

Subject: Annual Program Statement (APS) Number: APS-WATIH-459

Title: West Africa Trade and Investment Hub: Promotion of Catalytic Business Concepts

APS Issuance Date: October 29, 2019

Closing Date: October 28, 2020

The Feed the Future West Africa Trade and Investment Hub Activity (hereinafter also referred to as the Trade and Investment Hub) is accepting concepts and/or applications from qualified applicants under this APS. Eligibility under this APS is subject to the eligibility requirements under Section C of the APS. An award will be made to that responsible applicant(s) whose application(s) best meet the objectives of this funding opportunity and the selection criteria contained herein.

For purposes of the APS “Grantee” is synonymous with “Recipient”. Eligible organizations interested in submitting a concept and/or application are encouraged to read this funding opportunity thoroughly to understand the type of program sought, concept/application submission requirements and evaluation process.

To be eligible for award, the applicant must provide all information as required in this APS and meet eligibility standards in Section C of this APS. It is the responsibility of the applicant to ensure that the entire APS has been received from the internet in its entirety and Creative bears no responsibility for data errors resulting from transmission or conversion process.

Prospective applicants interested in submitting concept(s) and/or application(s) must first register their organization at smart.fluxx.io/apply/watih. After registering or if you are unable to register via this site, please contact Precious Okafor, Lead Grants Manager, at grants@westafricatih.com for further instructions.

Any questions concerning this APS should be submitted in writing to Precious Okafor, Lead Grants Manager, at grants@westafricatih.com. Issuance of this APS does not constitute an award commitment on the part of Creative nor does it commit Creative to pay for any costs incurred in preparation or submission of comments/suggestions or a concept and/or application. Concepts and/or Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant’s expense.

Thank you for your interest in this APS.

Sincerely,



Joseph Daniel Mooney
Interim Chief of Party
Feed the Future West Africa Trade and Investment Hub Activity

ATTACHMENTS

Attachment 1 – Annual Program Statement (APS)

Attachment 2 – Concept Note Template

ATTACHMENT 1

A. PROGRAM DESCRIPTION

1. Purpose

The purpose of the Trade and Investment Hub is to promote and expand employment, trade and investment opportunities, both within the West African sub-region and international markets.

2. Background

The USAID-funded Trade and Investment Hub project is a five-year trade and investment facilitation program that seeks to improve private sector competitiveness in West Africa. By co-investing with the private sector and other organizations, such as research institutions, the Trade and Investment Hub will encourage private-sector investment growth in strategic sectors including, but not limited to, agriculture, services, water/sanitation, and light manufacturing.

The activity will seek to increase trade between the U.S. market and West Africa, including through increased utilization of the African Growth and Opportunity Act (AGOA).

Under this notice of funding opportunity, USAID is seeking partners investing in catalytic businesses with large-scale development impacts. Priorities for the region include:

West Africa region (all ECOWAS countries): Activities that can contribute to large-scale jobs, exports and investment, particularly with strong demonstrated or potential links to U.S. companies, investors, or suppliers. Activities with potential to engage large numbers of smallholders and/or outgrowers in regional supply chains or in the apparel or other non-agriculture sectors with business models and activities capable of providing large numbers of smallholders with productivity-enhancing agricultural services and technologies or employment in other sectors.

Nigeria: The fund is specifically looking to enhance existing business networks, institutions, and firms involved in increasing the production of maize, rice, soy, cowpeas or farmed fish (aquaculture) in priority regions including Benue, Cross River, Delta, Ebonyi, Kaduna, Kebbi, and Niger.

Senegal: The Trade and Investment Hub encourages applications from businesses and investors in a range of sectors including, but not limited to agriculture (staple and export crops), water/sanitation/hygiene, energy and fisheries

Sahel: The Trade and Investment Hub encourages activities in Burkina Faso and Niger that are supportive of USAID's objectives to advance resilience in the region with a focus on opportunities in agriculture, as well as other sectors with a strong contribution to job creation.

Cote d'Ivoire: Activities that can contribute to large-scale jobs, exports and investment, particularly with strong demonstrated or potential links to U.S. companies, investors or suppliers. Activities with potential to engage large numbers of smallholders and/or outgrowers in regional supply chains or in the apparel or other non-agriculture sectors with business models and

activities capable of providing large numbers of smallholders with productivity-enhancing agricultural services and technologies or employment in other sectors.

3. Objectives

The Trade and Investment Hub aims to co-invest in activities that contribute to:

- Increased value of exports and/or sales
- Value of new private-sector capital investment
- Creation of new private sector jobs
- Increased access to financing for firms and farmers
- Improved technologies and management practices

Proposed activities will be evaluated on several factors with the most important being their ability to achieve significant commercial-scale results through market-based approaches that include co-investment from private funding sources to advance the project. Another general eligibility requirement is that the proposed projects and activities must be funded through private financing, which can include equity capital (internal or external), and/or debt capital from banking and other financial institutions. Further, the Trade & Investment Hub will prioritize the projects and activities that exceed the one-to-one matching fund requirement governing the grant partnership. To expand trade and investment relationships between Africa and the United States, the Trade and Investment Hub is particularly interested in activities with the potential to engage American companies and investors or West African companies that are suppliers for U.S. companies or use U.S. equipment and technologies. Activities with potential to engage women and youth are also priorities.

4. Illustrative Activities

Here are a few examples of activities that could be eligible:

- A maize aggregator selling large quantities to major value-added processors wants to partner on investments to reduce the level of aflatoxin in maize purchased by smallholder farmers by introducing improved planting and post-harvest techniques to reduce aflatoxin levels;
- A U.S. apparel buyer would like assistance to expand an existing local apparel company to increase production for export to the U.S. that will create an additional 500 jobs for women.
- An investor interested in making debt and equity investments wants to partner with the Trade and Investment Hub on identifying and providing technical assistance to potential firms to unlock their financing.
- An established company interested in establishing a new processing or export investment wants to partner with the Trade and Investment Hub to train and hire new employees and to establish local sourcing operations
- A company wants to partner with the Trade and Investment Hub as part of a plan to scale-up existing production and/or sourcing through activities such as increasing

certified production or expanding their sourcing operations to new countries or geographies.

- A hardware company is looking to introduce its products as transformational technology to lower cost and improve the quality of latrine construction in regions where USAID has already made headway to increase access to sanitation and create new jobs.

5. Authorizing Legislation

Awards are authorized in accordance with Creative Associates International contract with the United States Agency for International Development (USAID).

6. Additional Information

- a. **Monitoring requirement:** Potential grantees will be required to detail how they will monitor the impact of their proposed activity, notably the resources that will be required to ensure a high standard of data is being recorded and reported based on set indicators in adherence to the Trade and Investment Hub's Activity Monitoring and Evaluation Plan. Additional information will be provided in the event an applicant is requested to submit a full application.
- b. **Gender:** Activities under the Trade and Investment Hub seek to reduce gender disparities in access to and benefits from investments. To that end, potential applicants will be expected to outline how their activities will increase access to technologies to improve production, expand access to and enhance women's skills and access to better paid opportunities. Applicants who demonstrate the potential for large scale impacts on women will be prioritized.

If selected to submit a full application, applicants will be expected to participate in project-provided training on gender and work with project staff in the co-creation phase to ensure gender is adequately addressed in the proposal.

- c. **Youth:** Applicants should describe how youth will benefit from a grant and serve as agents for sustained business growth. Applicants that include elements to promote vocational training and internship programs through which offers technical training to facilitate linkages and private-sector investment to meet workforce demand will be prioritized.
- d. **Environmental considerations:** All activities implemented under the Trade and Investment Hub must adhere to 22 CFR 216 on environmental compliance. Please refer to the following links for additional information:
 - Environmental compliance background information:
https://www.usaid.gov/our_work/environment/compliance

- Information on how the Agency will ensure environmental soundness and compliance in design and implementation when required by the 22 CFR 216 determination (ADS 204): <http://www.usaid.gov/who-we-are/agency-policy/series-200>
- e. **Source Nationality:** Grantees will be required to procure all commodities and services in accordance with 22 CFR 228 “Rules on Procurement of Commodities and Services Financed by USAID Federal Program Funds.” The authorized source for procurement is Geographic Code 937, which means that the procurement of commodities and/or services can be from the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. See ADS 310 for further details (<https://www.usaid.gov/sites/default/files/documents/1876/310.pdf>).
- f. **Profit/Income:** Grantees must account for all income earned under the implementation of a grant in accordance with 2 CFR 200.307 (or the Standard Provision entitled Program Income for non-U.S. organizations). Income earned under the implementation of a grant shall be added to the Activity. According to 2 CFR 200.80, Program Income means gross income earned by the recipient that is directly generated by a supported activity or earned as a result of the award (see exclusions in 2 CFR 200.307 (f) and (g)). Program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under the award being implemented, the sale of commodities or items fabricated under the award being implemented, license fees and royalties on patents and copyrights, principal and interest on loans made with funds received from the Trade and Investment Hub. Interest earned on advances of funds received from the Trade and Investment Hub is not program income. Except as otherwise provided in Federal statutes, regulations or the terms and conditions of the award, program income does not include rebates, credits, discounts, and interest earned on any of them. See also 2 CFR 200.407.

B. AWARD INFORMATION

1. Concept Paper and Application Process

The Trade and Investment Hub will request concept notes under this APS on a rolling basis from the date of release up until the date of closure.

- a. Questions on the APS can be submitted at any time to grants@westafricatih.com while the APS is open.
- b. Applicants interested in submitting a concept and/or application must first register via Creative’s grants management system, SMART, at flux.smart.io/apply/watih.
- c. After registering, applicants should contact Precious Okafor, Lead Grants Manager, at grants@westafricatih.com.
- d. After an applicant’s registration has been accepted, they will be able to submit concepts and/or applications at any time while the APS is open. All concepts and/or applications must be submitted via SMART unless noted otherwise.

- e. After receipt of a concept and/or application, the Trade and Investment Hub will determine if concept and/or application is compliant with the APS instructions. Concepts and/or applications that do not comply are subject to rejection.
- f. Concepts and/or applications that comply with the instructions will be evaluated against the criteria listed in Section E.1 below.
- g. After evaluation, the Trade and Investment Hub will consult with USAID to determine if the concept and/or application is accepted or rejected.
- h. If accepted, the applicant, along with the Trade and Investment Hub will co-create/collaborate to further develop the programmatic description and/or provide technical assistance in application development.
- i. If the Trade and Investment Hub determines after co-creation that a viable activity and partnership exists, the applicant will be requested to submit a full application per the instructions provided at that time. If the Trade and Investment Hub determines after co-creation that a viable activity and partnership does not exist, the applicant will be rejected.
- j. After an application is received, it will be evaluated against the criteria outlined in the full application request.
- k. After evaluations, the Trade and Investment Hub will then work with USAID to make a determination on whether to award a grant agreement.
- l. Note that the Trade and Investment Hub will allow applicants whose concept papers or full applications have been rejected to correct, improve, and resubmit their applications, both at the concept paper and the full application stages

2. Estimate of Funds Available and Number of Awards Contemplated

Subject to the availability of funds, Creative plans to issue multiple award(s) under this APS. Final grant amounts are subject to negotiation, but it is expected that grant amounts will range between \$250,000 and \$2 million USD. Grant sizes of smaller or larger amounts may be considered should the proposed activity meet the objectives of the APS. Grantees must supply a minimum of 1:1 leverage ratio (with higher leverage ratios preferred) as further outlined below.

Creative reserves the right to fund one, some, or none of the applications submitted.

3. Period of Performance

This APS will be active for one year from the date of release but may be reissued or extended. The length of grant awards made under the APS are subject to negotiations but are expected to be for multiple years.

4. Award Mechanisms

It is expected that all grants awarded under this APS will be performance-based with an appropriate means of verification for agreed upon milestones. These milestones will be determined in collaboration with the applicant prior to signing the grant agreement. However, the Trade and Investment Hub's final determination on award mechanism will be based on its assessment of an applicant's risk prior to award. If the Trade and Investment Hub's assessment

identifies weaknesses or deficiencies that call into question the applicant's ability to manage an award, the Trade and Investment Hub may elect to remove the applicant from consideration under this funding opportunity or select a mechanism more appropriate for the applicant's current financial, administrative, and operational capacity.

C. ELIGIBILITY INFORMATION

1. Eligible Applicants

To be eligible for an award under this funding opportunity, an applicant must be any of the following types of organizations:

- a) Private Sector Companies
- b) Foreign Organizations (referred to as non-U.S. NGOs): either nonprofit or for-profit organizations that meet the definition in 2 CFR 200.47. See definitions page attached to this APS.
- c) Non-profit Organizations: Organizations that meet the definition of 2 CFR 200.70. See definitions page attached to this APS.
- d) For-Profit Organizations:

Governments are not eligible to apply.

Additionally, an applicant must be and working in compliance with all applicable civil and fiscal regulations, including but not limited to pertinent local laws and status. In lieu of official registration, a grantee may show proof of effort to secure registration, exemption from registration, or show cause for why such registration is either not optional or practicable.

Individual entrepreneurs and microenterprises that apply for grant funding must have a national Tax Identification Number and any requisite permits, licenses, and registrations required.

2. Cost Sharing/Leverage

All grants **must** leverage private sector resources, assets, capabilities, and expertise. This means that the value of private sector resources, assets, capabilities, and expertise (cash and in-kind) contributed to the implementation of the grant activity must at least equal (1:1 match) the monetary resources provided by the Trade and Investment Hub. It is strongly encouraged that organizations propose resources, assets, capabilities, and expertise that exceed the 1:1 match minimum, and as such will be viewed more favorably.

Cost-Share or Leverage can be either cash, rate discounts, services, material or third-party contributions, such as equity investors loans from financial institutions, or a combination thereof. Other USG funding sources are not accepted for cost-share or leverage requirements. Examples of in-kind contributions that may be counted include:

- Commodities;
- Use of training or other purpose-specific facilities necessary to a program's implementation;

- Value of time donated by technical consultants or company employees whose work and expertise are necessary to a project;
- Value of salaries for staff dedicated to a project;
- Technology, communications and capital assets;
- Intellectual property rights; or
- Licenses.

Determining whether or not the private sector resources and contributions can count toward meeting the 1:1 matching requirement, the Trade and Investment Hub will consider the following criteria:

- Attribution and Additionality
 - The contribution must support and advance the objectives and activities of the project;
 - The contribution must be based upon the active engagement of the private sector partner in the design and development of the partnership;
 - The application of the resources and contributions to activities under the proposed alliance must be attributable to the private sector entity's anticipated or actual engagement with the Trade and Investment Hub; and
 - The provision or application of the resources must be qualitatively and/or quantitatively different than what the entity would have done in the absence of anticipated or actual engagement with the Trade and Investment Hub.
- Nature and Origin – the contributions and resources must be private in nature and origin; they must come from a critical and core partner to the partnership; and they must come from one or more of the following sources:
 - Private for-profit entities such as a business, corporation, or private firm;
 - Private equity or private financial institutions, including private investment firms, mutual funds, or insurance companies;
 - Private investors (individuals or groups);
 - Private business or industry associations, including but not limited to chambers of commerce and related types of entities;
- Value Proposition and Development Impact – the resources and contributions mobilized from the private sector should, in combination with the support provided by Creative, provide the partnership with a comparative advantage in achieving significant and sustainable impact on the targeted development challenge.
- Measurable – the resources and contributions must be something of value that can be measured in some form that permits evaluation of the contribution's impact on achieving desired results.
- Composition – most of the private sector resources should come in the form of cash, equity capital, with a letter of intent from the equity investor, and or debt capital with a letter of commitment from the financial institution.
- Timing of Private Sector Resource Commitments and Contributions – The mobilization, contribution, provision and/or application of the resources can take place at any time during the development or implementation of the partnership.

While cost-share and leverage are those resources, assets, capabilities and expertise are costs not part of the amount provided by the Trade and Investment Hub, they are treated differently.

1. Leverage strictly comes from the private sector, while cost-share does not;
2. Cost-share is binding and auditable under an award agreement, while leverage is not;
3. The determination of what constitutes leverage is based on the objectives, considerations and criteria set forth at https://www.usaid.gov/sites/default/files/documents/15396/GDA%20APS_APS-OAA-16-000001_2016-2018.pdf; the determination of what constitutes cost-share is set for at 2 CFR 200.306 and ADS 303.3.10.

D. CONCEPT & SUBMISSION INFORMATION

1. Address to Request APS Package

Any requests regarding this APS package may be addressed to:

Attention: Precious Okafor, Lead Grants Manager

Email Address: grants@westafricatih.com

2. Content and Form of Application Submission

Applicants will be required to submit their concepts and/or applications via SMART. In the event an applicant is unable to use SMART to complete their concept and/or application, they are required to use Concept Note template at Attachment 2 of this package.

Applicants should retain for their records one (1) copy of the concept for their records.

Pursuant to the Paperwork Reduction Act, Creative prefers to receive applications electronically. However, Creative also recognizes that certain limitations related to internet connectivity and/or access to information and communications technologies may prevent certain applicants from submitting in electronic format. Therefore, Creative also accepts hard copy submissions.

3. Submission Date & Time

Applicants must submit their concept note prior to the closing date and time listed on the cover page. Concepts submitted late are at risk of not being considered for review. Late concepts are marked as “late”. Creative reserves the right to accept and include late concepts only when the Trade and Investment Hub Activity considers it to be in its best interest.

The Trade and Investment Hub Activity acknowledges that all information prospective applicants develop in connection with the submission of their concept and/or application received by The Trade and Investment Hub Activity in confidence, constitutes “Confidential Information” (defined as any and all information about the prospective applicant’s, including without limitation, information about applicant’s business, plans, formulas, sales, branding and marketing strategy, technology, know-how, processes, knowledge, intellectual property, ideas, trade secrets, research and development, pricing policies, customer lists/customer prospect lists, vendor relationships and agreements, employees, products, projects, properties, processes and procedures, financial condition and performance and documents).

“Confidential Information” also includes information of third parties that The Trade and Investment Hub is required to treat as confidential. The Trade and Investment Hub Activity will hold in confidence and not disclose or, except in performing any grants resulting from concept note(s)/application(s) related to this APS, use any Confidential Information. However, The Trade and Investment Hub Activity shall not be held responsible for “Confidential Information” dissemination with respect to information The Trade and Investment Hub Activity can document is or becomes readily publicly available without restriction and/or through no fault of The Trade and Investment Hub Activity.

4. Other Submission Requirements

- a. **Submittal of Concepts** – The concept must be completed via SMART or submitted electronically to the e-mail address located in ‘1’ above of this Section. Should an applicant experience any difficulties in submitting a concept, they should contact Precious Okafor, Lead Grants Manager, at grants@westafricatih.com.
- b. **Questions & Answers** - Questions regarding this APS can be submitted at any time while it is open in electronic format to the same email address above no later than the closing date listed on the cover page.

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

E. CONCEPT REVIEW INFORMATION

1. Criteria

Each concept received by the closing date will be reviewed against the eligibility criteria outlined in “Section C. Eligibility Information.” Concepts that do not meet the eligibility criteria will not be considered for co-creation. Concepts that are found to be incomplete will be determined nonresponsive and also not considered for co-creation.

Eligible, responsive concepts will be reviewed in accordance with the criteria set forth below. Following this review, Creative may request successful applicant(s) to co-create.

Concept Note Evaluation Criteria

The concept note will be evaluated against the following criteria:

- Does the concept propose use of market-based to achieve significant socioeconomic results as measured by key project indicators that achieve significant socioeconomic development impact, such as increased exports/sales, increased investment and access to finance, and improved incomes and access to technologies and markets for smallholder farmers;
- Is the business model and approach sustainable in terms of the company having incentives to continually generate revenues and sustain/expand the activities once USAID funding is completed;

- Substantial funding leverage of at least a 1:1 ratio (higher leverage preferred);
- Opportunities to partner with American companies or companies that source from American companies;
- Clear additionality for USAID funds (One example would be a production improvement in an exported or domestic commodity will have a positive impact on the environment beyond increased income for applicant's business and smallholders that they buy from. Applicants may provide other examples.);
- Potential to be scaled or replicated;
- Phased results-based execution;
- Geographic diversity and impact;
- Ability to engage youth and women in expanded economic opportunities; and
- Ability for the grant to attract additional external sources of funding (debt/equity).

2. Evaluation Committee

To evaluate concepts, the Trade and Investment Hub will establish a committee comprised of individuals with the relevant expertise on the program requirements described in this APS. Throughout the evaluation process, the Trade and Investment Hub Activity will take every step to ensure that members do not have any conflicts of interest or the appearance of such with any organization submitting a concept in response to this APS. An individual shall be considered to have the appearance of a conflict of interest if that individual or that individual's spouse, partner, child, close friend, or relative works for, is negotiating to work for, and/or has a financial interest (including being an unpaid member of a Board of Directors) in any organization that has submitted a concept for review by the committee. Members of the committee shall neither solicit nor accept gratuities, favors, or anything of monetary value from any applicant.

F. AWARD ADMINISTRATION INFORMATION

1. Award Notices

A Notice of Intent to co-create will be provided to the point of contact listed in the concept and/or application. If requested to co-create, the Trade and Investment Hub Activity will contact the point of contact and provide further instructions on moving forward.

2. Award Administration

Any awards made under this APS will be administered according to the following:

- U.S. based NGOs (if applicable) are subject to 2 CFR 200 (https://www.ecfr.gov/cgi-bin/text-idx?SID=6214841a79953f26c5c230d72d6b70a1&tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl), 2 CFR 700 (<https://www.ecfr.gov/cgi-bin/text-idx?SID=531ffcc47b660d86ca8bbc5a64eed128&mc=true&node=pt2.1.700&rgn=div5>), and ADS 303maa (<https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>)

- Non-U.S. based NGOs are subject to ADS 303mab
(<https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>)
- Fixed Amount Awards are subject to ADS 303saj
(<https://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>)

G. CONTACT INFORMATION

The applicant(s) may use the following e-mail address to contact Creative regarding this funding opportunity:

Email Address: grants@westafricatih.com

H. OTHER INFORMATION

The Trade and Investment Hub reserves the right to co-create with one, some, or none of the concepts received.

ATTACHMENT 2 – CONCEPT NOTE TEMPLATE

SECTION I - SUMMARY INFORMATION

A. Name and Contact Information of Applicant

B. Title of Proposed Idea

C. Overall Objective of proposed business idea (1-2 sentences)

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

E. *(Note: If applicant has not met this requirement and cannot provide the requested information, applicant should not submit a concept note. If applicant submits a concept note, USAID is under no obligation to review the concept note.)*

F. Amount of Funding (if any) Requested from the Trade and Investment Hub \$ _____

G. Value of Anticipated Resource Contributions (must equal or exceed the amount of funding requested from the Trade and Investment Hub) \$ _____

(Note: If an applicant cannot satisfy the leverage requirements, and the concept note requirements, Creative is not obligated to entertain, consider, or review the concept note. Consideration or review of the concept note is wholly at Creative's discretion.)

SECTION II – DESCRIPTION

A. Background (1-2 paragraphs)

Applicants preparing a concept note for the West Africa Trade and Investment Hub: Promotion of Catalytic Business Concepts APS should describe the following:

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 note.

(Note: If applicant submits a concept note, Creative is under no obligation to review that concept note.)

B. Description of Idea

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

1. The objectives;
2. The proposed approach and activities, including an implementation timeline;
3. The anticipated outputs, outcomes, results and impact;
4. How the idea will clearly and significantly contribute to achieving the objectives or priorities of the Trade and Investment Hub Activity;

5. The roles and responsibilities of the core team members. This must include a description of the primary applicant and how its involvement, expertise and resource contributions will support specific activities and contribute to particular outputs, outcomes, results and intended impacts;
6. How the applicant will increase the reach, efficiency, effectiveness, or sustainable impact of the targeted value chain and ultimately Creative's development assistance funded by USAID;
7. How the outcomes and results, as well as any activities that need to continue beyond the duration of a Creative award, will be sustainable without continued 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.]

SECTION III – SUPPORTING INFORMATION (SIX PAGES)

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

This should include proposed budget and projections.

B. Commitment Letters (4 letters maximum; any letter must not exceed two pages)

Applicant must submit letters of support and commitment from key partner(s)/clients, if relevant. The letter should identify the interests the partner or client has in the application, the ways in which the partner/client was engaged in developing the concept note, the objectives and results the firm seeks to achieve through, the role and responsibilities, and the resources and contributions the partner/client anticipates providing to the primary applicant. If the applicant is contributing its own resources toward the 1:1 match requirement, then they do not need to submit a letter of support or commitment.

C. Contact Information for Proposed Partners/Clients (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. 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.

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

Definitions

1. Foreign organization.

Foreign organization means an entity that is:

(a) A public or private organization located in a country other than the United States and its territories that is subject to the laws of the country in which it is located, irrespective of the citizenship of project staff or place of performance;

(b) A private nongovernmental organization located in a country other than the United States that solicits and receives cash contributions from the general public;

(c) A charitable organization located in a country other than the United States that is nonprofit and tax exempt under the laws of its country of domicile and operation, and is not a university, college, accredited degree-granting institution of education, private foundation, hospital, organization engaged exclusively in research or scientific activities, church, synagogue, mosque or other similar entities organized primarily for religious purposes; or

(d) An organization located in a country other than the United States not recognized as a Foreign Public Entity.

2. Nonprofit organization.

Nonprofit organization means any corporation, trust, association, cooperative, or other organization, not including IHEs, that:

(a) Is operated primarily for scientific, educational, service, charitable, or similar purposes in the public interest;

(b) Is not organized primarily for profit; and

(c) Uses net proceeds to maintain, improve, or expand the operations of the organization.

3. Trade and Investment Hub Activity

The Trade and Investment Hub Activity is a five-year trade and investment facilitation program that seeks to improve private sector competitiveness in West Africa. The Activity is being funded by the United States Agency for International Development (USAID) and is being implemented by Creative Associates International and partners.