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**CFDA Number:** 98.007  
**Funding Opportunity Number:** 72DFFP18RFA00003

**Subject:** Request for Applications for Development Food Security Activities in Niger and Burkina Faso

**Title:** Fiscal Year 2018 Development Food Security Activities in Niger and Burkina Faso

The U. S. Agency for International Development (USAID) Office of Food for Peace (FFP) is seeking applications for funding for development food security activities.

Private voluntary organizations, or cooperatives, including U.S. and non-U.S. nongovernmental organizations may apply. Public international organizations are also eligible to apply.

Subject to the availability of funds, under this Request for Applications (RFA), FFP plans to enter into up to the number of awards as described in detail in the Country Specific Information (CSI). Please refer to the CSI for a complete description of possible locations and activities.

USAID reserves the right to use any assistance mechanism available to this agency (e.g., grant, cooperative agreement, leader with associates) and to adjust the number of awards, funding levels, sources of funding, and/or procedures. If Community Development Funds are not stipulated in the CSI, applicants may consider requesting Title II Section 202(e) funds. The applicant's activity designs drive funding levels, but they are set by FFP for successful applicants. Successful applicants will be notified of any changes or updates, accordingly.

**Applications are submitted at the risk of the applicant, and all preparation and submission costs are at the applicant's expense. This includes the completion of all required documents for USAID awards.**

Issuance of this RFA does not constitute an award commitment on the part of USAID. Final awards cannot be made until funds have been fully appropriated, apportioned, allocated, and committed. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award.

For the purposes of this award, this RFA being issued consists of this cover letter and the following:

#### [SECTION I – PROGRAM DESCRIPTION](#)

[SECTION II – FEDERAL AWARD INFORMATION](#)

[SECTION III – ELIGIBILITY INFORMATION](#)

[SECTION IV – APPLICATION AND SUBMISSION INFORMATION](#)

[SECTION V – APPLICATION REVIEW INFORMATION](#)

[SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION](#)

[SECTION VII – FEDERAL AWARDED AGENCY CONTACTS](#)

[SECTION VIII – OTHER INFORMATION](#)

[APPENDIX I: Definitions and Program Areas and Elements](#)

[APPENDIX II: FY 2018 Refine and Implement](#)

[APPENDIX II: Past Performance Reference Questionnaire](#)

To be eligible for the award, the applicant must provide all required information in the application, including the requirements found in any attachments to this opportunity on [www.grants.gov](http://www.grants.gov). Any future amendments to this RFA can be downloaded from [www.grants.gov](http://www.grants.gov). This information may also be posted on the FFP website. It is the responsibility of the applicant to use the most up-to-date versions of all of the documents related to this RFA.

The RFA does not contain significant technical information because FFP developed Technical References and the Monitoring and Evaluation Policy and Guidance for potential applicants' review and reference; these can be found [on the FFP website](#).

Per 2 CFR 200 and 2 CFR 700, USAID regulations do not award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement activity and which are in accordance with applicable cost standards, may be paid under the agreement.

USAID may (a) reject any or all applications, (b) accept applications for reasons other than cost, or (c) accept more than one application (see Section V - Application Review Information). USAID intends to award predominantly cooperative agreements, but reserves the right to award any other form of assistance agreement. USAID may waive informalities and minor irregularities in applications received.

In the event of any inconsistency between this RFA and the referenced documents in the RFA, the RFA shall take precedence over any referenced documents (including the Technical References), except statute, regulations, and the CSI. In the event of an inconsistency in the RFA documents or in the text of the RFA, it will be resolved at the discretion of the Agreement Officer.

Thank you for your interest in USAID programs.

Sincerely,

/S/

Matthew Nims

Acting Director, Office of Food for Peace

## **Section I – Program Description**

### **I. General Description**

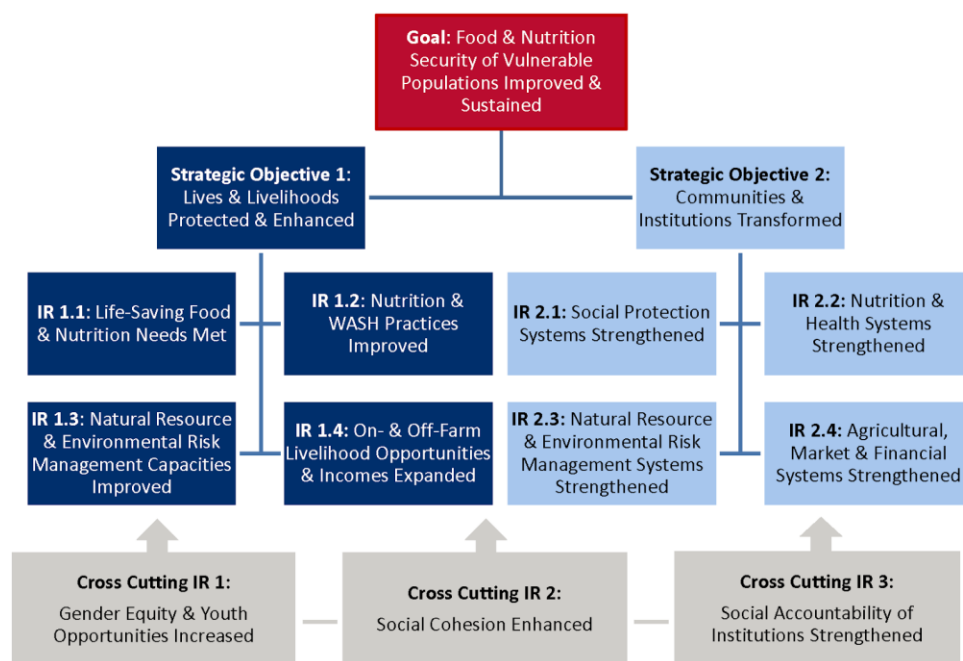
The Office of Food for Peace (FFP), in the U.S. Agency for International Development's (USAID's) Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), is the U.S. Government leader in international food assistance. Through FFP, USAID supports multi-year development (i.e., non-emergency) food security activities to improve and sustain the food and nutrition security of vulnerable populations. These activities work at the individual, household, and systems level to address the underlying causes of chronic food insecurity and strengthen transformative opportunities. USAID also provides emergency food assistance to address needs arising from natural disasters and complex emergencies often characterized by insecurity and population displacement. More information on USAID food security activities can be found on the [USAID website](#).

This Request for Applications (RFA) provides information on funding opportunities for multi-year development food security activities. Development activities are mandated in the Food for Peace Act and are aligned with the [FFP 2016-2025 Food Assistance and Food Security Strategy](#).

Together, the FFP Strategic Results Framework's Strategic Objectives (SOs) and accompanying Intermediate Results (IRs) address key drivers of food insecurity, creating a map of the broad platform of capabilities that FFP and its partners bring to bear in supporting improved food security for vulnerable populations. The framework includes three crosscutting IRs integrated across both SOs: gender equity and youth opportunities; social cohesion; and social accountability of institutions. The entire framework is informed by, and supports, efforts to build resilience at the individual, household, community, and systems levels — not as an objective in and of itself — but as a cross-cutting set of capacities that contribute to the goal of improved food and nutrition security. The Results Framework is not intended to imply that every activity needs to address the same key drivers of food insecurity and malnutrition. Context varies dramatically between and within countries, and between acute hunger crises and chronic vulnerability. Each activity should be framed in relation to these specific country and/or regional contexts, with FFP development activities maintaining their use of context-specific theories of change (ToC).



## Office of Food for Peace Strategic Results Framework



FFP development activities align and increasingly integrate with other USAID efforts to promote resilience and reduce extreme poverty. FFP coordinates with the USAID Mission on the Country Specific Information (CSI) that accompanies the RFA before an activity can take place in country, ensuring objectives reflect broader country level frameworks. Activities support the U.S. Global Food Security Strategy (GFSS, and its predecessor Feed the Future) and in GFSS/Feed the Future target countries, whenever possible, every effort is made to jointly fund these activities with Community Development Funds (CDF) from USAID's Bureau for Food Security — increasing intra-agency collaboration and flexibility.

More specific information on the objectives, interventions, geographic locations targeted within the countries, and/or funding levels and types covered by this RFA may be found in the CSI posted on the [Country Fact Sheets](#) page of the FFP website. In addition, market analyses and other related resources are also posted to the Country Fact Sheets page, as applicable. It is essential that applicants review the CSI carefully as details contained in the CSI take precedence over the generalities contained in this RFA. Please refer to the Agreement Officer's (AO) introductory letter for order of precedence.

If conditions permit (determined by FFP), the application process will include two phases. The first phase is the submission and review of an initial application (technical application and cost application). Successful first-phase applicants may also receive letters of invitation to present

their applications orally, and to address topline issues identified during the initial review of their applications. If they occur, oral presentations will constitute the second phase of the technical review process and will be a condition of the award. After discussions have concluded, the successful applicant(s) will receive a final issues letter, if necessary, and will be required to submit final technical and cost applications.

## **2. Authorizing Legislation**

The Food for Peace Act, Section 201 (7 U.S.C. 1721) General Authority, authorizes the USAID Administrator to establish programs to:

- Provide agricultural commodities to foreign countries on behalf of the people of the United States to address famine and food crises; combat malnutrition, especially in children and mothers;
- Carry out actions that attempt to alleviate the causes of hunger, mortality and morbidity; promote economic and community development;
- Promote food security and support sound environmental practices; carry out feeding interventions; and
- Build resilience to mitigate and prevent food crises and reduce the future need for emergency assistance.

The Foreign Assistance Act (FAA) authorizes USAID to provide development assistance. FFP receives certain funds appropriated for this purpose. These funds are referred to as Community Development Funds (CDF) and may be used to support FFP development activities, when signaled in the CSI.

**For more information, particularly concerning eligible uses of Section 202(e), CDF, and Internal Transport, Storage and Handling (ITSH) funding, please refer to the following draft documents [Food for Peace Information Bulletin \(FFPIB\) 18-01: Eligible Uses of Section 202\(e\) and Community Development Funds for FFP Awards](#) and [FFPIB 18-02: Eligible Uses of Internal Transportation, Storage and Handling \(ITSH\), Inland Freight and Monetization Proceeds for FFP Awards](#).**

## **3. Activity Eligibility Requirements**

Applications that do not include the direct distribution of food commodities will be considered provided that applicants propose a sound, contextually appropriate, approach to address high levels of acute and chronic malnutrition and food insecurity. Any proposed direct distribution of Title II and/or locally and/or regionally procured (LRP) commodities and/or cash transfer/food voucher must clearly support interventions that sustainably<sup>1</sup> reduce vulnerability to food insecurity. This includes increasing the availability of and access to nutritious food, building incomes/assets to increase year-long access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

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<sup>1</sup> Sustainability: The degree to which services or processes continue once inputs (funding, materials, training, etc.) provided by the original source(s) decreases or discontinues.

#### **4. Award Administration**

Awards will be made and administered in accordance with the Food for Peace Act, FAA, as applicable, and U.S. Government regulations. As applicable, the award will be administered under 22 CFR 211, 22 CFR 216, 2 CFR 200, 2 CFR 700, USAID Standard Provisions, and [FFP Information Bulletins](#), which are available on the USAID website.

Public international organizations (PIO) are subject to different requirements so USAID reserves the right to make awards to such organizations on different terms and conditions than those made to private voluntary organizations (PVOs) and cooperatives.

### **Section II – Federal Award Information**

#### **1. Estimate of Funds Available**

Subject to the availability of funds under this RFA, FFP plans to enter into a number of awards as specified in the CSI posted on [the FFP website](#). A separate or amended RFA will be issued for any additional countries.

USAID reserves the right to adjust the number of awards, funding levels, and/or sources of funding. Note that not all funding is interchangeable and some budget adjustments may need to take place. Successful applicants will be notified of any changes or updates accordingly.

#### **2. Anticipated Start Date and Performance Period**

The anticipated start date of the new award(s) will be October 1, 2018. Typically, the award(s) will be issued for a performance period of five years, unless otherwise noted in the CSI.

#### **3. Assistance Awards**

USAID may (a) reject any or all applications, (b) accept applications for reasons other than cost, or (c) accept more than one application. USAID intends to award predominantly cooperative agreements, but reserves the right to award any other form of assistance agreement. USAID may waive informalities and minor irregularities in applications received.

USAID may award the resulting assistance award(s) on the basis of initial applications received, without discussions, negotiations and/or oral presentations. Therefore, each initial application must contain the applicant's best terms from a technical and cost standpoint. However, as part of its evaluation process, USAID may elect to discuss technical, cost, or other pre-award issues with one or more applicants. Alternatively, USAID may proceed with award selection based on its evaluation of initial applications received, use an alternative process (e.g., keep or drop oral presentations), and/or commence negotiations solely with one applicant.

#### **4. Authorized Geographic Code**

The anticipated authorized geographic code for procurement of goods and services under the prospective award(s) is 935; USAID reserves the right to modify this.

#### **5. Substantial Involvement**

In accordance with the USAID Automated Directives System (ADS) 303.3.11, a cooperative agreement will require the following elements of substantial involvement by FFP, if applicable to the program description:

- Approval of the Awardee's Implementation Plans
- Approval of Specified Key Personnel
- Agency and Awardee Collaboration or Joint Participation covering:
  - selection of advisory committee members
  - assessments, analyses, and reviews of the ToC, activity design, and implementation
  - concurrence on the substantive provisions of sub-awards
  - approval of the awardee's performance management and/or monitoring and evaluation plans and evaluation team members
  - monitoring to authorize specified kinds of direction or redirection because of interrelationships with other activities
- Agency Authority to Immediately Halt a Construction Activity

For specifics and additional detail, please refer to ADS 303.3.11 - Substantial Involvement and Cooperative Agreements.

### **Section III – Eligibility Information**

#### **I. Eligible Applicants**

To be considered for a Title II funded award, the applicant must be a Private Voluntary Organization (PVO) or consortium, or an organization designated by USAID as a Public International Organization (PIO). PVOs may include U.S. and non-U.S. nongovernmental organizations (NGOs) as defined in the Food for Peace Act. Per the Food for Peace Act, universities are not eligible to apply as primes for any Title II funded activity. Universities can be sub-awardees or members of a consortium at the discretion of the prime applicant.

To be considered for a CDF funded award, the applicant must be a U.S. or non-U.S. NGO, or an organization designated by USAID as a PIO.

In the case of a consortium, the applicant must be the consortium lead and must identify any other members of the consortium or individuals tied to the implementation of the activity as described in the application, along with all sub-awardees. The respective roles of any other members of the consortium or individuals, including all sub-awardees, must be described and separate detailed budgets must be attached for each. For more information, see Section IV. Application and Submission Information, I. Application Format, d. Management and Staffing.

## **2. New Partners and Local Organizations**

USAID encourages applications from potential new partners (i.e., those who have not received any USAID funding previously) and local organizations.

USAID supports applicants signing non-exclusive letters of commitment with local partners, if applicable.

## **3. Cost Share**

Cost share is not required.

## **4. Limit on Number of Applications**

An applicant, defined as a submitting organization, may only submit one application per individual CSI under this RFA. However, an applicant may also be a sub-awardee on applications submitted by other organizations.

# **Section IV – Application and Submission Information**

## **I. Application Format**

The application must be specific, complete, and concise. Applications that do not meet the requirements of this RFA will not be considered. The application is divided into the following sections, with the maximum number of pages given per section, excluding the table of contents, but including any endnotes and/or footnotes, as follows:

- Cover Page (1 page)
- Executive Summary (2 pages maximum)
- Program Description (45 pages maximum)
- Management and Staffing (12 pages maximum)
- Budget (no page limit, see requirements in paragraph e)
- Environmental Compliance (see requirements in paragraph f)
- Annexes (see paragraph f)

If submissions exceed the page number maximum, only the pages up to the limit will be reviewed, and pages exceeding the maximum will not be considered.

### **a) Cover Page (1 page)**

The cover page must include:

- Name of the applicant's organization and applicable CSI;
- Name and title of the organization's representative who has signatory authority and authority to submit the application;



- Name, title, and contact information of the organization's point of contact with whom USAID will coordinate on matters related to the application (if different from the organization's representative with signatory authority and authority to submit the application). Contact information should include mailing address, e-mail, and telephone number;
- Title II food commodity(ies) request, if any, in metric tons (MT) (rounded to the nearest 10 MT), if applicable;
- Total funds requested (in U.S. dollars), including CDF, Section 202(e), and, if relevant, ITSH (please note ITSH is only associated with U.S. in-kind commodities) and cost share;
- Valid Dun and Bradstreet Universal Numbering System (DUNS) Number;
- Activation date in System for Award Management (SAM) – note that successful applicants must maintain SAM registration; and
- Participant information as requested in the table below:

### Number of Activity Participants

Total Direct Activity Participants	
Total Direct Activity Participating Households	

- Total Direct Activity Participants: The number of unique individuals who will directly participate in activity interventions during the period of performance (if someone participates in three interventions, only count them once).
- Total Direct Activity Participating Households<sup>2</sup>: The number of unique households targeted by the project.

### Direct Activity Participants by Program Element

Program Area or Element (These are illustrative examples; a full list of program areas and elements is in Appendix I.)	a. Participant Numbers	b. Number of Households	c. Proportion of total households in the target area
Maternal and Child Health			
Nutrition			
Agriculture			
Disaster Readiness			

- Participant Numbers: Unlike the total direct activity participants, participant numbers are not unique. The total number of participants for each program area or element should be counted, even if they participate in more than one. However, if a participant

<sup>2</sup> A household is categorized as people who live in the same homestead (dwelling structures and adjoining land occupied by family members) and also share the same eating arrangements. If people live independently in separate homesteads and do not share the same eating arrangements they will be treated as separate households.

participates in multiple interventions under the same program area or element, they should still only be counted once on this table, under that program area or element.

- b. Number of Households: The number of households within each program area or element is unique but can be double counted across program areas or elements. If two or more participants come from the same household, it will be counted as one. For example, if members from the same household participate in interventions related to maternal and child health, and agriculture, the household can be counted once under maternal and child health, and also once under agriculture.
- c. Proportion of total households in the target area: Please divide the number of households targeted under each program area or element by the total number of households in the target area.

Program Area or Element: These definitions come from the [U.S. Foreign Assistance Standardized Program Structure](#). The examples in this table are illustrative. The full, updated list can be found in Appendix I.

### **b) Executive Summary (2 pages maximum)**

The executive summary must include:

- Problem Statement, including the underlying causes and major determinants of food insecurity and malnutrition to be addressed;
- Overarching ToC that describes the hypothesized series of changes to address the underlying causes of food insecurity and malnutrition; and
- The proposed set of interventions to achieve the activity's food and nutrition security objectives.

### **c) Program Description (45 pages maximum)**

The program description presents the vision for reaching the activity's goals and targets and the strategy that will be taken to achieve the objectives for the target participants. In this section, applicants must demonstrate a tailored, focused, and integrated approach to reach the activity's goals.

Applicants should present an integrated narrative that details:

- (1) the context of the participants and intervention area;
- (2) the conceptual framework that describes the theory of how the application will lead to the desired change;
- (3) the methodology and strategy used for targeting; and
- (4) the technical approach that lays out the detail of why select interventions are being selected and how the interventions will be implemented and executed.

A descriptive overview of the criteria applicants will be evaluated against is below. The official Evaluation Criteria are included in Section V, I. Evaluation Criteria.

## **I. Context Analysis**

A context-appropriate and effective activity requires a deep understanding of targeted participants' needs and their communities, and the constraints they face. A description of the context should include:

- A description of the geographic area of intervention and the profiles of the target participants.
- A map that illustrates proposed intervention areas and activity layering at the Administrative Level 2 (i.e. provincial level or local equivalent).
- A thorough and clear analysis of the underlying causes of food insecurity and malnutrition, highlighting trends in shocks and stressors and the capacity to respond in the target area. This should identify the major determinants of food insecurity and malnutrition including but not limited to: poor governance and institutional barriers, sources of vulnerability and shocks such as climate risk, poor environmental governance, socio-economic considerations, and social cohesion, as well as behavioral determinants including the interplay of gender and age dynamics.
- In addition, a review of the larger systems and institutions (at local, regional, and national levels) that impact the target participants and affect the medium- and long-term sustainability of food and nutrition security.

## 2. Conceptual Framework

A sound conceptual design must demonstrate the linkages between the underlying causes and influencing factors of food insecurity and malnutrition specific to the target area. It includes a brief summary of the ToC that provides clear, logical steps showing how the proposed set of interventions and interactions by other actors will produce all the necessary and sufficient outcomes and conditions to achieve the stated goal based on evidence and plausible reasoning. When identifying underlying causes of food insecurity and malnutrition in the ToC, applicants should also identify trends in shocks and stresses experienced by communities, explain current response capacities, and discuss how to mitigate the impact of shocks on livelihood outcomes.

- **Theory of Change:** A ToC is the foundation of an activity's design. Before designing interventions, the applicant should develop a ToC that maps out the hypothesized series of changes expected to occur in a given context as the result of specific interventions. FFP requires a ToC diagram and an accompanied narrative. The ToC should be developed based on evidence. A few common research repositories include [3ie Impact Evaluation Repository](#) and [J-PAL's library of randomized evaluations](#). Papers published in peer-reviewed journals could also be used as sources. For more information, please see the [FFP Policy and Guidance on Monitoring, Evaluation, and Reporting](#) and [TOPS' ToC Curriculum](#).
- **Logical Framework (LogFrame):** All applicants must submit a brief LogFrame in their application and a detailed LogFrame matrix as an annex. For more information, please see the [FFP Policy and Guidance on Monitoring, Evaluation, and Reporting](#).

An applicant's LogFrame will include indicators to monitor and evaluate the performance of the activity. Applicants should keep in mind that FFP has a list of required and required if applicable [performance indicators](#). These should be reviewed carefully during the development of an applicant's LogFrame. In general, only outcome

indicators are required for the LogFrame with the application; however, if an applicant chooses to include *output* indicators, the use of FFP output indicators is preferred. FFP requires the successful applicant to submit a comprehensive LogFrame with all relevant indicators as outlined in the FFP M&E and Reporting Policy and Guidance with the M&E plan.

For target setting, applicants are only required to establish targets for higher level impacts - usually key baseline indicators. These targets must be linked to the context, food security, nutritional analyses, and the applicant's ToC. All life of award targets should be ambitious yet achievable. Nutrition and poverty reduction targets should be linked to FFP's targets: an average minimum of 2 percentage point annual reduction of prevalence of stunting<sup>3</sup>, an average minimum of 3 percentage point annual reduction of prevalence of underweight, and an average minimum of 4 percentage annual reduction of depth-of-poverty depending on the baseline. These conservative targets reflect the challenging environment in which FFP awards are implemented, but should be possible to achieve, and possibly exceed, with sustainability. **Note:** FFP does not require applicants to submit an Indicator Performance Tracking Table (IPTT) as part of their application; successful applicants develop this tool during and after the monitoring and evaluation (M&E) workshop. The M&E workshop typically takes place within three months of the start date of an award.

**3. Targeting Direct Participants:** To improve and sustain food and nutrition security of poor and vulnerable populations, it is important that FFP activities target populations who live in a state of food insecurity and malnutrition. FFP requests applicants to present a targeting strategy that ensures targeting the following types of households with a comprehensive set of interventions:

- Extremely poor households (i.e., those who live below the \$1.90 per person per day poverty line) that are chronically unable to meet their basic needs and have little chance of improving their circumstances without some form of assistance.
- Chronically vulnerable households (on or above the poverty line) that are not extremely poor, but could slide down to abject poverty with either predictable or unpredictable shocks.
- Households with adolescents, children, and women at risk of chronic and acute malnutrition. In particular, support to pregnant and lactating mothers who need nutritious pregnancies to break the intergenerational cycle of malnutrition.

Applicants must propose an appropriate wealth-ranking and targeting methodology that will ensure inclusion of extremely poor households. It is not FFP's intention to categorically exclude moderately poor households from interventions, but rather to ensure that extremely poor households are included and their specific needs are addressed.

In developing the targeting strategy, applicants should examine how gender dynamics infuse each element of food security (food availability, access, and utilization). For example, applicants

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<sup>3</sup> Based on an average of cumulative impact over the five years of the activity.

should consider gender equity in decision-making, access to and control of resources, livelihood options, and time burdens. Building equitable food secure futures requires attending to the different experiences and needs of women, men, boys and girls, and deliberately engaging these gender and age groups across all development interventions.

FFP also seeks to spotlight the contributions youth and young adults can make toward building a food secure future, and calls on applicants to consider youth in developing its targeting strategy. With more than 60 percent of the population in developing countries under the age of 25<sup>4</sup>, young people now comprise a critical mass of the population in areas where FFP works to end hunger.

#### 4. Technical Approach

**Technical Interventions:** The technical interventions should come directly from the conceptual framework. This section should include an explanatory narrative about *what* the interventions will be, the evidence about *why* those interventions are being prioritized, and *how* they will be integrated by sector, sequenced, and layered within the FFP activity and with other stakeholders' (U.S. Government, other donors and stakeholders) investments to achieve the goal. Applicants must explain how the proposed technical interventions contribute directly to the ToC.

**Note:** FFP does not expect applicants to invest in each sector equally. Applicants must explain, in their review of the context and development of their ToC, how they have selectively prioritized which interventions are best suited to the applicant's strengths, and which will most effectively reach the activity's intended outcomes as described in their ToC.

**Note:** FFP requires that applicants submit proposed implementation plans for specific construction activities, including:

- a. Explicit description of proposed construction activities within the technical narrative, including scope and type of infrastructure, and/or explicit plan for pre-feasibility analysis to determine type and scope of construction activities that will support project objectives;
- b. Explicit construction section within the budget/budget narrative, detailing: the estimated cost of construction activities at each site; and the total estimated cost of construction activities under the award;
- c. Geographic location of proposed construction site;
- d. Explicit strategy for developing a plan to review each proposed structure's operations and maintenance components, focusing on linkages to local systems for sustainability;
- e. Inclusion of construction related staff in the organizational chart or staffing plan.

Proposed interventions should align with FFP's Strategic Results Framework and describe in sufficient detail to assess their operational and technical appropriateness and feasibility. While developing the sector-based technical approach, applicants should review FFP's [Technical](#)

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<sup>4</sup> To consistently track and monitor youth programming under the USG Foreign Assistance "F" Framework, USAID defines youth as aged 10-29 years, which includes adolescents and young adults. USAID recognizes however that youth is a life stage, one that is not finite or linear and that views regarding the transition to adulthood vary by country and cultural context.

**References.** Technical approaches proposed must be evidence-based and adhere to the CSI. The technical approach must include, at a minimum, the following:

- Details of **why** each intervention was prioritized and selected;
- Details of **how** each intervention will be implemented and **by whom**;
- Details of how the interventions will work together;
- Description of the target population for each intervention. This includes direct participants within the target population, including the selection criteria of the participants, and a strategy to promote secondary adoption. A description of how the applicant will work to ensure proper integration of multi-sectoral interventions at the household level should also be included.

The applicants are requested to propose direct participant data by purpose/sector in the following table to help FFP understand how the applicant plans to integrate multi-sectoral interventions at the household level. Please use the following table to present the number of unique direct participants targeted under each purpose. Please add columns for more purposes.

Table: Number of Direct Participating Households Targeted Multiple Interventions by Purpose

	Total Unique Direct Participant Households (A)	Purpose 1 only (B)	Purpose 1 & 2 (C)	Purpose 2 only (C)	Purpose 2 & 3 (D)	Purpose 3 only (E)	Purpose 1, 2 & 3 (F)
Total number of Unique Direct Participant Households	(B+C+D+E+F)						

- Description of the approach and proposed interventions for the promotion of desired social and behavior change, and practices; and for strengthening of local systems, and, as appropriate, regional and national systems as well. Interventions should be sensitive to nested dependencies between households, communities, and broader systems and should seek to strengthen resilience capacities;
- Details of and justification for activities that address both immediate and systemic causes of malnutrition for the most vulnerable; particularly women and children in the 1,000-day period from chronically food insecure households. Applicants who propose a resource transfer to improve nutritional outcomes are encouraged to consider an evidence-based resource package of interventions including but not limited to in-kind food, cash or food voucher, or any combination of those transfers types. Alternatively, applicants can propose no transfer, but intensive nutrition-specific and -sensitive interventions.
- Details of how to address consumption gaps and/or asset depletion; specifically details on and justification for the proposed modality (in-kind, cash, and/or voucher). This includes the structure and logic of the resource transfer and how it will contribute to the award's objectives. Applicants must demonstrate that the chosen modality will be

appropriate to market conditions across the areas of intervention. Applicants are encouraged to review available market data including FEWS NET [assessments](#). When either conditional or unconditional cash transfers are proposed to address asset depletion, applicants should provide details outlining how work norms and transfer value will be structured to ensure compensation is sufficient to address the consumption gap based on local market prices. Partners are encouraged to justify modality and resource transfers in alignment with the [Food for Peace Modality Decision Tool](#).

- In compliance with USAID's environmental regulations and guidance, environmental safeguards and climate risk management strategies must be logically integrated throughout the body of the application; and
- Clear inclusion of feedback loops<sup>5</sup> to allow for regular monitoring of the local context, including conflict dynamics, to inform ongoing learning and adaptation.

**Gender Equity and Integration:** Applicants must consider gender throughout each section of the application. Integration of a gender sensitive approach must be context-appropriate and reflected throughout the activity. Female empowerment —promoting women and girls' self-determination— and transforming gender relations for the better are equally vital for attaining equitable food security that will be sustained over time.

Factors demonstrating gender integration include, but are not necessarily limited to:

- Examples of how gender and age dynamics and roles could affect interventions and outcomes at key steps in the proposed ToC;
- Recognition of the potential impact - positive or negative - of interventions on access to and control over resources and benefits for girls, boys, women, or men, and how any negative consequences will be avoided or mitigated;
- Consideration of how proposed interventions could affect women's time use and how this will be taken into account in planning interventions (e.g. mothers' participation resulting in less time for child care);
- Plans for how the activity will ensure equitable participation and input from women and men from different age and socio-economic groups, with examples for different technical interventions;
- Anticipation of how interventions could lead to, exacerbate, or affect gender-based violence at the household and community level and the steps the activity will take to prevent or mitigate its occurrence, should it occur; and
- How interventions will be tracked over time to ascertain any unintended consequences related to gender and gender-based violence.

The applicant must describe how the gender analysis results will be integrated into interventions and how gender changes, including unanticipated outcomes, will be tracked over time. For more information, see the [Technical Reference on Gender](#).

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<sup>5</sup> Feedback Loop: A mechanism or process that allows for the capture and application of data and knowledge to inform adjustments to programmatic approaches, implementation strategies or management processes, and better alignment of actual versus desired/optimal outputs or outcomes.

**Youth Empowerment:** FFP promotes a focus on young people as positive change agents who bring creativity, energy, commitment, and novel perspectives to understanding and addressing food insecurity in their communities. Applicants are encouraged to consider local context and use the stages of development along the lifespan to determine the target group and type of intervention<sup>6</sup>. Applicants are encouraged to pursue Positive Youth Development strategies in their programming; rather than a problem-based response to youth crises, Positive Youth Development strategies view young people as key partners in all development efforts, from nutritional programming to strengthening agricultural markets.<sup>7</sup> In particular, applicants should consider approaches that aim to:

- Promote active engagement of young people in all phases of the initiative;
- Empower young women without disenfranchising young men;
- Strengthen relations and build ties among youth across identities and socio-economic distinctions;
- Recognize that youth are not all the same; life context and differences such as gender, marital status, societal place, ethnicity, economic class, and other identity factors should be taken into account in all programming;
- Promote intergenerational dialogue and encourage improved standing and better relations for youth and young adults within their families and their communities;
- Respect the agency and aspirations of youth and young adults; and
- Give thought to the increased risk of exploitation for the young, and advocate for their fair compensation and safe working conditions.

FFP encourages applicants to use Participatory Learning and Action tools to guide youth participation. Approaches that engage youth in community problem-solving, create leadership opportunities for youth, especially in initiating community dialogue, and strengthen social ties between youth, their families, and communities, are highly encouraged.

**Layering, Sequencing, and Integration of Interventions:** To transform the livelihoods of an individual, household, or community one must substantially increase income, improve nutritional knowledge and behaviors, effectively manage risks, and strengthen the systems that ensure household members' equitable access to income and knowledge regardless of age, sex, caste, or ethnicity. Creating transformational and sustainable change requires overcoming multiple interrelated barriers through a package of interventions tailored to their needs.

Applicants must propose a targeted, participant-centered intervention strategy tailored to individual's needs and strengths that facilitates delivery of multiple types of support to each household, and builds community assets based on the ToC for all participants who need multiple services. Applicants should design a package of prioritized and focused interventions that will work together to address the most critical needs through both direct service provision, and working to strengthen the capacities of systems that support the participants and the communities.

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<sup>6</sup> These stages are: Early Adolescence (10-14 years); Adolescence (15--19 years); Emerging Adulthood (20--24 years); Transition into Adulthood (25--29 years). See Annex A: Factors for Selectivity and Focus of the [USAID Youth in Development Policy](#) for a description of these life stages.

<sup>7</sup> <http://www.youthpower.org/positive-youth-development>



Applicants must lay out their intervention strategy, including how they will tailor a package of interventions for the different targeted individuals. Additionally, applicants must include a description of how the package of interventions will be strategically layered with interventions implemented by another project or organization in the same area, integrated with other interventions to overcome multiple barriers to food security, and/or sequenced within the activity to ensure appropriate and sustainable uptake and utilization of the services provided. The sequencing of interventions should focus on when it is the most appropriate time for the participant to receive that service. Developing the package of interventions should consider how they all work together to deliver amplified impact. The sequencing, layering, and integration of interventions under this award should consider, and where applicable explicitly identify, work being done by the host-country government, implementing partners, and other donors including USAID and other elements of the U.S. Government.

How various sector-based interventions are layered with other investments, integrated within a household and community, and sequenced will either help or hinder their uptake. Designing these processes appropriately will thus create longer term potential for success. The applicant must factor in, address, and explain household and participant absorptive capacity. The various participant types (e.g., extremely poor, chronically vulnerable, and vulnerable women and children) must be factored into how interventions will be designed, integrated, and sequenced to ensure full and sustainable uptake. Furthermore, the end goal should be a sustainable intervention - self-sustaining and reinforcing - such that the desired change creates a positive feedback loop. A strong component of this will be social and behavioral change strategies geared specifically to the various participant types.

While the activity may provide most of the services to the direct participants, the applicant will be responsible to demonstrate a change at the population level - meaning all households (both direct participants and nonparticipants) in the target area would benefit from the proposed activity. For this reason, the baseline study and final evaluation surveys will be conducted at the population level. Promoting secondary adoption would require: (a) targeting a critical mass so that others can easily see the benefits and adopt; and (b) implementing a set of dedicated strategies to promote secondary adoption.

Applicants are encouraged to identify existing platforms (such as national ID systems), where available, and single registry systems; or propose a cost effective and efficient participant registration and tracking system that will enable cross-sectoral coordination at the participant level and verification of service delivery throughout the life of the award. This system should also facilitate tracking the “number of direct participating households receiving multiple interventions by sector, including community assets built” as required by FFP.

**Coordination and Linkages:** *Applicants cannot address every sectoral need of a targeted population.* Thus, it is critical that the application describe how complementary activities will improve food and nutrition security for a population. Describe how the proposed activity will:

- (1) leverage existing public, private, and donor investments to achieve the goal;

- (2) complement the activities of the local government, and donor-facilitated health, nutrition, agriculture, natural resources management, and Climate Risk Management (CRM) interventions; and
- (3) support proposed strategies to leverage [Feed the Future](#) or other USAID investments in the region to reduce hunger and extreme poverty in vulnerable populations.

**Sustainability and Exit Strategies:** Applicants must develop and present thorough and realistic sustainability and exit strategies that will result in lasting change. Applicants are requested to integrate the sustainability strategy with the technical approach instead of a separate, stand-alone strategy. The sustainability strategy should identify the outcomes to be sustained, critical services and systems that are necessary to sustain them, and strategies to strengthen the service delivery systems to ensure that they continue into the future. These strategies should ensure that host country partners, the private sector, local government, and participants take ownership of their development processes to sustain the critical services and programmatic outcomes. Efforts to achieve these ends must be incorporated into the activity design at every level, and for any specific tangible resource transfer the activity plans to provide to participants.

FFP encourages applicants to review the [Sustaining Development: A Synthesis of Results from a Four-Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects](#) paper and the four case studies to develop the sustainability strategy. The study identified four factors that are critical to sustain service delivery, access to services, and demand for services that contribute to sustained behavioral outcomes. The four factors include resources, capacities, motivation, and linkages. The study highlights the importance of the linkage between community-based organizations and existing public or private institutions to access capacity strengthening support.

The sustainability and exit strategy should include interventions to build capacity of host country entities, whether private or public, as well as leverage investments of key stakeholders to ensure basic services are sustained once the activity withdraws support. Applicants should present an understanding of the local, regional, and national systems and identify feasible areas where the activity will invest resources to produce the desired outcomes to promote sustainability. Applicants should use their ToC to map out the interventions and outcomes not only to show how the outcome level changes will be achieved, but also interventions to sustain them. The sustainability strategy should address all issues pertaining to phase down, handover, or termination of FFP-resourced interventions. Considering that not all strategies, interventions, and partnerships will be identified until after implementation is under way, any feedback loops that will inform refinements in post-award design should be presented.

Applicants are reminded that baseline and final evaluations are population-based, reflecting the expectation that impacts extend well beyond specific participant households. Participatory development, where communities are empowered to take ownership of intervention activities, should be an important aspect of all proposed interventions and a guiding principle over the duration of the proposed activity. Individual interventions should be designed to be self-financing and self-transferring both during and after the activity in order to reach the indirect participants that are needed in order to achieve real, and measureable, community impact. FFP

expects that a significant proportion of the population will adopt and adapt these models, helping to improve both sustainability and impact of the interventions.

**Addressing Resilience Challenges:** FFP is committed to strengthening the resilience of individuals, households, communities, and systems to mitigate, adapt to, and recover from shocks and stresses, and to creating sustainable pathways out of poverty. Systems strengthening could include working with ecosystems, food systems, market systems, health systems, or government systems. Applicants should articulate strategies to enhance human and social capital, mitigate risks through diversified livelihoods in a climate sensitive manner, increase assets, and access to financial services, and promote financial inclusion. Applicants should articulate how activities will contribute to resilience and disaster risk reduction, including risks from agricultural and man-made stressors (e.g., market price volatility, pests, and resource constraints) and from geological or climate-related shocks and stressors.<sup>8</sup> This articulation should also include a discussion of how the activity will strengthen absorptive capacity, adaptive capacity, and transformative capacity,<sup>9</sup> and identify risks of maladaptation.

#### ***d. Management and Staffing (12 pages maximum)***

The management section of applications must include the following:

**Management Structure and Institutional Capacity:** The application must detail a management structure that ensures the efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. The management structure must demonstrate the necessary technical competencies to implement the technical interventions proposed.

The applicant must explain the management structure presented in the organizational chart; personnel management of expatriate and local staff; and lines of authority and communications between organizations and staff.

If sub-awardees or a consortium management model are proposed, applicants must describe how the partnerships will be organized and managed to use complementary capabilities most effectively. Applicants must specify the responsibilities of all principal organizations and the rationale for their selection (i.e. organizational strengths and weaknesses, technical expertise, etc.); proposed staff and reporting relationships within and between each of these organizations; and how the consortium will be structured to ensure cohesive and coordinated

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<sup>8</sup> When describing how activities will address relevant climate risks, applicants should also highlight approaches in the Environmental Safeguards Plan in Annex 9. Climate risk management is further described in the Environmental Compliance section below.

<sup>9</sup> Absorptive capacity is the ability to minimize exposure or sensitivity to shocks and stresses (ex ante) where possible and to manage and recover quickly when exposed (ex post). Adaptive capacity is the ability to make proactive and informed choices based on changing environmental, climatic, social, political, and economic conditions. Transformative capacity includes system-level changes, such as investments or improvements in governance mechanisms, agroecological systems, infrastructure, formal and informal social protection mechanisms, basic service delivery, and policies/regulations. For more information on resilience capacities, please refer to the Global Food Security Strategy Technical Guidance for Objective 2: Strengthened Resilience Among People and Systems (available here: <https://feedthefuture.gov/resource/global-food-security-strategy-guidance-resilience>) and the reference materials cited in this document.

knowledge sharing, planning, decision-making, and implementation across roles and organizational boundaries. Letters of commitment from consortium members must be included.

The applicant must demonstrate the degree to which the applicant and all proposed consortium members or sub-awardees possess the depth and breadth of institutional capacity, technical expertise, and management systems to plan, implement and support the complex pathways and interventions described in the Technical Approach as reflected earlier in Section IV.

**Management Approach:** In addition to the management structure and institutional capacity, applicants must explain how their management approach will ensure holistic, integrated, and adaptive management.

This must include a description of:

- Planned consortium management approaches and processes that will foster integrated program planning, implementation, and coordination within the proposed award. The applicant should also describe approaches to collaboration with other FFP funded activities working in the same country, as applicable, and with other external stakeholders, including government partners, other donor funded activities, private sector actors, local partners, and other change agents.
- Adaptive management approaches that will enable feedback cycles that foster experiential learning and analysis of data from assessments, surveys, research, and routine monitoring, as well as scenario planning around activity responses to anticipated shocks and/or changes in the political, social, environmental or market context. The applicant should describe the management processes that will enable the application of analysis and learning in adjustments to the ToC and other design elements, adaptations to ongoing implementation and management strategies, and updates to learning strategies and plans.
- Performance management strategies that measure the effectiveness and efficiency of proposed interventions.

**Resource Management:** Applicants must include a logistical management overview of the proposed resource transfers.

In-kind resource transfers: Applicants proposing in-kind commodities must provide details on the ration amount, how this amount was derived, and delivery mechanisms demonstrating feasibility of the approach relative to the scale. Specific consideration should be given to proximity of distribution sites, security, and risk management. Staffing should reflect adequate support for technical delivery of resource transfers. Additionally, applicants proposing to include in-kind commodities should address commodity-related issues concerning direct distribution. This includes but is not limited to, commodity requests, commodity substitutions (if select planned commodities are not available from the U.S. or through LRP), certifying commodities meet programmatic and/or contractual specifications and requirements, port/warehouse/road/rail infrastructure, commodity management, including fumigation, and commodity transportation (including inland and internal transport). The applicant must include an Annual Estimate of Requirements, Ration Calculator, Executive Summary Table, and Commodity Pipeline for Title II commodities, i.e., data entered in the Food for Peace

Management Information System (FFPMIS). Regarding Title II commodities for landlocked countries, applicants must note the designated points of entry (limited to four), and for special procurement or shipping requests, such as containerization or through-bills of lading, a detailed justification must be provided. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time awards are made. In addition, LRP interventions should describe the proposed procurement process (including relevant source and origin information), safety and quality assurance, and a guarantee that the FFP LRP policy will be adhered to. Commodity distributions need to be planned and implemented in accordance with [FFPIB 09-02](#) entitled, *New Procedures to Determine Compliance of P.L. 480 Title II Food Assistance Program Proposals with the Conditions of the Bellmon Amendment*. Staffing should reflect adequate support for technical delivery of resource transfers.

**Cash or Vouchers:** Applicants proposing cash and/or vouchers must provide details on the transfer amount, how this amount was derived, and delivery mechanisms demonstrating feasibility of the approach relative to the scale. Specific consideration should be given to proximity of outlets (cash or retailers), liquidity, security, and risk management. *Staffing should reflect adequate support for technical delivery of resource transfers.*

If applicable, the applicant must discuss the local market factors and potential risks that may affect distribution of U.S. or LRP in kind commodities, and/or cash/vouchers.

To facilitate purposeful activity monitoring, and to contribute to the U.S. Government Open Data policy and [USAID Development Data Library](#), FFP is beginning efforts to catalog and spatially map interventions and assets at a village/community-level. Applicants are required to include the necessary resources and capacity to provide FFP with geospatial datasets and accompanying maps. At a minimum this includes the village-level (formal or informal) GPS coordinates for individual sector based interventions, but partners are encouraged to think through what this type of data and data analysis can provide to enhance the desired impact of programming.

**Risk Management:** All applicants must complete an analysis of risk as it relates to the proposed modalities and physical security of participants and relevant mitigation measures. Specifically, the assessment should examine potential risk related to fraud, corruption, and mismanagement. Applicants should demonstrate that due consideration has been given to ensuring the security and protection of all participants, especially with respect to: timing and location of distributions; amount of food or cash transfers or value of food vouchers of which participants will take possession; person(s) responsible for pickup; distance to distribution sites, etc. This assessment will be included as an annex. A sample risk matrix can be found on the Norwegian Refugee Council's The Remote Cash Project website in the Guidelines. Additionally, the USAID Office of Inspector General has a [fraud prevention and compliance guide](#).

**Staffing and Key Personnel:** Applicants must provide a comprehensive staffing plan that demonstrates the ability to recruit highly qualified, technical, managerial, M&E, commodity management, and learning staff that will be sufficient to implement the proposed interventions outlined in the Technical Approach and Management Approach sections of the application. The

staffing plan should demonstrate how staff, and consultants as required, will be encouraged to work collaboratively across teams.

The staffing plan should demonstrate a staff with substantive experience with both development and emergency food security activities. Necessary staff skills should include adaptive management, integration and coordination, stakeholder engagement, community level governance and planning, social and behavior change, facilitation, and conflict mitigation.

Three Key Personnel are envisioned under the RFA. Please also refer to the CSIs, where additional Key Personnel may also be named. Within this RFA the Key Personnel include: Chief of Party (COP), Gender Lead, and Monitoring and Evaluation (M&E) Lead. Each key personnel position requires USAID approval as noted in the substantial involvement provision in Section II – Federal Award Information, 5. Substantial Involvement. All key personnel should be full-time positions (40-hour workweek) throughout the life of the award. Required attributes for all key personnel include strong management and interpersonal skills, excellent oral and written communication skills in English and other language(s), as required, mentoring and facilitation skills, the ability to network and communicate with a wide range of stakeholders, and experience working overseas in low-resource environments.

Chief of Party: The COP is responsible for the overall management and representation of the activity. For management, the COP must have proven leadership skills managing projects of a similar size and scope in developing countries. The COP must have prior experience effectively managing USAID development activities. The COP should have demonstrated experience recruiting, developing, and managing staff, as well as experience managing programmatic and financial reporting. As the person responsible for the representation of the activity, the COP must have demonstrated ability to build and maintain relationships with host governments, donors, other donor-funded projects and stakeholders, local organizations, and partners. S/he must understand and demonstrate commitment to the importance of gender and youth issues in food security programming and within staff and management of the activity. Demonstrated experience in adaptive management and learning techniques is highly encouraged. A master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or related field combined with a minimum of 10 years of progressively increasing management responsibility in international development projects is required. Two years of applicable experience can substitute for a master's degree.

Gender Lead: The Gender Lead will lead gender integration throughout the entire award period as FFP considers attention to gender integration key to realizing intended outcomes. The Gender Lead should have an in-depth understanding of gender, age, and other socio-cultural factors in the context of food security programming; a demonstrated capacity to lead the collection, analysis, and utilization of information from a broad range of sources. The Gender Lead should also have skills in participatory data collection and facilitating collaborative problem solving; and the ability to foster commitment and build capacity among activity staff and in-country actors to gender integration and empowerment. A bachelor's degree in a relevant academic area plus five years of field experience at the community level is required.

**Monitoring and Evaluation Lead:** The M&E Lead will provide technical expertise and leadership to generate and analyze quality evidence and data through monitoring, assessments, and evaluations. The M&E Lead is a technician with demonstrated experience in building or strengthening monitoring systems, quantitative and qualitative analysis, survey and sample design and effectively promoting evidence-based program management. A master's degree in a quantitative field (economics, agricultural/development economics, statistics, bio-statistics; nutrition, applied sociology, anthropology, or other relevant subject) with significant training in quantitative methods plus eight years relevant experience, or a PhD in any of the stated field of study above, with at least six years relevant work experience is required. Additional required qualifications include demonstrated experience in leading the M&E of a large award, knowledge about ToCs, logic model, food and nutrition security indicators, M&E plans, data quality assurance, data utilization, and gender integration into M&E and experience and expertise in developing and operationalizing a comprehensive monitoring and evaluation plan (please see the [FFP Policy and Guidance for Monitoring, Evaluation, and Reporting](#) for the components of an M&E plan).

During the issues letter phase, apparently successful applicants may be requested to identify and provide Curriculum vitae (CV) for other key technical staff.

Information on the status of the Host Country Agreement for Title II funded programs must be included under management and logistics as well. Please see Section VIII – Other Information, 2. Host Country Agreement.

**e) Budget (no page limit)**

For more information on the Cost Application, please see Section V. Application Review 2. Review of Cost Application. Cost applications include the Executive Summary Table, general budgets such as the SF-424, SF-424A, SF-424B, a comprehensive budget, detailed budget, and budget narrative and must be submitted into FPMIS separately from the technical application portion. Cost applications (i.e., budget components) are not subject to the page limitation of the application, and will not be evaluated alongside the technical application. Cost applications must be in U.S. dollars only and include budget details as described below for the applicant, each member of the consortium (if applicable), sub-awardees, and/or sub-contractors. While maintaining activity quality, applicants should seek to minimize their administrative and support costs for managing the activity to maximize the funding available for interventions. More details on the budget annexes can be found in Section IV. Application and Submission Information I. Application Format f) Annexes.

**Entering Cash, Voucher and LRP information on FPMIS:** Please note, for applications requesting enhanced Section 202(e) and CDF resources, the following information is required: month, country, total request amount, program area or element, intervention (the intervention should be put in the activity column) fund type, and modality. If requesting LRP, the following information is required: country, region/sub-region, commodity, country of purchase, country of origin, commodity MT amount, commodity amount, transportation, storage, and distribution costs.



**f) Environmental Compliance (Including Climate Risk Management)**

USAID has an environmental impact assessment procedure that has been in effect since the mid-1970s as codified in [22 CFR 216](#). USAID also requires Climate Risk Management to strengthen the resilience to climate and other weather related shocks of USAID programming. USAID provides comprehensive direction on the environmental compliance procedures for future development food security activities. This year, the [FY18 FFP RFA-level Initial Environmental Examination \(RFA-IEE\)](#) defines these requirements for pre-award and post-award. In addition to integrating into the program description (as above), the pre-award requirements include a brief summary of environmental compliances approaches in a four-page Environmental Safeguards Plan.

All of the environmental compliance requirements are summarized in Annex 9 (paragraph g).

**g) Annexes**

The following is a list of annexes that must be included with the application. Any additional information provided in an annex will be considered supplemental and not considered in the scoring of the application. Please note, applicants may submit additional annexes as supporting documentation. Annexes, beyond those required below, do not replace the required elements listed under activity description.

<b>Annex Type</b>	<b>Methodology</b>
1. Executive Summary Table for the Award	Data Entered on FFPMIS
2. Comprehensive Budget	Uploaded into FFPMIS
3. Detailed Budget	Uploaded into FFPMIS
4. Budget Narrative - Motor Vehicle Procurement Table	Uploaded into FFPMIS
5. Negotiated Indirect Cost Rate Agreement (NICRA)	Uploaded into FFPMIS
6. Ration Calculator, Annual Estimate of Requirements, Commodity Pipeline, Section 202(e), ITSH, and/or CDF cash funding request (if relevant)	Data Entered on FFPMIS
7. Log Frame, ToC graphic, and ToC narrative ( <u>upload the LogFrame as one document and the ToC graphic as the other in lieu of the Results Framework &amp; IPTT</u> ) <u>six page maximum for ToC narrative</u>	Uploaded into FFPMIS
8. Gender Analysis Summary <u>four pages maximum</u>	Uploaded into FFPMIS
9. Environmental Safeguards Plan <u>four pages maximum</u>	Uploaded into FFPMIS
10. Monitoring & Evaluation Plan <u>five pages maximum</u>	Uploaded into FFPMIS



11. Activity Learning Plan <u>five pages maximum</u>	Uploaded into FFPMIS
12. Risk Assessment and Mitigation Plan	Uploaded into FFPMIS
13. Intervention Area Map(s)	Uploaded into FFPMIS
14. Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)	Uploaded into FFPMIS
15. CVs for Chief of Party, Gender Lead, M&E Lead	Uploaded into FFPMIS
16. Letter(s) of Commitment, if applicable	Uploaded into FFPMIS
17. Glossary and List of Acronyms	Uploaded into FFPMIS
18. <b>For Apparently Successful Applicants Only:</b> Past Performance Supporting Documentation, including the Past Performance Reference Questionnaire (Appendix II)	Uploaded into FFPMIS

**Annex 1. Executive Summary Table:** Separate from the Executive Summary, an Executive Summary Table must be submitted through FFPMIS. It captures dollar amounts of the proposed Title II commodity resources, if any, and various funding for the life of the award.

**Annex 2. Comprehensive Budget:** The comprehensive budget must incorporate all planned costs by object class category, and funding type (funding source) for each year of the activity. Object class categories are logical groupings of costs, such as staff salaries, fringe benefits, travel, capital equipment, supplies, and indirect costs. The comprehensive budget must list funding types for each program area or element the partner proposes interventions within (see Appendix I for definitions). All costs must also be associated with an applicable funding source.

**Annex 3. Detailed Budget:**

A [suggested budget format](#) is available on the FFP website. All budgets must be completed on a fiscal year basis. Applicants may use budget formats they have developed that contain the requested information or use budget formats, as appropriate, from other sources such as [grants.gov](#). If reimbursement for inland transport charges will be requested, include in the detailed budget an estimate of total U.S. dollars needed for inland transport. If this information is not yet available, please include the estimate and state in the budget narrative when the information will be submitted to FFP. Please note that, per ADS303maw (USAID Implementation of Construction Activities), construction activities must be detailed as an explicit section within the budget and budget narrative, see Section V. Application Review 2. Review of Cost Application g) Construction, for more details on construction requirements under cooperative agreements. Note that per ADS 312, for restricted goods, the applicant must ensure that they are identified in each budget and follow up with any approvals, as required.

**Annex 4. Budget Narrative:** The budget narrative justifies proposed expenses and explains how costs were estimated. Applicants must provide their rationale for cost development, such as the methodology and assumptions used to determine individual costs. For ease of review, budget narratives must follow the order of line items in the detailed

budget and should contain clear explanations. The budget narrative should include the motor vehicle procurement table, which should cover the information listed in Section VIII, paragraph 3.

**Annex 5. Negotiated Indirect Cost Rate Agreement (NICRA):** If applicable, please include the most recent U.S. Government-issued NICRA.

**Annex 6. Annual Estimate of Requirements and Commodity Pipeline and/or enhanced Section 202(e) and CDF cash funding request:** If applicable, enter an annual estimate of requirements and commodity pipeline into FFPMS for enhanced Section 202(e), CDF, ITSH, inland freight and/or ocean freight.

**Annex 7. Log Frame, ToC Graphic, and ToC narrative:** The LogFrame consists of a matrix with four columns (identified below) and many rows, summarizing the key elements of the activity, namely:

a) Narrative summary: The activity's hierarchy of objectives (Goal, Purpose, Sub-purpose, Intermediate Outcome, and Outputs);

b) Assumptions: The conditions external to the proposed activity but necessary to achieve results; contextual environment and key external factors critical to success;

c) Indicators with targets: How the activity's achievements will be monitored and evaluated. In identifying indicators, applicants must review the [Food for Peace Indicators](#). Only outcome indicators are required for the LogFrame with the application; however, if an applicant chooses to include output indicators, the use of FFP output indicators is preferred. Applicants must provide targets only for baseline/evaluation indicators. These targets must be linked to the context, food security and nutritional analyses, and the ToC. Applicants' targets have to be ambitious yet achievable and linked to FFP's targets; FFP aims to achieve a minimum of 2 to 2.5 percentage point annual reduction of prevalence of stunting<sup>10</sup>, a minimum of 3 to 4 percentage point annual reduction of prevalence of underweight, and a minimum of 4 percentage annual reduction of depth-of-poverty. For all other indicators, targets must be ambitious yet achievable.

d) Data sources: Where the indicator data will come from, and when it will be collected.

**Annex 8. Gender Analysis Summary:** Consistent with USAID's Gender Equality and Female Empowerment Policy (USAID 2012), all FFP multi-year development food security activities are required to complete a gender analysis within the first year, to inform design and strengthen programming. This annex should contain a summary for this analysis. In the summary, the applicant should discuss illustrative points (three to four) along the proposed ToC where the applicant anticipates existing gender norms or gender relations could facilitate or impede progress towards results and provide examples of information that would be collected in order to clarify the issues identified. Applicants are encouraged to take

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<sup>10</sup> Based on an average of cumulative impact over the five years of the activity.

into consideration the interplay of gender and other social dimensions such as age, ethnicity, and origin that play a role in determining both opportunities and constraints for women, men, girls, and boys. The summary should also include the makeup of the team the applicant anticipates would conduct the gender analysis, a discussion of the tools likely to be used for data collection, an estimated budget, and the process the applicant would use to incorporate analysis findings into the ToC and implementation plan.

Applicants will not be restricted to the specifics details discussed in the summary should their application be awarded, but it should be evident from the summary that the applicant has:

- (1) an understanding of what a gender analysis entails within the context of an FFP activity,
- (2) the capacity to carry out the gender analysis, and
- (3) the intention to incorporate the analysis findings into the activity, and a practical means to do so.

Applicants should refer to [ADS 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle](#) and the [Technical References on Gender](#) for more information.

FFP will host a three-day consultation in the initial months of the award to bring together implementing partner staff with local leaders and government officials to explore gender issues related to the food insecurity and malnutrition of the selected geographic area and intended targeted participants. The consultation will lay the groundwork for the Year 1 Gender Analysis and for continuing collaboration between partner staff and local leaders in ensuring gender issues are addressed effectively and inclusively in all activity interventions. Partners will be asked to bring a field team that includes their activity's Gender Lead(s), technical staff who understand the technical areas of the award, and at least one senior manager.

**Annex 9. Environmental Safeguards Plan:** USAID requires analyses which consider environmental risks across the Agency, using a set of defined procedures to meet USAID environmental requirements, including climate risk management. For this RFA, applicants are expected to design innovative approaches which promote environmental risk management to improve and sustain food and nutrition security of vulnerable populations, as articulated in both SO1 and SO2 of the [FFP 2016-2025 Food Assistance and Food Security Strategy](#).

The Environmental Safeguards Plan must summarize:

1. How strategies that reduce climate risks to the activity and environmental impacts of the activity have been integrated into program design;
2. How funds for environmental risk management have been allocated in the detailed/comprehensive budgets and described in the budget narrative;
3. How outcomes of the Environmental Mitigation and Monitoring Plan (EMMP) will inform the performance monitored through the Log Frame and IPTT in M&E systems<sup>11</sup>;

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<sup>11</sup> [USAID FFP Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities](#), Section 2.4, Performance Indicator Reference Sheets, Page 36.

4. How staffing capacity for oversight of environmental compliance requirements will be carried out over the life of the activity.

The [RFA-IEE](#) provides direction on environmental compliance procedures for both pre-award (i.e., Environmental Safeguards Plan) and post-award (e.g., Activity-level IEE, Climate Risk Management screening, PERSUAPs, Environmental Status Reports, etc) requirements. This RFA-IEE is a mandatory reference for environmental compliance of FFP development activities.

For successful applicants, a series of carefully thought out requirements (“Conditions” in the RFA-IEE) will be the responsibility of the awardee to ensure sufficient capacity to meet the demands. Especially for applicants that are new to FFP, in order to understand the full suite of responsibilities upon award, careful attention should be given to review the various Conditions of the RFA-IEE.

One of the requirements described in the RFA-IEE will be to conduct an Activity-level IEE that assesses environmental impacts and opportunities that are specific to the particular geographical zone of influence of the food security activity. An element of the Activity-level IEE will be a CRM screening, in accordance with the [CRM Mandatory ADS Reference Chapter](#) procedures. These analyses are only required for successful applicants.

**Annex 10. M&E Plan:** Applicants must submit an abridged M&E plan that describes the applicant’s planned M&E approach. Building upon the ToC and LogFrame included earlier in the program description, the M&E plan should illustrate:

- (1) the applicant’s approach to annual monitoring and M&E staffing (with M&E staff included in the organizational chart - see “Management and Staffing” section);
- (2) the strategy to strengthen M&E capacity of activity monitoring staff;
- (3) intervention monitoring; and
- (4) a short summary budget that includes staffing, monitoring, data quality assurance, participant registration, and a database.

FFP strongly encourages applicants to develop a database that will allow the activity to identify each participant and link the participant to the household. FFP requests that the applicant should use cost effective, existing open source or widely available platforms to develop such a database. FFP may not approve developing a database/MIS using proprietary codes. FFP plans to contract and manage a third-party firm to conduct the activity’s population-based baseline study and final evaluations. Because of this, FFP is not likely to support any other population-based surveys. The applicant should budget for a midterm evaluation. A description of required elements related to the M&E plan can be found in the [Technical Reference on M&E](#).

**Annex 11. Activity Learning Plan (Learning, Knowledge Sharing and Capacity Strengthening):** Applicants must develop an activity learning plan that identifies how the activity will:

- (1) ensure robust partner engagement with local government, civil society, other donor funded projects, and local researchers and academics;
- (2) identify and fill knowledge gaps, including ongoing efforts to understand and assess local context, and community needs and capacities;
- (3) ensure analysis and application of knowledge to improve activity effectiveness;
- (4) capture and share results, lessons learned, and promising practices, and;
- (5) strengthen capacity of staff, partners, and communities based on best practices and program learning.

**Annex 12. Risk Assessment and Mitigation Plan:** Applicants must examine any potential risk related to fraud, corruption, and/or mismanagement. This assessment should demonstrate that due consideration has been given to ensuring the security and protection of all participants, dependent on the intervention proposed.

**Annex 13. Intervention Area Maps:** These maps should show any proposed areas of implementation and ongoing activity areas at the Administrative Level 2 (i.e. Provincial level or local equivalent) by the applicant, consortium members, or others if applicable. They should clarify who is expected to implement in the areas.

**Annex 14. Organizational Chart:** The organizational chart should include the structure of the prime, all members of the consortium, and sub-awardees. If possible, it should include locations, supervisory hierarchies, and relationships between all participants.

**Annex 15. CVs of key personnel:** The application should include CVs of key personnel, including the COP, Gender Lead, Monitoring and Evaluation Lead, and others mentioned in the CSI, if applicable.

**Annex 16. Letters of Commitment:** FFP encourages letters of commitment from partners and staff, if applicable.

**Annex 17. Glossary and Acronyms:** Please include a glossary of any application specific terms and acronyms with definitions, as needed.

**Annex 18. Past Performance Documentation:** Apparently successful applicants will submit past performance documentation, found in Appendix II of this RFA. For initial applications, please upload a blank word document in lieu of past performance information.

## **2. Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)**

Each applicant, unless they have an exception approved by the Federal awarding agency under 2 CFR 25.110(d), is required to:

- Provide a valid DUNS number; and

- Be registered in the SAM – note that successful applicants must maintain SAM registration.

FFP may not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. This is justification for not signing an award. Please note an awardee cannot make a subaward to an entity unless the entity has provided a DUNS number.

### **3. Submission Date and Time**

The application submission deadline is TBD at 11:59am EST. The applicant is responsible for ensuring that the electronic application is received by the due date and time specified.

### **4. Funding Restrictions**

For special considerations and information pertaining to ineligible and restricted goods, services, and countries, please see the USAID Automated Directives System (ADS) [Major Functional Series 300: Acquisition and Assistance, Chapter 312 - Eligibility of Commodities](#). Additionally, it is the legal responsibility of USAID awardees to ensure compliance with all U.S. laws and regulations, including those that prohibit transactions with, and the provision of resources and support to, sanctioned individuals, groups, and organizations.

### **5. Pre-Award Certifications, Assurances, and Other Statements of the Recipient**

Successful applicants must provide a signed copy of [Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provisions](#) as described in ADS 303.3.8 on the USAID website in response to the issues letter.

### **6. Other Submission Requirements**

FFP requires that applicants use FFP MIS to apply for a development food security activity under this RFA. FFP MIS can be accessed at <https://usaid-ffp.entellitrak.com/>.

- To request access or for technical questions, please contact the FFP MIS helpdesk: [FFPMIS\\_Support@devis.com](mailto:FFPMIS_Support@devis.com).
  - o The FFP MIS helpdesk is staffed from 9:00 a.m. to 5:00 p.m. EST, Monday through Friday, except holidays.
- Potential applicants are encouraged to start the submission process early, as new account creation and answers to technical questions may take more than one business day.
- [User guides](#) and additional FFP MIS resources can be found on the [Technical and Operational Performance Support \(TOPS\) site](#).

Any questions concerning submission of applications must be submitted in writing to [FACG@usaid.gov](mailto:FACG@usaid.gov).

FFPMIS submission will require a combination of data entry and document uploads. All uploaded documents must be completed in accordance with the format detailed in this RFA and must adhere to the following:

- Written in English and in 12-point Times New Roman font;
- Text in tables or charts may be 10-point Arial Narrow font;
- Narratives must be prepared in Microsoft Word with print areas set to 8.5 x 11 inch, letter-sized paper with one-inch margins, left justification and a footer on each page including page number, date of submission, proposed country, and applicant name;
- Spreadsheets must be prepared in Microsoft Excel, with print areas set to 8.5 x 11 inch, letter-sized paper;
- Official (signed) documents, memoranda, and certifications may be submitted as Adobe PDF files, with one-inch margins;
- Emailed, faxed, or hard copy applications are not accepted.

If any of the necessary documents listed in the RFA are not submitted according to the format and/or deadline referenced in the RFA, FFP will consider the application incomplete. Late or incomplete applications will be considered at FFP's discretion.

Please note that FFP will not let applicants submit applications after the closing time.

The applicant may be required to submit certain documents in order for the AO to make a determination of financial responsibility. Applicants may be required to submit any additional evidence of responsibility, as requested, to support the determination, such as:

- Adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- Adequate management and personnel resources and systems;
- Ability to comply with the award conditions, considering all existing and currently prospective commitments of the applicant, both NGO and governmental;
- Satisfactory record of performance - unsatisfactory past relevant performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactorily; and
- Integrity and business ethics; along with qualifications and eligibility to receive a grant or cooperative agreement under applicable laws and regulations.

Applications are submitted at the risk of the applicant, and all preparation and submission costs for the application are at the applicant's expense.

## **SECTION V – APPLICATION REVIEW INFORMATION**

### **I. Evaluation Criteria**

<b>Merit Review Criteria</b>	<b>Maximum Possible Points</b>
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a) Technical Approaches	60
<i>Technical Approach</i>	30
<i>Sustainability and Exit Strategies</i>	15
<i>Gender Equity and Gender Integration</i>	15
b) Management & Staffing	25
c) Context Analysis & Conceptual Framework	15
<b>Total Possible Points</b>	<b>100</b>

### **a) Technical Approaches**

Points dedicated to this section will include two sub-categories, Sustainability and Gender, described below. The remaining points will be ascribed to applicants based on their adherence to the criteria and themes listed under *Section IV. Application and Submission Information, 1. Application Format, c) Program Description 4. Technical Approach*. Applicants will be evaluated on their adherence to country-specific information on the objectives, activities, and/or geographic locations specific to the country, and relationship to proposed outcomes.

Applicants will be evaluated on how well they demonstrate sound technical sector interventions supported with a clear evidence base, clear description on why they are chosen, how they will be implemented. They will also be evaluated on how the interventions work together, description and evidence about why those interventions are being prioritized, and how they will be integrated, sequenced, and layered within the FFP activity and with other stakeholders' (U.S. Government, other donors and stakeholders) investments to achieve the goal.

#### **1. Sustainability and Exit Strategies**

Applicants will be evaluated on their well-conceived sustainability plan, see Sustainability and Exit Strategies section above, which reflects their ToC, and describes, based on realistic assumptions, the resources, technical and managerial capacities, motivation, and linkages that will sustain activity outcomes and/or interventions after the program ends. Any strategy that requires a transition from an activity financed service delivery system to a market-based or public service delivery system should include concrete timelines and benchmarks.

#### **2. Gender Equity and Gender Integration**

Applicants will be evaluated on their description of how gender will be addressed in all areas of the proposed activity. Integration of a gender sensitive approach must be context-appropriate and reflected at every phase of the activity. Applicants will also be evaluated on their plans for integrating gender analysis results into interventions and for tracking gender changes, including unanticipated outcomes, over time. At least one gender indicator must be identified for each purpose at either the sub-purpose or immediate outcome level.

### **b) Management and Staffing**

Applicants will be evaluated on their adherence to the criteria listed under *Section IV. Application and Submission Information, d). Management and Staffing*. The management structure and staffing must ensure the efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. All relevant information on consortium



members and sub-awardees must be included. The resource management section should be appropriate and sufficient for the resources requested. The applicant should have a clear understanding of country specific requirements (e.g., local, regional, national, international) for proposed use(s) of food assistance (e.g., in-kind, local/regional purchase, cash or vouchers), and awareness of restrictions that may hinder operations or implementation (e.g., biotechnology restrictions or concerns). Applicants should justify how staffing and structure will allow for the effective and accountable implementation of any chosen resource transfer as an activity component.

### **c) Context Analysis and Conceptual Framework**

Applicants will be evaluated based on their adherence to criteria listed under *Section IV. Application and Submission Information, 1. Application Format, c) Program Description, 1. Context Analysis, 2. Conceptual Framework, and 3. Targeting Direct Participants*. Applicants will be evaluated on how their context analysis demonstrates a deep understanding of the needs of the targeted participants and their communities and the constraints they face.

The conceptual framework should demonstrate the linkages between the underlying causes and influencing factors of food insecurity and malnutrition specific to the target area and must reflect guidance on the conceptual approach in the country-specific information. It must include a ToC that provides clear, logical steps showing how the proposed set of interventions, and interactions by other actors, will produce all the necessary and sufficient outcomes/conditions to achieve the stated goal based on evidence and plausible reasoning.

Additionally, applicants will be evaluated on how well their strategy ensures targeting the following types of households with a comprehensive set of interventions: Extremely poor households; chronically vulnerable households; and households with women, adolescents, and children at risk of chronic and acute malnutrition. This includes a wealth-ranking and targeting methodology that will ensure inclusion of extremely poor households.

## **2. Review of Cost Application**

The cost application will be reviewed separately from the technical application. The review of the cost application will determine if the level of resources is appropriate for the number of participants and degree of change being proposed. Aspects to be considered under this criterion include the justification for activity costs: if they are reasonable, are allowed under the cost principles and according to FFPIBs, and allocable in the budget. For further information on costs considered reasonable, allowable, and allocable, please refer to 2 CFR 200, subpart E.

The cost application must include:

- The breakdown of all costs associated with the activity according to costs of headquarters, regional and/or country offices, as applicable;
- The breakdown of all costs according to each partner organization or sub-contractor/sub-awardee involved in the activity;
- The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- The costs associated with robust monitoring and evaluation;

- The total program costs including a breakdown of the financial and in-kind contributions of all organizations involved in implementing the proposed activity;
- Potential contributions of non-USAID or private commercial donors to this proposed activity;
- A procurement plan for equipment and other restricted items as defined by 2 CFR 200.34 and ADS 312 (may be incorporated into an existing or new annex in the cost application).

Areas to be listed/discussed in detailed budget and budget notes may include:

**a) Personnel**

Salaries and wages should reflect the market value for each position. Salaries and wages may not exceed the applicant's established written personnel policy and practice, including the applicant's established pay scale for equivalent classifications of employees, which must be certified by the applicant. Base pay, or base salary, is defined as the employee's basic compensation (salary) for services rendered. Taxes, which are a responsibility or liability of the employee, are inclusive of, and not additive to, the base pay or salary. The base pay excludes benefit and allowances, bonuses, profit sharing arrangements, commission, consultant fees, extra or overtime payments, overseas differential or quarters, cost of living or dependent education allowances, etc.

In accordance with ADS 303.3.12 USAID will review proposed costs, including salaries, for reasonableness. USAID uses the top salary on the Mission's Local Compensation Plan as one indicator of reasonableness for the base salaries of locally employed staff, and the Contractor Salary Threshold as one indicator of reasonableness for the base salaries of U.S. and third-country national staff.

Annual salary increase and/or promotional increase must be justified and supported by appropriate documentation and may be granted in accordance with the applicant's established written personnel policy and practice.

**b) Fringe Benefits**

Applicants must indicate the fringe benefit rate used and the base of application for each rate that has been approved by a U.S. Federal Agency. Applicants must submit the most recent NICRA as evidence of rate approval. If the fringe benefit rate has not been approved, the applicant must propose a rate and explain how the rate was determined. If the latter is used, the budget narrative must include a detailed explanation/breakdown comprised of all items of fringe benefits, such as unemployment insurance, workers' compensation, health and life insurance, retirement, FICA, etc. and the cost estimates of each expressed in dollars and as a percentage of salaries. The applicant must specify if paid leave is included in fringe benefits.

The applicant should indicate fringe benefits, for local employees as a separate item of cost, providing a detailed explanation/breakdown as described above. The applicant should specify

which fringe benefits for local employees are required by local law and which are applied in accordance with the applicant's compensation policy.

**c) Non-Employee Labor**

Non-Employee Labor are short-term employee. Applicants should provide the following details for Non-Employee Labor: rate of pay (daily rate), hours worked in a day and length of employment

**d) Travel and Transport**

The applicant must:

- Identify total domestic and international travel as separate items;
- Indicate the estimated number of trips, number of travelers, position of travelers, number of days per trip, point of origin, destination, and purpose of trip;
- Itemize the estimate of transportation and/or subsistence costs, including airfare and per diem for each trip. Per diem shall be based on the applicant's normal travel policies and practices. However, proposed lodging and per diem must not be in excess of that authorized by Department of State Standard Regulations; and
- Provide supporting documentation, such as the applicant's travel policy to justify these costs, as appropriate.

**e) Overseas Allowances**

The applicant must indicate any overseas allowances provided to staff and the corresponding rate or fixed amount per staff.

**f) Equipment**

In accordance with 2 CFR 200.33, in a brief description, "equipment" means tangible non-expendable personal property, including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

The applicant must:

- Itemize the type of equipment and briefly justify the need for the items to be purchased as they relate to the applicant's technical approach;
- Indicate the estimated unit cost and number of units for each item to be purchased; and
- Provide the basis for the cost estimates, e.g., pro forma invoice or published price lists.

There are statutory constraints relating to the purchase of agricultural commodities, motor vehicles, pharmaceuticals, pesticides, and more with USAID program funds. Applicants may obtain specific information on these regulations on [USAID Web Site](#), particularly ADS 312. Additional information for motor vehicles is found in Section VIII. 3. Motor Vehicle Procurement Table.

**g) Supplies**

In accordance with 2 CFR 200.94, “supplies” means all personal property excluding equipment, intangible property, debt instruments, and interventions. The applicant must specify the supply items and briefly justify the need for those items to be purchased as they relate to the applicant’s technical approach.

***h) Staff Training***

The applicant should indicate any training and workshops provided to staff and the cost break out for each training provided.

***i) USAID Branding and Marking***

In accordance with 2 CFR 700.1, “branding” means how the program, project, or activity is named and positioned, as well as how it is promoted and communicated to beneficiaries and cooperating country citizens and “marking” means the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity. If applicable, applicants must specify any costs associated with these requirements showing the unit cost and units purchased

***j) Subawards***

In accordance with 2 CFR 200.92, “subaward” means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program.

The applicant must:

- Identify any subawards (other than the purchase of supplies, material, equipment, or general support services) and provide this information in a chart that includes their total value.
- Provide subaward budgets and accompanying budget notes in the same format as submitted by the prime applicant and with the same exchange rate for all members of the consortium.

***k) Contracts (if any)***

The applicant must:

- Identify any sub-awards/transfers/sub-contracts (other than the purchase of supplies, material, equipment, or general support services) and provide this information in a chart that includes their total value.
- Provide sub-award/sub-contract budgets and accompanying budget notes in the same format as submitted by the prime applicant and with the same exchange rate for all members of the consortium.

***l) Audits***

The applicant should indicate any costs associated with the required “Single audit,” as defined at 2 CFR 200.501(b), for a non-Federal entity that expends \$750,000 or more during the non-Federal entity’s fiscal year in Federal awards.

**m) Construction**

Per the USAID-wide policy set out in USAID ADS 303.3.30, construction activities may only be carried out under cooperative agreements if they meet certain criteria, absent a case-by-case waiver. CDF-funded construction activities may also be subject to the requirements of Section 611(e) of the FAA. For these reasons, FFP requests applicants to provide an explicit description of construction activities, including location of site(s), within the technical narrative, and/or an explicit plan for a pre-feasibility analysis to determine type and scope of construction activities, as well as an explicit construction section within their budget and budget narrative that detail:

- (1) the estimated cost of construction activities at each site; and
- (2) the total estimated cost of construction activities under the award.

For the purpose of this policy, the term “construction” includes “construction, alteration, rehabilitation, or repair (including dredging and excavation) of buildings, structures, or other real property”, including any infrastructure built or rehabilitated via conditional food assistance activities (e.g. cash-for-assets, food-for-assets). And a “single activity site” is “a single undertaking of construction within a contiguous geographic location”, examples in the Agency’s publicly available policy guidance include a road, a building, a water harvesting structure, a drinking water point or system, a power plant, a school, a clinic, and/or any continuous multiples of the same. For more information, see ADS 303maw, [USAID Implementation of Construction Activities: A Mandatory Reference for ADS Chapter 303](#).

**n) Other Direct Costs**

The applicant must:

- Identify other direct costs and briefly justify the need for each cost item as they relate to the applicant’s technical approach;
- Indicate the estimated unit cost and number of units for each item proposed; and
- Provide the basis for the cost estimates.

**o) Indirect Costs**

The applicant must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a NICRA, or with sufficient information for USAID to determine the reasonableness of the rates. For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc. The applicant must:

- State the percentages and amounts used for the calculation of indirect costs.
- Provide a copy of the latest U.S. Government-approved NICRA from the cognizant U.S. Government audit agency showing the Overhead and/or General Administrative rates.

- State if indirect costs have not been approved by a federal agency and provide the basis for the proposed indirect cost rates, as appropriate. The applicant who does not currently have a NICRA from their cognizant agency must submit the following information:
  - Copies of the applicant's financial reports for the previous three-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
  - Projected budget, cash flow, and organizational chart; and
  - A copy of the organization's accounting manual.

In accordance with 2 CFR 200.414, eligible applicants may choose to apply a 10 percent *de minimis* indirect cost rate. Please note this is only for those applicants who have never received a NICRA.

#### **p) Budgeting for Climate Risk and Environmental Safeguards**

All budgeting for climate and environmental safeguards can follow the framework established through the [FSN consultation](#) for the [environmental budgeting toolkit](#).

**Note:** Applicants that have never received a cooperative agreement, grant, or contract from the U.S. Government are required to submit a copy of their accounting manual, or file a self-certificate of compliance with USAID standards. If a copy of the manual has already been submitted to an agency other than USAID, the applicant must list which federal agency or office and provide a point of contact with contact information. This certificate template is available from the USAID point of contact listed in this RFA upon request.

### **3. Review and Selection Process**

Consistent with the requirements set forth in the Food for Peace Act, FFP shall determine whether to accept an application no later than 120 days after receipt of a complete application (subject to availability of funds). FFP is committed to meeting this mandate; however, its ability to do so depends upon the quality of applications and their responsiveness to the standards and requirements set forth in the RFA.

Once an application is deemed complete, FFP will review it based on the RFA evaluation criteria and FFP policies. FFP field offices will collaborate closely with FFP in Washington in the review of applications. Following its review of a complete application, FFP may accept the application, deny the application, or withhold a decision on whether to accept or deny the application pending resolution of outstanding issues.

## **SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION**

USAID may (a) reject any or all applications, (b) accept applications for reasons other than cost, (c) accept more than one application, (d) accept alternate applications, (e) waive

informalities and minor irregularities in applications received, and/or (f) drop the oral presentation.

Successful applicants will find award administration information and reporting requirements in signed award documents.

The AO is the only individual who may legally commit the U.S. Government to the expenditure of public funds.

## **SECTION VII – FEDERAL AWARDING AGENCY CONTACTS**

Any questions concerning this RFA, its appendices, any CSI(s), or Technical References must be submitted in writing within 30 days of the document's posting to [FACG@usaid.gov](mailto:FACG@usaid.gov) and "FY 2018 RFA" in the subject line.

## **SECTION VIII – OTHER INFORMATION**

### **1. Country Specific Information**

Country specific information, required to complete an application for this RFA, is found on the FFP website under the heading "[Country Fact Sheets](#)" by country name.

### **2. Host Country Agreement**

The Host Country Agreement (HCA) should be in place prior to finalization of the award. The HCA establishes the terms and conditions by which an applicant will be able to conduct a Title II activity in a specific country in accordance with the applicable requirements of USAID 22 CFR 211. As such, the applicant must enter into a written HCA with the government of the country in which it is proposing to implement a Title II activity. If the activity will be implemented in a number of countries within a region, an HCA must be negotiated with each government. Applicants submitting applications to work in countries for which they do not have an HCA must make arrangements well in advance to ensure that a signed HCA is prepared prior to the food security activity approval.

Although it is 22 CFR 211 that stipulates the need for an HCA, **FFP requests as a matter of policy an HCA for all food security activities**, given that the reasons for an HCA govern sound commodity and resource management and underscore an understanding of the host country government of the activity interventions.

Even though the HCA is expected and preferred prior to finalization of the award, the applicant may submit when asked during the review and approval process (if selected) either the HCA or the Mission Director's determination that the proposed food security activity can be effectively implemented in compliance with 22 CFR 211.

- **Note:** that the Mission Director's determination is not a substitute for an HCA.

- There must first be a written decision by the Mission Director that it is "not appropriate or feasible" for the applicant to have an agreement with the government at this time.
- Following that determination, activities may only be implemented after the Mission Director's determination is made that the activity can be implemented without an agreement in place for the time being.
- **If an HCA is not in place prior to finalization of the award, FFP will include the awardee's explanation for the delay with the award language, along with a timetable for awardee's HCA negotiations and anticipated receipt of a signed HCA.**

### **3. Motor Vehicle Procurement Table**

If the prime, members of a consortium, and/or sub-awardees plan to procure any motor vehicles during the award, the applicant (i.e., the prime) must include information on why procuring the vehicle(s) is less expensive than leasing the vehicle(s). In addition, the prime must submit a table with the following information for all vehicles to be procured as indicated in the budget(s):

- Type and number of motor vehicles (includes motorcycles);
- Manufacturer/make, model, and year of motor vehicles;
- Planned uses of motor vehicles, including who will retain title;
- Estimated cost of each motor vehicle;
- Funding source for each motor vehicle; and
- Fiscal year during which each procurement is planned.

The applicant must specify which organizations will use the vehicles; when and how purchases and transfers to consortium members and/or sub-awardees will occur; and a rationale for the purchase or long-term lease of all vehicles (U.S. and non-U.S.) in text accompanying the table.

The requirement to purchase or lease only U.S.-manufactured motor vehicles may be waived on a case-by-case basis when special circumstances exist and those special circumstances are supported by market research and adequate documentation. Special circumstances that merit waiving the requirement include, but are not limited to:

- The inability of U.S. manufacturers to provide a particular type of motor vehicle;
- The present or projected lack of adequate service facilities and supply of spare parts for U.S.-manufactured motor vehicles in the country or region within a country where the vehicle will be used; or
- An emergency requirement for motor vehicle(s) that can be met in time only by purchase of non-U.S.-manufactured motor vehicle(s) and for which no non-USAID funds are available.

The following is a step-by-step process (to be followed in this order) of the analysis and necessary documentation to be provided in requests to purchase a non-U.S. manufactured vehicle.



1. For all applications, describe the need and intended use for the vehicle. Identify the type of vehicle that will fulfill that need, why it is the best choice for the intended use, and if appropriate, include specifications.
2. For all applications, detail efforts made to determine if the type of vehicle is produced in the U.S.
3. For non-Title II funded applications, if the type of vehicle is produced in the U.S., is it produced in an appropriate export model that the manufacturer will supply to the recipient country from the U.S.? If not, state this in the waiver request. If yes, state so and reference the second or third bullet above to justify the waiver request.
4. For non-Title II funded applications, is a U.S.-manufactured vehicle available on the local market in country or from another country in Geographic Code 935? If so, no waiver is required to purchase that vehicle. However, if you want to purchase a different vehicle, use any of the circumstances in the bullets above to justify the case for purchasing that vehicle.
5. For non-Title II funded applications, if the type of vehicle is made in the U.S. and can be delivered from the U.S., is the availability of service and spare parts for that vehicle adequate in country? If not, then use b) above to justify the waiver.
6. For non-Title II funded applications, document the above information and efforts to support one of the special circumstances or waiver criteria in ADS 312. See circumstances outlined in the three bullets above.

For subsequent applications from previous or expiring FFP activities, applicants must provide in table format:

- The size and condition of the current motor vehicle fleet;
- Age of each motor vehicle;
- Funding source for each motor vehicle;
- Use of motor vehicles by intervention; and
- Plans for maintenance and replacement.

Supporting text regarding the history of the motor vehicle fleet and its procurement by the applicant in the country must be included.

#### **4. Branding Strategy and Marking Plan**

The Branding Strategy and Marking Plan (BS/MP) is required for successful applicants only. Note that because USAID's branding and marking requirements have cost implications, such costs must be included in the application budget even if the applicant does not submit its BS/MP with the application. These rules do not apply to intergovernmental organizations. Special markings may be required in Feed the Future target countries.

Under special circumstances USAID approved Marking Plans may be waived.

Agency branding and marking guidance can be found in the recently updated [ADS Chapter 320](#) and at the [USAID branding site](#).

## APPENDIX I: Definitions and Program Areas and Elements

### **Definitions**

**Climate Risk:** The potential for negative consequences due to changing climatic conditions. Climate risk consists of individual climate risks— potentially severe adverse consequences for development programs (or for humans and social-ecological systems) resulting from the interaction of climate-related hazards with the vulnerability of societies and systems exposed to climate change. For purposes of USAID’s climate risk management, risks are qualitatively categorized as high, moderate, or low.

**Climate Risk Management:** The process of assessing, addressing, and adaptively managing for climate risks that may impact the ability of awards to achieve development objectives.

**Direct Participants:** Those who come into direct contact with the set of interventions (goods or services) provided by the program in each technical area. Individuals who receive training or benefit from activity-supported technical assistance or service provision are considered direct participants, as are those who receive a ration or another type of good.

**Note:** that all recipients are participants, but not all participants are necessarily food ration recipients.

Services include training and technical assistance provided directly by program staff, and training and technical assistance provided by people who have been trained by program staff (e.g., agricultural extension agents, village health workers). If cooperatives or organizations receive training or technical assistance from the program, that will directly benefit all members, then all members of the cooperative/organization are considered direct participants.

In a Food for Training (FFT) program, the direct participants are those trained under the program. In a Food for Work (FFW) or Food for Assets (FFA) program that is implemented as a stand-alone intervention (e.g., not as part of a wider set of interventions), direct participants are those who directly participate in the intervention (i.e., receive a ration), not all of those who use or benefit from the infrastructure/asset created (e.g., a road).

Occasionally, a FFW or FFA intervention forms part of a set of interventions in a program area or element (e.g., FFW to build irrigation infrastructure, accompanied by technical assistance in new cultivation techniques and water management to a targeted group of farmers). If this happens, the direct participants include FFW participants and the farmers receiving the technical assistance and the two groups may overlap. In the case of food rations, direct participants include the individual recipient in the case of individual rations, and the recipient plus his/her family members in the case of family rations.

Direct participants do **not** include those who benefit indirectly from the goods and services provided to the direct participants. Examples of *indirect* participants include:

- Members of the household of a participant farmer who received technical assistance, seeds and tools, other inputs, credit, or livestock;

- Farmers from a neighboring community who might observe the effects of the training and demonstration plots in the target community and decide to adopt or model the new practices themselves;
- The population of all of the communities in a valley that uses a road improved by FFW; or
- All individuals who may have heard a radio message about prices, but who did not receive the other elements of an agricultural intervention necessary to increase incomes.

**Direct Distribution Food Assistance Commodities:** Food assistance commodities provided directly to participants as in-kind take home rations or for on-site feeding.

**Environmental Safeguards:** Components of an activity that are developed as part of the project design to deal with mitigating potentially foreseeable negative environmental impacts of activity interventions, maintaining ecological goods and services and promoting their sustainable management by community stakeholders. Environmental safeguards are incorporated into application design and implementation under the mandate of the USAID environmental compliance regulation, 22 CFR 216.

**Fiscal Year (FY):** The U.S. Government's fiscal year begins October 1 and ends the following September 30.

**Gender Analysis:** An analytic, social science tool that is used to identify, understand, and explain gaps between males and females that exist in households, communities, and countries, and the relevance of gender norms and power relations in a specific context. Such analysis typically involves examining:

- Differences in the status of women and men and their differential access to assets, resources, opportunities and services;
- The influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities;
- The influence of gender roles and norms on leadership roles and decision-making; constraints, opportunities, and entry points for narrowing gender gaps and empowering females; and
- Potential differential impacts of development policies and programs on males and females, including unintended or negative consequences.

More information can be found in ADS 205, *Integrating Gender Equality and Female Empowerment in USAID's Program Cycle*.

**Indirect Beneficiaries:** Indirect beneficiaries are those who benefit indirectly from the goods and services provided to the direct participants (as defined above). Examples of indirect participants include:

- Members of the household of a participant farmer who received technical assistance, seeds and tools, other inputs, credit, or livestock;

- Farmers from a neighboring community who might observe the effects of the training and demonstration plots in the target community and decide to adopt or model the new practices themselves;
- The population of all of the communities in a valley that uses a road improved by FFW; or
- All individuals who may have heard a radio message about prices, but who did not receive the other elements of an agricultural intervention necessary to increase incomes.

**Metric ton(s) (MT):** The standard unit of measurement for Title II commodities. One metric ton equals 1,000 kilograms.

**Recipient:** A recipient is a direct receiver of a food assistance ration. Each programed recipient should be counted once, regardless of the number of months they will receive food aid. In other words, a recipient who will receive a food assistance ration for 12 months is counted once, as is a recipient who will receive a food assistance ration for three months.

### **Program Areas and Elements**

**Program Area and Element:** The general category and sub-category, or focus of interventions, with FFP resources. The program areas and elements are defined below, and the updated [Standardized Program Structure and Definitions](#) are on the Department of State website.

**Civil Society:** Support civil society as an effective arena that empowers citizens to advance democratic values of citizen participation and governmental accountability. This includes supporting an enabling legal environment that protects and promotes civil society and civic action; providing capacity development assistance to Civil society organizations; supporting civic participation; bolstering government oversight and accountability activities; strengthening a democratic political culture that values civic engagement, tolerance, and respect for human rights; and strengthening independent and democratic trade/labor unions. Civil society organizations include, but are not limited to, human rights organizations, youth movements, informal groups, religious organizations, labor and trade unions, professional associations, indigenous organizations, women organizations, lesbian, gay, bisexual, or transgender (LGBT) organizations, and think tanks.

**HIV/AIDS:** Reduce the transmission and impact of HIV/AIDS through support for prevention, care, and treatment programs.

**Maternal and Child Health (MCH):** Increase the availability and use of proven life-saving interventions that address the major killers of mothers and children and improve their health status, including effective maternity care and management of obstetric complications; prevention services including newborn care, routine immunization, polio eradication, safe water and hygiene; and treatment of life-threatening childhood illnesses. **Note that Household-Level Water, Sanitation, and Hygiene (WASH) interventions fall within the MCH program area.** Increase household-level actions to prevent disease regardless of the state of

public service infrastructure, including safe water storage, handling, and household treatment, sanitation marketing and promotion, promotion of handwashing with soap, reduction of exposure to indoor smoke from cooking and to local sources of environmental toxins such as lead.

**Family Planning and Reproductive Health:** Expand access to high-quality voluntary family planning services and information, and reproductive health care. This element contributes to reducing unintended pregnancy and promoting healthy reproductive behaviors of men and women, reducing abortion, and reducing maternal and child mortality and morbidity.

**Water Supply and Sanitation:** Ensure broadly accessible, reliable and economically sustainable water and sanitation services for health, security, and prosperity. Example activities include: source water protection; repair, rehabilitation, and/or construction of water sources and water supply infrastructure; and implementation of community-based approaches to the design, construction, and operations & maintenance of facilities. **Note** that household-level interventions related to WASH fall within the MCH program area.

**Environment:** Objectives, as they relate to FFP participants, include **community-level** interventions to reduce health risks associated with environmental pollution (e.g. due to agriculture or other human activity). Example activities include improving management of solid waste; debris cleanup; drainage; livestock waste management; and environmental control activities for vector-borne disease. **Note** that household-level interventions related to environmental hygiene are reported on as part of the MCH program element.

**Climate Change – Adaption:** Adaptation programs enhance resilience and reduce vulnerability to climate change of people, places, and livelihoods. They may undertake activities in the following areas: improving access to science and analysis for decision making in climate-sensitive areas or sectors; establishing effective governance systems to address climate-related risks; and identifying and disseminating actions that increase resilience to climate change by decreasing exposure or sensitivity or by increasing adaptive capacity.

**Climate Change – Clean Energy:** Clean Energy programs reduce greenhouse gas and other climate-warming emissions while improving livelihoods. Clean energy practices include: development of low emission development plans; renewable energy; end use efficiency; greenhouse gas accounting and inventory systems; enabling environment and energy sector reforms necessary to support sustainable investments and energy systems; enhanced transmission, distribution, and operating systems; flared gas reduction; and renewable energy generation grid integration. Linkages may be made to Area [EG.7 Modern Energy Services](#) but the same funding should not be counted in both parts of the SPSPD.

**Nutrition:** Increase availability and use of proven nutrition interventions to reduce mortality, morbidity, and food insecurity, including nutrition education to improve maternal diets, nutrition during pregnancy, exclusive breastfeeding, and infant and young child feeding practices; fortified or biofortified staple foods, and specialized food products to improve consumption of quality food; and delivery of nutrition services including micronutrient supplementation and

community management of acute malnutrition. Strengthen host country capacity by advancing supportive nutrition and food security policies and improving nutrition information systems.

**Basic Education:** Improve early childhood education, primary education, and secondary education, delivered in formal or non-formal settings. It includes literacy, numeracy, and other basic skills programs for youth and adults.

**Social Assistance:** Cash or in-kind transfers to the poor or to those suffering from temporary shocks. Health services provided in-kind should be captured under the respective Health Area(s).

**Agriculture:** Support the science and practice of food, feed, and fiber production (including forestry, wildlife, fisheries, aquaculture and floriculture) and its relationships to natural resources, processing, marketing, distribution, utilization (including nutrition), and trade.

**Private Sector Productivity:** Improve policies, laws, regulations, and administrative practices affecting the private sector's ability to compete nationally and internationally. All the elements include not only the adoption and implementation of policies, but also their oversight by elected officials, NGOs, and the private sector. Improve the capacity of private sector entities to respond and link to markets. This Area includes work to link the poor to markets through effective and economically sustainable systems and relationships.

**Financial Sector:** Support the establishment of a sound private, well-functioning, equitable financial sector that fulfills critical roles in a market economy, most importantly financial intermediation – the efficient generation and allocation of savings to their most productive use.

**Protection, Assistance and Solutions:** The provision of effective protection, assistance, and durable solutions for refugees, internally displaced persons (IDPs), stateless persons, and other victims of conflict and disasters. Activities included herein should be linked to relevant Human Rights areas.

**Disaster Readiness:** Improvement of the capacity of the U.S. Government, host countries and the international community to reduce vulnerabilities to disasters and respond better to humanitarian emergencies.

## **APPENDIX II: FY 18 Refine and Implement**

For fiscal year 2018 (FY 18), the Office of Food for Peace (FFP) is continuing with the Refine and Implement approach to use a collaborative approach to refine the activity design and implementation for multi-year food assistance development activities in Burkina Faso and Niger. This innovative approach was launched in FY 16 in DRC and FFP further refined the approach to improve stakeholders' ownership of the activity design and implementation based on learning from DRC. FFP envisions that with R&I, the design will be shaped to better reflect the operating environment during activity inception and respond to changing or unanticipated situations on the ground once the award is implemented. R&I includes two stages: (1) a refinement period during the first year in which the staff from successful applicants (i.e., new awardees) in collaboration with the USAID Mission, and FFP Washington technical staff revisit the activity's theory of change, identify the information gap, jointly design and carry out studies to gather information to fill the knowledge gap, and use participatory approaches to engage target communities to ensure the activity design addresses community priorities and needs. The community consultation is an extremely important activity of the refinement phase, which will not only increase the ownership of the process and improve the activity design but also keep the community engaged so that they understand the process better. In addition, the awardee would strengthen its implementation capacity (e.g., hiring and provide extensive training to staff, develop guidance and manuals, and logistics and procurements, etc.). The refinement period is followed by (2) the implementation of the interventions. FFP expects that the R&I approach will enhance stakeholders' ownership of the activity design, improve the theory of change, and improve the implementation quality to achieve the stated goal and objectives. An applicant may design and implement small scale operational research and/ or pilot innovative approaches during the refinement phase.

### **Overall**

FFP will start the FY 18 RFA process as per the norm with the formation of a selection committee (SC) and selection of an SC chairperson to review applications, determine apparently successful applicants, complete the issues letter process, review finalized applications and proceed with awards. However, the Monitoring and Evaluation (M&E) Workshop will be moved to the fourth quarter of the first fiscal year to take advantage of the information gained (i.e., results and further analysis) from the refinement period.

### **Refinement Period – Months One through Six**

During the first six months, the awardees may review and refine geographic targeting at the community level; provide a list of communities to FFP within the first three months to be used for the baseline survey; consult with the communities and validate proposed interventions<sup>12</sup>, assumptions and the overall ToC; analyze the institutions, the operating environment and policies that might impact the project's implementation and success; carry out formative research and the initial environmental examination; begin a gender analysis and market analysis;

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<sup>12</sup> This is not an information generation process rather this is a participatory process to engage communities to analyze their own strengths and challenges and contribute to the refinement of the activity design based on their priorities and needs. Therefore, this exercise needs to be carried out in all target communities and not in a sample of communities.



note major shocks and stresses and how people are managing them; hire and train staff; and initiate project start up plans, e.g., administrative tasks, equipment and supply purchases, human resources.

During community consultations, awardees discuss the communities' priorities and needs, causes of food insecurity and undernutrition, vulnerability to food insecurity and malnutrition, and capacity to recover from food insecurity shocks. In looking at institutions, operating environments and policies, awardees would research the institutional and policy environment, governance issues, synergies with other U.S. Government investments and other donors, and existing and potential linkages to achieve broader resilience objectives.

In addition to community consultations (gender, environmental impact, and climate change impact), formative research, as indicated, may investigate positive deviances and the determinants as well as barriers to optimum health and nutrition practices for pregnant and lactating mothers and children under two; barriers and proven pathways to proper hygiene, sanitation, and access to safe water; challenges and opportunities to recovery from food insecurity; and water resources vulnerability analysis. It is important to note that some of the assessments/studies may continue after the first six months of the refinement period.

During this time, FFP will review and approve the awardees' work plans, undertake scoping visits with awardee technical staff, review and approve scopes of work for research, assessments and analyses, and implement the baseline studies. Ideally, FFP will provide comments on scopes of work within four weeks. FFP will contract and manage the survey firm(s) to conduct the baseline surveys for the awards. FFP anticipates that preliminary data from the baseline survey will be available to the awardees in the fourth quarter of the first fiscal year for use during the refinement period. (Note that baseline study will collect data for high level outcome and impact indicators.)

### ***Refinement Period – Months Seven through Twelve***

From month seven to month twelve, the awardee will review the ToC and refine it along with select implementation strategies based on the results from the baseline survey, community priorities, research, assessments, and analyses; develop an M&E plan integrating gender, youth, environment and climate change indicators, as appropriate and as required; finalize targets for all indicators included in the Indicator Performance Tracking Table (IPTT); establish partnerships with other Resilience in the Sahel Enhanced II (RISE II) projects; and continue to hire and train staff. During the refinement phase, FFP Washington staff, USAID mission staff, awardees HQ technical staff, the chief of party and technical staff from the activity will participate in a quarterly meeting using VTC to discuss the progress, challenges, and learning from the last quarter.

Toward the end of this period, the chief of party for each award will present the refined activity design in country, if feasible, highlighting changes from the original and the reasons for the changes along with supporting data. FFP will share a framework for the chief of party presentations with the invitation to awardees approximately six to eight weeks before the date.

During this time, FFP will review the various reports generated by the awardees' research, assessments, and analyses; provide oversight of the baseline survey firm; review the draft

baseline survey report; and possibly participate on additional scoping visits with awardee technical staff. Awardees will attend the M&E Workshop organized by FFP. At the workshop, awardees will finalize the project ToC, logical framework (LogFrame), and IPTT ensuring that it reflects the findings of any specialized analyses, as well as those emerging from required analysis. For each awardee, the revised ToC, LogFrame, and IPTT will be due to FFP within 30 days after the completion of the M&E workshop. In addition, awardees must complete and submit the comprehensive M&E Plan for the award and the final Activity IEE within 60 days after the workshop. FFP will share M&E workshop details approximately eight to ten weeks before the date.

### **Milestones**

In the application, applicants should propose milestones for all key actions included in Year One. Milestones will be used to mark progress throughout the refinement period. All milestones will be tied to specific actions and timelines included in the awards. Applicants are encouraged to identify pertinent analyses and/or pilot activities that address the constraints cited in the CSI and integrate these into the application. For example, the applicant may have planned a market study in Year One. The application should provide a clear timeline for key actions needed for the market study. It should include the scope of work, literature review, fielding the team/hiring the consultant(s), data collection, and submission of the draft report and final reports.

### **Implementation Period**

The implementation period will cover Year Two through Year Five of the multi-year development activity. FFP recognizes that delays have occurred with previous awards and sees R&I as a way to capture and use the first year to jump start the second year by ensuring that all the “i’s” are dotted and “t’s” are crossed. The refinement period will allow for reflection, collaboration, and adjustments to expectations and planning, ensuring implementation will be successful.

An external evaluation will take place in Year Four. Ideally, FFP will share information about this evaluation approximately 12 months before it is scheduled. Ideally, within three months of the conclusion of the interim external evaluation and receipt of final report(s) and data, awardees will be notified of the results and FFP’s decisions regarding extensions. If activities are deemed exceptional and very high-performing, then FFP anticipates that it will extend those awards an additional three to five years. FFP defines exceptional high-performing awards as not only making substantial progress in key food and nutrition security outcome indicators but also strengthening local institutions, establishing highly effective service delivery systems, and systems to promote social accountability and sustainability; determined through both qualitative assessments and quantitative measurement of key outcome indicators. The qualitative assessments will be award specific based on its ToC.

Extensions may require “extension plans”, budgets, revised targets, possibly new indicators and more; in addition, extensions will be subject to availability of funds and commodities, along with approval by USAID authorities. If awards are deemed successful or less than successful, performing moderately or below what was envisioned due to a variety of conditions and circumstances within or outside of the awardees’ control and management, then FFP anticipates

they will not be extended; these awards will maintain their original end dates. Given the timing of the interim external evaluation, those awards with extensions will have a final evaluation 12-18 months prior to the new end date, while those awards maintaining the original end dates will not have a final evaluation.

### **APPENDIX III: Past Performance Reference Questionnaire**

With the technical application, please upload a blank Word document in place of the required Past Performance document in FFPMS. Only successful applicants must upload the completed section A of this questionnaire to FFPMS. A successful applicant's history of performance is part of the pre-award risk assessment. The remaining sections shall be completed by USAID.

#### **A. CONTRACT/GRANT/COOPERATIVE AGREEMENT INFORMATION:**

Name of Company/Organization Being Evaluated:

Address:

Contract/Award Number:

Contract/Award Value:

Contract/Award Type:

Period of Performance:

#### **B. DESCRIPTION OF CONTRACT/AWARD:**

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During the contract/award being evaluated, this firm was the

Prime Contractor/Awardee

Significant sub-contractor/sub-awardee

Team Member

Other (Describe):

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Does anything other than a customer/supplier relationship exist between the firm being evaluated and your organization?

No

Yes

If yes, please describe the nature of this relationship:

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#### **C. EVALUATOR:**

Name:

Title:

Organization:  
Address  
Telephone No:  
Email Address:

#### **D. PERFORMANCE**

Please describe and explain the below of the applicant, in regard to performance and/or management abilities:

- How well the applicant performed.
- The relevancy of the work performed under the previous award to food assistance programming.
- Instances of good performance.
- Instances of poor performance.
- Significant achievements.
- Significant problems.
- Any indications of excellent or exceptional performance in the most critical areas.