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SENEGAL

NOTICE OF FUNDING OPPORTUNITY

USAID Sahel Regional Resilience Activity

**USAID/SENEGAL
SAHEL REGIONAL OFFICE (SRO)
NOFO NO.: 72068524RFA00013
JUNE 7, 2024**



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Issue Date: **June 7, 2024**
Deadline for Questions: **June 21, 2024**
Closing Date: **August 2, 2024**
Closing Time: **17:30 GMT (Dakar local time)**
Subject: Notice of Funding Opportunity (NOFO) No.: **72068524RFA00013**
Program Title: **USAID Sahel Regional Resilience Activity**
Assistance Listing Number: **98.001**

Dear Prospective Applicants:

The United States Agency for International Development (USAID or the Agency) is seeking applications for a Leader with Associate Award (LWA) from qualified entities to implement the above-mentioned program outlined in the subject NOFO.

Eligibility for this award is not restricted. This competition covers both the initial Leader Award and all subsequent Associate Awards.

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

Subject to funding availability, USAID intends to provide up to \$200,000,000.00 in total USAID funding (LWA including any future Associate Awards) to support the Sahel Regional Resilience Activity. The initial Leader Award is anticipated not to exceed \$35M. Associate Awards may not exceed \$75M. There will be no initial associate award(s) with the LWA, and there is no guarantee regarding the number or total estimated amount of Associate Awards.

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

Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

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

Issuance of this NOFO does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense. Please note that USAID reserves the right to cancel this process at any time without prior notice.

Thank you for your interest in USAID programs.

Sincerely,

Edel Perez-Campos
Regional Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

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

See Attachment A

[END OF SECTION A]

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID contemplates making one Leader with Associate Award for technical implementation of the Sahel Regional Resilience Program. USAID intends to award one **Leader with Associate Award (LWA)** Cooperative Agreement pursuant to this NOFO. Subject to funding availability and at the discretion of the Agency, USAID intends to provide **\$200,000,000.00 in total USAID funding** (LWA including any future Associate Award) over a five- year period. The competition covers both the initial Leader Award and all subsequent Associate Awards (total ceiling of **\$165,000,000.00**).

The Total Estimated Amount (TEA) of the leader award is \$35,000,000.00. This Leader Award will have an initial budget of \$15,000,000.00 and reserve the remaining \$20,000,000.00 for additional potential rapid response programming. Out of the \$20,000,000.00 reserved for rapid response, \$5,000,000.00 will be obligated at the time the leader is awarded for immediate rapid response activities.

“Buy-ins” will be permitted under the LWA. The Sahel Regional Resilience Program LWA allows all USAID operating units to issue Associate Awards for resilience programs. Associate Awards will support activities that fit within the scope of the Sahel Regional Resilience Programmatic Framework. Individual buy-ins for Associate Awards have a ceiling of \$75,000,000.00.

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

The SRRP LWA will strengthen individual, household, and formal and informal institutions and networks to deliver improved natural resource management and the adoption of sustainable agriculture practices. Over a five-year period, the SRRP aspires to achieve increased food security, income generation, water and sanitation and hygiene, climate adaptation, nutrition and improved conflict mitigation, and enhanced community resilience. The SRRP will ensure that the voices and participation of women and youth are integrated into all activities, recognizing their pivotal roles as catalysts for transformative change. USAID SRRP is designed to address these issues by empowering women and youth to become active contributors to their communities’ development. When appropriate, the Associate Awards will layer, sequence, and integrate programming with humanitarian assistance programming to build resilience and reduce the long-term need for humanitarian assistance. The Leader and the Associate Awards will coordinate with other technical sectors in USAID, such as health and education, wherever possible.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be on or about **November 2024**.

4. Substantial Involvement

USAID recently revised ADS Chapter 303's guidance on substantial involvement, removing strict limits on the specific aspects of award management through which USAID might be substantially involved. This revision aims, in part, to better enable adaptive management, by allowing Agreement Officer's Representatives (AORs) to engage in more technical aspects of implementation. In this award, USAID plans to be substantially involved in the following areas, with the intention of delegating each to the AOR (unless otherwise noted):

1. Approval of the recipient's work plan,
2. Participation in work plan co-creation, "Pause and Reflect" discussions, and any other relevant events and meetings;
3. Review and approval of members of Local Advisory Councils;
4. Review of changes to specified Key Personnel: USAID Agreement Officer (AO) approval, upon AOR concurrence, is required for all positions designated as Key Personnel;
5. Review and approval of subawards, up to the amount of \$100,000 and participation in related deliberative processes. Subaward approvals above this threshold require AO approval;
6. Approval of the Monitoring and Evaluation and Learning Plan and Approach;
7. Approval of required reports;
8. Advise the Leader on sub-partner roles when preparing applications for Associate Awards, to be taken into account by the IP as appropriate.
9. Advise the Leader, on the review of Rapid Response applications;
10. Provides technical input and ultimate approval of Rapid Response actions and subawards up to the amount of \$100,000. Rapid response actions above this threshold require AO approval.

Please refer to [ADS 303.3.11](#) for further information.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937 (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source).

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the **USAID Sahel Regional Resilience Activity**, which is authorized by Federal statute.

The recipient(s) 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(s) 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]

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted; however, USAID encourages Applicants to incorporate the principles of “Localization” into their applications and consider substantial engagement with local organizations for proposed subawards and Associate Awards.

2. Cost Sharing or Matching

USAID is not requiring cost share for the Leader award though it can be included in Associate Awards. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306 at https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

3. Other

All applicant organizations are restricted to submitting only one application as the Primary Applicant (Prime). If more than one application is received with the same Prime Applicant, USAID will seek written clarification from the relevant entity regarding which application should be considered for review. If clarification is not resolved within five business days, all applications submitted by the Applicant will be deemed ineligible.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary:

Name: Aminata Diallo

Title: Agreement Specialist

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

Email: amdiallo@usaid.gov

Alternate:

Name: Robert Almosd

Title: Regional Agreement Officer

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

Email: ralmosd@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the email addresses of the primary and alternate agency contacts above no later than the date and time indicated on the cover letter, or as amended.

Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack thereof would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

The Applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: (a) Technical Application, and (b) Business (Cost) Application.

This subsection addresses general content requirements applying to the full application. Please see subsections below, for information on the content specific to the Technical and Business (Cost) Applications. The Technical Application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

1. Program/Activity title;
2. Name and address of organization(s) applying for the award;
3. Name(s) of all proposed partner(s)/sub-recipient(s), if any; (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303);

4. SAM registration confirmation of the prime applicant, and the Universal Entity Identification (UEI) Number for the applicant as well as all proposed sub-recipients;
5. Contact person name and title, email address, telephone number, and corresponding signatures, and the identification of the alternate contact person; and
6. Identification and signature of the person authorized to sign an award. 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.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- A 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Calibri requirement.
- Submitted via PDF format, except budget files which must be submitted in Microsoft Excel.
- The Technical Application must be a searchable and editable PDF format.
- The Cost Application must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion. However, the official cost application submission is the unlocked Excel version. A Budget Narrative/Justification must accompany the Cost Application.
- Each page must be numbered sequentially, and the application must not be password protected and must not be zipped.

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 title page with the following legend:

This application includes data that must not be disclosed outside the U.S. Government and must not be duplicated, used, or disclosed other than to evaluate this application. If, however, a grant is awarded to this Applicant as a result of 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 grant. 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*).

Applicants must review, understand, and comply with all aspects of this request. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain for their records one (1) copy of the application and all accompanying enclosures.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, or as amended. Late applications will not be considered.

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

Technical application and cost/business applications must be submitted separately. The technical application must not include any cost data or references.

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. File size must not exceed 25 MB per email.

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 cannot guarantee their acceptance by the internet server.

5. Technical Application Format

The Technical Application must include the following sections and observe the indicated page limitations. Note that sections V. Technical Approach, VI. CLA Approach, VII. Management Approach, and VIII. Localization Approach, described below **must not exceed 30 pages combined**:

Cover Page (maximum one page—does not count towards technical approach page limit): The Applicant must provide the title of the proposed activity, name and address of prime applicant, and names of proposed partners and proposed subawards, as applicable on the cover page, etc. Please see L.3.

Table of Contents (maximum one page—does not count towards technical approach page limit) Include major sections and page numbering to easily cross-reference.

List of Acronyms (Optional—does not count towards technical approach page limit).

Executive Summary (maximum two pages—does not count towards technical approach page limit): Briefly provide a high-level overview of the technical application including (a) the proposed vision and goals for the program and (b) the managerial approach and resources that the applicant will bring to bear on the overall management of the program.

Technical Approach: The technical approach must include the following sections:

- A. Background
- B. Activity goals and objectives
- C. Program Statement outlining major activities to be accomplished linking to expected results with timelines and incorporating all of the elements below, such as environment and gender, and the attached program description.

CLA Approach

Management Approach

- A. **Management Plan**
- B. **Staffing Plan**
- C. **Key Personnel**
- D. **Institutional Capacity and Experience**

Localization Approach

Annexes:

- A. Organizational Chart
- B. Staffing Plan (matrix)
- C. Key Personnel:
 - i. CVs (maximum 3 pages/key personnel)
 - ii. Letters of commitment (maximum 1 page/key personnel)
 - iii. References (maximum 1 page/key personnel)

Throughout the narrative, the Applicant must describe its understanding of the development challenges relevant to this activity, its underlying problems and root causes; and, describe potential solutions and proposed approaches that are technically sound, evidence-based, feasible, and context-

appropriate in order to sustainably achieve the objectives and results outlined in the Program Description. Applicants must provide a clear theory of change that directly leads to the program outcomes/objectives and successful achievement of the program description outlined in the NOFO.

Apart from the guidance in the Program Description–Attachment A, the technical approach also must address the following:

- **Environment:** The applicant must identify the potential environmental impacts of the proposed activity to be financed by USAID and plan to develop appropriate environmental safeguards to any issues identified in response to the IEE Please refer to ADS 204 available at <https://www.usaid.gov/sites/default/files/documents/1865/204.pdf> for USAID's Environmental procedures. In addition, the recipient must comply with host country environmental regulations. The Recipient will be responsible for training their staff, grantees, subcontractors, and counterparts on the agreements' environmental requirements and for ensuring they are in compliance with these requirements. In the case the activity has environmental impact, it is the responsibility of the applicant to budget for effective monitoring and mitigation to ensure compliance with 22 CFR 216 throughout the life of an activity.
- **Gender:** The application should include how and to what extent their proposed activities will impact gender equality. To the extent possible, the analysis should identify:
 - Relevant gaps in the status and anticipated levels of participation of women and men (including age, ethnicity, disability, location, etc.) that could hinder overall activity outcomes.
 - Possible differential effects the activity might have on men and women; and opportunities to promote women's empowerment.
 - How women will be engaged throughout the activity.
 - The applications should provide a strategy and action plan for addressing identified gender inequalities. Please refer to USAID's Gender Equality and Female Empowerment Policy.

6. Management Approach

Applicants must submit a management and staffing plan that specifies the composition and organizational context of the entire implementation team (including home office support if any and sub-awardees) and specify clear lines of supervision, accountability, decision-making and responsibility including management of sub-awards, with defined lines of management, authority, technical responsibility, including oversight and quality control.

Management Plan

The management plan should describe how the management approach will be adaptive and how managers will provide feedback to multiple stakeholders, have the ability to be flexible, and be responsive during implementation.

The management plan must explain how expertise in both gender and youth is incorporated within senior leadership, who is responsible for each of these areas, and how leadership of these areas will occur within the proposed organizational chart. The application must demonstrate technical staffing expertise in presenting a staffing plan that includes an overall matrix. This matrix will reflect all proposed positions (including key personnel) projected to implement all program components and cross cutting elements. It will clearly demonstrate excellent technical expertise in monitoring and evaluation, as well as financial monitoring and compliance.

The management plan should also describe the proposed geographic location of the Leader Award and how the Leader will flexibly coordinate activities throughout the Sahel.

Staffing Plan

In the staffing plan, Applicants must indicate the number of positions, their functions, whether they will be local or expatriate hires. The staffing plan must include an approach and timeline to ensure rapid and efficient start-up of both operational and technical aspects of the program. Applicants must also outline a clear scheme on partnerships and collaboration with a diverse range of actors.

In the staffing plan, the Applicant must demonstrate a solid understanding of key technical and organizational requirements and an appropriate mix of skills, while avoiding excessive staffing. The staffing plan should clearly show how the individuals, skills and proposed staffing mix are appropriate for achieving the program's objectives and supports implementation at all levels. It must identify other significant full or part-time technical professional staff, consultants (if any), and implementing sub-partners, and describe how they will complement the skills and expertise of the team.

Key Personnel

USAID is looking for the following core capabilities in the applicant's proposed staffing plan:

- Leadership and Project Management
- Specialization in Collaboration, Learning and Adaptation
- Specialization in coaching local organizations in management and financial systems
- Demonstrated understanding of Disaster Risk Management
- Specialization in Monitoring and Evaluation and Learning
- Demonstrated expertise in women empowerment, gender equality and social inclusion.

USAID seeks a staffing strategy that reflects the core capabilities described above. USAID encourages applicants to propose key personnel who reflect the unique needs, capabilities, and management structure best suited to implementing their proposed program. At a minimum, the Chief of Party (or equivalent) must be key personnel. Other key personnel positions may be negotiated with the Apparently Successful Applicant prior to award. No more than five key personnel positions may be proposed. The applicant is to include CVs, letter of commitment signed by each key personnel that he/she will provide services for the entire period of

performance of the award, and a minimum of three references (nont family members) who can attest to the person’s knowledge, skills and abilities that will lead to successful activity implementation.

The applicant must have a well-thought-out strategy for ensuring gender, age, disability status and ethnic diversity of its staff. One of this activity’s primary goals is to promote enhanced gender and youth engagement. As such, the applicant must demonstrate actions to ensure its entire staff is well-versed in gender equality and women’s empowerment as well as Positive Youth Development principles and approaches. Cultural and attitudinal changes among beneficiaries will be difficult to achieve if implementing staff do not themselves understand and value those changes.

Institutional Capacity and Experience

The Applicant must provide a concise description of their organization, and all proposed sub-recipients/associates, including reasons for their inclusion as proposed sub-recipients/associates and other organizations if it is a consortium. Within the application, the Applicants must provide summary information about significant past and current activities/projects, for themselves and each sub-recipient/associate, related to the set of activities and responsibilities specified in this NOFO.

Separately, history of performance information must be provided using the form provided as Attachment F and described below in the Annexes section. USAID reserves the right to contact references other than those provided in the application.

7. Business (Cost) Application Format

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

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

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

- a) Cover Page** (See above for requirements)
- b) SF 424 Form(s)**

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

Form Name	Adobe Form	Form Instructions
Application for Federal Assistance (SF-424)	PDF	Instructions
Budget Information for Non-Construction Programs (SF-424A)	PDF	Instructions
Assurances for Non-Construction Programs (SF-424B)	PDF	Instructions

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 and for any proposed subawardee:

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B) (see link in the above table)
- (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, if applicable. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The

Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

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

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

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

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.
- 2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal

travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

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

Method 1 - Direct Charge Only

Eligibility: Any applicant.

Initial Application Requirements: See above on direct costs.

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

Initial Application Requirements:

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

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

Eligibility: Any applicant that has never received a NICRA.

Initial Application Requirements:

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

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request this, 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 (if proposed) – USAID is not requesting a cost share. A cost share component may be requested in Associate Awards and will be outlined in the Associate Award request from USAID.

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 proposed subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- Identification as a subawardee
- Identification as local or international and attestation that it complies with the USAID's definition of "local" found in ADS 303
- Unique Entity Identifier (UEI)
- 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.

Per 2 CFR 200.407, USAID requires prior approval of subawards made by the prime recipient. USAID does not require prior approval of subsequent subawards or grants made by subawardees since USAID's relationship is with the prime recipient.

In accordance with good practice #8 from [USAID's Locally Led Programs indicator](#), the prime recipient must "demonstrate good faith efforts to maximize subawards to local organizations."

g) Unique Entity Identifier (UEI) and SAM Registration

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see [ADS 303maz](#)), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

1. Provide a valid UEI for the applicant and all proposed subrecipients;
2. Be registered in SAM before submitting its application.
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

h) History of Performance

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

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

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its

review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

Applicants should use the format provided in Attachment F: Past Performance Information of the NOFO to document the detailed information as requested.

Branding Strategy & Marking Plan

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

Branding Strategy

Standard USAID branding and marking will apply to this activity. Branding and marking requirements for cooperative agreements are explained in 22 CFR 226. In accordance with the requirements discussed in 22 CFR 226 and [ADS 320](#), implementing partners will acknowledge USAID as the activity donor both verbally and in writing in all documents and media, as well as during meetings, public events and technical assistance sessions with government stakeholders, local partners, and beneficiaries.

Naming

This activity should be named in a manner that will help all audiences understand the purpose of our work. The name should be clear, concise, and represent the work of USAID. As noted in the [USAID Graphic Standards Manual and Partner Co-Branding Guide](#). This activity should adhere to the following guidelines:

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

Marking Plan

After technical evaluation of application for USAID funding, the USAID Agreement Officer will request the Applicant to submit a Marking Plan, defined in 22 CFR 226.2. **The Marking Plan may include requests for approval of Presumptive Exceptions.** All estimated costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and the like, must be included in the total cost estimate of the grant or cooperative agreement or other assistance award, and are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan.

Required communications materials

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

- A. Within two weeks of the award:
 - 1. Press release - announcement of the award in English and French - with feedback from USAID.

- B. Within 90 days of the award:
 - 1. A Communications Strategy submitted and completed with feedback from USAID and revised as necessary.
 - 2. Activity Fact Sheet (in English and French) completed with feedback from USAID, which will be updated annually.

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

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

- E. Biannual communications products:
 - 1. One public closeout event where main results, achievements, findings, successes are shared.

Note: Please use the attached template (Attachment B) for the Branding Strategy and Marking plan.

j) Funding Restrictions

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

Construction will not be authorized under this award; however, this award may include non-structural, cosmetic work, including painting, floor covering, wall coverings, window replacement that does not include changing the size of the window opening, replacement of plumbing or conduits that does not affect structural elements, and non-load bearing walls or fixtures (e.g., shelves, signs, lighting, etc.). An example of this may include rehabilitation of boreholes.

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.6 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

k) Conflict of Interest Pre-Award Term

Personal Conflict of Interest

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.

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

Organizational Conflict of Interest

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

The following pre-awards terms found in [ADS 303maa Pre-Award Terms](#) are incorporated into this NOFO by reference:

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

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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

Applications submitted under this NOFO should propose an approach that satisfies these criteria and exhibits the characteristics set forth below.

2. Review and Selection Process

a) Merit Review

USAID will form a Merit Review Committee (MRC) to review all applications received that comply with the instructions in this NOFO. The MRC will be composed of USAID personnel, and may include consultants. The AO will make the final selection of the Apparently Successful Applicant based on the recommendation of the MRC. Applications will be reviewed and evaluated in accordance with the following criteria that are listed in **descending order of importance**:

FACTOR	FACTOR DESCRIPTION	IMPORTANCE
Criterion 1	Technical Approach	Most important
Criterion 2	CLA Approach	More important
Criterion 3	Management Approach	Less Important
Criterion 4	Localization Approach	Least Important

Criterion 1: Technical Approach

Extent to which the Applicant provides a technical approach that is tailored to the problem set and takes into consideration the specific country needs and natural, institutional, legal, and cultural contexts, including enhancing the agency of women and youth. Applicants must include a description of how they will bring to bear the proper technical capacities and partners to respond to the technical elements outlined in the program description, including rapid response capability.

Criterion 2: CLA Approach

Extent to which Applicant's plan demonstrates appropriate technical and managerial competencies to successfully implement the activity and addresses priorities of the NOFO, providing a strong plan and/or process to ensure strong adaptive management, collaboration, partnerships, and engagement with other relevant USAID activities, relevant local actors, institutions, other donors, etc.

Criterion 3: Management Approach

Extent to which the Applicant demonstrates a clear and efficient Management Approach for the Leader and Associates. This will include proposed Key Personnel, including inclusion of core capabilities and institutional capacity; Staffing Plan; Management Plan; and rationale for proposed geographic location of the Leader Award to best enable implementation of the award.

Criterion 4: Localization Approach

Extent to which the Applicant demonstrates a commitment to locally led development in the application, by giving local partners a leadership role in driving implementation, setting priorities, driving decision-making and co-creating activities.

b) Business (Cost) Review

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

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

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

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient

has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

a. Federal Award Notices

Award(s) 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, Applicants are hereby notified of these requirements and conditions for the award.

b. Administrative & National Policy Requirements

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

2 CFR 200, [2 CFR 700](#), [ADS 303](#), and [ADS 303mab](#).

These documents may be accessed through the internet as follows:

- 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards:
 - https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 2 CFR 700 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards:
 - <https://www.ecfr.gov/cgi-bin/text-idx?SID=531ffcc47b660d86ca8bbc5a64eed128&mc=true&node=pt2.1.700&rgn=div5>
- ADS 303 Grants and Cooperative Agreements to Non-Governmental Organizations:
 - <https://www.usaid.gov/about-us/agency-policy/series-300/303>
- ADS 303mab Standard Provisions for non-U.S. Nongovernmental Recipients:
 - <https://www.usaid.gov/about-us/agency-policy/series-300/references-chapter/303mab>

See Section H, Attachment C, for a list of the Standard Provisions that will be applicable to the award(s) resulting from this NOFO.

c. Reporting Requirements

- **Financial Reporting:**

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

A. Quarterly Reports

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

B. Final Report

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

Links to the PDF version of SF-425 and to Instructions can be found at:

<https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

- **Performance Reporting**

The recipient will be required to submit by email performance reports. The performance reporting requirements will be compliance with 2 CFR 200.328 – Monitoring and Reporting Program Performance.

Recipients are encouraged to choose Standard Foreign Assistance Indicators and develop custom indicators that help them to manage and learn from their work; such indicators should include both output and outcome indicators.

A. Quarterly Reports

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

- Bulleted list of achievements in the quarter (one page)
- Background and details of some of the key achievements, including potential impacts on target populations. Any identified best practices and or lessons learned should be included here (four-five pages)
- Description of collaborative activities with other USAID implementing partners and/or stakeholders (one-two pages)

- Description of key problems or issues encountered, how they were or will be resolved, and as needed, recommended USAID interventions to facilitate their timely resolution (one-two pages)
- Bulleted list of planned activities for the next quarter to include dates and locations of major events and meetings (one-two pages)
- Quantitative and qualitative analysis of progress against objectives, results, and targets;
- Summary of key activities for the following quarter;
- Discussion of lessons learned, good practices and success stories;
- Challenges outside the scope of the program, which affect implementation.

Further, notification must be given in the case of problems, delays or adverse conditions that materially impair the ability to meet the objectives of the award. These notifications must include a statement of the action taken or contemplated and any assistance needed to resolve the situation.

Following receipt of the report, a “quarterly review” meeting with the AOR and other relevant Mission staff will be held to discuss results, challenges and the way forward.

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

- Annex 1: Table of indicators targets and results to date showing progress made during the quarter, cumulative for the fiscal year, and cumulative for the life of project toward set targets. Use a color scheme for table highlighting indicators in red if target is not met or to signal that it is in danger of not being met and green for indicators met. Provide explanations for targets exceeded and targets unmet.
- Annex 2: Include a financial table which contains expenses of the reported period, year to date amount, and remaining budget line-item amount.
- Annex 3: Provide one or two success stories with relevant high-resolution photos. Stories should highlight the high-level impact and/or scalability of the activity's successes. If a story could not be done during the reporting period, explain why. (one page per story)
- Annex 4: Quarterly Environmental Mitigation and Monitoring Report

With regards to Pause and Reflect, the recipient must:

- Utilize quarterly Pause and Reflect exercises to re-examine core assumptions, review findings from MEL processes, reflect on input from established feedback loops (e.g., Local Advisory Councils) and generally consider whether new information and/or context shifts necessitate adapting implementation. Pause and reflect exercises can be formal or informal events, as long or short as need be, and participation will vary as appropriate.

With regards to CLA, the recipient must address:

- The products and results of collaboration that improve implementation approaches and

development practice broadly

- Increased ability of USAID implementing partner to respond to the needs of target groups by using learning
- Instances of learning applied to influence decision making, resource allocation, and contextual shifts
- Increased efficiency in activity implementation

B. Annual Reports

The annual report will consist of both a narrative and a quantitative section and reporting against all indicators. The narrative section is limited to 30 pages, not including annexes, and should cover key achievements and high-level impacts, synergistic results, scalability of results, collaborative activities, best practices, lessons learned, challenges encountered, and priorities for the next year. Annexes must include:

1. a comprehensive property inventory list;
2. reporting against all indicators;
3. financial table;
4. at least two success stories with relevant photos;
5. Annual Environmental Mitigation and Monitoring Report; and
6. Annual Shock Response Report detailing rapid response.

The Annex 2 table for indicators must be submitted on or before October 15th of each year in order to be included in USAID's annual performance reporting requirements. For all results that either exceed or fall short of the annual target by 10% or more, a narrative explanation must be included. Please highlight in a different color all indicators that exceeded (green) or fell short (red) of their target so they can be easily distinguished from the rest.

With regards to CLA, the recipient must address:

- The products and results of collaboration that improve implementation approaches and development practice broadly
- Increased ability of USAID implementing partner to respond to the needs of target groups by using learning
- Instances of learning applied to influence decision making, resource allocation, and contextual shifts
- Increased efficiency in activity implementation

C. Final Report

The recipient will be required to submit a final report by email. Specific instructions for the submission of the final report will be included in the resulting award from this NOFO.

D. Other Reports

Security Conditions

The recipient must be aware of security conditions in the country of implementation, and by entering into the agreement, assumes full responsibility for the safety of its employees. Before commencing work, the recipient must ensure that it has adequate procedures (a security plan) in place to advise its employees of situations or changed conditions that could adversely affect their security. A security plan will not be included as a deliverable, but it is expected to be available upon request by the Agreement Officer.

In order to keep abreast of security conditions in the country of implementation, but particularly before any employee commence travels, especially in areas of security concerns, the recipient must seek information from all available sources, including USAID in the country of implementation, for all areas in which its employees work or travel. The recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the recipient, and that USAID assumes no responsibility for the reliability of such information. The recipient has sole responsibility for approving all travel plans for its employees. The recipient is also responsible for immediately notifying USAID and the US Embassy American Citizen Services section in the event a US citizen employee does not return from travel as expected. In the event that USAID requests the recipient to do so, the recipient's Chief of Party must assume responsibility for contacting all of its employees. The recipient must provide the Agreement Officer's Representative the name, current address, and current home and/or cellular telephone number of the Chief of Party and of an alternate designated employee.

The recipient is responsible for ensuring that the information provided to the AOR is up to date so that in an emergency, the Chief of Party or alternate representative can be reached immediately, and they can rapidly contact all other affected employees. In the event of an adverse work or project related security situation affecting any recipient's staff/activity, the recipient is responsible to notify the Agreement Officer's Representative or their alternate (as well as the A&A Specialist and the Agreement Officer) within 24 hours or as soon as it is practicable.

Geographic Information System (GIS) data

USAID is required to make nonproprietary geospatial data available to the public. Data must be consistent with US Federal Geographic Data Committee (FGDC) level 1 metadata standards. Implementers are to work in collaboration with these USAID hired mapping specialists and ensure that they have mapping capabilities within activity staff or procured through consultants.

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

- a. OMB Circular A-16, Executive Order 12906;

- b. Automated Directives System (ADS) 507 (Freedom of Information Act);
- c. ADS 551 Data Administration; and
- d. ADS 557 Public Information.

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

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

Development Experience Clearinghouse (DEC) Requirements

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

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

Initial Work Plan (Implementation Plan)

The initial work plan covers a six-month inception period (interchangeably referred to as the implementation plan) and is focused on the key deliverables to be produced during that refinement phase to inform longer-term planning and adaptation, outline a plan for co-creating the subsequent work plan and describe how local partners and stakeholders will have a meaningful role in the refinement and planning process. Work plans should include a brief component describing how the activity is reducing waste and its overall carbon footprint produced as a result of the activity.

Annual Work Plans (AWP)

A draft Year One work plan must be submitted to USAID within 60 days of the award, or within 30 days following the completion of the inception period (if applicable). It will cover the first year of performance. If the work plan is not co-created with USAID, USAID will provide written comments to the Recipient within one month of submission. The plan will be finalized by the Recipient no later than two (2) weeks after the Recipient’s receipt of USAID’s written comments. For each subsequent program year, the Recipient is required to prepare and submit an annual implementation plan by September 1st, 30 days before the beginning of the fiscal year that the plan covers.

The work plan will serve as a guide for program implementation. As such, it must demonstrate the links between activities and intended results; present a sound basis for budget estimates; and serve as the foundation for the monitoring and evaluation plan. The work plan will outline key activities and the expected results to be accomplished for that year, including a timeline with

relevant milestones, tied to the recipient's Performance Management Plan. The work plan should also describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages with other activities. A budget with sufficient detail to allow the AOR to judge the efficiency of the annual implementation plan must be included.

The Recipient will work closely with USAID Senegal's Sahel Regional Office and USAID offices in designated countries in developing and refining the Year One work plan, preferably through a

consultative project launch process. USAID expects that all work plans will be developed in close formal and informal consultation with other USAID implementing partners, including CLA leader award and RFSA partners, wherever applicable. Collaboration with the RFSA partners will be particularly important during Year One of any future RFSA awards, during which time RFSA's will be called upon to conduct analyses and assessments to refine their proposed activities.

Crisis Modifiers and Shock Response Plans

Because the Sahel Regional Resilience Program will have experienced staff with local knowledge, relationships, and specialized expertise, it will be able to respond to many of these known shocks more quickly than a new partner could. Similarly, a number of other USAID implementing partners also have the award flexibility to help respond to localized or widespread shock events and collaboration can be achieved. Associate Awards may have Crisis Modifiers. The Crisis Modifier serves to fund activities addressing sudden needs that fall outside of the work plan that may arise during the course of implementation and funding is allocated separately.

Shock Response Plan for addressing Crisis

The Shock Response Plan is an addendum to the Annual Work Plan that outlines the actions the implementer will take in response to shocks and stresses. The Shock Response Plan should include at a minimum:

- Description of the major shocks and chronic stresses that may affect Sahel Resilience program performance, undo Sahel Resilience Activity development gains, and harm directs beneficiaries
- Interventions/strategies to mitigate ongoing stresses and to reduce risks associated with shocks (these interventions should also be included in, and implemented, as part of the regular Annual Work Plan)
- Proposed response and recovery activities for each identified shock
- Trigger thresholds for context indicators that will be used to determine when a shock may be occurring (or will soon occur) that requires a response

Crisis modifier procedures will be included in subsequent Associate Awards resulting from this NOFO.

Activity Monitoring, Evaluation, and Learning Plan (AMELP)

The activity will contribute vital information on development results, strategies, and approaches to enhance individual, household, community, and institutional resilience in a dynamic

environment. The monitoring, evaluation, and learning (MEL) system should use USAID's Collaboration, Learning, and Adapting (CLA) principles (see [ADS 201.3.5.19](#)) to effectively collaborate with other implementing partners and integrate real-time monitoring and learning back into the project strategy and program implementation and ensure that knowledge is shared with the broader community.

The Recipient must develop a comprehensive conflict sensitive activity monitoring, evaluation, and learning plan (AMELP) that outlines how the activity will track progress, identify learning opportunities, and effectively adapt programming to anticipate and respond to challenges and opportunities that arise. The AMELP is due within 60 calendar days after award. The AMELP must demonstrate how the activity will routinely assess the quality of data; the status of activities; whether these activities are resulting in their intended outcomes; if those outcomes are leading to the desired objectives-how, why or why not; whether critical assumptions remain valid; and whether course corrections should be made. The AMELP should clearly support the RDCS monitoring, evaluation, and learning plan. It must be updated regularly, prioritize gender equality and youth inclusion, and include a data management plan. The plan must explain how indicators data will be collected, disaggregated, analyzed, submitted, published, and re-used, including any specific software necessary for analysis. This is also an opportunity for the applicant to ensure a consistent data analysis approach among multiple partners, an adaptive and dynamic learning approach.

The monitoring system must include data analysis for both performance and context monitoring. Recipients are responsible for collecting baseline data for their performance indicators. Performance monitoring refers to monitoring the quantity, quality, and timeliness of activity outputs within the control of the recipient, as well as the monitoring of activity outcomes that are expected to result from the combination of these outputs. Performance monitoring includes operational monitoring, such as checking back later to see if completed activities still function, and determining opportunities for adaptation. Performance monitoring through data analysis, outcome harvesting, and learning for adaptation must be agile and occur continuously. For example, if a well is drilled, is it still functioning a year later, or if an individual is trained, do they apply the training properly, or if a loan is extended, is it repaid? In line with efforts of learning and adaptation, when implementation falls short, performance monitoring should determine why and what can be done differently to address failures.

In anticipation of any potential shifting environment (insecurity, climatic, or health shock, etc.) that may lead to inaccessibility of the activity zone of intervention, applicants should also develop an alternative MEL system capable of regularly and accurately gathering and analyzing verifiable monitoring data safely, to check whether activity's interventions are being implemented as planned, with tools and methods that adapt to changing context. Depending on the contextual factors, remote monitoring methods can be developed, including phone/video partners meetings, informal partner reporting, mobile phone surveys/feedback mechanisms, virtual site visits, virtual internal DQA, GIS/remote sensing monitoring, etc.

Recipients will benefit from USAID IPs Development Information Solution (DIS) training sessions to ensure effective qualitative, quantitative, and GIS data reporting in DIS. USAID will provide the recipient with DIS access for direct data reporting into the system.

Context monitoring is the monitoring of local conditions that may directly affect implementation and performance (such as non-USAID projects operating within the same sector as USAID projects) or external factors that may indirectly affect implementation and performance (such as macro-economic, social, political conditions, or other paradigm shifts). Context monitoring should monitor assumptions and risks identified in the activity logic model.

In order to have a sound monitoring system, applicants will propose performance and context indicators, determine ways to set baselines, realistic targets (only for performance indicators), and effective procedures for internal data quality control.

The activity must develop a preliminary learning agenda that identifies a limited number of questions (one to three) related to the activity theory of change. Close and systematic collaboration with other USAID implementing partners, the host country government, decision-makers, institutional bodies among the target communities, and other key stakeholders will be critical to maximize the use of learning and ensure that monitoring and evaluation systems are as cost-effective as possible and do not create a parallel system. The activity will be expected to collaborate closely with USAID's M&E mechanism.

The Monitoring and Evaluation Plan should be organized according to the Program Objectives described in this Program Description. The Leader and each Associate Award is anticipated to generate a large number of performance, financial, and other reports. The Recipient is encouraged to propose an alternative online file management system to streamline the electronic submission of reports and ensure reliable accessibility to the Agreement Officers and AORs. Existing "off-the-shelf" information technology products and/or services would be preferred. Such a system would not alter the responsibility of the Recipient to submit documentation to the Development Experience Clearinghouse as required (see ADS 540).

With regards to CLA, Applicants must address:

- How the products and result of collaboration will improve implementation approaches and development practice broadly
- Approaches that improve USAID implementing partner's ability to respond to target groups' needs by using learning
- How the application of learning will influence decision making, resource allocation, and contextual shifts
- How to increase the efficiency of activity implementation

Gender Analysis and Gender and Social Inclusion (GESI) Action Plan

The U.S. government "Women's Entrepreneurship and Economic Empowerment (WEEE) Act" underscores the importance of gender equality and empowering women to participate fully in the formal economy, which leads to more peaceful and prosperous societies. This activity is consistent

with the USAID Gender Equality and Female Empowerment Policy that advances equality between females and males, and empowers women and girls to participate fully in and benefit from development, through the integration of gender in the entire project cycle -- from project design and implementation to monitoring and evaluation. This integrated approach focuses on achieving the following overarching outcomes:

- Reduce gender disparities in access to, control over, and benefit from resources, wealth, opportunities, and services - economic, political, and cultural;
- Reduce gender-based violence and mitigate its harmful effects on individuals;
- Increase the capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies;
- Support interventions that secure private property rights and land tenure for women in developing countries; and
- Improve the access of women and girls to education.

To operationalize these overarching outcomes, the activity is expected to adopt any one of the seven output and outcome indicators, as applicable, on gender equality, female empowerment, and gender-based violence as provided in the [USAID Gender Policy](#), and [ADS 205 Integrating Gender Equality and Women's Empowerment in USAID's Program Cycle](#), or develop custom indicators appropriate to projects/activities. All people-level indicators must be disaggregated by age, sex, groups and included in activity reports.

The gender analysis/assessment is mandatory. It feeds the GESI Plan, which is due within 90 days of the start date of the award. It must describe how the recipient will use the findings from the gender assessment to address GESI issues. It includes roles and Responsibilities matrix, timeline, resources, expected results and how those will be measured. The GESI Plan will be approved by the AOR and updated as necessary.

Close-out Plan

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

d. Environmental Compliance and Climate Risk Management

Section 117 of the Foreign Assistance Act of 1961, as amended, requires that the impact of USAID's activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204

(<http://www.usaid.gov/who-we-are/agency-policy/series-200>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Applicant environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter will govern.

No activity funded under this Cooperative Agreement (CA) 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) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”). Furthermore, In accordance with Mandatory Reference for ADS Chapter 201 on Climate Risk Management, a climate risk screening must be done at the activity level stating how climate risk will be addressed during the implementation phase.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID AOR and MEO, REA or BEO, as appropriate, must review all ongoing and planned activities under this LWA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, if the life of activity funding ceiling will be eclipsed, or if a time extension is required, it must prepare an amendment to the documentation for USAID review and approval. No such new activities must be undertaken prior to receiving written USAID approval of environmental documentation amendments.

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

USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Recipients to the NOFO must include as part of their application their approach to achieving environmental compliance and management, to include:

The recipient’s approach to developing and implementing an EMMP.

The recipient’s approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.

The recipient’s illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicants should reflect illustrative costs for developing the EMMP and environmental compliance implementation and monitoring in their cost proposal.

SUMMARY OF REPORTS/ DELIVERABLES		
Document	Due Dates	Notes / Submission Requirements
Initial Work Plan (Implementation Plan)	Submit with the technical application	Covering a six-month inception period
Draft Year One Work Plan	Within 60 calendar days after award or within 30 days after the completion of the inception period	Must be finalized within two weeks after receipt of USAID’s written comments Submit electronically to AOR
Subsequent Annual Work Plans (AWP)	Draft AWP’s due no later than September 1st of each year after Year One; AOR comments due in two weeks after receipt of draft AWP; final AWP due no later than October 30th of each year	Submit electronically to AOR
The Shock Response Plan	Must be developed during the 6-month “refinement” period	Submit to AOR
Branding Strategy and Marking Plan (BSMP)	- Before award: the apparently successful applicant will be asked to provide a BSMP for approval before award - Within two weeks of the	Submit BSMP electronically as required by the AO, and subsequent documents to AOR

	<p>award: Press release - announcement of the award - with feedback from USAID/DOC</p> <p>- Within 60 days of the award: (1) An activity communications strategy submitted and completed with feedback from USAID/DOC and revised annually as program matures; (2) Activity Fact Sheet completed with feedback from USAID, which will be updated annually.</p>	
Quarterly Financial Reports	Within 30 days after each calendar quarter	Submit SF-425 to the Department of Health and Human Services, with a copy to AOR and OFM
Final Financial Report	90 days after the completion date of award	Submit the original and three copies of the final SF-425 to: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) the Agreement Officer, (c) Agreement Officer's Representative (AOR). The electronic version of the final SF-425 will be submitted to the U.S. Department of Health and Human Services
Quarterly Performance Reports	Within 30 days after each calendar quarter	Submit electronically to AOR
Annual Performance Reports	90 days after the end of the reporting period; Annex 2 for indicators due on or before October 15th of each year	Submit electronically to AOR

Final Performance Report	Instructions will be specified in the Award	
Security Plan	Recipient must make it available at USAID's request	Submit electronically to AOR
Geographic Information System (GIS) data	<p>One year after the start date of the award and on or before October 30th of each subsequent year</p> <ul style="list-style-type: none"> - Digital spatial data according to Federal Geographic Data Committee (FGDC) Level 1 metadata standards capturing GIS at the regional, administrative, commune, and village level for their zones of intervention; - Digital copies of spatial data with accompanying metadata; and - Make spatial data available to the public at the cost of reproduction. 	Submit through DIS
Development Experience Clearinghouse (DEC) Requirements	Submission required pursuant to the Standard Provision entitled "Submissions to the Development Experience Clearinghouse and Publications (June 2012)"	
Activity Monitoring, Evaluation, and Learning Plan (AMELP)	Draft due with the technical application and final within 60 days after award	Submit draft electronically with technical application, and final to AOR

Gender Analysis and Gender and Social Inclusion Action (GESI) Plan	Within 90 days after award	Submit electronically to AOR and AO
Close-out Plan	No later than 180 days before the end of the award	Submit electronically to AOR and AO

e. Other Requirements:

This solicitation and any resultant award(s) is subject to the requirements of section 889(a)(1)(B) of the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2019 (Pub. L. 115–232).

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. Refer to cover letter for names and email addresses of contacts.
2. **Acquisition and Assistance Ombudsman**

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

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

[END OF SECTION G]

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SECTION H: OTHER INFORMATION

1. Other Information:

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.

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

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

2. Post-award Co-Creation

According to [USAID’s Discussion Note: Co-Creation Additional Help](#),

“co-creation” is a technique that brings people together to collectively produce a mutually valued outcome using a participatory process, which can be used at various points throughout the Program Cycle.⁷ Based on findings from the inception period, the Awardee will co-create with USAID and other relevant stakeholders to develop the initial work plan and the AMELP. This process should also be repeated on an annual basis, building off the Pause and Reflect sessions, to develop each subsequent work plan. Co-creation may take various forms, but USAID anticipates in-person oral discussions and strategic planning sessions with relevant activity team members, other USAID specialists and activities, and key stakeholders, among others.

CLA section must address:

- How/which approaches and activities will change based on CLA. Specifically, how the Awardee will adaptively manage the award and make corresponding revisions to the Annual Work Plan, consistent with the “programmatic changes” section of ADS 303.3.18.c.3, “Not all programmatic changes affect the terms of the award itself or require amendments to it...As such, the AOR, as delegated by the AO, may approve revisions to the Awardee’s implementation plan as formally requested by the Awardee and when consistent with ADS 303.3.11’s guidance on technical assistance and substantial involvement).”
- Any proposed actions to strategically collaborate internally and with other implementing partners to conduct joint targeting, collaborative research, etc.
- How knowledge gaps in the theory of change, the technical implementation approach, operating environments, assumptions and risks, will be filled using activities such as, but not limited to, monitoring, research, evaluation and analytical studies
- How knowledge generated by learning will be used to increase efficiency

3. Difference between Rapid Response and Crisis Modifier

Rapid Response programming under the Leader will respond to unanticipated needs, emerging opportunities, and critical gaps in programming. It enables activities under the Leader Award to address specific, targeted needs that can be addressed through a short-term intervention to address a new shock or stress, prevent the loss of resilience gains or take advantage of windows of opportunity in targeted communities. Rapid response activities will be no more than **\$500,000.00** in size, implemented with the bulk of the direct funds going to local organizations, supported with funding **under the Leader Award**, and responsive to specific criteria (to be co-created with Leader and USAID).

Crisis Modifiers may be integrated into Associate Awards. The Crisis Modifier serves to fund activities addressing sudden needs that fall outside of the work plan that may arise during the course of implementation. Funding is requested and allocated separately, generally through the Shock Response Plan.

4. List of Attachments:

- A - Program Description**
- B - USAID Branding and Marking Template**
- C - Standard Provisions**
- D - SAM Quick Start Guide For New Foreign Registration**
- E - SAM Quick Start Guide For New Grantee Registration**
- F - Past Performance Information**
- G - Illustrative Budget Template (Attached Excel File)**

[END OF SECTION H]

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ATTACHMENT A - PROGRAM DESCRIPTION

A. OVERVIEW OF FUNDING OPPORTUNITY

USAID Senegal’s Sahel Regional Office (SRO)¹ is issuing this Notice of Funding Opportunity (NOFO) with the intent to award one Leader with Associate Awards (LWA), also referred to as the Sahel Regional Resilience Activity Leader Award that will be implemented in the Sahel region. The overall combined ceiling (inclusive of the Leader and all Associate Awards) will not exceed \$200,000,000.00 over a five-year period of performance. The Sahel Regional Resilience Program provides opportunities to issue Associate Awards in the future during the period of performance, though there is no guarantee regarding the number or amount of Associate Awards. No Associate Awards have been included in this NOFO. Subject to availability of funds, USAID anticipates awarding the Leader Award with a Total Estimated Amount not to exceed \$35,000,000.00 to be implemented over a five-year period.

This Leader is part of an inter-related suite of activities issued by USAID/Senegal’s SRO intended to build resilience in the Sahel. The activities will work with formal and informal institutions to build or strengthen local sources of resilience while supporting communities to anticipate and respond to specific shocks and stresses. The overarching objective of the initial Leader is further described in the Cross-cutting Objective section below. USAID defines resilience as “the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.” In short, resilience is the ability to manage adversity and change without compromising future well-being.

The Sahel Regional Resilience Program LWA allows all USAID operating units to issue individual Associate Awards for resilience programs within the Sahel. Missions may provide funding through “buy-ins” to the Leader Award (individual buy-ins not to exceed \$15M), and may be permitted buy-ins to the Associate Awards (individual buy-ins not to exceed \$75M).

Individual Associate Awards, which may not exceed \$75M, are issued against the combined ceiling of \$200M and will support activities that fit within the scope of the Regional Resilience Programmatic Framework. In many cases, and as described below, USAID seeks to leverage funding across several program areas - agriculture, climate adaptation, governance, nutrition, and water, sanitation, and hygiene - to achieve program objectives. Another key to achieving program objectives is the ability to coordinate with and/or leverage other USAID-funded activities, including humanitarian activities, to complement and amplify program investments.

¹ SRO is the USAID regional operating unit with overall management, support, and oversight responsibilities for USAID activities and teams in Mauritania, Burkina Faso, Chad, The Gambia, Cabo Verde and Guinea Bissau. These countries also benefit from USAID activities managed by USAID/West Africa based in Accra, activities managed by central funds from Washington, DC, and from bilaterally managed activities.

Applicants will present a partnership or network, hereby referred to as a “consortium” consisting of a group of institutions that will work together to perform the work envisioned by the SRO. This work will include supporting a diverse set of bilateral, i.e., country specific, and regional interventions as well as a robust learning agenda and evidence base for more effective interventions by both donors and governments. Existing learning should be integrated into the program’s approaches, including application of lessons learned related to cost effectiveness, cost benefit analyses, and performance evaluations of Resilience in the Sahel Enhanced activities (RISE I and RISE II), among others. Local and regional organizations should be included as key partners in implementing the Sahel Regional Resilience Program. These organizations can include, but are not limited to foundations, non-governmental organizations, academic institutions, community-based organizations, civil society organizations, private sector groupings/associations, and/or international organizations based in the Sahel. Applicants are invited to present innovative strategies, approaches, and activities for best achieving the goal of the Sahel Regional Resilience Program by identifying and detailing their approaches to leverage the expertise of existing regional, national, and local initiatives that build local ownership and solutions. Strategies should include detailed action plans to achieve concrete and measurable results as well as leverage other USAID and international donor programs (both national and regional) and partnerships with civil society, government, the private sector, and other key interlocutors.

B. BACKGROUND

The Sahel is extremely vulnerable to climate change. According to the “University of Notre Dame - Global Adaptation Initiative” (ND-GAIN) index 2021, four of the twelve countries most vulnerable to climate change globally are in the Sahel (Mali, Guinea-Bissau, Niger and Chad). Climate change is causing more intense, less predictable rainfall; increasingly pronounced droughts; greater risk of flooding; and temperatures that are rising 1.5 times faster than the rest of the world. These climate shocks are degrading the already scarce natural resources that are essential to the agro-pastoral livelihoods that underpin the economy in the region. An increased scarcity of and competition over resources can lead to local conflicts over access to water and land and can contribute to inter and intra communal tensions. This dynamic situation disproportionately affects rural populations and economies that depend on agricultural and transhumance livelihoods, and increases gender inequalities.

For example, much of the groundwater in the region, a key component to a vibrant agriculture sector, is below the subsoil and rains are unpredictable and variable, vacillating between drought and extreme flooding. This vulnerability to climate change has had a direct impact on water availability and crop production.

The most recent Cadre Harmonisé report (March-August 2023) identified 6.7 million people across the region facing crisis levels of food insecurity or worse. Inflation is high; rising energy costs have driven the price of fertilizer up 150 percent. In most markets, there are record-high staple food prices, with average increases of 60 percent or more for maize, millet, and sorghum, which are staples to most household diets in the region. Increasing food insecurity in the region is

particularly acute given these high levels of internal displacement (more than two million people in Burkina Faso alone) and difficulty for farmers to access their lands in certain regions, particularly in the northern regions of Burkina Faso and in Chad. Additionally, insecurity also hinders the ability of herders to move and access land and water resources.

In attempting to address these costs, increasing agricultural production and efficiency is key. The agri-food industry is the Sahel's largest economic sector, accounting for 75 percent of its employment². Much of the region's agriculture is practiced by smallholder farmers with low access to inputs and technical training. Outputs are marked by low productivity, little to no processing or value addition, and limited market access for farmers. Malnutrition in the Sahel is chronic and often acute.

A related dynamic— and one critical to this program's development hypothesis— is the continued governance deficit in many of these regions, and the sense that weak, ineffective, exclusionary, corrupt, or absentee institutions contribute to and compound the aforementioned challenges. When states cannot provide the most basic services, including security, or even demonstrate an effort to respond to citizen needs, their legitimacy is eroded. When formal institutions exclude certain segments of society or create the impression that services and protection are only available to certain groups, that dynamic is compounded. While many factors contribute to growing instability in the Sahel and increasing support for violent extremist organizations (VEOs), it is clear that institutional performance is a factor. Indeed, as noted in UNDP's 2023 report *Journey to Extremism in Africa: Pathways to Recruitment and Disengagement*, widespread dissatisfaction with state service provision, the diminished state presence outside of urban/suburban areas, and appeal of VEOs as alternate service providers contribute to growing instability.³

Additional challenges include political instability, including a series of coups d'état across the region, increasing “information manipulation” in the region by either foreign or domestic actors and its negative impact on public trust in institutions, the socio-economic effects of COVID-19 and other infectious diseases, and the economic impacts of Russia's war on Ukraine. The high population growth rate, resulting in a youth bulge, has outstripped resource availability. In short, attempts to build livelihoods in the region have been systemically challenged on every level.

Despite efforts at both the regional (ECOWAS) and national levels to encourage public policy reforms in key sectors such as health, water, sanitation and hygiene, and agriculture, populations in these countries still lack enough opportunities, training, and resources to strengthen their ability to cope with stresses, shocks, and climate change effects.

² <https://www.ifc.org/en/stories/2022/lowering-barriers-for-agribusiness-in-the-sahel>

³ <https://www.undp.org/prevent-violent-extremism/publications/journey-extremism-africa-pathways-recruitment-and-disengagement>

Previous efforts under the USAID Resilience in the Sahel Enhanced (RISE) II implemented in Burkina Faso and Niger supported five objectives:

Objective 1: Enhance social and ecological risk management systems

Objective 2: Increase and sustain economic well-being

Objective 3: Improve health, family planning and nutrition outcomes

Objective 4: Enhance governance of institutions and organizations

Objective 5: Enhance social, economic and political agency of women and youth

Efforts to improve livelihood profitability have focused on increased human capacity, business networking, and access to finance, productive assets, and markets. The 2022 RISE II baseline report indicated multiple factors – including climate shocks, insecurity, and high food prices – as main drivers of food insecurity.

USAID’s [Bridge](#) encompasses a suite of activities at the nexus of countering violent extremism and resilience by addressing the grievances that are the main drivers of violent extremist recruitment in the Sahel. The program recognizes that these grievances often stem from development issues: poor governance, lack of economic opportunity, degraded natural resources, and perceived exclusion from the benefits and services provided and facilitated by governments in the region.

Current efforts to build resilience have been challenged to keep pace with the changing environment in the Sahel. Efforts under RISE II did not anticipate the extraordinary proliferation of violent extremism and state fragility and their devastating effects over the past four years.

USAID has invested in many resilience-focused activities in the Sahel, which are described below. These highlight opportunities to build resilience despite challenging circumstances.

Burkina Faso:

The **USAID Sahel Coordination and Communications Activity (SCC)** operationalizes a shared agenda of collaboration and complexity-aware learning among USAID's Resilience in the Sahel Enhanced II (RISE II) and Bridge programming, in the zones of intervention in Niger and Burkina Faso. The SCC activity promotes resilience-enhanced collaboration, learning, and adaptation (RCLA) between USAID implementing partners (IPs), partner communities, national governments, and research institutions.

Efforts through the **USAID Terre Eau Vie (TEV) Activity** focus on sustainably enhancing water resource management, water service delivery, and access to water for productive uses in Centre-Nord, the Sahel, and Est—three regions with some of the largest concentrations of internally displaced people in Burkina Faso. This has been achieved by enhancing productive land use, reducing natural resource conflicts, and ensuring more equitable, secure access to land. TEV also improves the management of shocks, risks, and stresses through improved capacity for

preparedness, response, and recovery; improved access to and use of climate information services; and integrated early warning and response systems.

The **USAID Yidgiri Activity** strengthens resilience and improves the inclusivity of food market systems by building individual and institutional capacities of agricultural actors in Burkina Faso. It focuses on the cowpea, small ruminant, and poultry value chains while also integrating strategies to promote the consumption of nutritious, safe foods.

USAID Catalyze Finance for Resilience Activity facilitates access to credit using a pay-for-results model based on a blended finance approach. It works with a network of financial institutions and financial facilitators, connecting them with micro-, small-, and medium- sized enterprises (MSME) in the agricultural sector and women- and youth-led MSME, including those working with other USAID partners. The objective of the activity is to sustain economic growth, reduce poverty, and create jobs in the intervention zones (Est, Centre Nord, and Sahel of Burkina Faso).

USAID PREPARE-BURKINA supports vulnerable communities in Burkina Faso to effectively prepare for and manage recurrent crises and pursue sustainable pathways out of poverty. The activity builds the capacity of public, NGO, and community institutions to improve and sustain access to and use of high-quality, evidence-based, rights-centered, and gender-sensitive health services.

USAID ViMPlus is a Resilience Food Security Activity (RFSA) funded by USAID's Bureau for Humanitarian Assistance (BHA). It ensures sustainable food and nutrition security for households in eight communes of the Centre-Nord region in Burkina Faso. The activity promotes inclusion in institutions that support vulnerable households; improves health, nutrition, and WASH of vulnerable households; equitably improves and maintains economic well-being of vulnerable households; and empowers youth and women.

USAID Bridge Youth Connect improves the livelihoods of 65,000 vulnerable youth by providing economic and social opportunities in Niger and Burkina Faso. The activity enhances youth agency and assets through employment, job creation, and increased opportunities for civic engagement.

USAID Tiligre Initiative for Farmers' Resilience (TIFR-Nuru) Activity works with farmers' cooperatives in the Plateau Central and CentreSud regions of Burkina Faso to develop and reinforce the profitability and agribusiness capacities of farmer cooperatives around the soybean and groundnuts value chains through a resilience-building model that focuses on nutrition-sensitive and climate-smart approaches. The activity builds professional farmer-led businesses to sustain interventions and establish a resilience corridor of socio-economic prosperity.

SERVIR West Africa 2 improves resilience, food security, disaster risk reduction, and sustainable resource management at local, national, and regional scales through early action and increased use of Earth Observation information, earth science, and technologies. The activity: 1) builds the capacity of analysts and decision-makers in government, civil society groups, and the media to

integrate geospatial data, including climate data, and technologies into their analysis, operational systems, policy, planning, management, and communications; 2) raises awareness of, and increases access to, geospatial data and information by improving management and access to existing and new data and information at national and regional levels; and 3) creates user-tailored geospatial services (such as decision support tools, applications, models, dissemination, and training) to get information to the people who need it to address priority development issues.

Mauritania:

USAID Nafoore strengthens the resilience capacities of vulnerable Mauritanian youth in urban and peri-urban communities to prevent radicalization and counter violent extremist recruitment efforts by increasing the incomes of vulnerable youth. USAID Nafoore promotes a local resilience-based approach centered on a social enterprise model and prioritizes collective business initiatives that offer solutions to local needs.

Chad:

Since September 2022, USAID has supported the **World Food Program’s Food Assistance for Assets (FAA)** program. Grounded in building resilience principles, this project contribution supports productive asset creation in the three priority regions of Sila, Salamat, and Lac. FAA protects household food needs by enhancing the protection and management of the natural resource base (agroecology) in the face of a changing climate. It contributes to mitigating disaster risk and livelihood adaptation, encompassing activity and income diversification. Implementation is done through WFP’s NGO partners in coordination with local and regional government units.

Alignment with USAID, host country governments, and Sahel Alliance

Link to the RDCS and Agency Initiatives:

The Sahel Regional Resilience Program will contribute to Development Objective 4 of West Africa and the Sahel Regional Development Cooperation Strategy ([RDCS](#)): Vulnerability of Target Populations Reduced. The Program will contribute directly to IR 4.1: Resilience to Shocks and Stresses Strengthened and, through coordination envisioned through the Leader, will align with IR 4.2: Economic and Political Drivers of Extremism Addressed and 4.3: Lives and Livelihoods Saved.

The Regional Resilience Program aligns with several USAID priorities, including but not limited to:

- **USAID Resilience [Policy](#):** This policy provides the vision for how USAID should work with itself and external actors to strengthen resilience. It builds on and expands the vision in the 2012 Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance.

- **US Global Food Security [Strategy](#) (GFSS)** The U.S. government’s Global Food Security Strategy is an integrated whole-of-government approach to end global hunger, poverty, and malnutrition through the Feed the Future initiative.
- **USAID Localization [Policy](#):** This policy seeks to expand the share of programs that are locally led by establishing a set of goals, adjustments, and changes to make programs and engagement more inclusive, equitable, and responsive to local needs.
- **USAID Gender [Policy](#):** This policy promotes gender equality through programming and, especially, advances economic security for women and girls by increasing their access to resources, services, and leadership opportunities and by addressing the barriers that limit their ability to fully participate in the economy.
- **USAID Global Climate [Strategy](#):** This strategy guides the Agency’s approach to reduce global greenhouse gas emissions, help partner countries build resilience to climate change, and improve our operations.
- **US Water [Strategy](#):** Under the Global Water Strategy, the U.S. government invests in water security to advance health, prosperity, stability, and resilience in the places they are needed the most.
- **USAID Youth [Policy](#):** The goal of the USAID Youth in Development policy is to increase the meaningful participation of youth within their communities, schools, organizations, economies, peer groups, and families, enhancing their skills, providing opportunities, and fostering healthy relationships so they may build on their collective leadership.

Host Governments:

USAID currently coordinates with select host country governments.

Burkina Faso

Following the most recent putsch in September 2022, the Transitional Authority (TA) remains in power in Burkina Faso. The TA provides some support to reinforce resilience in agrosilvopastoral zones as well as limited support to professional producers’ groups by supplying seeds, fertilizers and agricultural equipment.

At the time of this solicitation, restrictions under section 7008 of the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2020 (the Act) and similar provisions in prior-year acts, apply to assistance that directly benefits the TA of Burkina Faso. It also prohibits the TA from serving as a direct implementing partner. Coordination, strategic alignment, and sharing of technical information with the TA is not impacted.

USAID currently operates with applicable not-withstanding authority to implement several activities in coordination with lower-level government entities, including the Secrétariat Exécutif du Conseil National de Sécurité Alimentaire (SE-CNSA).

Mauritania

Currently the Government of the Islamic Republic of Mauritania (GIRM) is involved in several development and humanitarian assistance projects. The GIRM provides cash assistance through direct cash transfers to vulnerable households in every region and has developed a large distribution network in collaboration with the World Food Program (WFP) for these distributions. USAID has not implemented Agriculture or Natural Resource Management Activities in Mauritania in more than a decade and seeks to build on collaborations with humanitarian assistance activities to promote resilient practices in key regions.

Chad

The General Secretary of the Ministry of Agriculture made a National Food Insecurity Declaration in 2021. They cited that flooding (400,000 hectares of agricultural lands were impacted by flooding in 2023) and loose cooperation (the federation of farmers consists of only 20% of the nation's farmers) continues to be problematic for the sector. USAID has not implemented Agriculture or Natural Resource Management Activities in Chad in more than a decade and seeks to build on collaborations with humanitarian assistance activities to promote resilient practices in key regions.

Sahel Alliance

USAID/SRO coordinates with members of the [Sahel Alliance](#). The Sahel Alliance is an international cooperation platform seeking to enhance the stability and global development of the Sahel region through the financing and coordination of over 1,000 projects to address security, demographic, economic, and social challenges. It comprises 17 member states and multilateral organizations, including the United States, in addition to 9 observer members.

C. Lessons Learned from Past Resilience Investments in the Sahel

In 2018, USAID launched the Resilience in the Sahel Enhanced (RISE II) Program in Burkina Faso and Niger, a follow on to the original RISE Program (2012). RISE II investments include Food for Peace Resilience Food Security Assistance (RFSA) awards and support to the World Food Program and UNICEF, as well as development assistance activities.

A baseline evaluation of RISE II identified that main challenges to the well-being of RISE II program area households are:

- Continued exposure to multiple climate, conflict, and economic shocks;
- Poverty and food insecurity;
- Health and nutrition issues: poor access to safe drinking water and basic sanitation services, low contraceptive use, poor infant feeding practices, and very low dietary diversity among children and women, contributing to malnutrition among children and women of reproductive age;
- Weak governance mechanisms;
- Low decision-making power of women in their households and communities.

The baseline recommended that additional emphasis be placed on:

(1) A formal shock-responsive safety net, which is necessary for preventing losses of development gains made so far, preventing the continued use of negative coping strategies that undermine resilience, and allowing households to take advantage of RISE II initiative activities to build their resilience to future shocks; and

(2) Activities to help households deal with the challenge of conflict caused by terrorism, which are urgently needed in order for the project to be successful in reaching its goal of increasing the resilience of Sahelian households in the RISE II project area.

D. PROGRAM DESCRIPTION FOR LWA

The Sahel is a fragile region. Development efforts, stymied by instability and scarcity of resources, require a coordinated approach to meet these challenges, reduce poverty, and improve daily lives. Today's risk context underscores the urgency for USAID and its partners to work together across various types of assistance, build resilience, and reaffirm our commitment to impactful humanitarian and development assistance while working with local partners.

The Regional Resilience Program (RRP) is founded upon a comprehensive development hypothesis and a set of strategic objectives. The program will strengthen individual, household, organization, and formal and informal institutions and networks to deliver improved natural resource management and the adoption of sustainable agriculture practices. Over a five-year period, the RRP aspires to achieve increased food security, income generation, improved water sanitation and hygiene, climate adaptive practices, better nutrition, improved conflict mitigation, and enhanced community resilience. The RRP will ensure that the voices and participation of women, youth and other marginalized and underrepresented populations are integrated into all activities, recognizing their pivotal roles as catalysts for transformative change. USAID's RRP addresses these issues by empowering women and youth to become active contributors to their communities' development.

One important shift in USAID's approach to strengthening resilience in the Sahel is the increased emphasis placed on incorporating formal and informal institutions, including sub-national and

local government institutions (when appropriate), schools, as well as technical services into RRP activities as possible. USAID continues to assert that interventions such as increasing access to water, improving agriculture and climate adaptive practices, diversifying household assets, strengthening local conflict mitigation practices and platforms, and improving nutrition will strengthen resilience at the individual, household, and community levels. Further, the modality of how those services are delivered matters and that USAID technical assistance should enable formal or informal institutions—public sector actors in particular, but also inclusive of the private sector—to fulfill those services wherever possible. For example, RRP activities should seek to work with agriculture extension services, hydrological technical services, or municipal planners, wherever possible and appropriate.

Similarly, in contexts where civil society or private sector-led institutions better serve those roles (e.g. Water User Associations, farmers’ cooperatives, or village savings and loans associations), RRP will seek to engage those informal institutions when delivering technical support or services. A Do No Harm approach should always be employed to ensure that whatever formal and informal institutions are targeted are representative for all groups in the programming area. The reason for this shift in approach is two-fold: first, to strengthen systems-level resilience and improve the ability of institutions to respond to future needs, and second, to strengthen the credibility of government counterparts (as appropriate) that are increasingly seen as ineffective as they compete with other actors such as VEOs for support within their borders.

Lastly, the approach will seek opportunities to leverage the private sector in the involved sectors to ensure interventions respond to actual needs and enable sustainability.

Program Goal: Enhance the resilience of vulnerable populations in targeted Sahelian areas, enabling them to withstand and adapt to recurrent shocks and stresses

Development Hypothesis: Empowering individuals and strengthening formal and informal institutions to adapt to climate change, improve natural resource management, adopt sustainable agriculture practices, mitigate local conflict and improve healthy behaviors in the Sahel will lead to increased food security, improved income generation, and increased overall resilience of individuals, households, and local communities, over a five-year period.

Expected Outcomes: The program is expected to stabilize and reduce the need for humanitarian assistance, decrease household acute/chronic malnutrition, and reduce the extremity and prevalence of poverty in areas of implementation. Over a five-year timeframe, USAID expects the activity to achieve the following outcomes:

- Improved overall community resilience, enabling adaptation to climate change and resource scarcity;
- Improved ability of formal and informal institutions to mitigate and manage local conflicts, promoting peace and stability within communities;

- Increased food security, ensuring that communities have reliable access to sustainable water, markets, and nutritious food;
- Increased income generation opportunities for individuals and households, reducing poverty and increasing economic stability;
- Increased leadership of local government in communities via the provision of essential services;
- Gender equities improved in all areas of implementation;
- Improved healthy behaviors and decreased malnutrition.

Objective 1: Increased and Diversified Income Sources

This objective seeks to increase and diversify household income sources, thereby reducing vulnerability and strengthening economic resilience. Activities under this objective will empower communities with needed resources and knowledge in partnership with formal institutions, such as agriculture extension services, and/or informal institutions, such as village savings and loans associations.

Activities may include increasing the resources capacity of local actors (for example, village development committees, or comites villageois de development); support to commune-level institutions such as market committees, farmer unions, and extension/veterinary services that will, in turn, provide services to market and agricultural system actors; and private sector engagement.

The program seeks to empower women and youth as key contributors to food security and improved nutritional outcomes. Activities under the objective will enable them to actively engage in livelihood activities and sustainable agriculture practices.

Examples of Anticipated Results:

1. **Income Sources Increased and Diversified:** As a result of the targeted interventions and training provided, participants experience an increase in their overall income.
2. **Economic Stability Enhanced:** Participants report a higher level of economic stability, are better equipped to withstand external economic pressures, and are less likely to fall into extreme poverty during challenging times, such as droughts or market fluctuations.
3. **Expanded Access to Finance:** Individuals and MSMEs, including those led by women and youth, access financial services to facilitate business growth while adapting to and mitigating against climate change.
4. **Improved Nutritional Outcomes:** As a result of increased and diversified sources of incomes, nutritional outcomes are improved.

Objective 2: Improved Management of Natural Resources

Activities under this objective will strengthen community natural resource management, including but not limited to water and land. In the Sahel, improved natural resource management has led to reduced conflict, increased income and livelihood opportunities, and strengthened the ability of communities to adapt to shocks and stresses as a result of climate change. The RRP envisions activities working closely with formal and informal institutions to strengthen natural resource management.

Water is a finite and precious resource in the Sahel. Activities under this objective seek to democratize access to water, fostering a sense of shared stewardship among communities. It also seeks to improve the ability of relevant technical services to use data-driven approaches for improving water management and strengthening collaboration with communities to improve groundwater access. Improved management and equitable distribution will enable crops to thrive even in the harshest of seasons.

Additionally, access to land remains a requirement for achieving sustainable income as well as a potential cause for significant local conflict across the Sahel. Activities under the objective will work to improve the management of land resources to prevent conflict, encourage land reclamation practices to prevent soil erosion, and increase land tenure rights.

Recognizing the role of women in water and land management, this objective seeks to ensure their active involvement in decision-making processes related to water and land resources. Youth will also be engaged in maintaining and protecting these natural resources and promoting sustainable practices that benefit the entire community.

Anticipated Results:

1. **Access to Water Increased:** Communities experience improved access to water resources, ensuring a more reliable water supply for domestic use and agriculture, even during dry seasons.
2. **Water Infrastructure Enhanced:** Investments in water infrastructure, such as wells, boreholes, and irrigation systems, result in more efficient and equitable distribution of water.
3. **Community Stewardship Improved:** Communities develop a sense of shared stewardship of natural resources, actively participating in the management and maintenance of these resources, ensuring their sustainability.
4. **Land Management Improved:** Communities adopt the best practices to reclaim agricultural lands and mitigate land degradation.

Cross-cutting Objective: Interventions are reinforced and strengthened through Collaboration, Learning, and Adaptation (CLA).

This overarching objective – **the core focus of the Leader award** – will ensure that all interventions under this award, across Associate Awards and regardless of technical sector or geographic focus, are sufficiently designed and implemented using the principles of CLA. It recognizes and encourages continuous learning, adaptive management, and a constant effort to adjust and improve program implementation. Through this objective, the program will assess context shifts, promote maximum flexibility, and make proactive recommendations to USAID and partners including effective sequencing and layering with other partners and relevant donor activities.

The objective ensures that local voices are central in decision-making forums, fostering an environment of inclusivity and learning. Local institutions will be encouraged to create spaces where women and youth and other marginalized and underrepresented groups can actively participate in shaping program implementation. As communities embrace sustainable practices, collaborate, and adapt, they inch closer to a future where food security, prosperity, and resilience become lived realities.

Anticipated Results:

1. Learning Strengthens Adaptive Management in the Sahel: Programming and information are triangulated between partners and USAID, leading to better outcomes throughout the portfolio.
 - a. Best Practices are Shared and Key Stakeholders Informed for Adaptive Management: Evidence and trends are analyzed to identify both successful and unsuccessful practices and their effects. Information is shared and distributed to USAID and among partners and other key stakeholders through knowledge bursts, brown-bags, webinars, in-person training and other creative and virtual means. Work with USAID and Implementing Partners (IP) to identify time-sensitive research questions or knowledge gaps of broad interest that can inform and shape programming choices. Information should be language appropriate for the relevant audience.
 - b. Learning Fund informs studies and influences adaptations: The Learning Fund may function as a grants management umbrella to be sourced by Associate Awards, the Leader may support endeavors such as research and matching community investments that increase human and social capital and strengthen the natural resource base. The parameters (eg. overall funding, minimum and maximum amount per grant, anticipated number of awards, etc.) of the learning fund should be proposed by the applicant.

2. Collaboration Improved: USAID and partners are better able to better leverage expertise, learning, and resources. Local ownership of resilience interventions in the Sahel is strengthened.
 - a. Support to enhance USAID coordination including Resilience Food Security Activities (RFSAs), as applicable. This may include logistics: organizing and hosting thematic USAID partners’ meetings, creation of material, facilitation of events, notetaking and related services to facilitate strategic, program and operational teams. Coordination and joint planning include local partners, national governments and civil society structures, communities, and private sector when relevant.
 - b. “Matchmaking” Efforts Supported: the creation of partnerships or collaborations is facilitated, where appropriate, including transnational and regional exchanges.
 - c. Facilitate joint work planning with Agreement Officer’s Representatives or Contracting Officer’s Representatives (AORs/CORs) and among IPs and assist with “sequencing, layering and integrating” with an explicit aim of leveraging resources and maximizing results.
 - d. Support institutional-strengthening focused on local, national and regional resilience institutions, including agriculture, water management and other relevant entities.
3. Adaptive Management Improves Quality of Performance and Operational Outcomes for Local Entities:
 - a. Mentoring local sub-entities to bolster technical, management and financial capacities so that they may eventually take on direct USAID awards. USAID anticipates potential transition awards under Associate Awards. Additional information on Transition awards can be found in [ADS 303mbb](#).
 - b. Providing support for stakeholder engagement (e.g. surveying or holding focus groups with program participants) or other stakeholders, as needed.
 - c. Providing iterative feedback and recommendations for improvements to program implementation for all associate awards, including performance of potential crisis modifiers in associate awards.

E. PROGRAM STRUCTURE

1. General Information

This Leader with Associate (LWA) award will provide leadership for regional activities and for subsequent Associate Awards by USAID Missions or other operating units. No further competition or waiver of competition is required for any Associate Award within the terms of the Leader Award. Each Associate Award is a separate Assistance Agreement funded by a USAID Mission or other USAID operating unit and awarded to the Leader Award recipient to support a distinct local or regional activity that fits within the scope of the broad worldwide program description in the Leader agreement. An Associate Award may be a grant or a cooperative agreement. If an Associate Award is a cooperative agreement, it must spell out the terms of any substantial involvement. Under individual Associate Awards, the need for cost-sharing will be individually determined by each Mission or Bureau for their respective programs. Associate Awards will not contain separate standard provisions. Instead, they will be subject to the standard provisions of the Leader Award. Associate Awards may be awarded for up to an initial five-year period. Associate Awards may be issued until the Leader Award expires. Associate Awards may be extended for a cumulative term of up to ten years, but in no event may Associate Awards extend for more than five years past the expiration of the Leader Award. The Leader Award made subsequent to this NOFO will include the following estimates, as more fully described in the sections below:

2. Anticipated Budget:

- Total Estimated Amount (TEA) of the Leader Award plus the combined Associate Awards: \$200,000,000.00
- Leader Award: \$35,000,000.00 (\$15,000,000.00 core component plus \$20,000,000.00 Rapid Response Supplemental)
- Associate Awards: \$165,000,000.00

USAID anticipates that the core component of Leader activities will not exceed \$15,000,000.00, with the remaining \$20,000,000.00 ceiling available for rapid response needs. Upon award, USAID will immediately make available \$5,000,000.00 for rapid response activities. Additional funds will be made available for rapid response based on historical usage and anticipated need, pending funds availability. The \$20,000,000 rapid response supplemental is subject to the availability of funds. USAID reserves the right not to exercise the full amount, and if not exercised, the amount will not be rolled into the core component of the award.

These figures are an estimate only. There is no guarantee regarding the magnitude of Associate Awards in dollars or the number of awards. The actual total award amounts of all Associate Awards cannot exceed this estimate.

F. LEADER AWARD

The Leader award will serve as a backbone mechanism for this program, with a specific focus on technical leadership (via collaboration, learning and adaptation) and rapid response. The Leader award will not support substantial technical work to advance resilience, which will instead be done via separate, country-specific Associate Awards.

Table 1. Distinguishing the roles of the Leader Award and Associate Awards under this program	
<i>Leader Award</i>	<i>Associate Awards</i>
<ul style="list-style-type: none"> ● Single award, regional in nature ● Prime mechanism for advancing the Cross-Cutting Objective ● Focus on CLA, localization, and rapid response ● TEA of \$35,000,000.00, of which the core component is \$15,000,000.00, plus up to \$20,000,000.00 rapid response supplemental ● Implemented primarily by the “prime” recipient with an organizational emphasis on CLA and consortium/award management 	<ul style="list-style-type: none"> ● Multiple awards, country-specific or regional ● Prime mechanisms for advancing Objectives One and Two ● Focus on advancing country-specific or regional resilience priorities ● TEA of \$165,000,000.00 for all Associate Awards combined ● Implemented primarily by technical consortium members, with oversight and support from the “prime”

As described above, the Leader will emphasize learning and play a critical role in making timely recommendations to USAID and to consortium members for programmatic adaptations to ensure productive implementation of the LWA. Given the dynamic environment in the Sahel and the need for timely and informed coordination among partners for programmatic adaptations, the Leader will have the key function of ensuring a high degree of collaboration between and among associate awards and USAID staff. The Leader will sequence, layer, and integrate (SLI) activities under associate awards and within the USAID portfolio, where necessary, to build resilience. SLI includes the sequencing of interventions and layering to ensure that different interventions are coordinated through joint strategizing, work planning, and implementation. Integration includes the promotion of gender, youth, natural resource management, and other crosscutting concerns such as conflict sensitivity across awards and within interventions.

The Leader will also facilitate collaboration, learning and adaptation with regional activities outside of those implemented via Associate Awards. For example, while this award will not issue activities intended to counter violent extremism, it is clear that building resilience requires coordination with programs countering violent extremism across all USAID operating units. The Leader will also ensure activities under this LWA are coordinated with other USAID implementing partners, local and national entities, and other nexus activities, including humanitarian assistance activities in relevant geographic zones.

The bulk of the country-specific technical work to advance the program’s goal will be done via associate awards; for example, awards that build resilience in specified geographic zones through a suite of focused technical activities, including shock-responsive programming. These awards may also be issued by SRO or other sources as appropriate and as needs arise. The cumulative amount of Associate Awards issued during those five years will not exceed \$165,000,000.00 .

This program seeks to empower local actors, strengthen local systems, and be responsive to local communities. This award will prioritize local communities in the lead to co-design a program, set priorities, drive implementation, and/or evaluate the impact of programs. For Associate Awards, the Leader is encouraged to consider co-creation, amplification of local voices, and capacity-building efforts of local efforts to eventually take on transition awards as appropriate.

Applicants are encouraged to propose working with local civil society organizations (CSOs) and local governments (as possible) in key technical areas and administrative regions to develop policies and regulations supporting the technical focus of this NOFO. **In order to level the playing field and encourage the use of local partners, USAID will not consider exclusivity agreements between the Leader and proposed subawardees for this solicitation.** USAID reserves the right to issue transition awards under Associate Awards in support of localization to build the capacity of and empower local organizations.

The Leader Award promotes and facilitates the integration of the cross-cutting objective: *Interventions are reinforced and strengthened through Collaboration, Learning, and Adaptation (CLA)*. This will be achieved through harmonization of evidence to improve the quality, relevance, and sustainability of USAID’s development contributions to resilience. All activities will achieve results in support of the objectives outlined above in section D “Program Description.”

The Leader Award consists of three elements:

- I. Collaboration, Learning, and Adaptation: The Leader Award will lead, support, and inform improvements to USAID programming in the Sahel by reinforcing the cross-cutting objective across associate and other resilience awards. This component will encourage awardees to adapt to changing context, test innovations, and creative solutions, and/or target distinct issues or solve specific problems. It also allows awardees to take measured risks in testing new solutions and implementing innovative activities to address challenges to resilience in the Sahel.
- II. Leadership: The Leader will promote and facilitate active collaborative learning, including cross-learning (across partners), vertical learning (e.g., between local governments, IPs, and communities), and harmonization of learning to improve the quality, relevance, and sustainability of USAID’s development contributions to resilience. Through the Leader, the awardee will conduct innovative research resulting in the development of widely disseminated, practical, and user-friendly guides, tools, and training publications in the field of resilience. This may include applied research, assessments, recurrent monitoring surveys, cash benchmarking, knowledge management activities, and evaluation of projects and experiences across regions to identify best practices and lessons learned. Technical leadership may also include convening events to share and disseminate lessons learned throughout the development community and among relevant stakeholders. The Leader will also strengthen the quality of performance and operational outcomes for local entities.

- III. **Rapid Response Supplemental Funding:** This program component will respond to unanticipated needs, emerging opportunities, and critical gaps in programming. Rapid response activities can enable a startup of activities in a time-sensitive and rapidly evolving situation. In addition, this component enables activities under the leader to address specific, targeted needs that can be addressed through a short-term intervention to address a new shock or stress, prevent the loss of resilience gains or take advantage of windows of opportunity in targeted communities. Rapid response activities will be no more than \$500,000.00 in size, implemented with the bulk of the direct funds going to local organizations, supported with funding under the Leader Award, and responsive to specific criteria (to be co-created with Leader and USAID). **Note that this rapid response supplemental funding is different from crisis modifiers described later in the document.**

The Leader must implement the operational principles listed below. In addition, the Leader must encourage a marketplace of ideas among subawardees. Given the complex challenges facing the region and the limited funding available, it is imperative that activities carried out under this LWA are the result of a comprehensive design and development process, drawing on the full capabilities and perspectives of consortium members. To advance this objective, the Leader is expected to propose a management approach and specific process for responding to Associate Award solicitations that is inclusive of all relevant consortium members, fosters creative innovation, and results in sound and streamlined designs and partnerships.

USAID’s past experience with LWA consortia offers several cautionary dynamics that we seek to avoid under this award. Specifically, there are at least two common consortium models that have proven sub-optimal in other contexts:

- *Too top-heavy:* In this structure, a consortium is led by a “prime” that profiles as a large international nongovernmental organization (INGO) with a broad range of technical capabilities. The “prime” then adds a range of smaller, niche partners to address capability and geographic experience gaps. However, too often during implementation, most Associate Awards are designed and implemented by the prime, with limited roles for other consortium members to contribute.
- *Equal at all costs:* In this model—which is somewhat the opposite of the first—a consortium is jointly managed by several large INGOs with similar technical capabilities which agree to jointly implement the technical work under Associate Awards as often as possible, leading to cost inefficiencies and stove piped interventions by each of the consortium partners.

In order to avoid those models, USAID strongly prefers that this LWA be primed by a lead organization that does not intend to be the primary *technical* lead during Associate Award implementation—and therefore seen as a competitor of other consortium members. Instead, this award seeks a consortium lead or “prime” whose focus is on managing the overall award in a way that maximizes the capabilities and creativity of the consortia, enabling that “marketplace of ideas” to enhance the creativity of Associate Award designs and implementation. As noted above,

beyond managing the consortium, the prime will also implement specific activities under the Leader, notably ensuring that collaboration, learning, and adaptation is integrated across all country-specific activities implemented under Associate Awards, and facilitating rapid response interventions for urgent or unforeseen needs.

Associate Awards. An Associate Award is a separate assistance agreement funded by a USAID Mission, USAID Bureau, or USAID office and awarded to the Leader Award recipient to support a distinct local or regional activity that fits within the scope of the program description in the Leader Award. The LWA allows for potential additional Associate Awards for unforeseen purposes, as long as these additional Associate Awards do not exceed the LWA's maximum ordering ceiling and fall within the general scope of the LWA as determined by the LWA's AO.

Associate Awards may be awarded in order to implement bilateral programs. Associate Awards will usually focus on technical development assistance and shall support one or more of the program objectives listed in this program description. A total of up to \$165 million (cumulative of all associate awards) may be awarded over the life of this agreement. The selection of countries and substantive areas by USAID for the Associate Awards will be based on demand from USAID Missions, USAID Bureaus, and USAID offices as well as the regional area of expertise of the recipient. The length of activities may vary from a few months to five years. The recipient will likely be programming simultaneously in multiple countries. Activities may involve basic assessments to implement fully developed activities supporting the Regional Resilience program.

Localization Set Aside. USAID expects the Leader to outline a process for identifying and including organizations that meet the USAID definition of "local" ([ADS 303](#)) as part of the consortium following the award. In the application, the Leader will identify the types of activities "set aside" for local organizations to advance USAID's localization objectives. Examples of potential "set aside" activities include assessments, recurrent monitoring surveys, communications support, Associate evaluations, etc. This should not be construed to limit local organizations to only those activities. The Leader should allow and consider local organizations for the implementation of other Associate Awards across the technical sectors, depending on the level of technical and operational expertise.

Sustainability. The Applicant will be expected to address sustainability incorporating key sustainable principles during activity implementation. These principles include, but are not limited to, ensuring institutional level ownership of activity interventions, building broad-based community consensus on strategic approaches and actions, enforcing mutual accountability, increasing targeted capabilities of key stakeholders, ensuring financial sustainability, and promoting autonomous and self-sustaining principles.

Operational principles

To achieve its expected results, the following operational principles should be applied:

- **Locally-led development** – Communities and local partners have a leadership role in driving implementation, setting priorities and co-creating specific interventions;
- **Systems strengthening** - Analyze and seek to strengthen formal and informal systems that build resilience and improve well-being;
- **Bolster good governance** - Improving the effectiveness and legitimacy of national and sub-national government structures is a key component of long-term resilience and stability;
- **Inclusive targeting** - Support the poorest households by responding to their specific needs, enhancing their aspirations, and strengthening their ability to access resources and services to pursue pathways out of poverty; and
- **Do No Harm (DNH) and Conflict Sensitivity (CS)** - All activities should seek to reduce conflict, exemplify Do No Harm (DNH) standards, and support opportunities to increase community cohesion and build peace.

Locally-led development: As USAID states in its strategy for measuring localization, “When USAID shifts power to local actors—and our efforts are responsive to local priorities, draw upon local capacities, diverse networks, and resources, and are accountable to local communities—results are more likely to be sustained by local communities, organizations, and institutions.” While a clear priority for USAID is to provide as much direct funding as possible to local partners, there are many other things we can do to shift power dynamics and enable locally-led development, many of which can be done under this activity. This activity should maximize every opportunity to use participatory processes to help local stakeholders explore their collective challenges and opportunities, identify and implement actions, evaluate their effectiveness, and iteratively adapt their approach as they search for greater effectiveness. The activity should also consider establishing a Local Advisory Council, composed of local stakeholders with different perspectives and interests to help guide and shape implementation and assess activity progress. Members of such councils should not be direct activity participants, but rather those who can offer candid and constructive feedback to shape implementation.

Systems strengthening: Vulnerable populations need well-functioning systems, be they social, ecological, economic, governmental, or political, to support them as they work toward their own development goals. If systems are resilient to shocks and if system actors have the capacity to learn and adjust in response to opportunities or challenges, the systems will help sustain development impacts over the longer term. Enhancing systems requires a facilitation approach, where USAID acts from outside the system to stimulate change and build capacities. This should result in self-driven actions by system actors that continue to occur after USAID support ends.

Encouraging good governance: According to the U.S. Regional Strategy for the Sahel, “one of the key drivers of instability in the Sahel is the long-standing crisis of state legitimacy.” As such, USAID’s broader investment in the region should maximize opportunities to both strengthen

national institutions and policy reforms as well as improve and decentralize service delivery to regions and areas outside of the capitals. USAID recognizes that not all activities naturally involve government actors, and not all government actors will be amenable or appropriate partners. To the extent possible, however, our activities should try to extend and strengthen these efforts.

Inclusive targeting: USAID’s investment in the Sahel region should be pro-poor, with a special emphasis on the most vulnerable, women, and youth. In many cases, achieving results for the poorest or vulnerable requires a community-wide or system-wide approach that recognizes the interdependencies among community members, between producers and buyers, rural and urban communities, etc. Inclusiveness may be defined to include poor, vulnerable, women, youth, and other marginalized groups including people with disabilities, internally displaced people and ethnic minorities, and these groups must ultimately benefit and have enhanced agency and engagement in decisions affecting their lives.

Do No Harm (DNH) and Conflict Sensitivity (CS) - In striving to reach sustainable results, USAID’s investment in the Sahel should also seek to reduce conflict, exemplify Do No Harm (DNH) standards and to support opportunities to increase community cohesion and build peace. While USAID recognizes that not all activities are intended to mitigate or manage conflict, all activities should be designed in a manner consistent with a conflict sensitive approach, meaning designed and implemented with a thorough understanding of the conflict, cultural and political concerns of all stakeholders.

ATTACHMENT B - USAID BRANDING AND MARKING TEMPLATE

Marking Plan & Branding Implementation Plan/Strategy *(for grants and cooperative agreements)*

Instructions

All text in blue color and in italics is for your guidance only; please delete it from your final version. The text aims to give you guidance about designing your Marking Plan and the Branding Implementation Plan/Strategy.

Please consult with USAID [ADS Chapter 320](#), USAID’s [Graphic Standards Manual](#), and other resources available via USAID’s [Branding Page](#). It is recommended that you consult these resources regularly as you plan for and implement public outreach components of your activity. The ADS Chapter 320 applies to all programs, projects, activities, public communications, and commodities funded by USAID, including through subcontracts.

The overall purpose of the Branding Implementation Plan and Marking Plan is to lay out how existing or prospective contractors and implementing partners will promote the activity to beneficiaries, stakeholders, and various other audiences - and how you will connect these back to the American government and people.

This document should address the following:

- How will you incorporate the message “This assistance is from the American people” in communication and materials directed to target audiences?*
- What is the overall approach and strategy that will guide the project’s outreach and communication effort?*
- What types of communication products will be developed, and how will these be distributed among which audiences?*
- How will you create and acquire professional and high-quality content for your communication products?*

- *What kind of events and outreach activities, if any, will be implemented to achieve your communication and outreach goals?*
- *How will you monitor and evaluate the success of your outreach and communication activities?*
- *What will be the key project milestones or opportunities anticipated to generate awareness that the activity is being made possible thanks to the generosity of the American people?*

It is not our aim to receive from you formulaic responses; rather, we're interested in hearing how you will concretely give visibility to your work, results, and successes among target audiences.

You may use co-branding and co-marking in accordance with ADS 320.3.3.1 for visual, textual and verbal materials and communications, which may be translated into host-country languages as appropriate.

Feel free to add additional text or sections to accommodate your ideas or needs. Also, feel free to change our standard text (i.e. text in black and not in italics) within reason as necessary.

Presumptive exceptions will be outlined in the Marking Plan (below) and if/when a situation arises that is not considered in the Marking Plan, it will be evaluated on a case-by-case basis by the Agreement Officer's Representative (AOR) and Agreement Officer (AO).

Award Title: *(Name of the activity as it appears in the award/agreement.)*

Agreement Number:

Period of Duration Activity: *(Month/Year to Month/Year)*

Award Budget Amount:

Implementing Organization Name:

Activity Title in English and Local Languages

This is the official name of the project. This is the name that will be used to designate the project among all audiences, including government counterparts, the general public, and the media.

The standard naming structure is the "USAID insert name Project/Activity/Initiative/Program/etc." Please make sure that the name selected is short, understandable, and translates well into local languages. It is recommended that the project name is translated into local languages.

The name of the activity should not be a project description. It does not need to explain what it is doing, why, or how. The name can be evocative of what the project is about or to what topic/sector it relates to.

Other organizations to be acknowledged

You may propose to acknowledge other organizations during project activities such as host country government counterparts. The proposed Marking Plan may also outline these situations as well. Situations that arise that are not considered in the Marking Plan, will be evaluated on a case-by-case basis by the Agreement Officer's Representative (AOR) and Agreement Officer (AO).

Desired level of visibility

Select high, medium or low visibility determined by considerations for each project and its communication strategy.

Audiences

Explain who your audiences are and what it is that you want them to know. In the communication material section below, you may explain how you will reach these audiences. You may break down your audiences into primary, secondary, and tertiary groups. Typically, for a USAID project, it should be something like this:

- **Direct beneficiaries or aid recipients**, so they know where the assistance is coming from, and that it is being made possible by the generosity of the American people. This could include recipients of technical assistance, training, conference participants, etc.
- **Indirect beneficiaries or stakeholders**, such as local government officials who may not be directly involved, but will be required to allocate access to facilities, equipment, people, etc. for the smooth implementation of the project. It could include the media, local NGOs, specific private entities/businesses, etc.
- **The general public** in the host country so it understands what is the activity and why it is being implemented in the country. This should be done in partnership with USAID's who share this audience with a view to informing the public about what is the nature of the agency, why it is in the country, what kind of work it is doing, and nurture a favorable opinion of it.
- **Host Government**, for which there are plenty of reasons to inform about your activity
- **Other Donors**, to help USAID publicize its technical leadership, etc.
- **Washington Stakeholders**, such as USAID HQ, the U.S. State Department, the National Security Council, Congressional Committees - so they are aware of the great work done by USAID, support financing its activities in the sector where your activities are involved, elevate the profile of your team/organization, etc.
- **Local Media** can relay project information to the public using mass media platforms and reach large segments of the population.
- **Other audiences may include** religious leaders, artists/famous people, academics, influencers, opinion leaders, businesses, entrepreneurs, youth clubs, professional associations, and many others. It is better to have fewer audiences than more because reaching them can require a lot of resources.

Main Activity Message

Describe the intended message(s) of the activity – if you had to sum up the purpose of your activity in one brief statement, addressed to its key audiences, what would it be?

Messaging should answer questions. For example: what is the problem that the project will work on? What is the solution? How will it work? What are the main targets/objectives? Please refer to the [USAID Message Manual](#) to create messages that answer What, Why, and How questions relating to your activity.

Consider breaking down messaging by audiences. For example, for direct beneficiaries, the key is that they understand that the assistance is coming from USAID and made possible with the generosity of the American people. For secondary audiences whose support is important for the successful implementation of the project, then you might want to have messages that answer questions pertaining, as explained above, to the what/why/how of the project. For USAID and US-Based audiences, messaging might be designed in a way that explains how the project fits into a broader narrative or how it helps achieve large/regional development or security or policy objectives.

It is expected that USAID's logo will be adequately visible and that USAID will be mentioned, acknowledged, and credited across all outreach and communication efforts. However, in a context where there can be hundreds of donors, projects, NGOs, agencies, platforms, etc. how will we know if that will be enough to ensure that audiences know what is USAID? What we mean is that it is very possible that if we ask a random beneficiary "what is USAID" they might respond "it is an American charity", or "It is a European NGO", etc. For this reason, aspects of messaging might be designed with a view to explain to beneficiaries that USAID is a US Government Agency, funded by US taxpayers, with an investment portfolio with X dollars in the country, in sectors ABC, etc.

Communications Materials

Guidelines: This section covers what materials, communications products or tools will be used to explain or market the activity to beneficiaries, such as training materials, posters, pamphlets, public service announcements, billboards, websites (note: websites to be created by an activity require prior USAID approval), e-invitations, or other emails sent to group lists, or any other communications channels you have in mind.

The modern media and communication landscape is increasingly digital, diverse, and competitive. As a result, audiences tend to limit their attention to highly attractive, engaging, and professional-looking content. For this reason, it is important to create or acquire high-quality, original, and compelling content and distribute it on modern platforms. In addition to this, most donors/NGOs/agencies/projects tend to use the same type of content (photos, videos, text) that all look and feel the same, which makes it hard for audiences to tell USAID apart from other organizations.

To ensure that communication tools meet USAID's standards and expectations, please consider the text below for this activity. Feel free to adapt, remove, or add items as needed.

Between 100 and 200 photographs per year that illustrate, document, or are evocative of the project's work, objectives, and results.

- *These photos should be created by professional photographers selected in coordination with USAID. Ideally, the photographers should be trained and/or experienced documentary photographers or photojournalists with publishing experience with international news outlets or are associated with reputable photography agencies.*
- *The photos will be acquired through 4 to 6 different field-based assignments to avoid that they are all depicting the same thing.*
- *Photography will be created along outreach and communication principles promoted by USAID. As such they will focus on how people are concretely benefitting from the project. The location of photography should be the everyday places where people live, work, study, etc. Therefore, photo submissions will avoid images of workshops, training, conferences, roundtables, official events, meetings, speeches, etc.*
- *The photography will follow the guidance presented in the USAID Video and Photography Shooting Guide*
- *A USAID Standard Release Form will be filled and signed by every person appearing in the photos delivered to USAID.*

Between 1 and 4 short videos per year.

- *Each video will have two versions. The first one will be between 30-60 seconds and the other one, about 3 minutes.*
- *Videos will be produced by a professional media or PR company with a portfolio that includes content created with international organizations and donor agencies. The videos will be created to explain to a wide public what the project is doing and highlight its work and achievements.*
- *The videos will focus on documenting how people are concretely benefitting from the activity. The location of video production will be the everyday places where people live, work, study, etc. Therefore, video submissions will not include workshops, official events, training, conferences, roundtables, meetings, speeches, etc.*

Photo-Stories

- *At least 2 digital publication packages per year for USAID's publication platforms (Medium, Exposure, or Storytelling Hub). Each package will include one gallery of professional photographs acquired as per the guidelines detailed under the "photography" section. These photographs can be counted against the annual 100 to 200 photos per year requirement as detailed above. The package will also include text with a target length of 600-800 words.*

Opportunities and challenges

Describe the communication opportunities that you will use for your communication and outreach efforts. Please be specific with regards to the area where the project will be implemented. This can include, for example, deep social media penetration, excellent press relations, a safe environment with good infrastructure, a legacy or history of project recognition that helps beneficiaries associate the USAID logo with positive development outcomes, good relations with local government, etc.

Do the same with constraints/challenges and explain how you will address them.. For example, in a context where there is insecurity or an acute COVID-19 outbreak, how will you access the field to document your activities with photos or video? If most of your training is online through Zoom, Webex, Google Meet, etc. then how will you ensure adequate marking and branding?

Promotion of the activity among host country citizens

Guidelines: Please include a brief description of your overall approach to outreach efforts: what will the focus be, what media (online, regional or national, print or TV, or radio) you will primarily engage, etc. – and only then discuss specifics as suggested below. Please note the creation of activity logos is not permitted.

Please specifically describe the following:

- What key anticipated milestones or opportunities the activity will use to generate awareness about the activity (or a specific intervention). Such milestones may be linked to specific points in time, such as the beginning or the end of an initiative, or an opportunity to showcase various publications. These may include launching the activity, announcing research findings, publishing reports or studies, highlighting success stories, featuring beneficiaries as spokespeople, showcasing before-and-after photographs, marketing agricultural products or locally produced crafts or goods, securing endorsements from ministries or local organizations, promoting final or interim reports, communicating activity impact/overall results, etc.

You may consider conveying this information via a table such as the one that follows. If you wish, you may include a marking column and move it to the Marking section below.

Communication Product or Tool, Event or Milestone	Start/End Date	Frequency	Audience	Dissemination mechanisms
<i>Activity Launch and Close-Out Events</i>	<i>November 1, 2014 -September 2017</i>	<i>Twice</i>	<i>NGO Community, local government, USAID target audiences in the host country</i>	<i>Local media</i>
<i>Activity Fact Sheet and Brochure</i>	<i>December 1, 2014</i>	<i>Revised twice a year</i>	<i>Government, USAID, USAID target host country audiences</i>	<i>Given to beneficiaries, other groups at meetings and events, included in material packages for all events</i>
<i>Community Launch Ceremonies</i>	<i>March 1, 2015</i>	<i>80 grants across the region</i>	<i>Local community, local government, media, community members</i>	<i>Local press invited to each, press release prepared and disseminated</i>

Success Stories	December 1, 2015	At least 2 per year	NGO community, government counterparts	Translated into local languages and sent to local media, included in information packages for relevant training and other events
T-shirts to promote the activity (500)	January 1, 2015	Annually	USAID target audiences in the host country	Disseminated at all public events
PSAs on programmatic issues (5)	October 2014	One for each country	Mothers with children under 5	Disseminated through TV channels in each country
Leaflets on health issues (50,000)	June 2015	Annually	Mothers with children under 5	Disseminated at activity events
Banners, Folders, Pins, and Other Products	January 1, 2015	Ordered as necessary	USAID target audiences in the host country	Disseminated at all public events

Conveying the Message “From the American people” through Public Communications

Guidelines: Please indicate how the activity will incorporate the message, “This assistance is from the American people” in communications and materials directed to beneficiaries as well as to other host country audiences, or provide an explanation if this message is not appropriate or possible.

At each public event, including *(please include appropriate examples such as conferences, seminars, training events, and other events)*, USAID branding will be appropriately displayed and the support from the American people will be verbally acknowledged in language laid out in the accompanying Marking Plan. In addition, *(implementing partners)* will ensure that all staff can speak about the activity and explain USAID and the American peoples’ role in the process.

Please be sure to add your additional ideas about effective communications. Will you develop videos? Host roadshows? Pursue a weekly radio show? There is not a predetermined right answer here, just be sure to think through what will make your activity’s communications most effective.

The activity will use the USAID Identity in all public communications. Additionally, all publications will include the following note in the relevant language:

All public printed, video and audio materials will also include a disclaimer (text included in the accompanying Marking Plan) to identify parties responsible for publication contents. USAID reserves the right to request a pre-production review of USAID-funded public communications materials.

Design of Publicity Materials and the Use of the USAID Identity:

For all printed matter, including publications, official and/or public activity communications, banners and other signs, and promotional products developed to increase the visibility of the activity among its target audiences, the activity will use guidance laid out in the USAID [Graphic Standards Manual](#). This includes the use of the USAID Identity, color scheme, design, and typeface for any outreach materials.

The activity will submit all public communications materials to the AOR for preproduction review for branding and content before costs are incurred or designs are finalized. All costs associated with branding and marking are included in the overall activity budget.

Please note that newspaper or other media ads recruiting staff or administrative announcements for grants/tenders should not include the USAID logo. Rather, they can reference the USAID-funded activity. Also, activity personnel business cards should not include the USAID logo.

Acknowledgment of Other Organizations

Guidance: Please explain how you will acknowledge governmental partners and other cooperating organizations or partners, including those (if any) listed in the Marking Plan. It is perfectly acceptable and often encouraged to “co-brand” interventions with host country ministries or other organizations.

Will there be any direct involvement from a host-country government ministry or other organization? If yes, please indicate which one/ones. Are there any other partners whose logo or identity the recipient will use on program materials and related communications? Please specify how these organizations will be acknowledged.

Other program partners (*please identify who they are/might be*) will be mentioned in written documents that are related directly to them, and their logos will be displayed during events in which they are participating (*please adjust this sentence as appropriate*). USAID policy is that all programs, projects, activities, public communications, and commodities, partially or fully funded by a USAID grant or cooperative agreement or other assistance award or sub-award must be marked appropriately overseas with the USAID Identity, of a size and prominence equivalent to or greater than the recipient’s, other donor’s or any other third party’s identity or logo. USAID reserves the right to require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that cooperating country government’s identity be larger and more prominent if circumstances warrant; any such requirement will be on a case-by-case basis depending on the audience, program goals, and materials produced.

Coordination with USAID on Outreach and Communications

The activity will clear any press releases, media events, and media interviews with USAID (COR and DOC in the relevant country office). *Note, Mission communications guidance requests notification on and materials related to events that will include press and/or USAID senior participation up to 4 weeks before any public event.*

In the event of changed circumstances for implementation of this Branding Implementation Plan, (*implementing organization*) will submit to USAID via the COR a request to modify this plan and/or other related documents, such as the Marking Plan.

Marking Plan

With reference to ADS 320.3.3 and 2 CFR 700, below is the required Marking Plan.

The table below outlines the types of materials and activities that may be produced under the USAID [Name] Project. Any materials and activities that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and AOR approval, as appropriate.

All materials, activities, and deliverables marked with the USAID logo for the [Name] Project will follow design guidance for color, type, and layout in the USAID Graphic Standards Manual and Partner Co-Branding Guide as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual,

and electronic materials), etc. The USAID logo will be used for programmatic correspondence. The recipient's letterhead will be used for administrative correspondence and will not have the USAID logo. Business cards will not show the USAID logo but may use text: USAID Recipient.

Please provide graphic examples of visual marking of materials, activities, and deliverables using the USAID logo and project name in situations of co-branding and no-branding, in both English and French.

There are two criteria used to determine when the disclaimer provision must be used:

- *As per 2 FR 700.16(c) (1) Studies, reports, publications, Web sites, and all informational and promotional products not authored, reviewed, or edited by USAID;*
- *As per the discretion of the AOR and Recipient's consideration of a specific situation.*

The provision is as follows in English and French:

This study/report/Website (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.

Cette étude / Ce rapport / Ce site Web (préciser) est possible grâce au soutien du peuple américain par l'intermédiaire de l'Agence des États-Unis pour le Développement International (USAID). Le contenu de ce (préciser) est la responsabilité exclusive (nom de l'organisation) et ne reflète pas nécessairement les points de vue de l'USAID ou du gouvernement des États-Unis.

Please note the creation of activity logos is not permitted.

Category/Material	Type of Marking	Visual, Verbal, Textual	Disclaimer
Administrative			
<i>Program-related stationery products</i>	<i>The USAID logo will be used.</i>	<i>Visual Textual</i>	<i>NA</i>
<i>Contract Deliverables: documents, publications, studies, reports, papers, technical assistance consultant reports</i>	<i>Follow guidelines for exclusive marking. Use specific language for deliverables when submitted to USAID for review.</i>	<i>Visual Textual</i>	<i>NA</i>
Program Communication			
<i>Technical reports, publications, documents, studies</i>	<i>The USAID logo will appear on the cover; the design follows guidelines for exclusive branding unless co-branding is</i>	<i>Visual Textual</i>	<i>Consider Disclaimer</i>

	<i>acceptable or an exemption is provided for no branding.</i>		
<i>Training materials, manuals, and sessions</i>	<i>The USAID logo will appear on the cover of documents and verbal branding will be used at training sessions; design follows guidelines for exclusive branding unless co-branding or an exemption for no marking is indicated.</i>	<i>Visual, Textual, Verbal</i>	<i>Consider Disclaimer for Visual & Textual</i>
<i>Audiovisual: Video, CDs-ROM, Animated Infographics</i>	<i>The USAID logo will be printed on CD labels, splash screen/menus, and packaging; design follows guidelines for exclusive branding unless co-branding or an exemption is indicated for no marking.</i>	<i>Visual</i>	
<i>PowerPoint presentations</i>	<i>The USAID logo is required as per the USAID presentation template; design follows guidelines for the exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated. Templates available at usaid.gov/branding/resources</i>	<i>Visual</i>	
<i>Posters, banners, exhibition booth signs, event signage</i>	<i>The USAID logo will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.</i>	<i>Visual</i>	
<i>Program public awareness, advocacy, and behavior change materials and activities</i>	<i>The USAID logo will appear on each material based on the purpose and type of material, target audience, and how to be used. Design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.</i>	<i>Visual, Textual or Verbal</i>	
<i>Web portal and social media platforms (Facebook, Twitter, Flickr, blogs, others)</i>	<i>Follow guidelines in ADS 558 for appropriate branding and marking.</i>	<i>Visual Textual</i>	
Program Communication			
<i>Photographs, Infographics, Illustrations</i>	<i>The USAID logo or “USAID” in-text will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.</i>	<i>Visual Textual</i>	<i>Consider Disclaimer on Infographics</i>

<i>Collateral, print information material (i.e., success stories, fact sheets, articles, feature stories, others)</i>	<i>The USAID logo will appear on printed materials; the design follows guidelines for exclusive branding</i>	<i>Visual Textual</i>	<i>Consider Disclaimer</i>
Commodities and Equipment			
<i>Items</i>	<i>The USAID logo will appear on items; exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated.</i>	<i>Visual</i>	

Exceptions to Marking Requirements

Presumptive exceptions should be outlined in this marking plan - please fill the table below. Exceptions should also be requested if/when a situation arises and evaluated on a case-by-case basis by the Agreement Officer's Representative (AOR) and Agreement Officer (AO).

The following exceptions summarize USAID's usual, non-emergency practices in not marking certain communication materials. The AO, in consultation with the Activity Manager/AOR, has the authority to determine that marking in accordance with the ADS Chapter 320 is not appropriate:

- Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is inherent.*
- Diminish the credibility of audits, reports, analyses, studies, or policy recommendations.*
- Undercut host-country government ownership.*
- Impair the functionality of an item, such as sterilized equipment or spare parts.*
- Incur substantial costs or be impractical*
- Offend local cultural or social norms*
- Conflict with international law*
- Deter achievement of program goal*

Category/Material for Exception	Explanation/ADS 320 Reference	Text, Visual, Audio, etc.
Administrative		
Program Communication		
Institutional Communication		

Commodities/Equipment		
Other		

ATTACHMENT C - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at [ADS 303maa Standard Provisions for U.S. Nongovernmental Organizations](#) and [ADS 303mab Standard Provisions for Non-U.S. Nongovernmental Organizations](#). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

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

MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

- M1. ALLOWABLE COSTS (NOVEMBER 2020)
- M2. ACCOUNTING, AUDIT, AND RECORDS (MARCH 2021)
- M3. AMENDMENT OF AWARD AND REVISION OF BUDGET (AUGUST 2013)
- M4. NOTICES (JUNE 2012)
- M5. PROCUREMENT POLICIES (JUNE 2012)
- M6. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (MAY 2020)
- M7. TITLE TO AND USE OF PROPERTY (DECEMBER 2014)
- M8. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)
- M9. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (DECEMBER 2014)
- M10. AWARD TERMINATION AND SUSPENSION (DECEMBER 2014)
- M11. RECIPIENT AND EMPLOYEE CONDUCT (OCTOBER 2023)
- M12. DEBARMENT AND SUSPENSION (JUNE 2012)
- M13. DISPUTES AND APPEALS (DECEMBER 2022)
- M14. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)
- M15. TRAFFICKING IN PERSONS (APRIL 2016)
- M16. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
- M17. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)
- M18. NONDISCRIMINATION (JUNE 2012)
- M19. USAID DISABILITY POLICY - ASSISTANCE (JUNE 2012)
- M20. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2023)
- M21. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)
- M22. ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (DECEMBER 2022)
- M23. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
- M24. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR

- STATEMENTS (MAY 2017)
- M25. SAFEGUARDING AGAINST EXPLOITATION, SEXUAL ABUSE, CHILD ABUSE, AND CHILD NEGLECT (OCTOBER 2023)
 - M26. MANDATORY DISCLOSURES (JUNE 2023)
 - M27. NONDISCRIMINATION AGAINST BENEFICIARIES (NOVEMBER 2016)
 - M28. CONFLICT OF INTEREST (AUGUST 2018)
 - M29. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (JULY 2022)
 - M30. EXCHANGE VISITORS VISA REQUIREMENTS (DECEMBER 2022)
 - M31. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (DECEMBER 2022)
 - M32. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (OCTOBER 2023)

MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

- M1. APPLICABILITY OF 2 CFR 200 and 2 CFR 700 (NOVEMBER 2020)
- M2. INELIGIBLE COUNTRIES (MAY 1986)
- M3. NONDISCRIMINATION (JUNE 2012)
- M4. AMENDMENT OF AWARD (JUNE 2012)
- M5. NOTICES (JUNE 2012)
- M6. SUBAWARDS AND CONTRACTS (DECEMBER 2022)
- M7. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (OCTOBER 2023)
- M8. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (MAY 2020)
- M9. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JUNE 2012)
- M10. DRUG-FREE WORKPLACE (JUNE 2012)
- M11. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)
- M12. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)
- M13. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (DECEMBER 2014)
- M14. REGULATIONS GOVERNING EMPLOYEES (OCTOBER 2023)
- M15. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)
- M16. USE OF POUCH FACILITIES (AUGUST 1992)
- M17. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
- M18. OCEAN SHIPMENT OF GOODS (JUNE 2012)
- M19. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
- M20. TRAFFICKING IN PERSONS (April 2016)
- M21. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND PUBLICATIONS (JUNE 2012)
- M22. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2023)
- M23. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)

- M24. ENHANCEMENT OF RECIPIENT EMPLOYEE WHISTLEBLOWER PROTECTIONS (DECEMBER 2022)
- M25. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
- M26. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR STATEMENTS (MAY 2017)
- M27. SAFEGUARDING AGAINST EXPLOITATION, SEXUAL ABUSE, CHILD ABUSE, AND CHILD NEGLECT (OCTOBER 2023)
- M28. MANDATORY DISCLOSURES (JUNE 2023)
- M29. NONDISCRIMINATION AGAINST BENEFICIARIES (November 2016)
- M30. CONFLICT OF INTEREST (August 2018)
- M31. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (DECEMBER 2022)
- M32. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2022)
- M33. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (DECEMBER 2022)
- M34. EXCHANGE VISITORS VISA REQUIREMENTS (DECEMBER 2022)

Below are certain Mandatory Provisions from [ADS 303maa Standard Provisions for U.S. Nongovernmental Organizations](#) in full text to emphasize their importance:

M12. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)

a. In carrying out activities under this award, except as authorized by a license issued by the Office of Foreign Assets Control (OFAC) of the U.S. Department of Treasury, the recipient will not engage in transactions with, or provide resources or support to, any individual or entity that is subject to sanctions administered by OFAC or the United Nations (UN), including any individual or entity that is included on the Specially Designated Nationals and Blocked Persons List maintained by OFAC (<https://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) or on the UN Security Council consolidated list (<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>).

b. Any violation of the above will be grounds for unilateral termination of the agreement by USAID.

c. The Recipient must include this provision in all subawards and contracts issued under this award.

[END OF PROVISION]

M20. TRAFFICKING IN PERSONS (April 2016)

1. The recipient, subawardee, or contractor, at any tier, or their employees, labor recruiters, brokers or other agents, must not engage in:
2.
 - (1) Trafficking in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime) during the period of this award
 - (2) Procurement of a commercial sex act during the period of this award;
 - (3) Use of forced labor in the performance of this award;
 - (4) Acts that directly support or advance trafficking in persons, including the following acts:
 - i. Destroying, concealing, confiscating, or otherwise denying an employee access to that employee's identity or immigration documents;
 - ii. Failing to provide return transportation or pay for return transportation costs to an employee from a country outside the United States to the country from which the employee was recruited upon the end of employment if requested by the employee, unless:
 - a) exempted from the requirement to provide or pay for such return transportation by USAID under this award; or
 - b) the employee is a victim of human trafficking seeking victim services or legal redress in the country of employment or a witness in a human trafficking enforcement action;
 - iii. Soliciting a person for the purpose of employment, or offering employment, by means of materially false or fraudulent pretenses, representations, or promises regarding that employment;
 - iv. Charging employees recruitment fees; or
 - v. Providing or arranging housing that fails to meet the host country housing and safety standards
2. In the event of a violation of section (a) of this provision, USAID is authorized to terminate this award, without penalty, and is also authorized to pursue any other remedial actions authorized as stated in section 1704(c) of the National Defense Authorization Act for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013)

3. If the estimated value of services required to be performed under the award outside the United States exceeds \$500,000, the recipient must (1) submit to the Agreement Officer (AO), the annual “Certification regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013” as required prior to this award, and (2) implement a compliance plan to prevent the activities described above in section (a) of this provision. The recipient must provide a copy of the compliance plan to the AO upon request and must post the useful and relevant contents of the plan or related materials on its website (if one is maintained) and at the workplace.
4. The recipient’s compliance plan must be appropriate to the size and complexity of the award and to the nature and scope of the activities, including the number of non-United States citizens expected to be employed. The plan must include, at a minimum, the following:
 - (1) An awareness program to inform employees about the trafficking related prohibitions included in this provision, the activities prohibited and the action that will be taken against the employee for violations.
 - (2) A reporting process for employees to report, without fear of retaliation, activity inconsistent with the policy prohibiting trafficking, including a means to make available to all employees the Global Human Trafficking Hotline at 1-844-888-FREE and its e-mail address at help@befree.org.
 - (3) A recruitment and wage plan that only permits the use of recruitment companies with trained employees, prohibits charging of recruitment fees to the employee, and ensures that wages meet applicable host-country legal requirements or explains any variance.
 - (4) A housing plan, if the recipient or any subawardee intends to provide or arrange housing. The housing plan is required to meet any host-country housing and safety standards.
 - (5) Procedures for the recipient to prevent any agents or subawardee at any tier and at any dollar value from engaging in trafficking in persons activities described in section a of this provision. The recipient must also have procedures to monitor, detect, and terminate any agents or subawardee or subawardee employees that have engaged in such activities.
5. If the Recipient receives any credible information regarding a violation listed in section a(1)-(4) of this provision, the recipient must immediately notify the cognizant AO and the USAID Office of the Inspector General; and must fully cooperate with any Federal

agencies responsible for audits, investigations, or corrective actions relating to trafficking in persons

6. The AO may direct the Recipient to take specific steps to abate an alleged violation or enforce the requirements of a compliance plan.
7. For purposes of this provision, “employee” means an individual who is engaged in the performance of this award as a direct employee, consultant, or volunteer of the recipient or any subrecipient.
8. The recipient must include in all subawards and contracts a provision prohibiting the conduct described in section a(1)-(4) by the subrecipient, contractor, or any of their employees, or any agents. The recipient must also include a provision authorizing the recipient to terminate the award as described in section b of this provision.

[END OF PROVISION]

M27. SAFEGUARDING AGAINST EXPLOITATION, SEXUAL ABUSE, CHILD ABUSE, AND CHILD NEGLECT (OCTOBER 2023)

(a) Definitions for the purposes of this provision.

“Agent” means any individual, including a director, an officer, or an independent contractor, authorized to act on behalf of an organization.

“Child” means a person younger than 18 years of age.

“Child abuse” means emotional, physical, sexual, or any other ill-treatment carried out against a child by an adult.

“Child neglect” means a failure to provide for a child's basic needs in the absence of the child's parent or guardian when the care of the child is associated with the award activities.

“Emotional child abuse or ill-treatment” means injury to the psychological capacity or emotional stability of the child caused by acts, threats of acts, or coercive tactics.

“Employee” means an individual who is engaged in the performance of this award as a direct employee, consultant, or volunteer of the recipient or any subrecipient.

“Exploitation” constitutes any actual or attempted abuse of a position of vulnerability, differential power, or trust, including for the purposes of profiting monetarily, socially, or politically. When carried out for a sexual purpose this constitutes sexual exploitation.

“Physical child abuse” means acts or failures to act resulting in injury (not necessarily visible) or unnecessary or unjustified pain or suffering without causing injury, harm, or risk of harm to a child’s health or welfare, or death.

“Sexual abuse” constitutes any actual or threatened physical intrusion of a sexual nature toward another person whether by force or under unequal or coercive conditions. When carried out against a child by an adult, such conduct is considered sexual abuse even in the absence of force or unequal or coercive conditions.

(b) Requirements. In the performance of this award, the recipient must have and implement a set of publicly available standards, policies, or procedures to prevent, detect, address, and respond to allegations of exploitation, sexual abuse, child abuse, and child neglect that:

(1) Prohibit employees, agents, interns, or any other person provided access or contact with beneficiaries, from engaging in any exploitation, sexual abuse, child abuse, and child neglect of any person during the period of performance, supporting or advancing these actions, or intentionally ignoring or failing to act upon allegations of these actions;

(2) Are consistent with the Inter-Agency Standing Committee’s Six Core Principles Relating to Sexual Exploitation and Abuse, as amended, available at <https://psea.interagencystandingcommittee.org/update/iasc-six-core-principles> and the Keeping Children Safe Standards, available at <https://www.keepingchildrensafe.global/accountability/>;

(3) Require reporting of suspicions or concerns related to violations of the prohibitions in paragraph (1) to the recipient;

(4) Require a “survivor-centered approach” for responding to alleged violations of the prohibitions. Such an approach must ensure the survivor’s dignity, experiences, considerations, needs, and resiliencies are placed at the center of the process;

(5) When a child is involved, require a “best interest of the child determination” for responding to alleged violations of the prohibitions. This determination considers the best possible outcome for a vulnerable child who has been exposed to violence, abuse, exploitation, or neglect;

(6) Include remedies for violations;

(7) Monitor subrecipients, employees, agents, interns, or any other person provided access or contact with beneficiaries;

(8) Details the actions that may be taken against subrecipients, employees, agents, interns, or any other person provided access or contact under the award who commit exploitation, sexual abuse, child abuse, and child neglect of any person or who fail to take reasonable steps to prevent it; and

(9) Provide transparency on hiring, screening, and employment practices, including on rehiring or transfer and referencing for subsequent employers.

(c) Compliance Plan. For awards exceeding \$500,000, the recipient must develop, implement, and maintain a compliance plan, either in conjunction with or separate from the Trafficking in Persons Compliance Plan, that details risk analysis and mitigation measures that will be implemented during the period of performance of the award to prevent and address exploitation, sexual abuse, child abuse, and child neglect of any person, consistent with the requirements in paragraph (b) of this provision.

(1) The recipient's compliance plan must be appropriate to the size and complexity of the award and to the nature and scope of the activities, including the particular risks presented by the operating context. The plan must include, at a minimum, the following:

(i) Reasonable measures to reduce the risk of exploitation, sexual abuse, child abuse, and child neglect. Where implementation of projects under this award may involve children, this includes limiting unsupervised interactions with children and complying with applicable laws, regulations, or customs regarding harmful image-generating activities of children;

(ii) An awareness program to inform employees, agents, interns, or any other person provided access or contact with beneficiaries about the requirements of this provision, including the activities prohibited, the action that will be taken in response to violations, and the mechanism(s) for reporting allegations;

(iii) A description of how beneficiaries and local community members:

A. Are made aware of the prohibited activities,

B. How they may report allegations, and

C. How (A) and (B) are carried out in a manner that is inclusive, culturally appropriate, and sensitive to the context;

(iv) Safe, accessible, and publicly available reporting mechanism(s) that may be integrated with any existing or similar such mechanisms, for anyone to confidentially report exploitation, sexual abuse, child abuse, and child neglect, with appropriate

safeguards to protect whistle-blowers and survivors, including express protection against retaliation for reporting, and documented procedures for protecting personally identifiable information (PII) from unauthorized access and disclosure; and

(v) Appropriate measures to protect survivors of or witnesses to activities prohibited in paragraph (b)(1) of this provision and not prevent or hinder cooperating fully with U.S. Government authorities.

(2) The recipient must provide a copy of the compliance plan to the Agreement Officer upon request

(d) Notification.

(1) The recipient must immediately inform, in writing, the Bureau for Management, Office of Management Policy, Budget, and Performance, Responsibility, Safeguarding, and Compliance Division (M/MPBP/RSC) at disclosures@usaid.gov, with a copy to the Agreement Officer, and the USAID Office of Inspector General (OIG) whenever the recipient receives credible information from any source that alleges the recipient, subrecipient, employee, agent, intern, or any other person provided access or contact with beneficiaries under the award has engaged in activities prohibited in paragraph (b)(1) of this provision; and

(2) As soon as practicable, the recipient must provide in writing, as specified above: (i) additional information on any actions planned or taken in response to the allegation; and (ii) any actions planned or taken to assess, address, or mitigate factors that contributed to the incident.

(3) The Agreement Officer authorizes M/MPBP/RSC to correspond with the recipient for further information relating to the notification.

(4) In providing any notifications under this subsection, the recipient should not share PII, unless specifically requested by the Agency or USAID OIG.

(e) Remedies. In addition to other remedies available to the U.S. Government, the recipient's failure to comply with the requirements of paragraphs (b), (c), and (d) of this provision may also result in the Agency initiating suspension or debarment proceedings.

(f) Subrecipients. The recipient must insert the terms of this provision, including this paragraph (f), in all subawards except to require subrecipients to notify the recipient. The recipient must forward such notifications as required in paragraph (d).

[END OF PROVISION]

M31. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (DECEMBER 2022)

1. In accordance with the cost principles in 2 CFR § 200.471, obligating or expending costs for covered telecommunications and video surveillance services or equipment or services as described in 2 CFR § 200.216 are unallowable. Recipients and subrecipients are prohibited from using award funds, including direct and indirect costs, cost share and program income, for such covered telecommunications and video surveillance services or equipment. This provision implements temporary waivers granted to USAID under Section 889(d)(2) that allow the recipient to use award funds for costs for covered telecommunications and video surveillance services or equipment incurred on or after October 1, 2022, through September 30, 2028, only if the recipient has determined that there is no available alternate eligible source for the covered telecommunications and video surveillance services or equipment.
2. After September 30, 2028, in accordance with 2 CFR § 200.471 costs of all covered telecommunications and video surveillance services or equipment as specified in 2 CFR § 200.216 will be unallowable.
3. The Recipient must include this provision in all subawards and contracts issued under this award.

[END OF PROVISION]

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

Required	Not Required	Standard Provision
TBD	RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)	
	RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)	

		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
		RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
		RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
		RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
		RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
		RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED
		RAA30. PROGRAM INCOME (AUGUST 2020)
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

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

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

		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
		RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA30. RESERVED
		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ATTACHMENT D - SAM QUICK START GUIDE FOR NEW FOREIGN REGISTRATION



Quick Start Guide For New Foreign Registrations

Helpful Information

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

What is an Entity?

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

What do I need to get started?

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

How do I get a DUNS number?

If you do not have one, you can request a DUNS number for **free** to do business with the U.S. Federal government by visiting Dun & Bradstreet (D&B) at <http://fedgov.dnb.com/webform>. It takes up to 5 business days to obtain an international DUNS number.

How do I get an NCAGE code?

For instructions on obtaining a NCAGE, visit: http://www.dlis.dla.mil/Forms/Form_AC195.asp. Make sure the name and address information you provide to get your NCAGE code is the same as what you used to get your DUNS number. It takes up to 3 business days to obtain a NCAGE code.

What about a Taxpayer Identification Number (TIN)?

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

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address to activate the user account), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity, most likely "Business or Organization." Definitions are in the Content Glossary on the right side of the page.
5. Tell the system **why** you are registering in SAM. This determines what information you have to provide.
 - Are you interested in bidding on Federal contracts? If you say "Yes," you will complete all four sections in SAM.
 - Are you just interested in becoming eligible to apply for grants or other Federal financial assistance? If you say "No" to the contracts question and "Yes" to the grants question, you will only have to complete the grant-related information.
6. Complete your registration. On each page, required information that you must provide has a red asterisk (*) next to the name of the field. Here are a few helpful hints:
 - On the Business Information page, you will create a Marketing Partner Identification Number (MPIN). Write your MPIN down. It is used as a password in other government systems.
 - If you do not pay U.S. taxes, do not enter a TIN or select a TIN type. Leave those fields blank.
 - Only use the NCAGE code you got for your DUNS number. Remember, the name and address information **must** match on the DUNS and NCAGE records.
 - Make sure to select "Foreign Owned and Located" on the General Information page.
 - As a foreign entity, you do not need to provide Electronic Funds Transfer (EFT) banking information on the Financial Information page. If you do choose to provide this electronic banking information, it **must** be for a U.S. bank; SAM cannot accept foreign banking information. The remittance name and address are the only mandatory information for you on this page.
 - In the "Points of Contact" section, list the names of people **in your organization** who know about this registration in SAM and why you want to do business with the U.S. Federal government. These are called "Points of Contact" or POCs.
7. Make sure to hit [Submit] after your final review. You will get a Congratulations message on the screen. If you do not see this message, you did not submit your registration. What happens next?
 - Once approved by the IRS (if you entered a TIN) and the Commercial and Government Entity (CAGE) system, you will get an email from SAM.gov when your entity registration is active.

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

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



ATTACHMENT E - SAM QUICK START GUIDE FOR NEW GRANTEE REGISTRATION



Quick Start Guide For New Grantee Registration

Helpful Information

What is an Entity?

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

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

What do I need to get started?

DUNS Number

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

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

Taxpayer Identification Number

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

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

Steps for Registering

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

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

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



ATTACHMENT F - PAST PERFORMANCE INFORMATION

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

ATTACHMENT G - ILLUSTRATIVE BUDGET TEMPLATE

Below is an illustrative budget format:

Cost Elements	Summary Budget					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1. Salaries and Wages						
2. Fringe Benefits						
3. Travel, Transportation, and Per Diem						
4. Equipment						
5. Supplies						
6. subawardees /or subcontractor						
7. Other Direct Costs						
8. Total Direct Costs (sum line 1 to Line 7)						
9. Indirect Costs						
TOTAL ACTIVITY BUDGET						

[END OF NOFO: 72068524RFA00013]