**Program Description for a New Associate Award**

**Participatory Responsive Governance in Niger**

**Principal Activity**

1. **GENERAL INFORMATION**

**A.1 Summary**

Niger is receiving unprecedented attention from the U.S. Government at this moment due to the rise of instability throughout the Sahel/Maghreb region, while concurrently the Government of Niger (GON) has emerged as a partner committed to improving governance and development outcomes for its citizens. The conclusions of multiple GON, US Government and other assessments and strategies are clear that more effective efforts to improve governance are imperative to achieve development and stability objectives in Niger. The innovative approach USAID is proposing for new governance programming represents an opportunity to add to the empirical evidence regarding strategies for overcoming collective action problems. These opportunities for partnership present an important chance to contribute to multisectoral development results in Niger, related to resilience and counter-violent extremism.

In this context, USAID seeks an application for a new Global Civil Society Strengthening (GCSS) Associate Award, entitled “Participatory Responsive Governance in Niger – Principal Activity,” for the purpose of improving the collective responsiveness (government and citizen) to priority public needs in order to increase citizen confidence in the state amongst target populations.

This award will be the principal activity of USAID’s larger “Participatory, Responsive, Governance (PRG) in Niger” Project with the same purpose. Other planned Activities under the PRG Project will complement the PRG Principal Activity, including a political economy analysis of public service delivery, a local capacity strengthening initiative, a political party strengthening activity, and impact and performance evaluations to gage the impact of collective action around citizen priority issues. These efforts are designed to directly contribute to the goal of USAID/Niger’s Operational Framework: increased resilience and stability for Nigeriens to build a more prosperous society.

USAID anticipates making up to $25 million available for this award over a five-year period of performance, subject to availability of funds. The PRG Principal Activity will be funded in Phase 1 of three years at an amount of approximately $10 million.  Phase 2 will comprise an additional $10 - $15 million should resources be available for a subsequent period of 2 years.  Rapid start-up of this award will be critical given that activities will need to begin well before the elections in Niger anticipated in early 2016.

**A.2 Background and Opportunity Statement**

Niger is widely considered a fragile state. Arid and landlocked, it has featured among the world’s poorest countries for decades, and regularly comes in last in the UNDP’s Human Development Index. Niger’s economic base is weak, while its mainly rural population is overwhelmingly reliant on rain-fed agriculture and consistently exposed to erratic weather consisting of periodic droughts coupled with devastating floods. The state’s revenues from uranium production, though somewhat mitigating the limited tax base from the agriculture sector, have been very modest – ranging between $90 to $140 million per year in 2010 to 2012 – or approximately 5 percent of Niger’s national budget – which exposes the governmentto market price fluctuations. Despite these challenges, Niger has considerable potential to achieve inclusive economic growth and improve public service delivery.

The economy’s structural weaknesses have profoundly shaped the Nigerien state and its governance patterns. Given the state’s limited resources, many Nigerien citizens’ encounters with the state have been with its security apparatus, rather than with efficient and quality services in sectors such as education, health, or energy. Politics and state institutions largely outside the reach of the broad majority of the population have been captured by a small elite straddling business, the administration, and the military. Corruption has been a part of the governing system. Rivalry among elite networks over the award of licenses, contracts, and credit lines has fuelled competition among and within the main political parties, and has on several occasions led to political and institutional blockages. The coups d’état toppling successive governments in 1974, 1996, 1999, and 2010 underline both the weakness of state institutions, and the army’s continued self-perception as the guardian of the state. In the north, a state whose presence had been largely reduced to its security apparatus, faced a broad-based rebellion from the Tuareg and Toubu from 1990 to 1995. A second, narrowly-based Tuareg rebellion from 2007 to 2009 was more short-lived, though it did serve as a reminder of the state’s tenuous control across Niger’s vast northern areas.

Lack of resources and structural governance deficits combine to erode state legitimacy in the eyes of the population. For example, there is widespread frustration over the inadequacy of the education and health systems, whose facilities often insufficiently cover cities and territory, and are in desperate need of equipment. The sustained power cuts in Niamey in mid-2013 also underlined the inadequacy of public infrastructure and service provision. Where the state cannot deliver, space opens up for alternative providers – such as the Koranic schools in the domain of education – further diminishing the role of the state in people’s daily lives. The inability of the state to meet population needs is not only undermining support for the current administration, but also for democracy in general, which many describe as “not working.” Similarly, an increase in threats emanating from outside Niger has led to a greater militarization of the northern region of Agadez, reinforcing some of the grievances that led to the 1990s’ rebellion. Both of these concerns challenge the overall state-building process and facilitate an environment in which future instability is a concern.

A number of Nigeriens, including men and women of all ages, believe that “democracy is not working in Niger” and that “democracy has not made things better” according to several USAID sectoral assessments. Many say that democracy only benefit those in power and excludes others. One Nigerien stated: “If you have connections, you can get by but if you do not - forget it, democracy will do nothing for you.” Together, unmet citizen expectations have led to what Nigeriens call a ‘*crise de confiance’* or ‘crisis of confidence’ between citizens and the state**.** These feelings of exclusion leave the space open for actors, including the military and extremist elements, to contest the system. In a country with a history of military coups d’état, this is a real concern.

With regard to public administration and service delivery, a country as poor as Niger – particularly in light of explosive population growth – clearly suffers from insufficient financial resources, one of the most critical factors limiting the state’s ability to execute its responsibilities. Also fundamental is the underlying problem of inefficient public administration processes, and in many cases low human resource capacity within government, leading to fundamental obstacles such as low budget execution rates, considerably limiting the use of the funds Niger does have.

However, it must also be acknowledged that problems related to the equitable provision of quality public goods are hardly an issue of limited resources alone. Niger possesses far more resources than are being used for the benefit of the majority of average Nigeriens. Public resources at all levels in Niger are commonly used by government officials, politicians and private citizens as well for private/clientelistic and political gain. This includes both what is often classified as “petty corruption” – exacting and paying bribes for public services or through abuse of public servant authority – and “grand corruption” – embezzlement of public funds. At the same time, it also includes other dynamics revolving around political alliances and related enrichment schemes. Even when public administration policy and processes exist on the books with the intent of protecting public resources, informal dynamics of clientelism and nepotism serve the interests of those who hold elected, assigned, commercial and/or traditional power and those who have connections with these sources of power. In this way, these dynamics serve to redistribute resources in a limited way through political and kinship networks, but ultimately they end up leaving the vast majority of citizens outside of the game.

Niger’s next elections arrive in 2015 and 2016, and the election season has already begun. This is evident in many ways: high-level wrangling over National Assembly leadership, recent acts of violence against both ruling and opposition party offices and residences, opposition party member arrests and protest marches, the recent appearance of campaign posters in major towns. In the past, political parties and actors have used the election period to mobilize youth and women to serve as their foot soldiers either in support of their candidacy or to discredit competitors. There are already signs that this is happening again now. Politicians often provide youth with money, or promise of future benefits in return for acts of violence, intimidation, or disruption of competing protests and rallies. The exploitation of youth and women for political intimidation is especially important because the engagement of one political party tends to trigger counter actions by youth and women of the opposing party. The tit-for-tat nature of this violence coupled with the failure of election campaigns to give real credence and decision-making power to youth and women within the parties or to constructively address citizen priorities in party platforms could trigger more widespread violence, including by citizens challenging results gained through intimidation and violence.

With national and local elections scheduled for 2016, and less than a year remaining for the implementation of the national Economic and Social Development Plan (*Plan de Developpement Economique et Social,* PDES), the Government of Niger is facing growing pressure to accelerate reform implementation and deliver meaningful results to the population.  At the same time, opposition parties currently in parliament and preparing for the next election cycle are striving to make the case that they can do better.

In the context of the current political environment in Niger, it is probable that the 2016 elections will not be broadly competitive as major opposition party candidates may be prevented from running.  Given this, it will be all the more important to build political consensus around critical citizen priorities regardless of who is in power. It is also important to show how attention to citizen priorities should continue post elections as elected officials strive to make good on campaign promises, and multi-stakeholder collective action is critical to helping to do this. These efforts will also lay the groundwork for increased political competition in the future.

The Afrobarometer recently released data from its 2013 survey which focused on the theme of Democracy and Governance and has information on citizens' attitudes towards the governments and priorities regarding public service provision.  The data is nationally representative for Niger and reveals that the vast majority of average Nigerien citizens express that, regardless of who is in power, the President should obey the law, opposition parties should work collaboratively with the administration, and leaders should not favor their own group of origin to the detriment of the country. Moreover, the most important thing Nigerien democracy should provide according to citizens are public services and economic development.

Surveys reveal a widespread belief that a democratic government ought to ensure universal employment, shrink the income gap, and provide necessities such as food, clothing, and housing.  Further, respondents identified food insecurity, social exclusion, health as the main problems in Niger and they feel that the government can and should provide solutions.  This is significant because it reveals the most urgent problems citizens themselves have identified - which they believe are important to democracy and stability in Niger.  Further, it demonstrates that investments in development and more particularly in social service sectors such as food security, agriculture, health, and education go a long way to changing and more importantly shaping citizens' perceptions and attitudes towards their society.

While Niger has nearly 15 years of experience with electoral democracy and a relatively well-developed civil society, participatory governance in the country is still quite new and these systems are rife with the same clientelistic tendencies as public administration. The clientelistic nature of political processes, including both elections and the functioning of the elected bodies at the national and decentralized levels (National Assembly and city/regional councils), is in many ways at the heart of Niger’s governance challenges. The power of political parties and the complex systems of party financing, party alliances, and pay-back obligations drive everything from ministerial appointments, to falsified primary school exam results, to complicity in organized criminal activities, particularly smuggling. At the same time, civic engagement in governance and issues of public interest could be stronger and itself better focused on finding ways of directly achieving citizen priorities, whether through organized public processes (e.g. participatory planning and budgeting); advocacy; or direct, citizen-led actions.

Increasing citizen participation in formal political processes and civic engagement in a more entrepreneurial and relational way with regard to government and civil society actors will be critical in the run up to the scheduled local and national elections and beyond in order to create more meaningful, broad-based participation and constructive collective action. Participation in political processes means that citizens have their voices heard about the issues that matter most to them – whether directly or through traditional intermediaries such as traditional leaders – and that they make decisions in electing their leaders and representatives at the national, regional and local level – including the President, members of Parliament, mayors and municipal councils, and regional council members.

Responsiveness is about hearing and understanding citizen priorities and delivering on ways that address them. Government alone cannot deliver; collective action is required to take practical, context-specific measures to actually move the needle on improving access to quality public services and opportunities for improving well-being.

In order for Nigeriens to believe that the democratic system can work – and in order for the system *to* work – efforts are required at all levels to turn promises into reality. There is a real window of opportunity now to address concerns of citizens first through the electoral process, then providing a path to collective action supporting the effective implementation of public sector reforms to successfully address those concerns.

**B. PROJECT AND ACTIVITY REQUIREMENTS**

**B.1 Participatory, Responsive Governance Project Overview**

The *Participatory and Responsive Governance* (PRG) Project is a new USAID project with a holistic, multi-faceted approach to achieving improved governance and stability objectives in Niger. Within this Project will be several Activities and related awards. This section outlines the framework for the entire PRG Project as essential context for the PRG Principal Activity that is the object of the proposed new GCSS Award. Note that this Project is designed to strongly encourage and require collaboration between Activities, which are all to be working towards the same project purpose and outcomes.

***B.1.1 Project Objectives & Results Framework***

The purpose of the PRG Project is to **improve collective responsiveness (government and non-government) to priority public needs in order to increase citizen confidence in the state amongst target populations**.

To achieve the project purpose, it is anticipated that the proposed project activities will lead to the achievement of three main project outcomes, each to be reached through the achievement of several respective results:

***Outcome 1: Political party campaigns are more responsive to priority public needs***

* 1. Political parties are better equipped to respond to their constituents’ public priorities
  2. Youth and women are more constructively engaged in political party activities
  3. Increased ability of political parties to apply the formal electoral “rules of the game”
  4. Increased media coverage of citizen priorities as relates to the elections

***Outcome 2: Improved multi-stakeholder (government, non-government, donor, etc.) contribution to specific elements of reform implementation for targeted citizen priorities***

* 1. Public dialogue on targeted citizen priorities increased
  2. Availability of information on targeted citizen priorities increased
  3. Increased stated commitment of targeted actors to take collective action on targeted citizen priorities
  4. Increased contributions to public sector actor (legislature, central gov’t, judicial, local gov’t) measures enacted to improve the targeted citizen priorities
  5. Increased non-governmental (NGO/CSO, citizen, traditional leader or private-sector, etc.) measures enacted to improve the targeted citizen priorities
  6. Cultural actor engagement in public reflection and dialogue on governance/civic engagement issues increased
  7. Accountability mechanisms strengthened or established on targeted citizen priorities in targeted geographical areas

***Contributing to Outcomes 1 and 2:***

PEA Action-Research Result: Locally grounded analysis providing recommendations for action regarding responsive elections and targeted citizen priorities

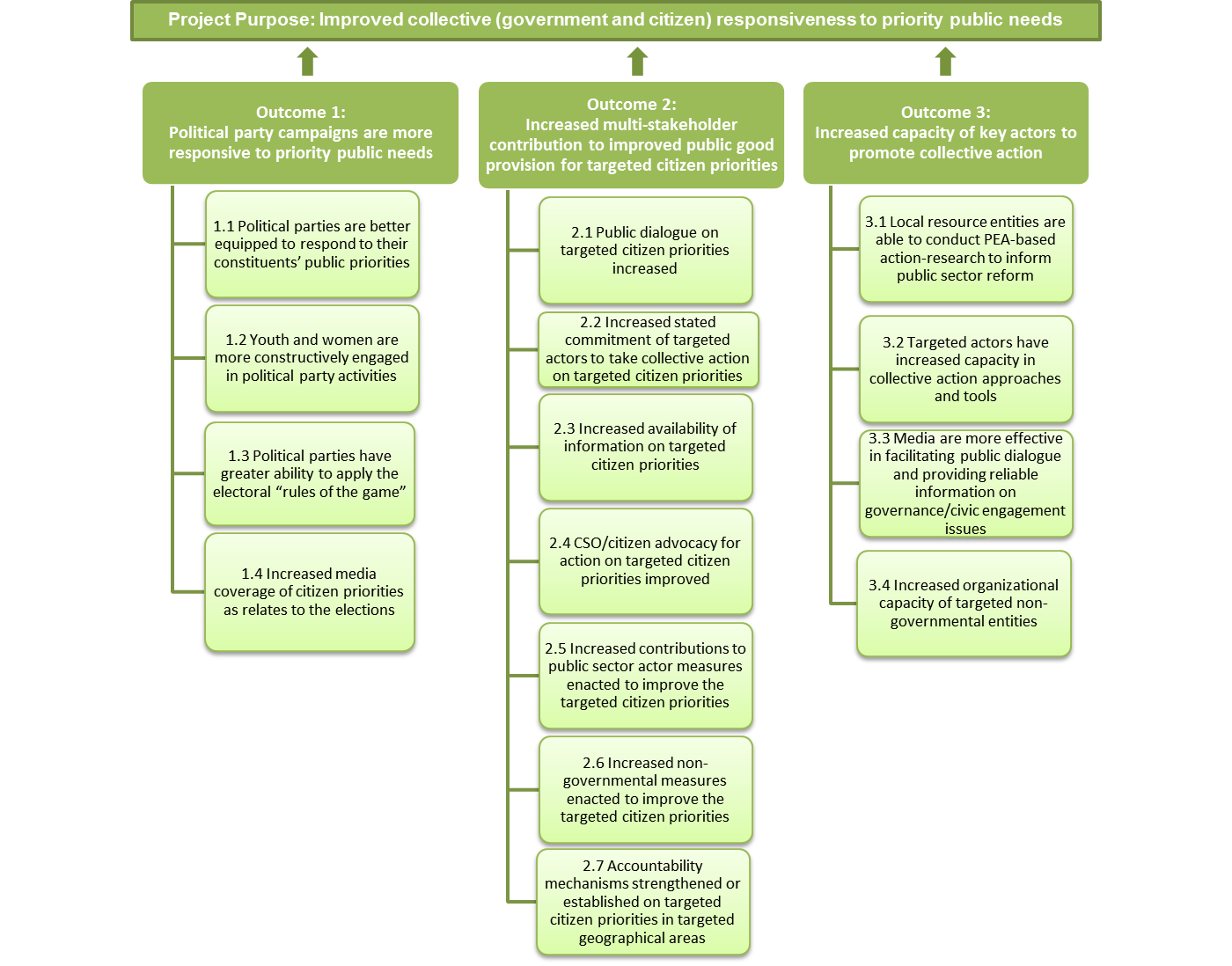
***Outcome 3: Increased capacity of key actors to promote participatory governance***

* 1. Local resource entities (think tanks/research firms, university units, NGOs, government units, local consultants, etc.) are able to conduct PEA-based action-research to inform public sector reform

3.3 Targeted actors have increased capacity in collective action approaches and tools

* 1. Media are more effective in facilitating public dialogue and providing reliable information on governance/civic engagement issues
  2. Increased organizational capacity of targeted non-governmental entities

The results framework for the Participatory, Responsive Governance Project is presented on the following page.

 **Participatory, Responsive Governance Project Results Framework**

***B.1.2 PRG Project Activities and Awards***

The PRG project consists of four activities:

1. Initial Political Economy Analysis Action Research Activity
2. Local Capacity Strengthening Initial Activity
3. Participatory, Responsive Political Parties Activity
4. Participatory, Responsive Governance Principal Activity

These four activities of the PRG project together constitute a major new USAID contribution to the Niger development objective of increasing citizen confidence in the state in target areas.

The PRG project purpose will be achieved through mainly through the PRG Principal Activity centered on work before and after the upcoming Nigerien elections, supported by the other three, smaller activities. The Initial Political Economy Analysis (PEA) Action Research Activity is a 6-month activity that will begin in mid-2015 and will serve to inform the strategic direction and programmatic focus of the principal activities under PRG. The year-long Local Capacity Strengthening Initial Activity also beginning in mid-2015 will work in the first year of PRG to help strengthen the organizational foundation of local groups that may become USAID partners under PRG’s other activities or other efforts in the future. Finally, the Participatory, Responsive Political Parties Activity will specifically work directly with political parties during the electoral period in direct collaboration with the PRG Principal Activity.

***B.1.3 PRG Project Partner Collaboration Requirements***

Because the Participatory, Responsive Governance Project is conceived as a single initiative with multiple Activities, it will be necessary for the different Activities to coordinate and collaborate very closely together. This synchronization will be driven in a number of ways including but not limited to:

* Collaborative application development between the PRG Principal Activity and the Participatory, Responsive Political Party Activity;
* Elaboration of a single Project Performance Monitoring Plan (PMP), with separate Activity PMPs feeding in to it and coordination with the Impact Evaluation Team;
* Collaborative annual work-planning and mid-year workplan reviews;
* Collaborative annual project reviews

Among the particular areas of coordination and collaboration to emphasize:

* Incorporation of the findings from the Initial PEA Action Research into the efforts of the PRG Principal Activity and the Participatory, Responsive Political Party Activity;
* Complementary efforts between the PRG Principal Activity and Participatory, Responsive Political Parties Activity around the elections;
* Complementary efforts between the Local Capacity Strengthening Activity and the PRG Principal Activity;
* Coordination between PRG Principal Activity and Impact Evaluation Team on program design, roll-out, and data collection.

During the electoral period, additional coordination will be required between the PRG Principal Activity; the Participatory, Responsive Political Parties Activity, and USAID’s regional Peace through Elections (P-Elect) Project as it is implemented in Niger. This will be primarily in helping to respond to recommendations emanating from Niger’s National Early Warning System for electoral violence as aligns with the mandates, expected results, and means of the PRG Activities. More on P-Elect below.

***B.1.4 Relationship to Other USAID Strategies and Initiatives***

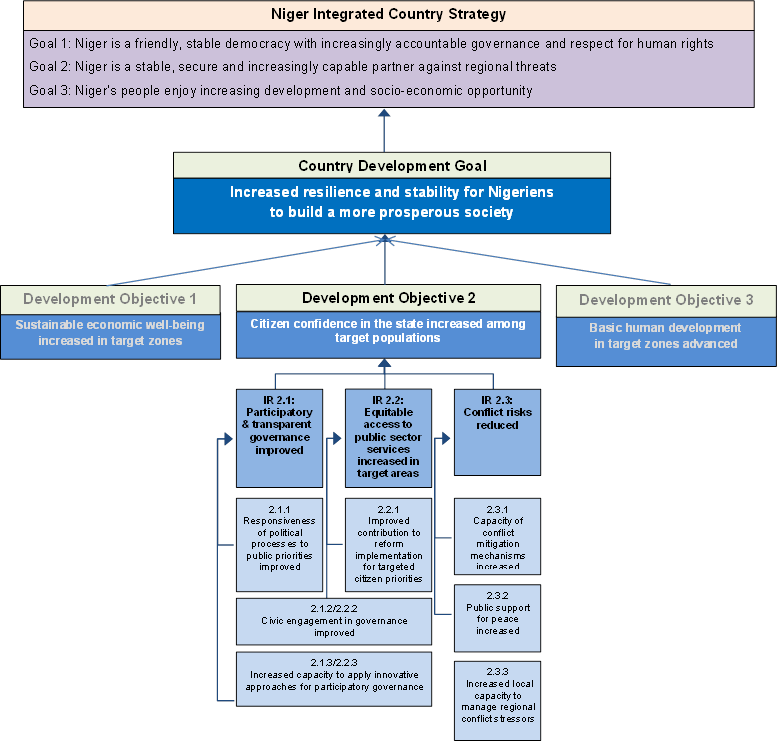
The PRG Project’s objectives and approach are tied to USAID’s larger vision to achieve significant development outcomes in resilience and stability in Niger. The governance approach that targets research, dialogue, and action on targeted citizen priorities will have ripple effects and catalyze benefits that are critical to ensuring resilience and stability in the communities in which other USAID-supported activities are active. At the same time, the sectoral expertise lodged within USAID’s resilience and stability programming (which includes support to food security, economic growth, health, education, and countering violent extremism) should be used as resources to inform the analysis, dialogue, and collective action on related citizen priorities targeted by the PRG Project.

**USAID Niger Operational Framework and Relationship to USAID Projects**

PRG is designed to be a principal contributor to the achievement of Development Objective 2 under the Niger Operational Framework: *Citizen Confidence in the state increased among target populations.* PRG activities surrounding the elections will help achieve this goal through major contributions to Intermediate Result (IR) 2.1: *Participatory governance improved*, particularly by working to make the elections more responsive to citizen priorities. Post-electoral activities focused on mobilizing collective action for targeted citizen priorities will further contribute to results under IR 2.2: *Equitable access to public sector services increased in target areas* while continuing to contribute to the participatory processes under IR 2.2, including civic engagement in governance. The results framework for DO2 is presented on the next page in the context of USAID Niger’s Operational Framework.

Other, current USAID programming is also contributing to DO2 and its Intermediary Results; this includes Resilience and Economic Growth in Sahel (REGIS), Sahel Resilience Learning (SAREL), Peace Through Development II (PDEV II); the Consortium for Elections and Political Party Strengthening (CEPPS) Niger National Assembly and Transparency Strengthening project; Youth, Advocacy, Women, Work and Alliances (YAWWA) Social Entrepreneurship; Niger Education and Community Strengthening (NECS) project; the Development Food Assistance Programs (DFAPs); and USAID’s Office of Transition Initiative Niger Community Cohesion Initiative (NCCI) activities in Agadez and Diffa. Together, their collective contributions to increasing citizen confidence in the state serves to contribute in turn to the Niger country development goal of *Increased resilience and stability for Nigeriens to build a more prosperous society***.**

**USAID Niger’s Democracy, Governance, and Stability Results Framework**



During the electoral period, an additional USAID-supported initiative will be working in Niger to reduce electoral violence under the broader Early Warning and Response Partnership (EWARP). To this purpose, the USAID/ West Africa regional Peace through Elections (P-Elect) Project will be supporting the West Africa Network for Peacebuilding (WANEP) in the implementation of Niger’s National Early Warning System to recommend proactive response options and strategies for averting election violence. Additional contributions to taking up these recommendations with response actions will be sought, and should be considered by PRG as aligns with the mandates, expected results, and means of the PRG Activity awards.

***B.1.5 Relationship to Government of Niger Priorities and Other Donor-Supported Initiatives***

**Government of Niger Strategic Interests and Initiatives**

The PRG project is strategically aligned to support the Government of Niger’s (GoN) socio-economic development efforts as detailed in the Economic and Social Development Plan (PDES) and with PDES’s Axis Number 1, *Consolidation of the credibility and effectiveness of public institutions*. All of the work under the USAID Niger Results Framework for DO 2, *Citizen Confidence in the state increased among target populations,* aims to contribute to these objectives of state credibility and effectiveness. This new project aims to improve the credibility of national elections by helping them be more responsive to citizen priorities and by engaging citizens – youth and women in particular – in more meaningful ways to help express and respond to citizen expectations through the electoral process. At the same time, the anticipated PEA action research will inform efforts under PDES to help identify areas of collective action that can improve reform implementation and in this way increase the effectiveness of the state.

The PRG Project also contributes to several aspects of the Republic of Niger’s National Governance Plan 2013-2015 developed with the World Bank, particularly with regard to engagement of civil society. It also contributes to Niger’s National Policy for the Modernization of the State (PNME), which aims to improve Niger's administrative governance by: 1) fostering territory planning and infrastructure modernization; 2) increasing the public administration's effectiveness; 3) promoting good governance, and 4) changing leaders and citizens' attitude and behavior. In particular, this project's purpose (improving collective responsiveness to priority public needs) contributes especially to the PNME's 4th strategic objective that seeks among other things to improve relationships between public service providers and citizens.

**Other Donor-Supported Initiatives**

**“Public Sector Capacity and Performance for Service Delivery”**

PRG is designed in particular to build a strong direct complement to Niger’s 5-year, $40m new “Public Sector Capacity and Performance for Service Delivery”Project supported by a credit from the World Bank. This new initiative aims to help realize the Government of Niger’s intention to change the culture and enhance the credibility and efficacy of public institutions to improve service delivery through results-oriented capacity building. The Bank-supported project is focused on increasing the efficiency and transparency of public administration at the central level (key ministries such as Civil Service & Finance as well as targeted systems within the Education, Health, & Agriculture ministries and security sector) -thereby focusing on horizontal accountability. USAID’s PEA action research, particularly for the post-electoral work supporting collective action on targeted citizen priorities, will aim to add value and complement the Bank’s efforts at the central level on some of these same issues – i.e. within the civil service, education, health, agriculture and/or security sectors – complementing that work on the formal processes and procedures. This, in turn, will also strengthen other action on the informal systems and identify further measures within public administration that the Bank’s project could pick up and address through their interventions; thereby strengthening vertical accountability with an emphasis on engagement with civil society and linkages between the public and private sector.

**Fondation Hirondelle**

The Fondation Hirondelle with partial financing from the European Union and Swiss Cooperation will be launching « Studio Kalangou » in Niger, an initiative initially to be focused on the pre- and post-electoral period. The objective of the project is to support the reliable sources of information, contribute to the consolidation of the rule of law in Niger, to democratic processes and to national dialogue among all stakeholders through the professionalization of the media sector in Niger. Specifically, they will be striving to provide Niger's population with a better understanding of the issues related to presidential, parliamentary and local elections, and to exercise their full citizenship during this period; promote the entrenchment of dialogue and participation in public life through better citizen access to a professional and independent national information and to active debate; and to improve the level of professionalism of the Nigerian media sector through a professional media services and ongoing practical training. It is anticipated that the PRG Project will collaborate closely with « Studio Kalangou » and the national network of Nigerien media outlets working with them on common objectives and related activities.

**Other Initiatives**

In addition, we anticipate that the PRG project will have linkages to projects funded by the French and European Union in support of the PNME through the donor-support group *Haut Commission de la Modernization de l’Etat* (HCME). We will coordinate with these actors and expect them to pick-up limited action efforts and support for public reform initiatives which line-up with findings from the PEA action research. Finally, this project will complement work by the German Development Agencies (GIZ and KfW), Suisse Cooperation, and French bilateral development assistance (AFD) on governance particularly at the decentralized level, informing their capacity strengthening and systems efforts in the communes by identifying ways that locally elected bodies and leaders can work with civil society and others to implement collective actions on targeted citizen priorities.

**B.2 PRG – Principal Activity Technical Requirements**

This section lays out the technical requirements specific to the PRG Principal Activity for which GCSS would be responsible under a new Associate Award.

***B.2.1 Principal Activity Development Hypothesis***

The hypothesis of the PRG Project globally is that:

with increased understanding of the local dynamics blocking and promoting reform (**research**), we can help Nigeriens examine these dynamics themselves (**dialogue**) and enact measures (**action**) to bolster local solutions that promote the public good and shift incentives away from behaviors that undermine the public good. This will ultimately lead to improvements in the coverage and quality of the targeted public goods (**positive change**) that Nigerien citizens consider top priority.

Undergirding this approach are **capacity strengthening** activities aimed to increase the ability of local actors to undertake these research-dialogue-action steps in an independent manner in the future. Finally, part of **action** is the need to promote what Nigeriens call a *prise de conscience*, or conscience-awakening, in order to bring individual leaders and citizens to act more for the common good, particularly with regard to using public resources for more equitable coverage of public goods.

The PRG Principal Activity will be primarily responsible for supporting the dialogue, action, and capacity strengthening components of this hypothesis, making use of the research findings from the Initial PEA Action Research Activity and possibly commissioning further research later in the period of performance as deemed necessary.

The PRG approach is built on this development hypothesis and in particular on recommendations emanating from recent research on governance reform, particularly that by the Africa Power and Politics Program and the Center for the Future State[[1]](#footnote-1). Major findings are that “many reforms to improve governance by strengthening formal, rules-based institutions have had limited impact” (IDS, 2010: 69). These traditional approaches to governance often fall short because they have not taken into account the informal dynamics and embedded incentives that rule the behavior of people, whether government, traditional leader, organized civil society, private sector, or average citizen actors. Because of this, previous governance reform efforts have missed chances to bolster informal dynamics that support institutional goals of improved and more equitable public service delivery. They have also generally failed to counter or shift informal dynamics that are detrimental to these intuitional goals.

The key recommendations to international technical and financial partners emerging from these studies include the need to “value country knowledge and invest in acquiring it; empower local actors at all levels through good-quality research and support for data collection and policy analysis; play a role in facilitating local dialogue and debate; … and reassess … strategies for supporting civil society,” with increased focus “on the capacity of different groups to take collective action.” They also emphasize that this “would involve extending engagement to a broader range of actors, who may not share a conventional view of governance and development but who have overlapping interests” (IDS, 2010:77) also first identifying the existing informal networks and institutions through which collective action may already be happening in a given context.

The PRG Project generally and the PRG Principal Activity in particular shall apply these recommendations to a new approach of supporting governance reform in Niger. In this way, it is important to emphasize that more than a civil society strengthening project, the PRG Principal Activity is about facilitating collective action between many actors, including between civil society and government but also including locally elected leaders as well as central government administrators, political parties, traditional leaders, cultural and other thought leaders, other international and local technical and financial partners, private sector actors, and ordinary citizens.

***B.2.3 Principal Activity Phases***

The PRG Principal Activity will be implemented through a two-phased approach with the intention of scaling up promising activities in the event of additional resources in the out years.

**Phase 1** will begin in mid-2015, utilizing existing and anticipated resources for democracy and governance. This first Phase will serve to a) address priority public needs through multi-stakeholder dialogue within the context of the upcoming elections and then b) pilot a collective action approach to responding to targeted citizen priorities immediately following the elections. An anticipated impact evaluation of limited scope will help assess the effectiveness of targeted aspects of the project approach and inform the continuation of PRG programming at a larger scale under Phase 2. Phase 1 will be approximately three years, to be implemented through 2018.

**Phase 2** would begin in mid 2018 and build on the work under Phase 1 to continue the activity for another two years, pending the availability of additional resources to support democracy and governance programming. Phase 2 would apply the learning from Phase 1, adjust the project approach as necessary, and expand the support of collective action to additional targeted citizen priorities and/or additional geographic zones.

***B.2.4 Selected Targeted Citizen Priorities***

Based on nationally representative 2013 Afrobarometer survey data for Niger, the top five “most important problems that must be addressed by the government” according to Nigerien citizens are, in order of importance: food security, poverty/social exclusion, health, water, and education ([www.afrobarometer.org/Niger](http://www.afrobarometer.org/Niger)). These are directly related to USAID’s current investments in resilience and stability programming in Niger.

In addition, Niger’s new Public Administration and Service Delivery Capacity Strengthening project financed by the World Bank targets agriculture/food security (including access and management of water for productive use and more specifically productivity and revenue generation in irrigated areas), health (staff deployment, and provision of medicines & key medical inputs), and education (teacher recruitment, deployment and management*)* as the priority sectors for governance reform support via a public administration approach.

Based on these analyses, the World Bank’s investments via the Public Administration project, and further USAID consultation with stakeholders, USAID has identified health and education as the two “targeted citizen priorities” to address in Phase 1of the PRG Principal Activity under PRG Outcome 2 (described below). More specifically, it is anticipated that within those sectors the issues of staff recruitment, deployment, and management – as targeted by the Public Administration project supported by the World Bank – will be the particular focus of the collective action support activities anticipated under Phase 1 of the PRG Principal Activity.

The selection of two priority sectors and particular issues within these reflects the intent to focus efforts on a manageable number of targeted citizen priorities where “moving the needle” is possible in a period of three years. This focus will have an echo effect on USAID’s other sectorial investments, and to supporting resilience and stability generally in target zones.

In Phase 2 of this activity and with additional resources, we expect that the project approach can be applied to address additional citizen priorities that are directly relevant to USAID projects and any other new priorities that may emerge.

***B.2.5 Principal Activity Illustrative Activities***

**Phase 1: Addressing Citizen Priorities in Elections & Post-Electoral Collective Action**

In the context of the current political environment in Niger, it is possible that the 2015/2016 elections will not be broadly competitive as major opposition party candidates may be prevented from running. Given this, it will be all the more important to build political consensus around critical citizen priorities regardless of who is in power. In addition, it is important to show how attention to citizen priorities should continue post elections as elected officials strive to make good on campaign promises, and multi-stakeholder collective action is critical to helping to do this. These efforts will also lay the groundwork for increased political competition in the future. Phase 1 of the PRG Principal Activity will therefore focus on:

1. Electoral period activities to promote multi-stakeholder dialogue, advocacy, and media initiatives to bring political parties to better address citizen priorities and identify how non-state actors can better work with elected officials to improve public service coverage and quality; and
2. Post-electoral piloting of the collective action approach on a limited number of citizen priorities and in a limited number of strategically selected geographic zones.

As reiterated above, the Initial PEA Action Research Activity will inform the more precise strategies and activities under Phase 1. As such, it will be critical that GCSS build this adaptive design approach into the startup and on-going workplanning of the PRG Principal Activity. In particular, the PEA Action Research will inform both the content and approach of the public dialogue, political party, civil society/traditional leader advocacy, and media activities under the pre-electoral period of this phase as well as the nature of the collective action support provided following the elections.

Overall, in keeping with the project approach and theory of change, GCSS will need to work within the local dynamics and logic in Niger to bolster existing informal and formal networks and accountability mechanisms to promote constructive collective action between elected leaders, government administrators, and non-government actors engaged on targeted citizen priority issues. In order to do this, the implementing partner will be encouraged to use not only PEA but also assets-based approaches. This means focusing on what is currently working in favor of public institutional goals in Niger, identifying local resources and values that already exist, and ways of further mobilizing these to better align incentives towards these goals and do more of what is working. Concretely, this will mean providing both technical and sub-grant support to help key mobilizer actors discuss and implement aspects of the recommendations of the PEA research and subsequent dialogues. Supporting collective action in this way aims to “move the needle” toward more equitable delivery of quality public services related to the targeted citizen priorities.

In addition to the electoral work and then post-electoral focus on specific, targeted citizen priorities, GCSS will provide capacity strengthening to key actors to be more effective in their collective action efforts generally and in the future, beyond the scope of the specific citizen priorities targeted by this project. It is anticipated that this capacity strengthening happen both through “learning by doing” during the supported collective action activities on the specific targeted citizen priorities – approaches that could then be applied to other issues – but also through any additional training, ongoing technical advice and coaching, provision of practical tools (such as new media applications) and/or other effective capacity strengthening approaches as identified in this context.

Illustrative activities for the PRG Principal Activity are presented here within the PRG Strategic Framework, together with illustrative outcome and result indicators. As noted, more precise strategies and activities will be developed by integrating recommendations emanating from the Initial PEA Action Research. It is nonetheless possible to identify the general categories of activities and certain possible examples within these, which is what is presented here.

**PRG Outcome 1: Political party campaigns are more responsive to priority public needs**

* ***Responsive with regards to competition, policy platforms, representation, and conflict mitigation – before, during and after the elections.***

Illustrative outcome indicators to which the PRG Principal Activity should contribute:

* % citizens (of a sample) reporting confidence that political parties are more responsive to their priorities as compared to past elections (or most recent Afrobarometer data)
* % of political parties working with the project that have platforms reflecting citizens’ priorities derived at least in part from project-supported activities
* # of issue-based public interest proposals in the campaign platforms of sample political parties
* # of substantive mentions of platform positions addressing citizen priorities made during a sample of project-supported party-citizen engagement events (measured both before and after elections)
* # of violent incidents surrounding the local elections
* # of violent incidents surrounding the national (presidential & legislative) elections

**Results and Illustrative Activities:**

* 1. **Political parties are better equipped to respond to their constituents’ public priorities**

🡪 ***Increased knowledge, skills and motivation to respond***

While the Participatory, Responsive Political Parties Activity will be primarily responsible for directly strengthening political parties to better engage with and respond to public priorities, the PRG Principal Activity is responsible for helping mobilize other actors to contribute to this result. As with all PRG activities, those contributing to this result should make best use of the PEA Action Research findings, particularly with regard to formal and informal networks that may exist between political parties, civil society, government, private sector and other actors, and the incentive structures and pathways that exist or could be created to encourage more constructive engagement between these in order to further common good objectives.

Illustrative **results** indicators to which the PRG Principal Activity should contribute:

* % political party leaders scoring “understanding” in surveys on critical citizen priorities
* % political party leaders reporting perception that they are better equipped to respond

Illustrative **output** indicators for which the PRG Principal Activity will be solely responsible:

* % of targeted non-governmental entities formally engaging political parties on citizens priorities
* # of multi-stakeholder dialogue events held on electoral accountability
  + 1. ***Increased political party knowledge and skills to engage with citizens and other actors***

This sub-result focuses on preparing political parties to better listen to their constituents, understand the issues, and be able to respond with feasible policy proposals and other strategies for addressing public needs and aspirations. This is particularly important in the run-up to multi-stakeholder events where parties need to be ready to effectively engage with others present. To aid in this effort, the PRG Principal Activity is responsible for helping mobilize civil society and other non-government actor (private sector, religious leader, etc.) input to training workshops and other support to political parties, on areas such as education on different policy options for addressing citizen priorities and strategies for how best to engage with CSOs.

* + 1. ***Increased non-governmental actor engagement to promote the responsiveness of political parties to citizen priorities***

Another angle to making political parties more responsive is citizen advocacy that they be more so, and better preparing civil society and other actors as necessary for more effective, constructive engagement with political parties. Concretely, the PRG Principal Activity’s contributions under this sub-result will translate into technical and financial support to opportunities for constructive input from civil society organizations, traditional and religious leaders, artistic and cultural leaders, etc. to promote the responsiveness of political parties to citizen priorities and citizen engagement in these discussions in order to focus the elections on the big questions important to citizens. As always, the actual activities supported should be based on good practices elsewhere but especially the recommendations emanating from the Initial PEA Action Research.

Illustrative activities:

* Workshops with CSOs (particularly regionally and at the department and commune level) to prepare for dialogue events with political parties
* Mediatized messages from civil society, traditional leaders, etc. advocating for focusing elections on the big questions important to citizens
* Participatory theater, satire, songs, etc. promoting for party focus on citizen priorities
* Expansion of existing “edu-tainement” initiatives in Niger promoting youth and women participation in democracy
* Crowd-sourced citizen input on key electoral priorities using SMS/mobile technology, potentially including solicited input via push messages and/or local radio.
  + 1. ***Increased multi-stakeholder dialogue on electoral accountability in response to citizen priorities***

This result will emanate from the coming together of all sides of the equation – bringing political parties together with ordinary citizens and other actors in ways that are grounded in the local context and in this way effective in promoting deeper exchanges on the issues that matter most to citizens. Activities contributing to this sub-result should be used to further share and address the results of the Initial PEA Action Research, help citizens to better express their aspirations for the elections and for elected officials generally, and encourage political parties and candidates to take well-articulated public positions regarding a) issues raised in the PEA and other inputs into the dialogue activities, b) concrete and realistic policy and other proposals to increase the effectiveness and credibility of democratic institutions, and c) how candidates would perform as elected officials in order to meet their policy objectives. It is critical that the GCSS PRG team ensure that facilitation of the dialogue activities be grounded in the latest research and local expertise on effective dialogue facilitation in settings similar to those in Niger, and, to the greatest extent possible, on the communication culture in different parts of Niger itself. The quality of dialogue activities – how they are facilitated, who participates and how – will be considerably more important than just the organization of multiple dialogue events. The use of local languages for these actions will also be essential as well as other efforts to meaningfully engage citizens and political party structures in rural areas and include particularly marginalized populations (e.g. nomadic communities, returnees from other countries, communities affected by regional conflict, etc.).

Illustrative activities:

* Focus group sessions with the kinds of citizens that do not often participate in public dialogue events (e.g. very rural and mobile populations, rural women in particular, young women generally, marginalized youth, and children) in order to collect their input on their priorities, examples of successful collective action, and aspirations regarding their elected officials and government generally; this input would then feed into public events
* National, regional, departmental and communal level multi-stakeholder fora/town halls
* Roundtable discussions with key thought leaders (traditional, religious, civil society, etc.) and political parties on how to be more responsive to citizen priorities and how to spur collective action
* Debates between political parties at the national but also regional level, including questions from citizens and civil society organizations
* Use of SMS, radio call-in, social media, and other innovative techniques – as deemed feasible and culturally appropriate – to increase the participatory and interactive nature of these activities, both for input into and readout from the events
  1. **Youth and women are more constructively engaged in political party activities**

🡪 ***More decision-making power, potentially more candidates, reduced electoral conflict***

This result will be addressed primarily by the Participatory, Responsive Political Parties Activity, but input should also be contributed from GCSS under the PRG Principal Activity with regard to potential linkages between youth and women’s wings of political parties and youth associations, women’s associations, other CSOs and NGOs, traditional leaders, social entrepreneurs, cultural leaders, etc. that could assist with achieving this anticipated result. More “constructively engaged” will refer to youth and women running for office as candidates themselves, holding decision-making power within party structures, but also helping to get their constituent’s needs and aspirations addressed within party platforms and without violence. The PEA Action Research should further illuminate what actions may be helpful in this area and GCSS should be prepared to help contribute as aligns with its mandate under the PRG Principal Activity. Further electoral conflict mitigation efforts are also encouraged, particularly as identified by WANEP’s National Early Warning System supported by the USAID P-Elect project.

Illustrative **results** indicators to which the PRG Principal Activity should contribute:

* % of targeted youth leaders taking measures to constructively channel grievances to mitigate electoral-related conflict
* % of targeted women leaders taking measures to mitigate electoral-related conflict

Illustrative **output** indicators for which the PRG Principal Activity would be solely responsible:

* % of targeted non-governmental entities formally engaging youth and/or women political party leaders on citizen priorities
* % of targeted non-governmental entities formally engaging youth and/or women political party leaders on electoral violence mitigation
  1. **Increased ability of political parties to apply the “rules of the game”**

🡪 ***Promoting competition and preventing violent conflict by helping parties agree on, understanding, and comply with the requirements of Niger’s electoral laws and codes, including candidacy requirements and violence renunciation.***

This result will be addressed primarily by the Participatory, Responsive Political Parties Activity, but input should also be contributed from GCSS under the PRG Principal Activity with regard to supporting the publicizing of the elections code of conduct among the general population and among youth in particular, especially with an eye towards conflict mitigation and violence prevention. This is especially important given that political party leadership sometimes have limited capacity to always control their own party supporters. Further ideas generated by the PEA Action Research could be applied. Here, too, further electoral conflict mitigation efforts by the PRG Principal Activity are also encouraged, particularly as identified by WANEP’s National Early Warning System supported by the USAID P-Elect project.

Illustrative **results** indicator to which the PRG Principal Activity should contribute:

* % reduction in # of instances categorized as violations of the signed code of conduct compared to past years

Illustrative **output** indicators for which the PRG Principal Activity would contribute:

* # of activities publicizing and supporting adherence to the signed code of conduct
* # multi-stakeholder conflict mitigation measures supported in relation to the legal framework around the elections
  1. **Increased media coverage of citizen priorities as relates to the elections**

🡪 ***Coverage of the big issues by quality, neutral reporting and other media coverage getting political parties, non-govermental actors and citizens on the air around these issues.***

This sub-result will be primarily addressed by GCSS under the PRG Principal Activity, with input from the Participatory, Responsive Political Parties Activity to secure political party participation in the planned media coverage. Media coverage of the elections preparations, rules of the game, party eligibility, efforts to make the contest free and fair is all very important but not sufficient, and this kind of coverage is not what is sought under this sub-result. Instead, for the whole electoral process to be meaningful and address citizen priorities, activities under this sub-result are to support reporting and media coverage needed to inform and promote discussion about the big issues that matter most to citizens. Niger already has very active media, many of whom are dedicated to covering the big issues; additional support under the PRG Principal Activity should aim to help amplify these activities, strengthen their quality, increase their accessibility by doing more in local language, and do more in the regions outside Niamey and in particular rural areas and with marginalized populations.

Illustrative **results** indicators for which PRG Principal Activity will be primarily responsible:

* % change in the number of articles and sessions produced by the media that address citizens priorities during the electoral campaign
* % targeted political parties participating in media reporting and/or other media activities that address citizens priorities
* % citizens in a sample reporting having been exposed to or participated in media reporting and/or other media activities around the elections that address citizens priorities

Illustrative activities:

* Training workshops with print and broadcast journalists on how to focus reporting and mediatization of the elections on substantive questions of citizen priorities and their expectations for elected officials,
* Training workshops and on-the-job mentoring for media actors on how to use new media strategies how to better use social and mobile media for substantive coverage of election issues around citizen priorities
* Targeted training and network strengthening for media practitioners to enhance issue reporting and programming ahead of elections
* Mediatization (television and radio coverage) of the dialogue events under PRG Sub-Result 1.1.3. (fora, roundtables, debates, etc.)
* Publicization of results of these events via traditional and new media to increase understanding of issues debated and constructive public pressure for programmatic political platforms responsive to citizen priorities

**Project Outcome 2: Improved multi-stakeholder (government and non-government) contribution to specific elements of reform implementation for targeted citizen priorities.**

Following the elections, the PRG Principal Activity will focus in on spurring collective action between newly elected leaders and non-governmental actors to very pragmatically “move the needle” on public service delivery related to a small number of targeted citizen priorities. The actions post-elections will continue to be based on the Initial PEA Action Research conclusions, previous national and local dialogues, as well as campaign promises made and the policy platforms of the party or parties now in power. As always, more precise strategies and activities will need to be developed by integrating recommendations emanating from the Initial PEA, potentially with additional PEA as deemed necessary, and in general the PRG Principal Activity will need to retain a highly adaptive planning approach in order to be flexible in its programming.

Given the highly adaptive and context-based approach to the PRG Project programming, it will be critical for the PRG Principal Activity to determine an effective way to help steer, mobilize, organize and maintain momentum for activities, particularly under Outcome 2. This may involve strategies such as establishing a multi-stakeholder steering committee at the national level, identifying champions across sectors and forming a less-formal “champions core group” sounding board for the project, and supporting coalitions of champions at the national and local level for each targeted citizen priority.

Illustrative outcome-level indicators for Outcome 2:

* # of targeted public decisions introduced, adopted, repealed, changed or implemented consistent with citizen input [SFA indicator]
* Specific metrics of implementation improvement as established by the project with core advisory input (from GON, World Bank, CSO etc.) for each targeted citizen priority
* Increase in the provision of citizen priority public goods
* Functional accountability mechanisms introduced that enable citizen feedback and government response in targeted geographical areas

**Results and Illustrative Activities:**

* 1. **Public dialogue on targeted citizen priorities increased**

Dialogue activities supported with technical and financial assistance under the PRG Principal Activity are of critical importance: they will be the principal means to further identify citizen needs and aspirations regarding the targeted citizen priorities, identify existing and potential new local solutions address these, increase interest in and commitment to taking action, arrive at action steps that different stakeholders can take on, and strengthen or build formal and informal coalitions of actors to take matters forward. Dialogue activities are also a way to promote societal and personal “*prise de conscience*” – the moral awakening that many Nigeriens say is required to improve governance in the country and increase action and behavior in favor of the public good. Dialogue is at once a means to inform and organize action and is action itself.

To the greatest extent possible, dialogue events should be integrated into or should contribute to existing structures and opportunities for dialogue (such as municipal meetings at the local level or meetings with legislative caucuses at the national level). At the same time, they should also serve to fill in the gaps where dialogue is not present, using locally-grounded strategies and innovative approaches to contribute to progress on the targeted citizen priorities. Activities may be similar to dialogue activities during the elections, but should be expanded and adapted to the goal of spurring collective action on the project’s targeted citizen priorities and geographic zones. Illustrative activities include:

* Providing neutral space through respected local leaders or organizations for actors involved in collective action to meet privately to discuss strategy and progress
* Supporting focus group sessions with the kinds of citizens that do not often participate in public dialogue events (e.g. very rural and mobile populations, rural women in particular, young women generally, marginalized youth, and children) in order to collect their input on their priorities, examples of successful collective action, and aspirations regarding their elected officials and government generally; this input would then feed into public events
* Facilitating take-up of dialogue on the targeted citizen priorities in existing public fora such as municipal council meetings, development planning sessions, and investment report meetings
* Supporting work of cultural leaders (musicians, writers, satirists, actors, etc.) promoting public reflection and dialogue on governance/civic engagement issues related to the targeted citizen priorities
* Supporting additional multi-stakeholder fora/town halls at the national, regional, departmental and communal level on the targeted citizen priorities
* Roundtable discussions with key thought leaders (traditional, religious, civil society, etc.) on the targeted citizen priorities
* Use of SMS, radio call-in, social media, and other innovative techniques – as deemed feasible and culturally appropriate – to increase the participatory and interactive nature of these dialogue activities, both for input into and readout from the events
* Provision of neutral space through respected local leaders or organizations for actors involved in collective action to meet privately to discuss strategy and progress

Illustrative **results** indicators for 2.1:

* # of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance [Standard Foreign Assistance (SFA) Indicator]
* # of USG-assisted consensus-building processes resulting in an agreement [SFA indicator]
* # of participants in public dialogue events on targeted citizen priorities (e.g. based on lists of key interlocutors for media-only events; logs of call-in participants for live media events; audience tracking polls for broadcast media events, etc.)
* Diversity of participants in public dialogue events (e.g. via monitors in attendance at in-person events surveying representativeness of dialogue participants
* # of citizens willing to sign a petition to advocate for the supply of priority public goods in their region
* # of citizens willing to contact government officials (i.e., local and national representatives) to call for provision of priority public goods
  1. **Increased stated commitment of targeted actors to take collective action on targeted citizen priorities**

In traditional development and participatory governance models, planning activities result in formal action plans to be taken up by different actors. If deemed helpful and necessary by the stakeholders involved, the project may support such action-planning; however, recent research and experience has shown that such formal plans are often devised by certain people only (e.g. those who can write in the official language and have had training in following action plan templates) and not generally followed. Proposals of action coming out of the dialogue activities should be integrated as much as possible into existing development plan instruments in Niger (such as Commune Development Plans at the commune level or Regional Education Development Plans in the education sector specifically); but in addition to this, other strategies grounded in the local and often less formal systems and ways of doing things should be devised to increase commitment of actors at the national, regional, and local levels to take on collective action measures to improve the targeted citizen priorities. In general, stated commitments should be made publicly to increase transparency and accountability; however, there may be occasions were commitments can be made less publicly, at least at first, if this helps to further the objectives of addressing the targeted citizen priorities.

Illustrative activities:

* Support to activities following up on public dialogues to help formal or informal coalitions of actors commit to different actions
* Support to publicizing announcements regarding commitments to take action

Illustrative **result** indicator for 2.2:

* % of targeted actors making public statements of commitment to take action on issues following public dialogue events
  1. **Increased availability of reliable information on targeted citizen priorities**

There are a number of very active media outlets and journalists in Niger reporting on issues important to citizens. The purpose of this project component is to help such actors – and more that wish to be like them – to do what they do better and to focus in particular on coverage and reporting of the citizen priorities targeted under PRG Phase 1. This refers to national media but also regional and sub-regional media in target zones, with a particular eye to increasing the availability of reliable information to both everyday citizens and policy makers and other key actors that need such information to advocate for and act for change. Illustrative activities would include technical and financial support to professional media, citizen media, and other information-sharing channels to distribute reliable, pertinent, and timely information on the issues related to the targeted citizen priorities.

Illustrative **result** indicator for 2.3:

* % change in media stories, articles, columns and/or broadcasts addressing the targeted citizen priorities (using sampling methodology)

Illustrative **output** indicator for 2.3:

* #of journalists trained with USG assistance [SFA indicator]
* % change in citizen awareness of the public goods provision process
* % change in citizen awareness of whom to contact within the GON to address provision of priority public goods
  1. **CSO/citizen advocacy for action on targeted citizen priorities improved**

Like with the media, there are a number of Nigerien civil society groups (national associations, union federations, anti-corruption groups, sectoral NGOs, etc.) active in advocating for change in the sectors related to the citizen priorities targeted by PRG Phase 1. The result sought in this component is civil society advocacy improved such that it is more effective in actually leading to positive change – promoting interaction between key actors and putting positive pressure on these to make commitments and take up the collective action measures sought.

The ways these actors could more effectively advocate should be informed by the Intial PEA Action Research and may very well include using informal pathways and institutions as well as or instead of more formal or traditionally Western approaches. Activities to reach this result are likely to include **t**echnical and financial support to these efforts, such as via inter-CSO exchanges on how to do what they do better, on-going mentoring, sub-grants to cover costs of field trips as part of advocacy, etc.

Illustrative **result** indicators for 2.4:

* # of advocacy initiatives carried out by CSOs or influential individual citizens on the targeted citizen priorities
* % citizens reporting the perception that CSO/citizen advocacy on targeted citizen priorities is effective
* % citizens willing to make donations to support CSO/citizen advocacy campaigns
* % of public sector actors and political party representatives reporting that their response to targeted citizen priorities was due in part to CSO/citizen advocacy
  1. **Increased contributions to public sector actor (legislature, central government, judicial, local government) measures enacted to improve the targeted citizen priorities**

The precise collective action measures that public sector actors commit to take cannot be known until the PEA and dialogue activities are conducted and other public administration policies and plans or legislative agendas are determined following the 2016 elections. The PRG Principal Activity team will need to work with these actors to determine which of the their measures it can reasonably and feasibly support with technical assistance or, under special circumstances if approved by USAID, financial support. As purely illustrative examples, PRG activities in this sense could include support to the following measures, as relate specifically to the targeted citizen priorities:

* linkage activities helping to inform or promote actions or practices to be enacted under the new Public Administration reform project supported by the World Bank
* decentralized development planning to incorporate specific measures identified in the dialogue sessions
* activities of the High Authority of the Modernization of the State, such as for mobile banking salary payment of education and health personnel
* parliamentary actions in support of the targeted citizen priorities
* legislative oversight of governmental reform efforts\*

Illustrative **result** indicator for 2.4:

* # measures enacted, e.g. positive incentives or sanctions created in legislation, government policy, or government/administrative practice; ICT-based mechanisms implemented, etc.

Illustrative **output** indicators for 2.4:

* # of individuals working in the public sector having received technical assistance (training, mentoring, coaching, etc.) to enact measures to improve the targeted citizen priorities
* # of public sector entities having received technical assistance (training, mentoring, coaching, etc.) to enact measures to improve the targeted citizen priorities
* # of awards made directly to local organizations [SFA]
  1. **Increased non-governmental (NGO/CSO, citizen, traditional leader or private-sector, etc.) measures enacted to improve the targeted citizen priorities**

As with public sector actors, the precise collective action measures that local non-government actors (civil society, traditional leaders, religious leaders, cultural actors, private sector actors, donors, etc.) commit to also cannot be known until the PEA and dialogue activities are conducted. Here, too, GCSS under the PRG Principal Activity will need to suss out which of the non-government measures it can reasonably and feasibly support, and whether to do so with technical and/or financial assistance. Sub-grants can be used if deemed necessary or helpful, without creating unnecessary dependencies. Without knowing the specific measures that will be proposed, illustrative activities may nonetheless include support to:

* actions by civil society to help get out information to the public on the targeted citizen priorities and to help build and amplify citizen demand for change
* civil society input into a regularly updated dashboard for the government to follow up on agreed-upon government actions and results\*
* civil society actors develop communication plans to inform stakeholders and celebrate success of reform initiatives on the targeted citizen priorities, using various dissemination channels and social networks\*
* citizen actions and social entrepreneurship taking initiative to contribute to improvements in their own communities
* engagement of traditional and religious leaders to promote local solutions and support to other measures for addressing the targeted citizen priority
* artists/cultural leaders helping to facilitate deeper dialogue around the “prise de conscience,” moral/value-based aspects of the targeted citizen priority, potentially through award competitions, small grants for cultural events, etc.
* engaging private sector stakeholders with their own investments to adress the targeted citizen priority
* encourage international organizations and international agency actions supporting and feeding into these measures

Illustrative **result** indicators for 2.6:

* # measures enacted, e.g. positive incentives provided by citizens or other local actors, ICT-based mechanisms implemented, cultural works developed, traditional leader interventions, etc.;

Illustrative **output** indicators for 2.6:

* # of individuals working in the non-governmental sector (including traditional leaders, private sector, etc.) having received technical assistance (training, mentoring, coaching, etc.) to enact measures to improve the targeted citizen priorities
* # of non-governmental entities having received technical assistance (training, mentoring, coaching, etc.) to enact measures to improve the targeted citizen priorities
* # of awards made directly to local organizations [SFA]

* 1. **Accountability mechanisms strengthened or established on targeted citizen priorities in targeted geographical areas**

Once dialogue is held, collective action commitments made and measures begin, it will be critical to support follow-up to ensure that actors make good on their commitments, track whether measures are having their anticipated effects, and provide feedback to improve the collective action moving forward. To this end, the PRG Principal Activity should provide technical and limited financial support to activities deemed practical and helpful in the local context, which may include:

* Aiding the establishment of a participatory plan to determine targeted milestones related to reform/program implementation on each targeted citizen priority and to evaluate impact of the collective action on the key issue
* Aiding the implementation of such a plan
* A progress communication outreach strategy for each targeted citizen priority, such as through an online and possibly SMS-based public “progress dashboard” to communicate key breakthroughs/milestones
* Support open government efforts to publish public data online and promote its analysis by legislative, civil society, private sector, and other non-state actors for greater accountability\* - as relates specifically to the targeted citizen priorities
* Provide technical and limited financial assistance to support ICT-based citizen input, monitoring, and feedback mechanisms around the targeted citizen priorities

Illustrative **result** indicator for 2.7:

* # of targeted mechanisms (informal and formal) strengthened per citizen perceptions of accountability
* Change in citizen expectations of the value of contacting GON officials about citizen priority public goods
* % of new births registered with the GON and children receiving formal birth cetificates

*(\*Related to a suggested activity included in the World Bank’s “Republic of Niger Governance Action Plan, 2013-2015,” June 2013.)*

**Project Outcome 3: Increased capacity of key actors to promote collective action**

The final PRG Project Outcome aims to go beyond work on targeted citizen priorities and instead help key actors in Niger be able to promote constructive collective action and participatory governance systems more generally. The end state is for these actors to be able to take on other citizen priorities now and in the future, beyond the scope of this project. To do so, the PRG Principal Activity will need to provide technical assistance, limited financial assistance, and new tools increase the knowledge, skills, means and motivation of key actors to increase constructive collective action on their own. Key actors in this case refer to emerging civil society actors, artists/cultural thought leaders, media, and potentially entrepreneurial governmental actors. The totality of effort (budget and time) under this outcome should be considerably less than for PRG Outcome 2, which is the primary focus of post-electoral PRG activity. However, Outcome 3 leaves the door open to additional needs and aspirations that may be identified now or throughout the course of the project.

Illustrative outcome-level indicators for Outcome 3:

* % of survey respondents reporting perception that are promoting collective action
* % of survey respondents reporting perception that media investigative reporting is influencing promoting collective action
* % of survey respondents reporting perception and cultural artists messaging are influencing governance practices

**Results and Illustrative Activities** for which the PRG Principal Activity is responsible, at least in part:

* 1. **Targeted actors have increased capacity in new measures to promote coverage and quality of public goods**

Illustrative activities:

* Support open government efforts to publish public data online and promote its analysis by legislative, civil society, private sector, and other non-state actors for greater accountability
* Provide technical and limited financial assistance to support ICT-based citizen monitoring and government accountability mechanisms
* Hold award competitions or provide small grants to artists and other cultural leaders to promote public reflection and dialogue on governance and citizen engagement issues generally

Illustrative **result** indicator for 3.2:

* # examples of increased capacity of targeted actors in carrying out target activities
* % increase in technical capacity assessment scores of targeted actors
  1. **Media are more effective in facilitating public dialogue and providing reliable information on governance/civic engagement issues**

Illustrative activities: Training and on-the-job coaching to media on facilitating public dialogue and responsible investigative journalism related to governance and citizen engagement issues generally

Illustrative **result** indicator for 3.3:

* Citizen and public official perception of fairness of investigative journalism in Niger
* # of investigative reports on governance issues citing objectively verifiable facts and/or reliable sources

Illustrative **output** indicators for 3.2:

* # of media-sponsored public dialogue on governance issues
* # of articles, broadcasts, SMS-based information sharing initiatives on governance issues
  1. **Increased organizational capacity of targeted non-governmental entities**

In Year 1 of the PRG Project, the Local Capacity Strengthening Initial Activity, to be led by a local or regional capacity strengthening service provider, will be primarily responsible for inputs into this result, for which the end state is to have more local NGOs capable of mobilizing and working effectively with governmental and donor partners and funding. Following the initial one-year LCS Activity and based on its results, the PRG Principal Activity should be prepared to pick up any further organizational capacity strengthening work it identifies as necessary based on both need and demand – particularly with regard to strengthening local or regional capacity strengthening service providers. Activities should be assets-based and grounded in the latest research and promising approaches for strengthening organizational capacity and practices of NGOs in contexts similar to Niger.

Illustrative **result** indicator for 3.4:

* Average % increase on Local Organizational Capacity Assessment pre & post scores [SFA customized]

**Phase 2: Scale-Up of Collective Action on Targeted Citizen Priorities and Promotion of Participatory Governance**

Subject to the availability of funds, PRG-Principal Activity Phase 2 will include a significant scale up of Phase 1, specifically taking into account the results of the anticipated impact evaluation and modifying the approach as necessary. Scale-up would include addressing additional targeted citizen priorities and/or expansion of activities to additional geographic zones. It is important to note that targeting of additional targeted citizen priorities in Phase 2 must be linked directly to other USAID’s interests in Niger, specifically with regards to ongoing programming on resilience and stability.

Results and activities for Phase 2 will mirror those that took place in Phase 1 with adjustments based on conclusions of an anticipated impact evaluation, PRG Principal Activity performance monitoring and evaluation, and the evolving context in Niger. Additional PEA action research may also be conducted under Phase 2 in order to update the collective action focus and strategies as needed.

If funds are available, planning and budgeting for a Phase 2 will begin early in Year 3 of the PRG Principal Activity.

***B.2.6 Stakeholder Collaboration***

Given the collective action approach of the project, the PRG Principal Activity will work with diverse actors across a range of levels in Niger, including from the public sector, private sector, and civil society. Many particular groups and potentially individuals are likely to be identified through the PEA Action Research; following the elections and once specific project sites (regions, departments and communes) are selected for Outcome 2, further identification of key stakeholders will be needed to target dialogue activities and for their role to play in the collective action efforts on the targeted citizen priorities. More specifically, we anticipate that these diverse actors will include not only public sector actors (government appointees, administrators, locally elected officials, members of parliament) and traditional NGOs and CSOs but also groups and individuals from both formal and informal networks, non-elite groups, influencers, as well as grassroots change-makers and champions or reform on focused issues. All told, this will include actors such as associations and local NGOs; media groups and journalists; individuals such as traditional leaders, cultural and thought leaders, artists, performers and their formal or informal networks; social innovators and social entrepreneurs; private sector actors, and political actors and civil servant champions. The PRG Principal Activity will work to address the issues of marginalized or ungoverned spaces therefore special emphasis will need to address the concerns of youth and women with a conflict lens in mind. We anticipate that this project will engage a new set of actors that other donors have not yet engaged especially since USAID’s main focus through this project is at examining and working within informal dynamics. We therefore expect the implementing partner to keep this in mind and ensure that these new relationships, partnerships, coalitions, and new actors are sought after with purpose and a clear vision.

***B.2.7 Impact Evaluation***

Given the innovative nature of this proposed project, the project design team recognizes the value of also developing an external impact evaluation to test the fundamental hypotheses and theory of change embedded in the project design, and to determine whether changes in outcome measures are directly attributable to the project. This aligns with the USAID Evaluation Policy, which requires new and innovative or pilot projects to be subject to impact evaluation and thus the counterfactual analysis needed to determine causality. We also recognize the particular importance of being able to show attributable results in USAID governance programming, and see evaluation of this project as an opportunity to try to prove intervention efficacy. Lastly, an impact evaluation of aspects of the PRG principal activity in its Phase 1 would allow for findings to be applied to improved project design and implementation in the anticipated Phase 2 scale-up. In this way, the impact evaluation will also play an important formative assessment role for the project.

This impact evaluation will be led by Learning Team of the Democracy, Rights, and Governance Center of Excellence in USAID/DCHA and the AidData Center for Development Policy (AidData) through a cooperative agreement managed by USAID’s Global Development Lab. AidData will be responsible for the evaluation contract, to be led by independent principal investigators from the academic community to lead the design and implementation of the evaluation. The evaluation questions and precise methodology would be developed by the AidData principal investigators in collaboration with the project AOR/COR and the USAID/Senegal Regional Program Office/M&E Specialist in order to adhere as well as possible to the project theory of change and implementation design.

The evaluation design would be finalized in consultation with the principal PRG activity implementing partner. A core feature of the PRG design will be a project work plan that ensures the project implementation timing and geographic targeting for the components under evaluation is conducive to rigorous impact evaluation methodology, particularly as needed to ensure validity. This relates in particular to the ability to isolate project inputs for the outcomes being measured, as well as to establishing equivalent control groups through standard randomization techniques. Furthermore, the Request for Applications or Proposals for the PRG principal activity will note that there may be an impact evaluation of components of the activity and that the implementing partner would need to cooperate to make this possible.

It is anticipated that the impact evaluation would target two or three key, discrete sub-components and target zones of the PRG principal activity related to Outcome 2: Improved multi-stakeholder (government, non-government, donor, etc.) contribution to specific elements of reform implementation for targeted citizen priorities.

This approach has a number of advantages. First, evaluating different discrete sub-components separately (i.e. in different geographic zones), makes it possible to measure the impact of particular project inputs rather than a package of activities whose respective individual contributions would otherwise be hard to isolate. Second, this also allows us to compare the effectiveness of different inputs. Third, sub-components could also be implemented and evaluated together to measure the effect of the combined package if that approach was deemed important to test as part of the theory of change. Fourth, the limited scope of the impact evaluation would allow for the majority of the project that is not under impact evaluation to be flexible and change implementation course midstream as needed without being concerned about affecting the validity of the evaluation. Lastly, the targeted nature of the proposed impact evaluation matches the modest amount of funds likely to be available for this purpose.

In keeping with standard impact evaluation methodology, the central research questions for this evaluation would likely be:

1. Did the PRG activities reach the intended targets?
2. Did the activities under evaluation lead to the anticipated results (e.g. did increased public dialogue on citizen priorities during the elections lead to increased responsiveness in political party campaigns)?
3. Can the changes in outcome be explained by the project activities, or did they result from other factors?
4. Do project impacts vary across different categories of intended beneficiaries, geographic zones, or (possibly) specific targeted citizen priority?
5. Are there any unintended effects of the program, either positive or negative?
6. How effective is one targeted activity compared to the others under evaluation? How effective is the combined implementation of multiple key activities in comparison to when they are implemented separately?

Ultimately, the impact evaluation will be used to determine whether the kinds of activities resulting from applied political economy analysis and the support of locally-determined measures for improved governance can contribute to improving the coverage and quality of key citizen public priorities. This kind of learning could make an important contribution to shaping future USAID DG programming not only in Niger but across the agency.

**C. SUPPORTING INFORMATION**

**C.1 Place of Performance**

The PRG Principal Activity will be implemented in Niger at multiple levels. During the electoral period to achieve Outcome 1, multi-stakeholder dialogue activities will happen at the central level in Niamey and at the regional level in each of Niger’s eight regions. This is to ensure an equitable distribution of engagement with actors, including political parties, across the country. Additional engagement at the sub-regional level (departments, *communes*, and a sample of districts when needed and possible) should also be planned to the greatest extent possible across the country and particularly in the regions of Niamey, Agadez, and the other regions anticipated to be targeted under Outcome 2.

Second, to achieve Outcome 2 after the elections and in project Phase 1, the piloting of the collective action approach will take place at the central level in Niamey to engage with key stakeholders working nationally, and then will also be implemented at the regional and sub-regional levels in four regions: **Niamey, Agadez, and one USAID Resilience region (Tillaberi, Maradi, or Zinder) and then either Diffa or Tahoua.** At the sub-regional level, sites should be strategically selectedto align whenever possible with sites where there is current USAID programming. Particular attention will be paid to *communes* identified as particularly vulnerable per USAID vulnerability mapping, with particular attention to areas facing food insecurity and violent conflict risks. Additional regions may be added in Phase 1 or further in a Phase 2 depending on the availability of funds. Specific sub-regional site selection for Outcome 2 will need to be conducted in conjunction with the external evaluation team responsible for the PRG impact evaluation as the rollout of activities associated with Outcome 2 will need to follow standard randomization techniques.

**C.2 Period of Performance**

The period of performance for the PRG Principal Activity will be up to five years, spanning Phase 1 and Phase 2. If funding is not available for Phase 2, then the period of performance will be three years, which is the duration of Phase 1. Rapid start-up of Phase 1 will be critical given that activities will need to begin well before the elections in Niger anticipated in early 2016.

**C.3 Budget**

USAID anticipates making up to $25 million available for this award over a five-year period of performance, subject to availability of funds. The PRG Principal Activity will be funded in Phase 1 of three years at an amount of approximately $10 million.  Of this, approximately $2-3m should be used for pre- and post-elections work to help achieve PRG Outcome 1. Phase 2 will comprise an additional $10 - $15 million should resources be available.

**C.4 Award Management**

The procurement actions for the PRG Project will be managed and executed by the RAAO office at USAID/ Senegal, while the AOR/COR and any activity managers for implementation of the activity will be based in the USAID Niger Country Office.

On an annual basis, the Recipient will prepare and provide for USAID’s approval an **annual work plan** which describes the specific activities to be carried out under the award. USAID will be consulted during the development of the annual work plans and on revisions throughout the year as they become necessary. USAID will have final approval. The first annual work plan will be due thirty days after the signing of the award and subsequent annual work plans due to USAID 30 days before the start of subsequent program years.

The annual work plan will describe activities to be conducted at a greater level of detail than the Recipient’s application. All work plan activities must be within the scope and objectives of the award. Work plans cannot change the scope and objectives or any other terms and conditions of the award; such changes may only be approved by the Agreement Officer.

The Recipient will propose a **performance management plan** along with its application including appropriate indicators linked to each anticipated result, a process to collect data on program performance in a timely and cost-effective manner, and a system for analyzing and using this data to consistently improve program performance. **At least one indicator under each Program Objective must be an outcome level indicator.**

The Recipient will provide a draft **branding strategy and marking plan** at the same time as the first annual work plan. The branding and marking plan must be consistent with USAID’s Branding and Marking Policy. USAID’s Agreement Officer will have final approval of the branding strategy and marking plan.

Within 30 days of the end of each quarter of the calendar year, the Recipient will provide a **quarterly performance report** which will document overall progress towards, activities completed during the reporting period, any problems encountered during implementation (including financial issues), data on all indicators established in the performance management plan, and specific activities planned for the next quarterly reporting period.

Periodic **financial reporting requirements** should be specified as required by 2 CFR 700.

The Recipient shall prepare a **final report** on the associate award in lieu of the final quarterly performance report. The final report will submitted no later than 90 days of the end of the associate award. The final report will clearly describe major accomplishments and results achieved attributable to activities under this award, an account of the sustainability of these efforts and/or results, final data for indicators in the performance management plan, an account of any problems encountered during implementation (including financial issues), and lessons learned and/or best practices identified during implementation.

**C.5 Expected Substantial Involvement**

USAID expects that the resulting associate award will be a cooperative agreement. The intended purpose of USAID’s substantial involvement during the award is to assist the Recipient in achieving the supported objectives of the agreement. It is essential that rapid start-up be a part of this award as timing related to the elections is important.

Actual elements of USAID’s substantial involvement will be specified in the award and correspond to the program description incorporated into the award, but USAID may be substantially involved during the implementation of this associate award in the following ways:

* **Approval of the Recipient's Implementation Plans** On an annual basis, the Recipient shall prepare and provide for USAID’s approval an annual work plan which describes the specific activities to be carried out under the Agreement. USAID will be consulted during the development of the annual work plans and on revisions throughout the year as they become necessary. USAID will have final approval including final approval of utilization of the rapid response fund. The first annual work plan will be due fifteen days after the signing of the award and subsequent annual work plans due to USAID 30 days before the start of subsequent program years.
* **Approval of Key Personnel and Any Changes in Key Personnel** USAID will approve all personnel filling those positions considered to be essential to the successful implementation of the award. USAID will be consulted early in the process of any proposed changes in key personnel following award, and USAID will approve any changes in key personnel prior to the change.
* **Agency and Recipient Collaboration or Joint Participation** USAID anticipates that it will be substantively involved in 1) **approval of the substantive provisions of the sub-awards**, including but not limited to provisions the Recipient is required to include in sub-awards stemming from the Standard Provisions and Branding Strategy and Marking Plan of the Leader Award, gender considerations, cost realism, performance monitoring and evaluation plans, and technical approaches; 2) **approval of the Performance Monitoring Plan** and all subsequent changes to the performance monitoring plan; and 3) **direction or redirection because of interrelationships with other projects** to help achieve results through coordination with other activities sponsored by the U.S. government or other donors, to avoid duplication of effort, and/or support U.S. foreign policy considerations.

**D. COMPOSITION AND QUALIFICATIONS OF PROJECT CONSORTIUM AND KEY PERSONNEL**

**D.1 Composition of the Project Consortium**

***D.1.1 GCSS LWA Consortium Partners***

USAID does not have specific preferences regarding the involvement of particular members of the GCSS Leader with Associates Award consortium for the implementation of the PRG Principal Activity in Niger. The only criteria we have are commonsensical: the composition of the Associate Award implementation team, whether one GCSS partner or more, should be devised based on the comparative strengths of the GCSS members with regard to the technical requirements for this award, with an eye to creating the greatest strategic value possible within a fully manageable partner and staffing plan. The Management and Staffing Plan section of the Technical Proposal should include which partners are to be included and why.

***D.1.2 Local Partners***

Since the geographical scope of the PRG Principal Activity will include at least four regions in its Phase 1 and potentially more in a Phase 2, partnerships with local organizations in Niger, possibly through the a PRG PA consortium, will be essential and we expect GCSS to provide a sound management and staffing plan that leverages existing local presence of other organizations wherever necessary and useful. For example, it may be that establishing a facilitating presence for the PRG Principal Activity at the regional and sub-regional level would be achieved through the designation or, if necessary, additional hiring of staff in with existing NGOs, using or building onto as necessary existing office space of local partners or contacts. GCSS should be prepared to clearly spell this out in their proposal to the extent possible now, leaving space to further define this as the project evolves.

**D.2 Qualifications of Key Personnel**

The following positions have been designated as key to the achievement of the program’s goals. These personnel are subject to the approval by the USAID/Niger Agreement Officer’s Representative (AOR) in accordance with the USAID/Senegal’s Agreement Officer (AO). The key personnel specified below are considered to be essential to the work being performed hereunder. Prior to replacing any of the specified individuals, the implementer shall immediately notify both the AOR and AO reasonably in advance and shall submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. The implementer shall be responsible for providing such personnel who meet the minimum qualifications herein, for performance at the level agreed upon and for the term required. Unless specified in writing by the AO, no replacement of key personnel shall be made by the implementer without the written consent of the AOR and AO.

1. **Chief of Party**

Minimum requirements:

1. Years’ Experience: 5-10 years of experience in senior leadership positions in development program management – proven expertise in transformation and change management.
2. Highest Level of Education Obtained: Minimum Master’s degree
3. Language requirements: Professional level speaking, reading and writing in French and English
4. Educational or Work Experience field: preferably exposure to countries in democratic transition – experience of francophone Africa and knowledge of democratization trends in West Africa.
5. Demonstrated expertise in two or more of the following areas: public administration, civil society strengthening, public service delivery, multi-stakeholder dialogue, local capacity development, and/or political economy analysis.
6. Proven ability to work at the highest levels with government and non-governmental partners in Africa.
7. Ability to work in remote areas of the country to oversee project and task management and provide technical expertise. Expertise in conflict sensitive settings a plus.
8. Excellent interpersonal and team work skills.
9. Effective oral and written communication skills, to make presentations and compose professional and analytic reports and program documents.
10. Familiarity with donor administrative, management and reporting procedures and systems.
11. Superior written and oral communication skills.
12. **Senior PRG Technical Advisor**

Minimum requirements:

* Minimum 10 years experience with similar initiatives
* Expertise in public service delivery
* Familiarity with political economy analysis, with a preference for actual experience with PEA
* Familiarity with the basic tenets of collective action, with a preference for expertise and first-hand experience in collective action
* Proven effectiveness in managing high-level host government relations
* Fluent French and proficient English

1. **Additional Technical and Administrative Leads**

Further technical and administrative personnel should be proposed per the PRG-PA Consortium Team and Staffing Plan. Of the additional personnel proposed, USAID will determine which will be considered Key Personnel. The additional staff/subawardees/consultants should cover the following key knowledge and competency areas, in one or more individuals:

* Public administration
* Community dialogue facilitation in different Nigerien settings
* Civil society strengthening, including in context of democratic transitions, good understanding of coalition building to help bring about and contribute to policy change and reform implementation.
* Media and communications, including for both new and traditional media
* Sectoral expertise in each of the targeted citizen priority areas (health, education, food security)
* Language ability in all of the primary national languages of the project sites to be selected
* Small grant management
* Local consortium partner team management

**E. INSTRUCTIONS FOR PREPARATION OF THE TECHNICAL APPLICATION**

The Technical Application for this proposed Associate Award shall address how GCSS intends to carry out the Program Description specified in Section B. The technical application shall be specific, complete, presented concisely, and responsive to the instructions contained herein. The required sections and outline are specified below:

1. Executive Summary (not more than 3 pages)
2. Technical Approach
3. Overview
4. Expected results with illustrative indicators and targets
5. Approach and methodology
6. Illustrative activities
7. PRG Project collaboration strategy, covering linkages with all other PRG Activities
8. Estimated project timeline, with greater detail for Year 1
9. Monitoring and Evaluation approach
10. Team, Management and Staffing Plan
    1. Proposed consortium members: contributions, roles and responsibilities
    2. Management plan
    3. Staffing plan
    4. Key Personnel: summary of qualifications

Required Annex: CVs for proposed personnel (no more than 5 pages per CV)

**F. INSTRUCTIONS FOR PREPARATION OF THE COST PROPOSAL**

GCSS shall submit a proposed budget for Phase 1 of the PRG Principal Activity, up to $10 million. Because of the highly adaptive approach of this Activity, the proposed budget should be designed to build in sufficient flexibility to cover programming in support of the anticipated Activity results in the different specific forms it might take.

This Cost Proposal must include:

**Budget table**

This includes a breakdown of the elements of the price. The budget must be provided in Excel, with all formulas shown, and it must not be password protected. An example table template is shown below.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Quantity** | **Unit Cost** | **Total Cost** |
| **I. SALARIES AND WAGES** |  |  |  |
| **II. TRAVEL AND TRANSPORTATION** |  |  |  |
| **III. OTHER DIRECT COSTS** |  |  |  |
| **GRAND TOTAL** |  |  |  |

**Budget narrative**

Offerors shall provide a narrative discussing the different elements to adequately justify the total price. Any assumptions should be clearly stated. The narrative must be provided in Microsoft Word.

**BioData forms for all proposed personnel**

An Offeror Employee Biographical Data Sheet (USAID Form 1420-1.7) must be provided for each proposed personnel. The BioData Sheets must be complete and properly certified and signed by both the employee and the offeror.

The information provided shall be sufficient enough so that a determination of its allocability, allowability, and reasonableness can be made by the Contracting Officer.

**G. APPLICATION EVALUATION GUIDELINES**

The Technical Evaluation Guidelines are tailored to the requirements of this particular proposed Associate Award and are set forth below. GCSS should note that these guidelines serve as the standard against which its technical proposal will be evaluated in order to determine whether it is sufficiently responsive to the stated requirements of this potential award.

There are four measures against which the GSCC technical proposal will be evaluated*:*

1. Merit and responsiveness of the technical approach vis-à-vis the technical requirements, including:

* Feasibility and ambition of the expected results and illustrative indicator targets;
* Feasibility of the proposed project plan and illustrative timeline, including ability to start-up activities in time for positive impact on the upcoming Nigerien elections;
* Merit of the proposed collaboration strategy with other PRG Project partners;
* Merit of the proposed M&E approach;

1. Relevance of proposed project team consortium;
2. Merit of the team, management and staffing plans;
3. Quality and relevance of proposed key personnel.

1. The Center for the Future State (CFS) was a 5-year governance research initiative of the Institute for Development Studies at the University of Sussex, supported by the UK Department for International Development (DfID). Its 2010 final report is available at <http://www2.ids.ac.uk/futurestate/pdfs/AnUpside-downViewofGovernance.pdf> . The Africa Power and Politics Program (APPP), also supported by DfID and managed the Overseas Development Institute’s Politics and Governance group, was another 5-year research program aimed at better understanding the political economy and socio-anthropological underpinnings of governance dynamics in Africa in particular. Its synthesis report is available at <http://www.institutions-africa.org/page/appp+synthesis>. ODI continues its applied political economy work and their research and writing should be considered a key ongoing resource for informing PRG activity design: <http://www.odi.org/programmes/politics-governance>. Notably, Niger’s LASDEL research institute was a member of APPP and is also the current Afrobarometer research partner responsible for the Niger survey. [↑](#footnote-ref-1)