted: Strikethrough

The Recipient must submit a draft of the Final Performance Report to the AOR not later than 90 days following the estimated completion date of the cooperative agreement. This Final Performance Report will include the following information:

1. Overall activity accomplishments, presented in quantitative terms and described in a narrative that relates interventions, products, and results to the Monitoring, Evaluation, and Learning Plan;
2. Discussion of why unexpected progress, positive or negative, was made toward the planned results. If the performance monitoring system (indicators) indicates that expected results were not achieved, the partner must seek to determine and explain the reason;
3. Analysis of lessons learned, summary of responses to problems encountered during project implementation;
4. A bibliography of all products, tools, reports, and studies produced through the project; and
5. Other pertinent information communicated by the AOR in writing within 15 days of the end of the agreement.

In accordance with the Standard Provision set forth in Attachment C of this agreement entitled “Submissions to the Development Experience Clearinghouse and Publications (June 2012)”, within thirty (30) calendar days of obtaining the Agreement Officer Representative's approval, the Recipient must submit one electronic (preferred) copy of the Final Performance Report to USAID's Development Experience Clearinghouse (DEC) (<http://dec.usaid.gov>).

F.4. Program Income

If it is expected that program income might be generated under this program, then program income earned under the resulting award must be added to the program and used to further eligible program objectives as agreed upon by USAID. Applicants should describe how program income might be generated under the proposed activities and how it envisions program income being utilized to successfully accomplish program objectives. Program Income, if any, will be accounted for in accordance with 2 CFR 200.307 for U.S. organizations or the Standard Provision entitled Program Income for non-U.S. organizations.

F.5. Environmental Compliance

1a) 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) ADS 201 and ADS 204, which, in part, require that the potential environmental impacts of USAID-financed activities are identified

72069622RFA00003
ModAg Activity

prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

1b) 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 shall govern.

1c) No activity funded under this award will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation.")

2) An Initial Environmental Examination (IEE) has been approved for the ModAg Activity funding this RFA. The IEE covers activities expected to be implemented under this cooperative agreement. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

3) n/a

4a) As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement's Officer's Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this award to determine if they are within the scope of the approved Regulation 216 environmental documentation.

4b) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

4c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

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

5a) Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the Recipient shall prepare an EMMP or M&M Plan describing how the Recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness.

5b) Integrate a completed EMMP or M&M Plan into the initial implementation plan.

5c) Integrate an EMMP or M&M Plan into subsequent Annual Implementation Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

- 6) n/a
- 7) n/a

8a) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Applicants to the NOFO should therefore include as part of their application their approach to achieving environmental compliance and management, to include:

8b) The applicant's approach to developing and implementing an IEE or EA or environmental review process for a grant fund and/or an EMMP or M&M Plan.

8c) The applicant's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.

8d) The respondent's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, Applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost application.

F.6. Climate Risk Management

Climate Risk Assessment (~~may be provided upon request~~) found one potential risk to activity implementation, which will be mitigated by including environmental and climate risk considerations within the grant competition process and will incorporate mitigation measures into individual grant partnership agreements.

Formatted: Font color: Auto, Strikethrough

END OF SECTION F

72069622RFA00003
ModAg Activity

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

See Section D for Point of Contact (POC) for questions while this NOFO is open.

For technical assistance related to Grants.gov, applicants may contact Helpdesk at 1-800-518-4726 or via email at support@grants.gov.

END OF SECTION G

SECTION H – OTHER INFORMATION

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

Applications with Proprietary Data

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

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

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

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

Web links

- Standard Foreign Assistance Indicators: <https://www.state.gov/f/indicators/>
- Grants.gov: www.grants.gov
- SF-424 series: <http://www.grants.gov/web/grants/forms/sf-424-family.html>
- [Salary Supplements for Host Government Employees](#)
- [USAID Gender Equality and Female Empowerment Policy of March 2012:](#)

List of Annexes

The following NOFO annexes provide additional information to the prospective applicants:

- [Annex 1 – Summary Budget Template](#)
- [Annex 2 – Standard Provisions](#)
- [Annex 3 – Initial Environmental Examination \(IEE\)](#)
- [Annex 4 - Hinga Weze report](#)
- [Annex 5 - PROSPER Learning Question details](#)
- [Annex 6 - GESI Learning Agenda](#)

Formatted: Font color: Auto

Formatted: Font color: Red

72069622RFA00003
ModAg Activity

ANNEX 1 - SUMMARY BUDGET TEMPLATE

Attached as a separate document to the www.grants.gov posting.

ANNEX 2 - STANDARD PROVISIONS

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

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

1) LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)

- a) Construction is not eligible for reimbursement under this award unless specifically identified in paragraph d) below.
- b) Construction means —construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.
- c) Agreement Officers will not approve any subawards or procurements by recipients for construction activities that are not listed in paragraph d) below. USAID will reimburse allowable costs for only the construction activities listed in this provision not to exceed the amount specified in the construction line item of the award budget. The recipient must receive prior written approval from the AO to transfer funds allotted for construction activities to other cost categories, or vice versa.
- d) Description **“Construction is not eligible for reimbursement under this award”**
- e) The recipient must include this provision in all subawards and procurements and make vendors providing services under this award and subrecipients aware of the restrictions of this provision.

[END OF PROVISION]

2) USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)

(a) Definitions

“USAID Implementing Partner Notices (IPN) Portal for Assistance (“IPN Portal)” means the single point where USAID posts proposed universal bilateral amendments for USAID awards, which can be accessed electronically by registered USAID recipients. The IPN Portal is located at <https://sites.google.com/site/usaidipnforassistance/>. Universal amendments are those which affect all assistance awards or a designated class of awards as specified in each amendment by the IPN Portal Administrator.

72069622RFA00003
ModAg Activity

“IPN Portal Administrator” means the USAID official designated by the Director, M/OAA, who has overall responsibility for managing the USAID Implementing Partner Notices Portal for Assistance.

“Universal bilateral amendment” means those amendments with revisions or new requirements or provisions that affect all awards or a designated class of awards, as specified in the Agency notification of such revisions or new requirements.

(b) By submission of an application and execution of an award, the Applicant/Recipient acknowledges the requirement to:

- (1) Register with the IPN Portal if awarded an assistance award resulting from this solicitation, and
- (2) Receive universal bilateral amendments to this award and general notices via the IPN Portal.

(c) Procedure to register for notifications.

Go to <https://sites.google.com/site/usaidipnforassistance/> and click the “Register” button at the top of the page. Recipient representatives must use their official organization email address when subscribing, not personal email addresses.

(d) Processing of IPN Portal Amendments The Recipient may access the IPN Portal at any time to review all IPN Portal amendments; however, the system will also notify the Recipient by email when the USAID IPN Portal Administrator posts a universal bilateral amendment for Recipient’s review and signature. Proposed USAID IPN Portal amendments distributed via the IPN Portal are applicable to all awards, unless otherwise noted in the proposed amendment.

Within 15 calendar days from receipt of the notification email from the IPN Portal, the Recipient must do one of the following:

- (1) (a) verify applicability of the proposed amendment for their award(s) per the instructions provided with each amendment; (b) download the amendment and incorporate the following information on the amendment form: award number, organization name, and organization mailing address as it appears in the basic award; (c) sign the hardcopy version; and (d) send the signed amendment (by email or hardcopy) to the AO for signature. The Recipient must not incorporate any other changes to the IPN Portal amendment. Bilateral amendments provided through the IPN Portal are not effective until the both the Recipient and the AO sign the amendment;
- (2) Notify the AO in writing if the amendment requires negotiation of additional changes to terms and conditions of the award; or
- (3) Notify the AO that the Recipient declines to sign the amendment. Within 30 calendar days of receipt of a signed amendment from the Recipient, the AO must provide the fully executed amendment to the Recipient or initiate discussions with the Recipient.

[END OF PROVISION]

**3) REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION
(DECEMBER 2014)**

a. Reporting of first-tier subawards.

(1) Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).

(2) Where and when to report.

(i) You must report each obligating action described in paragraph a.(1) of this award term to www.fsr.gov.

(ii) For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

(3) What to report. You must report the information about each obligating action that the submission instructions posted at www.fsr.gov specify.

b. Reporting Total Compensation of Recipient Executives.

(1) Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if –

(i) The total Federal funding authorized to date under this award is \$25,000 or more;

(ii) In the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at www.sec.gov/answers/excomp.htm)

(2) Where and when to report. You must report executive total compensation described in paragraph b.(1) of this award term:

(i) As part of your registration profile at www.sam.gov.

(ii) By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

(1) Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you must report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—

(i) In the subrecipient's preceding fiscal year, the subrecipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

(ii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at www.sec.gov/answers/excomp.htm.)

(2) Where and when to report. You must report subrecipient executive total compensation described in paragraph c.(1) of this award term:

(i) To the recipient.

(ii) By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (for example, between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions.

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

(1) Subawards, and

(2) The total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions.

For purposes of this award term:

(1) Entity means all of the following, as defined in 2 CFR 25:

- (i) A governmental organization, which is a State, local government, or Indian tribe;
 - (ii) A foreign public entity;
 - (iii) A domestic or foreign nonprofit organization;
 - (iv) A domestic or foreign for-profit organization; and
 - (v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- (2) Executive means officers, managing partners, or any other employees in management positions.
- (3) Subaward:
- (i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
 - (ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200 Subpart F Audit Requirements).
 - (iii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.
- (4) Subrecipient means an entity that:
- (i) Receives a subaward from you (the recipient) under this award; and
 - (ii) Is accountable to you for the use of the Federal funds provided by the subaward.
- (5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
- (i) Salary and bonus.
 - (ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
 - (iii) Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization, or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
 - (iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.

(v) Above-market earnings on deferred compensation which is not tax qualified.

(vi) Other compensation, if the aggregate value of all such other compensation (for example, severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

[END OF PROVISION]

4) USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

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

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

[END OF PROVISION]

5) NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

1. Prohibition on Providing Funds to the Enemy

(a) The recipient must—

(1) Exercise due diligence to ensure that none of the funds, including supplies and services, received under this grant or cooperative agreement are provided directly or indirectly (including through subawards or contracts) to a person or entity who is actively opposing the United States or coalition forces involved in a contingency operation in which members of the Armed Forces are actively engaged in hostilities, which must be completed through 2 CFR 180.300 prior to issuing a subaward or contract and;

(2) Terminate or void in whole or in part any subaward or contract with a person or entity listed in SAM as a prohibited or restricted source pursuant to subtitle E of Title VIII of the NDAA for FY 2015, unless the Federal awarding agency provides written approval to continue the subaward or contract.

(b) The recipient may include the substance of this clause, including paragraph (a) of this clause, in subawards under this grant or cooperative agreement that have an

estimated value over \$50,000 and will be performed outside the United States, including its outlying areas.

(c) The Federal awarding agency has the authority to terminate or void this grant or cooperative agreement, in whole or in part, if the Federal awarding agency becomes aware that the recipient failed to exercise due diligence as required by paragraph (a) of this clause or if the Federal awarding agency becomes aware that any funds received under this grant or cooperative agreement have been provided directly or indirectly to a person or entity who is actively opposing coalition forces involved in a contingency operation in which members of the Armed Forces are actively engaged in hostilities.

2. Additional Access to Recipient Records

(a) In addition to any other existing examination-of-records authority, the Federal Government is authorized to examine any records of the recipient and its subawards or contracts to the extent necessary to ensure that funds, including supplies and services, available under this grant or cooperative agreement are not provided, directly or indirectly, to a person or entity that is actively opposing the United States or coalition forces involved in a contingency operation in which members of the Armed Forces are actively engaged in hostilities, except for awards awarded by the Department of Defense on or before Dec 19, 2017 that will be performed in the United States Central Command (USCENTCOM) theater of operations.

(b) The substance of this clause, including this paragraph (b), is required to be included in subawards or contracts under this grant or cooperative agreement that have an estimated value over \$50,000 and will be performed outside the United States, including its outlying areas.

[END OF PROVISION]

NOTE: Applicants should consider the following Requirements when submitting their application:

6) PROCUREMENT OF “COVERED MATERIAL”

1. Except as provided in paragraph 2 below, and notwithstanding anything in this award to the contrary, no funds under this award may be used for the procurement of “Covered Material” as listed below without the prior written consent of the Agreement Officer. For purposes of this provision, “Covered Material” shall consist of the following:

- N95 Filtering Facepiece Respirators, including devices that are disposable, half-facepiece, non-powered, air-purifying particulate respirators intended for use to cover the nose and mouth of the wearer to help reduce the wearer’s exposure to pathogenic, biological, airborne particulates;
- Other Filtering Facepiece Respirators (e.g., those designated as N99, N100, R95, R99, R100, P95, P99, or P100), including single-use, disposable, half-mask respiratory protective devices that cover the user’s airway (nose and mouth) and offer protection from particulate materials at an filtration efficiency level equivalent to an N95 filtering facepiece respirator according to Section 84.181 of Title 42 of the Code of Federal Regulations (CFR);

72069622RFA00003
ModAg Activity

- Elastomeric, air-purifying respirators and appropriate particulate filters/cartridges;
- PPE surgical masks, including masks that cover the user's nose and mouth and provide a physical barrier to fluids and particulate materials;
- PPE gloves or surgical gloves, including those defined at Sections 880.6250 (exam gloves) and 878.4460 (surgical gloves) of Title 21 of the CFR and such gloves intended for the same purposes;
- Ventilators; and
- COVID-19 test kits that are meant for the United States market.

For clarity, non-medical grade masks, including cloth masks, are not included in the list of "Covered Material" above. Further, USAID may modify the list of "Covered Material" from time-to-time, in writing; any such changes to the list shall apply prospectively.

2. The restrictions set forth in paragraph 1 above shall not apply to the procurement of Covered Material:

- a. for the protection of and use by the recipient's or sub-recipient's staff; or
- b. for the safe and effective continuity of USAID-funded programs, including for the protection of beneficiaries, provided that such items are manufactured locally or in the same geographical region as the country in which USAID is providing assistance, as defined by the U.S. Department of State's regional system (Africa, East Asia and the Pacific, Europe and Eurasia, Near East, South and Central Asia, and Western Hemisphere), and provided that such items are not, and could not reasonably be expected to be, meant for the United States market.

The AO may change the exemptions set forth in this paragraph in writing; any such changes shall apply prospectively.

[END OF PROVISION]

ANNEX 3 - INITIAL ENVIRONMENTAL EXAMINATION (IEE)

Attached as a separate document to the grants.gov posting.

END OF SECTION H

~~**END OF THE NOFO**~~

Formatted: Strikethrough

72069622RFA00003
ModAg Activity

ANNEX 4 - HINGA WEZE REPORT

Attached as a separate document to the www.grants.gov posting.

72069622RFA00003
ModAg Activity

- ANNEX 5 - PROSPER LEARNING QUESTION DETAILS

- Attached as a separate document to the www.grants.gov posting.

ANNEX 6 - GESI LEARNING QUESTION DETAILS

Attached as a separate document to the www.grants.gov posting.

END OF SECTION H
END OF NOGO

Formatted: Strikethrough