



## Partnering for Innovation

Solicitation for New Agricultural Partnerships (SNAP) in (INSERT COUNTRY NAME)

PI-SNAP-XXX-XXX

Public Private Partnerships to Support Smallholders in (INSERT COUNTRY NAME)

Date of issue:	[Date]
Deadline for submission:	[Date and time]
Deadline for questions:	[Date]
Performance period:	To be negotiated, but with end dates no later than <b>January 31, 2021</b>

### I. Background

Feed the Future Partnering for Innovation is supported by the United States Agency for International Development (USAID) through the Feed the Future (FTF) initiative. The goal of this announcement is to develop public private partnerships to support smallholder farmers in **xxxx** and compliment the [U.S Government Global Food Security Strategy](#)<sup>1</sup> by directly engaging with the private sector. Partnering for Innovation and USAID will partner and co-fund new investments with the private sector to address development and business challenges in **xxxx**. Smallholders are defined as farmers who cultivate less than 5-hectares of land. Through these activities and investments, smallholder farmers will benefit from new and/or expanded market opportunities, increased access to improved agricultural inputs and mechanization, and better quality technical advisory services. All awards issued under Partnering for Innovation will be performance-based with partners achieving performance milestones over the period of the award.

Shared value partnerships leverage market-based solutions to advance broader development objectives. When successful, the resulting alliances are sustainable and have greater impact on both smallholder farmers and other end markets. Shared value partnerships are co-designed, co-funded, and co-managed by all partners involved so that the risks, responsibilities, and rewards of partnership are shared. They work best and have the greatest development impact when private sector business interests intersect with USAID's strategic development objectives to achieve mutually beneficial goals.

<sup>1</sup> <https://www.usaid.gov/sites/default/files/documents/1867/USG-Global-Food-Security-Strategy-2016.pdf>



### II. Funding Opportunity

Partnering for Innovation is pleased to invite [X country]-registered for-profit businesses to submit an application for an award. This solicitation and other related documents can be found on the funding page of [Partnering for Innovation's website](#)<sup>2</sup>. The award will be directly managed by Partnering for Innovation with USAID support. The intention of this solicitation is to identify for-profit, private sector partnerships and enter into a business metric-based milestone agreement that includes interventions that fit the evaluation criteria set forth in Section V. The number of partnerships available will be determined based on interest, funding available, and quality of proposals. The proposed projects are anticipated to begin in [month year] and end on or before [January 31, 2021]. Overall funding from Partnering for Innovation for this solicitation is up to \$X with X to X partnerships anticipated. Proposals must make business sense for the partner and must clearly demonstrate a significant impact for smallholder farmers.

Application reviews will take place in [Month, 2018]. All applicants will be notified of application status at this time. Note that immediate negotiations and site visits will occur with successful applicants sometime between [month, date range, 2018]. Please make sure the proposed project manager and a decision maker will be available at that time. The negotiations and site visit are required steps in the award process for selected applications.

All questions regarding the solicitation will be answered in writing. Questions can be submitted through [date] at [time] to [innovation@fintrac.com](mailto:innovation@fintrac.com). All questions and answers will be posted publicly at [new website].

### III. Scope of Work and Eligibility

**[Brief scope of work (1-2 paragraphs) should be based on market-system principles and initial country and market research. Describe the market gaps these partnerships hope to fill, state any preferences for activities or types of interventions, state any requirements of the partnership (e.g. any recipient will be expected to coordinate with ongoing USAID-funding activities in the region)]**

For-profit businesses registered in [X country] are invited to submit an application, including domestic and international businesses. Businesses should propose activities that incorporate and ultimately benefit smallholder farmers in at least one of the following intervention areas:

- 1. Increase access to agricultural inputs (i.e. seeds, fertilizer, crop protection products, and equipment)**
- 2. technology (specific products)**
- 3. financial services**
- 4. Better agricultural and business management practices resulting in improved competitiveness, productivity, income, gross margin and yields for agricultural smallholder farmers.**
- 5. Expansion of market access for smallholder farmer commodities through improved services by offtakers and processors resulting in higher valued markets for agricultural smallholder farmers.**
- 6. Diversification of products or markets.**

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<sup>2</sup> <https://www.partneringforinnovation.org/funding-opportunities-1/>

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Applicants must target activities in one or more of the following geographic areas and/or value chains. Note that applicants can propose working outside of the geographic areas below provided that potential beneficiaries are in at least one of the geographic areas.

<b>Geographic areas</b>	
<b>Value Chain</b>	

Required elements of the partnership include:

- A for-profit business with a registered, legal presence in [X country] as the lead applicant. Implementing partners and other organizations may be included in a consortium such as other commercial businesses, farmer cooperatives, consulting firms, and/or business/member associations.
- At least a one-to-one match between US government funds and private sector funds. Preference will be given to proposed partnerships with higher leverage. See section V for further explanation of leverage requirements.
- Proposed partnership of up to 24 months in duration with an end date on or before **January 31, 2021**.

The following activities are not eligible for funding:

- Pure academic research.
- Technologies that have not been market tested and require further research and development.
- Agricultural commodity procurement.
- Restricted commodities and services from ineligible suppliers in accordance with [22CFR228.12<sup>3</sup>](#).

All applicant businesses must be legally recognized entities in [X country] and able to provide documented proof of legal status. Applicant businesses should have been in operation for more than one year with demonstrated potential for commercial viability and relevant experience in the technical areas proposed in the application. Prior to award, Partnering for Innovation will conduct due diligence on selected applicants. The due diligence process includes reference checks; a pre-award survey to ensure successful applicants have the organizational, managerial, and financial systems and controls in place to manage a performance-based milestone agreement; and a site visit to evaluate the proposed strategy, meet with local stakeholders, and verify the potential impact proposed.

Prior experience with USAID or other US government entities is not required. However, if the applicant has received US government or other donor funding in the past or has a proposal pending, details and

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<sup>3</sup> <https://www.gpo.gov/fdsys/pkg/CFR-2012-title22-vol1/pdf/CFR-2012-title22-vol1-part228.pdf>

purpose of such funding should be noted in the application. **Failure to disclose this information will result in disqualification.**

Applicants are required to propose leverage in their cost proposals. Partnering for Innovation reserves the right to negotiate the final proportion with successful applicants during negotiations. Funds from United States government-supported programs cannot count towards leverage. Proposed contributions must be appropriate, relevant to the proposed activity, and will be carefully considered during the evaluation of applications.

#### **IV. Application Requirements**

Applicants are required to complete the attached application to qualify for funding. There are four parts to the application: (1) background information form; (2) technical proposal application; (3) budget using the attached template; and (4) cost notes explaining how each cost line item was determined.

**A technical proposal of no more than 12 pages in length using the attached application form** shall explain the proposed activities and goals for the partnership in line with partnership parameters listed in the scope of work. Proposals must address all elements of the scope of work for funding consideration. Attachments to the technical proposal are not permitted with the exception of an organizational chart and documentation indicating the proposed partnerships such as a Memorandum of Understanding. These exempted documents do not count toward the page limit. Additionally, the application background information form, the budget, and the cost notes do not count toward the 12-page limit for the technical proposal as they are considered part of the cost proposal.

The proposed budget shall contain detailed information to determine the general reasonableness, allowability, and allocability of all costs. **Please use the format in the attached spreadsheet** to complete your cost proposals. The budget should include:

- Detailed, line item costs, in US dollars, that include costs that are based on fair, current market prices for proposed goods and services.
- Funds contributed (leveraged) by the applicant at an amount greater than or equal to funding requested from USAID and Partnering for Innovation. Leveraged funds will be evaluated as an indication of the applicant's commitment to the proposed activity. The budget template includes separate columns for requested funding and leveraged amounts. Preference will be given to proposed partnerships with higher private sector leverage.

Ongoing business expenses such as the procurement of commodities from farmers or normal processing and operations expenses are not allowable and should **not** be included in the budget. In-kind contributions will be considered; however, preference will be given to proposals with cash contributions. Cash contributions include the value of goods and services directly benefiting and specifically identifiable to the project or program. This can include salaries, property and equipment purchased/rented/developed for the activity, shipping, travel, etc. In-kind contributions include the value of goods/services already possessed by the partner, put toward the benefit of the project. For example, volunteer time, the valuation of donated supplies, equipment, and other property already owned by the partner, and use of unrecovered indirect costs. An example of in-kind would be the donation of a tractor owned by the partner to the project. The fair market value of the tractor would be the in-kind value in that case.

The budget should be accompanied by detailed **cost notes**. The cost notes should be in a separate document from the Excel budget and organized by line item to correspond with the budget, containing the rationale for each cost item. **The attached template may be used.** During the negotiation process, you will be asked to provide verification for the rates proposed. The budget narrative and cost notes should be of sufficient detail so that someone unfamiliar with your organization or the activity could review

and adequately understand the assumptions, reasonableness, and calculation method used. Additionally, detail provided should be at a level whereby specific rates and quantities are disclosed, such as the cost of a consultant would be the consultant's rate multiplied by an estimated number of days, or for telephone costs, the cost may be calculated by an average cost per month multiplied by the number of months. Please attach a copy of your organization's legal registration to your budget narrative.

Keep in mind the following points when completing your cost proposal:

- Daily rates should be proposed for all personnel.
- Travel costs should be consistent with fair market prices and the applicant's organizational policies. Per diem rates must follow the company's internal per diem policies, and under no circumstances can per diem costs exceed the U.S. government maximum. Per diem rates can be located [here](#)<sup>4</sup>
- Indirect or overhead rates can be included if applicable, but must be supported by financial records. Fee or profit of any kind cannot be budgeted.
- For all travel and any shipment, origin and destination should be included.
- Goods from Cuba, Iran, Laos, Libya, North Korea, and Syria are not eligible for funding.
- For selected applications, all proposal costs will be verified by Partnering for Innovation.

Partnering for Innovation requires all applicants to have a current DUNS number and be registered in the US government's System for Award Management at [www.sam.gov](http://www.sam.gov). Any selected applicant not registered will be asked to obtain a DUNS number before negotiation begins.

An evaluation committee comprised of USAID and Partnering for Innovation will review and rate proposals in accordance with the evaluation criteria in section V. USAID and Partnering for Innovation reserve the right to prioritize which successful applicants receive funding.

### V. Evaluation Criteria

Evaluation criteria are listed in descending order of importance; USAID and Feed the Future Partnering for Innovation reserve the right to prioritize applications based on program objectives.

**Business Case:** Applicants will be evaluated on how the proposed partnership will meet business goals and objectives while engaging and supporting smallholder farmers. Applicants should introduce the proposed product or service and present a clear business case for it. Applicants should explain how the proposed activity compliments and supports the [U.S. Government Global Food Security Strategy](#). [Applicants should explain how the proposed activity compliments and supports X (if there are USAID or other external strategies we would like to see referenced)]

**Commercial Viability:** Applicants will be evaluated on the potential for growth of the product or service in the smallholder market. The market opportunity should be explained, including any market constraints faced by the business. Confirmation to long-term commitment to engaging smallholder farmers in business operations should be provided. Applicants will be evaluated on how will the product or services will continue to scale post-funding. Applicants should provide a five-year projection of revenue, costs, and net income.

**Smallholder Impact:** Applicants will be evaluated on the perceived level of impact on smallholder farmers, especially women and youth. Applicants must indicate the number of smallholder farmers they intend to reach and how the partnership will expand market opportunities and increase incomes for

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<sup>4</sup> [https://aoprals.state.gov/web920/per\\_diem.asp](https://aoprals.state.gov/web920/per_diem.asp)

smallholder farmers. For this funding opportunity, smallholders are defined as farmers who cultivate less than five hectares.

**Organizational Capacity:** Applicants will be evaluated on business and management qualifications in regards to scaling products or services in smallholder markets. Applicants should articulate the organization's experience operating in smallholder markets, identify any potential capacity gaps in systems or management, and provide solutions for filling those gaps.

**Budget and Leverage Ratio:** The budget and leverage ratio will not be included in an applicant's technical evaluation and will be reviewed separately after the technical review of applications is complete. Preference will be given to proposals with more than one-to-one matching. Descending order of preference for leveraged funds includes: cash, in-kind, other sources such as non-US Government donors. Any mention of leverage related to the budget should only be included in the cost proposal and should not be mentioned in the technical proposal.

The budget will be evaluated based on best value. Ongoing business expenses such as the procurement of commodities from farmers or normal processing and operations expenses are not allowable and should be included in the budget. Costs will be evaluated in equal weight for cost effectiveness and cost realism of the application, explained below.

- *Cost effectiveness* will be measured as the degree to which the application demonstrates viable resources for in-kind and/or cash contributions from non-US government sources; the degree of efficient use of funding resources towards direct costs with direct correlations to the delivery of results; and the ratio of dollar to results.
- *Cost realism* is an assessment of accuracy with which proposed costs represent the most probable cost of performance within the Applicant's technical and management approach. Cost realism is used to: a) verify the Applicant's understanding of the requirements; b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the technical and management approach as well as the risk that the Applicant will provide the supplies or services for the offered prices/cost; and c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the technical proposal.

## VI. Instructions for Submission

Please submit a proposal of no more than 12 pages in length addressing the points in Section IV, consistent with the evaluation criteria in Section V, and addressing the points in the attached application form. The 12-page limitation does not include the application form, budget proposal, or related cost notes. The application must be typed with a minimum 11-point font. Please do not include any hyperlinks to external documents, websites, videos, or other sites in your proposal as these will not be considered by the reviewers. Any information about your proposed program should be captured in the technical proposal.

**Applicants may submit questions** to [innovation@fintrac.com](mailto:innovation@fintrac.com) until [month day, year]. Responses will be posted no later than [month day, year]. Please note that all questions and answers will be published and sent to all Applicants.

All submitted documents related to this request for applications shall be in English and all costs shall be expressed in US dollars. Non-US entities should specify the exchange rate used in their budget proposal. Applicants must set forth full, accurate and complete information as required. The penalty for making false statements to the United States government is prescribed in 18 U.S.C. 1001 (Making false Statements).

**All applications must be submitted in English via e-mail to [innovation@fintrac.com](mailto:innovation@fintrac.com)** with the name of your organization and **PI-SNAP-XX-01** in the subject line. Receipt of submitted application will be

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confirmed. Only documents in Microsoft Word, Microsoft Excel, or PDF format will be accepted. All budget spreadsheets must be submitted in an unlocked Excel spreadsheet. Zip files, other executable files, and files that are larger than 5 MB will not be reviewed.

USAID and Partnering for Innovation reserve the right to fund any or none of the applications submitted. Issuance of this solicitation does not constitute an award or commitment on the part of USAID or Partnering for Innovation, nor does it commit the US government or Partnering for Innovation to pay for costs incurred in the preparation and submission of an application.

**Applications must be received by [month day, year] at [time] Washington DC USA.** Applications will not be considered if delivered in hard copy form, nor will incomplete applications or submissions received after the deadline. Review of applications is expected in [month year].

The program expects successful partnerships to begin implementation in [month year], with exact timing to be determined based on the completion of negotiation.

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