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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

ANNOUNCEMENT

**THE FEED THE FUTURE PARTNERSHIP
WITH “PARTNERS IN FOOD SOLUTIONS”**

REQUEST FOR PARTNERSHIP CONCEPT PAPERS

UNDER EXISTING

**GLOBAL DEVELOPMENT ALLIANCE ANNUAL PROGRAM STATEMENT
APS No: APS-OAA-16-000001**

PLEASE NOTE: This is an addendum to an existing announcement. All interested organizations must carefully review both this addendum AND the full announcement, which can be found here:

<https://www.usaid.gov/gda/global-development-alliance-annual-program>

Important information contained in the full worldwide announcement above is NOT repeated in this specific addendum.

This program is authorized in accordance with Part 1 of the Foreign Assistance Act of 1961, as amended.

Through this Addendum to the FY2016-2018 Global Development Alliance (GDA) Annual Program Statement (APS) No. APS-OAA-16-000001 (the GDA APS), the Bureau for Food Security (USAID/BFS) is making a **special call** for the submission of Concept Papers focused on working with USAID and Partners in Food Solutions (PFS) to strengthen the food processing sector in Africa.

The objective of the Feed the Future Partnership with Partners in Food Solutions is to engage and mobilize the expertise, infrastructures and resources of PFS and others to transfer knowledge from the volunteer employees of PFS member companies to small and growing food processing businesses across Africa.

This Partnership will leverage in-country knowledge, networks and institutions, as well as financial and in-kind resources, to design and implement activities that advance the key objective of strengthening the private sector food processing sector, with a priority focus on:

- Improved value chain linkages between food processor clients and their raw commodity suppliers
- Increased business development support, including access to finance
- Strengthened distribution channels to increase the market reach of clients' products



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It is expected this will be achieved by a number of activities and initiatives, including:

- Customized technical assistance to individual selected food processors
- Provision of more generalized trainings on fundamental food processing skills and technologies to stakeholders from across the entire industry in a specific country or set of countries.

In addition to the objectives and activities described above, priority will also be placed on approaches that propose activities impacting food processors serving suppliers of therapeutic or complementary foods for vulnerable populations (if applicable by chosen geography) and for activities which increase the availability of nutritious foods for consumers at the bottom of the pyramid.

IMPORTANT: This addendum contains some deviation from the terms and conditions of the FY2016-2018 GDA APS. USAID has already identified “Partners in Food Solutions (PFS)” as the core private sector partner for this Global Development Alliance. PFS will also provide the level of resources needed to meet the private sector leverage requirement set forth in the GDA APS. As a result, the applicant should not seek additional resource partners or additional leveraged resources when developing and submitting a concept paper under this addendum. In addition, during the concept paper submission period, prospective applicants should not contact PFS for information. The information needed to develop a concept paper is provided in this addendum. If USAID and PFS determine that additional information needs to be provided, USAID will use an amendment to this addendum to indicate where that information can be found. Although the original 2014-2015 GDA APS cites 22 CFR 226 as the applicable regulation for assistance agreements to be issued under this announcement, all assistance mechanisms (cooperative agreements, grants, etc.) awarded under this addendum will adhere to 2 CFR 200.

I. Background

Historically, many development initiatives in the African agricultural and food sectors have focused on increasing production at the smallholder farm level. Less common, however, have been efforts to improve the capacity and competitiveness of food processing enterprises in the middle of the value chain. While conditions for financial investment in international-scale food processing in most African markets remain risky, knowledge transfer and technological know-how can be powerful in unlocking potential and strengthening agricultural value chains. Many medium- and small-scale local African food businesses lack access to food production methods that could accelerate both the quantity and quality of their products. A partnership to transfer knowledge can lead to a stronger food processing ecosystem that will improve the overall chain – from farmer to consumer – and increase the amount of nutritious, locally produced food.

Partners in Food Solutions (PFS) is a first-of-its kind non-profit consortium comprised of six world-class food companies: General Mills, Cargill, Royal DSM, Bühler, The Hershey Company and Ardent Mills. Bringing to bear nearly 700 years of



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food know-how through the pro-bono time of their employees, these companies contribute virtual, remote-based technical and business assistance to African food enterprises. This business-to-business approach capitalizes on a shared interest and mindset to solving food insecurity. By bolstering in-country value addition at the processor level, PFS supports the accessibility and availability of safe, quality food for families at every economic level, including the bottom of the pyramid. In addition to direct assistance to individual firms, volunteers from these corporate partners also support industry-wide training to complimentary stakeholders such as government representatives, academic institutions and research entities. Through a Global Development Alliance with USAID over the past five years (Solutions for African Food Enterprises), Partners in Food Solutions has supported nearly 1,000 processors across Africa.

II. Funding Opportunity

USAID and PFS are relaunching their partnership to accelerate development of, and investment in, private-sector food and agricultural enterprises in Africa. PFS and USAID found success providing safe, affordable, home-grown solutions to economic development, food insecurity, and nutrition by adding to the value of local commodities. This initiative seeks to deepen the capacity and sustainability of assisted businesses by providing them with world-class knowledge, resulting in accelerated development, competitiveness, and profitability. Improvements in this sector have various potential benefits aligned with USAID's goals under the Global Food Security Strategy, including increased demand for local farm products, improved local employment, increased private-sector investment and/or improved food safety, and improved nutritional quality of the national food supply.

PFS will provide technical assistance to selected client processors across a spectrum of key food production capabilities, including: quality management, research and development of new products, process engineering expertise, and general business, marketing and/or financial planning and management. The PFS consortium has a distinct capability to access expertise from its partners to meet the needs of any type of food processing or milling business. Partners in Food Solutions, through the volunteer work of its member company personnel, will contribute in-kind technical and commercialization services. The member companies will also provide cash funding to support the PFS organization.

USAID seeks to provide financial support to a technical partner(s) to be selected under this addendum, hereafter known as the awardee, who proposes a superior design for achieving the objectives outlined in this addendum. The awardee will demonstrate the ability and willingness to provide the local professional staff and field management structure needed to facilitate the connections and collaborations between volunteer experts from the PFS partner companies and African food entrepreneurs. USAID is interested in supporting an organization whose program will, via PFS, and in selected countries, work directly with volunteers to support food businesses in improving and expanding their operations. In addition to acting as connectors, the awardee may coordinate early technical assistance based on industry standards – that prepare the processor for longer term engagement as a PFS client.



Additionally, USAID is interested in supporting a program whereby supported processors will receive tailored expertise for specific projects designed to overcome their business challenges and achieve their desired outcomes. In addition, supported processors will receive training on sector-wide topics in their value chain, an expanded network of peer businesses and assistance in improving connections in the agri-food economy. They may also benefit from commercial linkages in value chains made by PFS partner companies or investment and financial institutions facilitated by PFS.

A. Illustrative Activities

This alliance seeks to build upon lessons from the last five years, sharpening strategies of client recruitment, retention and long-term impact. The primary focus is on strengthening the food processing sector, with expected results in nutrition, economic development and food security. The awardee will collaborate with PFS for execution of a combination of activities, the exact mix of which would be tailored to individual USAID mission priorities. Core activities will be customized assistance and sector-wide training, with a cross section of other potential support activities outlined below.

1. Core Activities

- Customized assistance: Select individual food processors will become clients, receiving specific technical and business assistance from PFS corporate partner experts to improve their competitiveness and growth, including capacity for improved linkages noted below. This customized assistance will be designed by the client, tailored by the awardee, and delivered by PFS volunteers.
- Training: In addition to customized assistance, more generalized trainings will be provided on fundamental food processing skills and technologies to stakeholders across the entire industry. These trainings will include a “core curriculum” of common food production activities and expertise such as quality management systems, food safety and employee safety. The awardee will be responsible for selecting the most critical topics and on-the-ground logistics, while PFS experts will contribute content and may attend and/or help deliver the information. Participation in these sector-wide trainings will be extended to a cross-section of industry stakeholders including government entities, educational institutions, industry associations and other non-company organizations to ensure broad uptake, support and understanding of these critical issues. Note: Trainings could be expanded beyond the geographic focus countries in Section II.B to become regional in scope, or include all the Feed the Future priority countries.

2. Support Activities

- Value chain linkages: A successful concept may also include strategies for increasing and improving linkages between raw commodity supply and food processor clients. In addition to improving the quality and competitiveness of the processors buying the raw materials, this subset of activities can also



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reduce post-harvest loss as well as contamination such as by mycotoxins. The focus of these activities should remain primarily at the processor level (sustainable sourcing, strengthening supply chain resources), not on activities at the farm-gate itself. The awardee should propose staff exclusively dedicated to fostering appropriate linkages for the portfolio of supported firms.

- Increase business development support systems, including access to finance: During the life of the program, supported firms would deliberately be given opportunities to consider investments from or even acquisition by other entities; the program team would not be a broker per se but would serve a research and networking function. These business relationships could include both financing or investment in the form of debt or equity investments, by either financial or operating business entities; as well as either supply or sales contracts. In addition to the above, the awardee should plan to have staff exclusively dedicated to these activities if included in the proposal.
- Strengthened distribution channels: Activities in this area will focus on increasing the market reach of the client's products. The awardee will focus efforts mainly on food products targeted to local consumption, especially mass market retail channels. Export value chains would not necessarily be excluded from the program, particularly when the supported firm has other impact potential, such as increasing demand for local smallholder farm production, or potential supply to international partner firms, but must be carefully considered. In addition to the above, the awardee should also plan to have staff exclusively dedicated to these activities if included in the proposal.
- Preference for assistance to highly vulnerable or relief markets: The awardee is expected to consider specific activities that impact food processors serving suppliers of therapeutic anti-malnutrition food products or food for refugees/vulnerable populations. Opportunities for these activities will depend upon the selected program countries.

B. Geographic Scope

Partnership applications should focus on Sub-Saharan Africa, particularly in Feed the Future focus countries (Zambia, Malawi, Tanzania, Kenya, Rwanda, Ghana, Mali, Ethiopia, Liberia, Mozambique, Senegal, Uganda) while also considering the market size of prospective, ideal clients. (While not an intended core objective of the alliance, potential for commercial linkages with any of PFS' partner companies will be more likely depending on the particular countries chosen.) While any country may be considered, given the available funding and the range of activities, it is expected that up to five countries will be part of the alliance's core activities, with the potential exception of the potential training activities referenced earlier, which would reach a broader geographic scope.

C. Sectoral Scope

While any proposed alliance must operate within the agricultural sector, PFS and USAID have a strong preference for activities that will produce or improve nutritious food for vulnerable populations and those living at the bottom of the pyramid, with high potential for impacting national food security and nutritional issues.



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USAID anticipates developing one alliance under this addendum and, subject to the availability of funds, awarding **up to \$10 million** in funding to support activity implementation under that alliance; this does not include leveraging. USAID also reserves the right not to fund any awards. Awards are anticipated to be up to five years in duration.

III. Concept Paper Development

For purposes of this addendum, and despite the fact that the GDA APS requires prospective applicants to contact USAID Missions with which they wish to build an alliance, interested parties should not reach out to Mission Points of Contact directly. Interested parties should only contact Jay Daniliuk at jdaniuk@usaid.gov.

IMPORTANT REMINDER: This addendum contains some deviation from the terms and conditions of the FY2016-2018 GDA APS. USAID has already identified “Partners in Food Solutions (PFS)” as the core private sector partner for this Global Development Alliance. PFS will also provide the level of resources needed to meet the private sector leverage requirement set forth in the GDA APS. As a result, the applicant should not seek additional resource partners or additional leveraged resources when developing and submitting a concept paper under this addendum. In addition, during the concept paper submission period, prospective applicants should not contact PFS for information. The information needed to develop a concept paper is provided in this addendum. If USAID and PFS determine that additional information needs to be provided, USAID will use an amendment to this addendum to indicate where that information can be found.

IV. Application Instructions and Review Process

USAID/BFS will be responsible for the review process and management of any awards issued under this addendum. Except as noted below, applicants are required to follow the Concept Paper instructions set forth in the GDA APS and submit Concept Papers using the [Concept Paper Template](#). The Concept Paper Template is also attached to this document for ease of reference. Information provided in Section I.E of that Template should address the objectives and criteria presented above.

NOTE: Given that applicants are not requested to seek additional resource partners or additional leveraged resources, several sections of the Concept Paper Template above can be **omitted** from applicants’ final concept papers. These are: Section I, items D, E and G and then Section II.A and Section III. B of the Concept Paper Template. Prospective applicants are encouraged to provide additional information related to their approach to the maximum extent possible.

For more detailed information on the concept paper application and review process, applicants are encouraged to review sections IV, V, VI, and VII of the full



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announcement for the Global Development Alliance Annual Program Statement. As indicated above, this full announcement can be found here:

<https://www.usaid.gov/gda/global-development-alliance-annual-program>

In accordance with Section IV of the 2016-2018 GDA APS, prospective applicants should contact Jay Daniliuk at jdaniulik@usaid.gov **before** submitting a Concept Paper. The USAID Point of Contact can discuss the extent to which a proposed idea is appropriate and aligns with USAID's goals. Such outreach should be based on a thorough review of USAID's priorities and objectives in the country or countries where an alliance would be proposed, and should reflect the particular ways in which the implementer's expertise, capabilities and experience can be assets to advancing core business interests and USAID's development priorities in the targeted country.

In accordance with Section IV of the 2016-2018 GDA APS, the completed Concept Paper Template (including the Concept Paper and required Supporting Information) should be sent to USAID/BFS through Jay Daniliuk at jdaniulik@usaid.gov with a copy to gda@usaid.gov. **Concept papers must be submitted by 2:00 PM (Washington D.C. Time) no later than 12 May 2017 in order to be considered.** Reference the Concept Paper Template for page limitations.

After review by the Bureau for Food Security (BFS), concept paper applicants will receive instructions from BFS whether to proceed with alliance development discussions and, if appropriate, a full application.

V. Evaluation Criteria

Proposed alliances will be evaluated based on the following criteria:

- How well the proposals advance the objectives set forth in this addendum
- Applicant's demonstrated understanding of the food processing sector in the proposed country/countries
- Applicant's demonstrated history of implementing programs supporting the food processing sector
- Applicant's history of working in the countries/regions proposed
- Capacity and plan for engaging any additional private sector partners and private sector resources **post award**.
- How well the proposed activities contribute to any relevant local USAID Mission(s)'s development strategy(ies) as well as complement any existing activities. These strategies and activities can be found at

<http://feedthefuture.gov/countries>

and

<http://www.usaid.gov/where-we-work>

Proposed alliances should be consistent with USAID legal and policy restrictions, including those set forth in USAID's Automated Directives System (ADS), in the Foreign Assistance Act of 1961, and 2 CFR 200¹.



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Unless otherwise stated herein, all terms and conditions of the FY2016-2018 GDA APS apply (<https://www.usaid.gov/gda/global-development-alliance-annual-program>).

VI. Questions and Further Assistance

Questions regarding the substance and objectives of this addendum (for both PFS and USAID) should be directed to the following: Paul Burford, Pburford@usaid.gov, Agreement Officer, Kimberly Tran, Ktran@usaid.gov, Agreement Specialist and Jay Daniliuk at jdaniulik@usaid.gov, with copy to gda@usaid.gov. **Please submit all questions no later than 10:00 AM (Washington D.C. Time) 21 April 2017.**

Questions regarding the substance and terms of the 2016-2018 GDA APS should be directed to Ken Lee at kenlee@usaid.gov, with copy to gda@usaid.gov.

For additional information regarding guidelines and procedures to submit a concept paper, please refer to the GDA APS which can be found at the following website: <https://www.usaid.gov/gda/global-development-alliance-annual-program>

2016-2017 GDA APS Concept Paper Template: Required Format

The main body of the concept paper must not exceed 5 pages and must use standard margins and 12pt Times New Roman font.¹ The required supporting information must not exceed 6 pages. The concept paper and supporting information must use the format described below. The concept paper must be submitted to the USAID office with which the applicant seeks to build a GDA, as well as copied to gda@usaid.gov.

SECTION I - SUMMARY INFORMATION

A. Name and Contact Information of Applicant

B. Title of Proposed Alliance

C. Overall Objective of Alliance (1-2 sentences)

D. Name and Contact Information for Private Sector Partner(s) *(Note: If applicant cannot provide this information, the applicant should not submit a concept paper. If applicant submits a concept paper, USAID is under no obligation to review the concept paper.)*

E. When did applicant connect each private sector partner to USAID and to whom at USAID? *(Note: If applicant has not met this requirement and cannot provide the requested information, applicant should not submit a concept paper. If applicant submits a concept paper, USAID is under no obligation to review the concept paper.)*

F. Amount of Funding (if any) Requested from USAID \$ _____

G. Value of Anticipated Private Sector Resource Contributions (generally should equal or exceed amount of funding requested from USAID) \$ _____

(Note: As discussed in the GDA APS, if an applicant cannot demonstrate private sector resource contributions that satisfy the private sector leverage requirements set forth in Appendix I of the GDA APS, and the concept paper requirements set forth in Section VI of the GDA APS, USAID is not obligated to entertain, consider or review the concept paper. Consideration or review of the concept paper is wholly at USAID's discretion.)

SECTION II – DESCRIPTION OF ALLIANCE

A. Private Sector Engagement (1-2 paragraphs)

Engagement of the private sector as a core partner is a key requirement under the GDA APS. This portion of the concept paper should describe how the applicant engaged the private sector partner(s) in:

¹ Questions regarding this template can be directed to gda@usaid.gov or Ken Lee at kenlee@usaid.gov.

2016-2017 GDA APS Concept Paper Template

1. the identification and definition of the problem(s) to be addressed;
2. the development of prospective solutions to the problem(s);
3. the determination of results to be achieved; and
4. the development of the alliance proposed in the concept paper.

(Note: If applicant cannot demonstrate robust engagement of the private sector partner(s) as described in the GDA APS, the applicant should not submit a concept paper. If applicant submits a concept paper, USAID is under no obligation to review that concept paper.)

B. Description of Proposed Alliance

Clearly identify and describe the development problem or challenge to be addressed and provide a thorough description of:

1. the alliance's objectives;
2. the proposed approach and activities, including an implementation timeline;
3. the anticipated outputs, outcomes, results and impact;
4. how the proposed alliance will clearly and significantly contribute to achieving a USAID Mission, Bureau or Independent Office's specific strategic objectives or priorities;²
5. the roles and responsibilities of the core partners. This must include a description of the role of the private sector partner(s) and how the private sector partner's involvement, expertise and resource contributions will support specific alliance activities and contribute to particular outputs, outcomes, results and intended impacts;
6. how the collaboration with the private sector will increase the reach, efficiency, effectiveness or sustainable impact of USAID's development assistance;
7. how the outcomes and results, as well as any activities that need to continue beyond the duration of a USAID award, will be sustainable without continued USAID funding or involvement after the award ends.

C. Monitoring and Evaluation Approach (1-2 paragraphs)

Provide a brief description of the monitoring and evaluation approach to be used. Include how success will be defined, the availability of baseline data, the use of control groups, or the definition and development of comparison groups and counterfactuals.

[Sections I and II of the Concept Paper must not exceed five pages.]

² See <http://www.usaid.gov/what-we-do> and <http://www.usaid.gov/where-we-work> for more information on USAID's core strategies, priorities and initiatives.

2016-2017 GDA APS Concept Paper Template

SECTION III – SUPPORTING INFORMATION (six pages)

A. Proposed Estimated Cost and Cost Breakdown (1-page maximum)

This should include proposed budget and projections.

B. Letter(s) of Support or Commitment from Core Private Sector Partner(s) (4 letters maximum; any letter must not exceed two pages)

Applicant must submit letters of support and commitment from the core private sector partner(s) to the alliance. The letter should identify the interests the private sector partner has in the alliance, the ways in which the private sector partner was engaged in developing the alliance, the objectives and results the private sector partner seeks to achieve through the alliance, the role and responsibilities the private sector partner anticipates having in the alliance, and the resources and contributions the private sector anticipates providing to the alliance.³

(Note: USAID has no obligation to entertain, consider or review a concept paper that does not include letters of support from core private sector partners. Consideration or review of the concept paper is wholly at USAID's discretion.)

C. Contact Information for Proposed Partners (1-page maximum)

Provide contact information for all the core partners (private, public, civil society, university, etc.). Include name, title, email and phone numbers and a brief description of each prospective partner's previous work and experience, including but not limited to experience working in public private partnerships. This includes the applicant's previous work and experience.

D. Resource Contributions Table (See below; does not count toward the 6-page total)

Using the Resource Contributions Table below, list the projected resources to be contributed by each of the partners to the alliance. Please list any and all private sector partners first, followed by other types of partners. Please note that only the resources provided by entities defined as "Private Sector" under the GDA APS are potentially eligible to be counted toward the private sector resource requirement.

(Note: Items A, B and C must not exceed 6 pages in total.)

³ Note: USAID recognizes that the private sector partner's intended roles and resource contributions may and often do evolve in light of additional alliance development discussions with USAID. The letter that accompanies the concept paper is meant to demonstrate the private sector partner's substantive engagement, genuine interest and initial intentions. Depending on the evolution of the private sector partner's roles and resource contributions, revised letters may be needed before USAID can make an award to support activities under the proposed alliance.

