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Issue Date:	August 17, 2021
Deadline for Questions:	September 1, 2021 at 17:00 pm (Maputo Time)
Closing Date & Time to submit applications:	**October 26, 2021, at 17:00 pm (Maputo Time)**

Subject: Notice of Funding Opportunity (NOFO)
Request For Application (RFA) Number: 72065621RFA00009

Program Title: USAID Feed The Future (FTF): Resiliência Integrada na Nutrição e Agricultura (RESINA)

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the USAID Feed The Future (FTF): Resiliência Integrada na Nutrição e Agricultura (RESINA) program, a project to support beneficiaries to recover and pursue pathways out of poverty and take part in inclusive and sustained economic and social growth in Nampula and Zambezia Provinces. USAID intends to provide approximately $29,500.000.00 in total USAID funding over a 5 (five) year period that integrates WASH ($5M), Nutrition ($4M) and Agriculture ($20.5) funding (subject to availability of funding).

USAID intends to make an award to the applicant who best meets the objectives of this funding opportunity based on the merit review criteria described in this RFA subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought, application submission requirements and selection processes.

Local organizations may partner with multiple applicants. USAID strongly discourages local organizations from entering into exclusive partnerships.

To be eligible for award, the applicant must provide all information as required in this RFA and meet eligibility standards in Section C of this RFA. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the RFA has been received from the internet in its

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USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers and System for Award Management (SAM) requirements detailed in Section D.6.f. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the points of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Jean-Jacques Badiane
Digitally signed by Jean-Jacques Badiane
Date: 2021.09.23 17:34:45 +02'00'

Jean-Jacques Badiane
Agreement Officer

ATTACHMENTS:

Attachment 1: Why is Zambezia Lagging Behind?
Attachment 2: Activity MEL Plan template
Attachment 3: USAID June 2019 Gender Assessment Report for USAID/Mozambique Final Report; and,
Attachment 4: final Mozambique Agriculture Initial Environmental Examination (IEE).

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List of Acronyms

AfD	The African Development Bank
CDCS	Country Development and Cooperation Strategy
CLA	COLLABORATING, LEARNING AND ADAPTING
COP	Chief of Party
DO	Development Objective
DCOP	Deputy Chief of Party
EMMP	Environmental Monitoring and Mitigation Plan
ERFs	Environmental Review Forms
ESAN	Food and Nutrition Security Strategy
EU	European Union
FAO	Food, Agriculture and Organization
FEWS NET	Famine Early Warning System Network
FFR	Federal Financial Reporting
FTF	Feed the Future
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GRM	Government of the Republic of Mozambique
IEE	Initial Environmental Examination
IEE	Initial Environmental Examination
IFAD	The International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
InovAgro	Innovation for Agribusiness
IR	Intermediate Result
MAD	Minimum Acceptable Diet
MADER	Mozambique Ministry of Agriculture and Rural Development
MCC	Millennium Challenge Corporation
MDD	Minimum Dietary Diversity
MEL	MONITORING, EVALUATION, and LEARNING
MELP	Monitoring, Evaluation and Learning Plan
MMEMS	Mozambique Monitoring and Evaluation Mechanism and Services
PAMRDC	Multisectoral Action Plan for the reduction of Chronic Malnutrition
PAMRDC	Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition
PD	Positive Determination
PRONASAR	Programa Nacional de Agua e Saneamento Rural
RESINA	Resiliência Integrada na Nutrição e Agricultura Activity
RFSA	Resilience and Food Security Activity
RFZ	Resilience Focus Zone
SDC	Swiss Agency for Development Cooperation
SETSAN	Secretariat for Food and Nutrition Security
SPEED	Supporting the Policy Enabling Environment for Development
STIP	Science, Technology, Innovation and Partnerships
SUN	Scaling Up Nutrition Movement
SUSTENTA	National Program for Integration of the Smallholder Farmer into Productive Value Chains
WASH	Water, Sanitation And Hygiene
WFP	World Food Program

SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

A. INTRODUCTION

The Feed the Future (FTF) *Resiliência Integrada na Nutrição e Agricultura* (RESINA)[1] Activity will address the key drivers of chronic poverty, food insecurity, and malnutrition by strengthening the resilience capacities of targeted vulnerable communities and systems to absorb, adapt to, and transform in the face of shocks and stresses. The program will support beneficiaries to recover and pursue pathways out of poverty and take part in inclusive and sustained economic and social growth. It is an integrated agriculture-focused activity that will layer, sequence, and integrate interventions in coordination with other USAID mechanisms in the defined USAID/Mozambique Resilience Focus Zone (RFZ)[2], including the Resilience and Food Security Activity (RFSA) of the USAID Bureau for Humanitarian Assistance, and the Feed the Future: Premier Promoting Innovative and Resilient Agriculture Market Systems Activity (FTF PREMIER), concurrently being designed by the USAID/Mozambique Agriculture Team. FTF RESINA will support the development of food systems and contribute to sustaining the productivity of the agricultural sector through targeted interventions to male and female producers that include improving the nutrient quality, dietary diversity, and safety of food supply across agriculture value chains. The Activity will combine agriculture, water, sanitation and hygiene (WASH), and nutrition funding to address programmatic gaps and approaches in building the resilience of vulnerable households and communities in the target zone. FTF RESINA is designed to achieve this objective through inclusive approaches to increase productivity of farm and food systems; foster diversification of household income; and layer, sequence and integrate food security, sustainable water, and positive nutrition interventions with those of the RFSA program. The activity will work in collaboration with the Feed the Future: Promoting Innovative and Resilient Agriculture Market Systems Activity to facilitate linkages and share risks with the private sector to open market and employment opportunities for vulnerable households[3]. Together, the target populations will have improved access, availability, and utilization of food, and diversified incomes through agriculture and other livelihood pathways.

The Goal of FTF RESINA is to ***Increase resilience of smallholder farmers and rural households in selected districts of Zambezia and Nampula provinces.*** It aims to achieve this through three Intermediate Results (IR):

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[1] The word RESINA means resin, a substance secreted by plants, to protect them from insects and pathogens, making them more resilient.

[2] The Resilience Focus Zone (RFZ) for Mozambique will encompass areas of [FEWSNET Mozambique Livelihood Zone 5] in Zambezia and Nampula, and potentially coastal areas of these provinces as well. The RFSA will form the core of the RFZ. Multiple activities will be implemented within the RFZ, including a separate activity that will target coastal areas. Specifically for FTF RESINA, the target area of operation will be primarily the intermediate and highland elevation areas of Livelihood Zone 5 in Zambezia and Nampula. See section B.2, Geography and Focus Area, for more detailed information about the intended target areas for FTF RESINA.

[3] Smallholder farmers and vulnerable households. Please refer to Tschirley, David, Cynthia Donovan, Tatiana Mata, Antony Chapoto, and David Mather (2021). "Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security." Report prepared for USAID/Mozambique under the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence. East Lansing

- Increased Household Food Security;
- Improved Management of Productive Natural Resources; and
- Improved nutrition outcomes of women, adolescent girls, and young children.

B. PROGRAM DESCRIPTION

B.1 Background and Problem Analysis

Mozambique faces an array of challenges to achieving the inclusive rural growth needed to reduce high levels of poverty, malnutrition, and food insecurity. Additionally, much of the country's population is subject to frequent and recurrent shocks and stresses due to climatic events, chronic and catastrophic health events, and violent extremism or civil unrest. These challenges have become more acute over the past few years as Mozambique emerges from macroeconomic and health shocks caused by the COVID-19 pandemic, from powerful tropical storms that decimated infrastructure, housing, and farmland, and armed violence that has led to large numbers of internally displaced persons in the north and, to a much smaller extent, the center of the country.

The majority of Mozambicans continue to live in rural areas, and 71% earn their livelihoods from agriculture and natural resources. Despite having abundant fertile land and conducive agro-climatic conditions in many parts of the country, agricultural productivity remains quite low, and the agricultural employment as currently practiced is associated with higher levels of poverty in Mozambique.

Populations in FTF RESINA's selected districts of Nampula and Zambezia provinces suffer from the highest levels of poverty, lowest agricultural productivity, highest rates of malnutrition, and lowest access to improved water and sanitation in Mozambique. Living on the margins, people in the target zone of influence are also among the most vulnerable to recurrent shocks and stresses that can undermine their ability to withstand and overcome recurrent crises. FTF RESINA will seek to address the challenges of high poverty levels, low agricultural productivity, vulnerability to shocks and stresses, poor nutrition, and low access to water and sanitation to strengthen their resilience and set them on the path to improved prosperity. Challenges to improving food security and resilience in Mozambique include the following:

Poverty: Mozambique ranks 181 out of 189 on the UN's worldwide *Human Development Index*, which reflects the depth of hardship among the Mozambican people with respect to poverty and social indicators such as literacy, malnutrition, and maternal mortality. According to the World Bank[4] poverty has been on a declining trend following sustained strong economic growth in the 2000s. Based on data from the 2014/15 household budget survey, the proportion of Mozambicans living beneath the poverty line is 48.4 %, below the levels of poverty recorded in 2002/03 and 2008/09, 60.3 and 58.%, respectively. The proportion of households living in poverty has fallen in both rural and urban areas. In relative terms, poverty has declined faster in urban centers (23.2%) than in rural villages (18.8%).

[4] World Bank. April 2018. "Strong but not Broadly Shared Growth": Mozambique Poverty Assessment. Poverty and Equity Global Practice - Africa Region. http://documents1.worldbank.org/curated/en/377881540320229995/pdf/131218-WP-P162550-PUBLIC-FRI-OCT-26-7AM-DC-DIGITAL-Mozambique-Poverty-Assessment-2018.pdf

Moreover, the gap in the prevalence of poverty between the rural and urban parts of the country remains almost unchanged. Mozambique has experienced strong and sustained economic growth in the last two decades leading to high and stable growth and poverty reduction, especially after the late 2000s. But while household consumption growth has accelerated after 2008, it became less inclusive.

Poverty continues to be high in several regions in the north of Mozambique, including the Activity's proposed targeted provinces of Zambezia and Nampula. By 2014/15, poverty rates in these two provinces were well above the national average (48.4%): Nampula (65%) and Zambezia (62 %). Official numbers also show these provinces as the ones with the highest poverty rates in Mozambique[5]. In the target mid- and high-elevation zones of central Nampula and Zambezia provinces, food insecurity is also rampant, with 48% and 43% of households experiencing periodic hunger throughout the year[6].

Despite nationwide gains in poverty alleviation between 2003 and 2015, Mozambique is now among the most unequal countries in sub-Saharan Africa. Mozambique's inequality shows a substantial increase in inequality from 2008/09 to 2014/15, with values of the Gini coefficient moving from 0.47 to 0.56.[7]

Agriculture is one of the most effective drivers of inclusive economic growth, having the highest multiplier effects on poverty alleviation, estimated to be four times the impact on poverty reduction compared to other sectors of the economy[8]. Similarly, an International Food Policy Research Institute (IFPRI) analysis found that a 1% growth in the agriculture Gross Domestic Product (GDP) results in a 2.6% reduction in poverty, compared to 1% overall GDP growth resulting in only 0.25% reduction in poverty[9].

Agriculture sector performance and transformation: Broad-based, long-term economic development in Mozambique is limited by weak, inefficient, and noncompetitive market systems that do not sufficiently include or benefit smallholder farmers, youth and women. There are many factors that contribute to this problem, including:

- The agricultural sector is dominated by smallholders, whose landholdings range in size from 0.5 to 1.5 hectares, although there are some larger enterprises engaged in production and agro-processing.

- Despite high potential of the agriculture sector, productivity is well below continental average, and there has been little meaningful transformation of the agricultural sector[10] .

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5 Ibid.

6 Tschirley et al. (2021). "Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security." Report prepared for USAID/Mozambique under the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence. East Lansing https://www.canr.msu.edu/resources/analysis-to-guide-usaid-mozambique-programmatic-investments-in-agriculture-and-food-nutrition-security

7 World Bank. April 2018. "Strong but not Broadly Shared Growth": Mozambique Poverty Assessment. Poverty and Equity Global Practice - Africa Region. http://documents1.worldbank.org/curated/en/377881540320229995/pdf/131218-WP-P162550-PUBLIC-FRI-OCT-26-7AM-DC-DIGITAL-Mozambique-Poverty-Assessment-2018.pdf

8 World Bank. 2007. World Development Report 2008 : Agriculture for Development. Washington, DC. © World Bank. https://openknowledge.worldbank.org/handle/10986/5990 License: CC BY 3.0 IGO.

9 Mellor, JW et al *Agricultural Development and Economic Transformation*, Palgrave, 2017

10 Tschirley et al. (2021). "Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security." Report prepared for USAID/Mozambique under the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence. East Lansing

Farmers do not invest in productivity enhancing technologies and practices, with the exception of improved seeds.

- Value chain governance is generally characterized by the selling/purchasing of an undifferentiated product (based solely on price), and a "one-off" transaction rather than a more direct relationship with suppliers that can reduce risks of investing in productivity for smallholders.
- Sectors of the population (smallholder farmers, youth, women) are excluded from economic benefits (including job opportunities) by both geography and explicit discrimination.
- Lack of competitive financial services tailored for target groups (high cost of capital)
- Poor market infrastructure - High (road and rail) transport costs due to a poor road network hinders smallholders' access to markets, information, inputs and services, and drives down competitiveness.[11]
- High risk of climate variability means farmers cannot predict their agricultural cycle or production due to natural disasters and increasingly unpredictable weather patterns.
- Smallholder farmers are viewed as "high-risk" clients and not attractive to private sector businesses, including service providers.
- Neighboring countries out-compete Mozambican farmers with imports of cheaper agricultural products.

Markets: Mozambican agricultural markets are "thin", with few or nonexistent supporting services to enable more sustainable and inclusive business strategies that link to smallholder farmers; dispersed and remote producers have little choice of whom to sell their products to. They lack market intelligence, produce low volumes of poor-quality produce, receive low farm gate prices, and ultimately make little profit. Meanwhile, business practices of output buyers have tended to be exploitative, with traders negotiating exclusively on price (not on quality of produce or supplier loyalty). Therefore, smallholder farmers do not invest in improving yields and quality of their production because there are few formalized, stable market relationships to provide good returns on investment. Poor infrastructure and high transport costs are also major barriers for farming households to access input and output markets and raise productivity.[12]

Vulnerability to Shocks and Stressors: While agriculture is central to inclusive growth, so is the resilience of households, communities and systems to shocks and stresses that can often reverse hard-earned gains. Social protection, in the form of safety nets and improved livelihood opportunities, plays a foundational role in improved resilience by enabling poor households to increase consumption and retain productive assets in the face of shocks and stresses. Investment in household assets, (e.g. livestock, agricultural machinery, bicycles,

[11] USAID/Tufts Univ 2021

[12] World Bank. 2018. Mozambique Economic Update, October 2018 : Shifting to More Inclusive Growth. World Bank, Washington, DC. © World Bank. https://openknowledge.worldbank.org/handle/10986/30865 License: CC BY 3.0 IGO."http://documents.worldbank.org/curated/en/931171614625070870/Mozambique-Economic-Update-Setting-the-Stage-for-Recovery

solar panels, etc.), can assist vulnerable households to weather shocks by either selling (but not depleting) assets, or applying them towards productive income opportunities.

The majority of rural Mozambicans make their livelihoods in agriculture-based subsistence production. Households and communities are extremely vulnerable to a full range of shocks and stressors - from food prices (many farming households are net buyers of food), to poor market access, environmental degradation, climatic catastrophes, under-nutrition and poor family health - that deplete their abilities to adapt and recover. Frequently, households face more than one shock, requiring them to sell key assets, and thus impinging on their ability to withstand and recover from future shocks. Starting in 2020, COVID-19 further challenged already vulnerable and impoverished households in Mozambique with reduced income, decreased number of income sources, loss of jobs, and other impacts, such as closure of agricultural and commercial businesses. In a survey regarding the impact of COVID-19 in several provinces, key informants identified post-pandemic priority needs. These included access to healthcare, food, public infrastructures, diversified livelihoods, and shelter. Financial support, agricultural inputs, and job creation, were also listed as priorities.[13]

Social Unrest and Violent Extremism: In total, over 697,000 people have been displaced due to insecurity and violence in Cabo Delgado, Mozambique since 2017 (IOM Displacement Tracking Matrix [DTM], as of May 2021[14]. Internally displaced people (IDP) have triggered population movements within Cabo Delgado and to several districts in the provinces of Nampula and Zambezia. This insecurity has the potential to negatively impact the local community and economic development within the region. Displacement of the population and disruption of farming activities further compounds the crisis by threatening food security.

Malnutrition: In Mozambique, stunting or low height-for-age, affects more than 2 million children under 5 years (43%, and around 69% of children of this age have some form of anemia.[15] Adolescent girls are among the most vulnerable, because during this period of rapid development their nutrient needs are high, and those needs increase with pregnancy. Given that 46% of Mozambican girls become pregnant in their teens,[16]adolescent nutrition is directly correlated with nutrition during pregnancy. Around 54 percent of Mozambican women of reproductive age (15-49 years) have some form of anemia, and the majority live in rural areas.[17] According to the World Food Program (WFP),[18] 80% of Mozambicans cannot afford an adequate diet. Stunting levels are among the highest in Nampula and Zambezia provinces, with 51% of children experiencing stunting. The first thousand days, from pregnancy until a child's second birthday, offer a window of opportunity to reduce stunting and other forms of malnutrition, including anemia and wasting. This period also has far-reaching consequences for human capital, economic productivity, and national development overall.

In spite of considerable public and private investment in the nutrition sector in Mozambique over the past years, including from USAID, the national stunting and wasting (low weight-

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13 COVID-19 IMPACT ASSESSMENT IN THE CENTRAL REGION OF MOZAMBIQUE (MANICA, SOFALA, TETE AND ZAMBEZIA) ROUND 3 MARCH 2021 https://dtm.iom.int/reports/mozambique-%E2%80%93-covid-19-impact-assessment-central-region-mozambique-round-3-march-2021

14 IOM Cabo Delgado Crisis Situation Report. 1 - 14 April, 2021. https://mozambique.un.org/pt/124925-iom-cabo-delgado-crisis-situation-report-1-14-april-2021

15 USAID/Mozambique. March 2018. Mozambique Nutrition Profile. https://www.usaid.gov/sites/default/files/documents/1864/Mozambique-Nutrition-Profile-Mar2018-508.pdf

16 2015 Malaria Survey (IMASIDA)

17 Demographic Health Survey 2011.

18 World Food Program. Mozambique Brief.undated. https://www.wfp.org/countries/mozambique

for-height) numbers seem to be stagnant for over 10 years[19]. Food insecurity (eating less than three meals a day), poor diet (insufficient nutrient intake), and poverty are contributing factors to malnutrition and stunting. Even when children do consume nutritious foods, environmental issues—such as environmental enteric dysfunction, chronic hygiene problems leading to frequent diarrhea and the presence of aflatoxins that inhibit the absorption of nutrients—also influence stunting. These factors have only been compounded by the COVID-19 pandemic.

Low access to improved water and sanitation: Inadequate WASH can contribute to adverse health and other development consequences. About 20% of the substantial disease burden in Mozambique is linked to poor sanitation and unsafe water. The low coverage rate for improved sanitation facilities contributes to health problems for both individuals and communities by creating a breeding ground for disease including diarrhea, dysentery, and cholera. Diarrheal illness ranks as the second highest attributable risk factor of death (just after HIV/AIDS).

Analysis of the data point to the WASH-related risks of disease varying significantly across regions and economic groups in Mozambique. The reasons for this are threefold: (1) the variability in WASH-related exposures—with children in poorer households having higher exposures; (2) these same children are likely to be much more vulnerable because of their underlying poor nutrition and access to basic health services; and (3) both WASH and health vulnerabilities are the product of underlying economic and geographic inequalities. Some areas with children with the highest risk index values are concentrated in the northern provinces.[20]

Nationally, only 29% of Mozambican households have access to basic sanitation and 27% still defecate in the open[21]; in rural areas almost half of the population (47%) practices open defecation. Hygiene fares much worse than sanitation, with only 12% of the population having basic access, defined as having soap and water available on their premises[22]. Ensuring clean drinking water is a critical part of an integrated approach to improving nutrition outcomes.

Additionally, there is a lack of access to water for productive uses in agriculture and livestock husbandry. The dominance of rainfed agriculture greatly increases risk for smallholder producers due to unpredictable and variable rainfall. Improved water access, harvesting, and management can mitigate risks of crop failure and facilitate small livestock husbandry, a critical source of protein for household diets, and a moveable asset in times of need.

Gender Equality and Women's Empowerment: Mozambican women and girls are particularly impacted by extreme poverty, the HIV/AIDS epidemic, low levels of education, high maternal health risks, limited economic prospects, and cultural beliefs that disadvantage them. Women and girls are also disproportionately affected by the effects of crises such as droughts and floods and political unrest. Women are at greatest risk of gender-based violence during conflicts, and the effects of war continue for years after the fighting ends as many women are left widowed and struggle to sustain livelihoods for their children.

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[19] DHS 2011, Ministry of Agriculture's SETSAN annual surveillance and National Statistics Institute - Household Budget Survey (2014/15)

[20] World Bank. 2018. *Findings of the Mozambique Water Supply, Sanitation, and Hygiene Poverty Diagnostic*. WASH Poverty Diagnostic. World Bank, Washington, DC. http://documents1.worldbank.org/curated/en/533401520611543407/pdf/124162-WP-P154579-PUBLIC.pdf

[21] 2019 Joint Monitoring Program (WHO/UNICEF)

[22] 2019 Joint Monitoring Program (WHO/UNICEF)

About 94% of girls are enrolled in primary school, but fewer girls complete a lower primary school education (than boys 44% of girls versus 58% of boys).[23] Half of the girls drop out by the fifth grade, only 11% continue on to study at the secondary level, and just 1% continue on to college.[24] Teen pregnancies prove to be a major reason for girls dropping out of school early. Some 30 to 40 %t of girls are pregnant before they turn 18 years old.[25] Child marriages are another roadblock to education. Almost half of the girls in Mozambique are married before they turn 18 and around 15 percent are married before they turn 15. As a result, girls must drop out of school to stay home or work to take care of their families.

Mozambique's overall literacy rate is 47%; female literacy (28%) lags far behind that of males (60%).[26] As a result, women are less literate than men, especially in rural areas (23% of women versus 65% of men). The overall literacy rate for women is worse in Mozambique's populous provinces of Nampula (23%) and Zambezia (21%).[27] Overall, 96% of all working women in Mozambique are unskilled laborers working in the informal sector. Only 4% of working women in Mozambique are formally employed in the government or private sector. [28]Women collect firewood, access water, and gather fruit and other foodstuffs to feed their families, and they are often not engaged in decision making roles beyond their family. Women's lack of economic assets and collateral (including land) hinders their access to credit and their ability to gain a livelihood, and compounds the cycle of gender inequality.

Youth: Youth constitute the majority of the population in Mozambique and they are generally better educated than their parents. Many have reached higher levels of education, often being the first in their family to attain middle or higher education. However, many still lack decent employment, quality education, and health care, and they often feel marginalized from mainstream society as they try to survive through odd jobs and precarious livelihoods in the informal economy.

The USAID/Mozambique Cross-Sectoral Youth Assessment[29] found that the majority of young participants, especially in rural areas, requested support in developing modern agriculture. They desire to move away from traditional subsistence agriculture, which they perceive to be outdated and retrograde, and to engage in mechanized agriculture using modern tools and machinery. Many are interested in jobs in the food production value chain, as well as in green jobs and environmentally friendly enterprises. While urban youth were dismissive of jobs in agriculture, rural youth demanded more entrepreneurial skills and technical training in agribusiness and services. Another finding from the assessment is that youth have a desire to participate in their own development and to have a deciding voice in development plans.

Environment and natural resources: The most menacing threats to Mozambique's environment and biodiversity range from destructive agriculture and extractive practices, to poaching, climate change, and the government's low capacity to manage them. With competing needs and population growth already increasing pressure on these unique and limited resources, the issue of livelihoods and enhanced agricultural productivity must be

[23] World Bank Data. https://data.worldbank.org/indicator/SE.PRM.CMPT.MA.ZS?locations=MZ

[24] USAID/Mozambique. https://www.usaid.gov/mozambique/education

[25]UNICEF https://www.unicef.org.mz/wp-content/uploads/2015/07/EN_Statistical_Analysis_Child_Marrige_Adolescent_Pregnancy_aw-Low-Res.pdf

[26] TOP 10 FACTS ABOUT GIRLS' EDUCATION IN MOZAMBIQUE. Feb 2019. https://borgenproject.org/top-10-facts-about-girls-education-in-mozambique/

[27] Ibid

[28] USAID June 2019. Gender Assessment Report for USAID/Mozambique - Final Report. Provided as an attachment to the RFA.

[29] conducted by the Mozambique M&E Mechanism and Services (MMEMS) activity in 2020.

addressed if conservation is to be sustainable. This highlights the importance of increasing agricultural productivity per hectare, to mitigate against a growing trend of agricultural extensification and accompanying deforestation. Similarly, without improved agricultural stewardship, soil fertility will continue to decline, threatening the viability of both productive and natural landscapes.

GRM Policy and Regulatory Environment: The Millennium Challenge Corporation (MCC) conducted a Binding Constraints analysis of Mozambique and found that poor agricultural policy, legal, and regulatory frameworks and implementation of the framework inhibit the functioning of input markets, vertical coordination of value chains, and input and output market competitiveness. These policy constraints negatively impact agricultural productivity, as they result in low technology adoption, low commercialization, low crop diversification, and high price and market access uncertainty.

B.2 Summary of Relevant USG , Government of Mozambique and Donor Activities

Country Development Cooperation Plan (2020-2025)

Recognizing these challenges as key to Mozambique's sustainable development, USAID/Mozambique's new Country Development Cooperation Strategy (CDCS 2020-2025) prioritizes the Northern and Central regions of the country and makes resilience of vulnerable populations to key shocks and stresses a central component of USAID's approach in Mozambique. The CDCS builds on past USAID strategies, but with a more explicit emphasis on youth, gender, and resilience to shocks such as natural disasters and violent extremism as well as stressors such as chronic food insecurity. It recognizes the important linkages between agricultural productivity, market systems, water and sanitation, natural resource management, and nutrition and food security. FTF RESINA will be an integral component of this strategy, contributing primarily to the achievement of Development Objective (DO) 3: *Resilience of Vulnerable Population to Key Shocks Increased* and with other USAID activities, to DO 2: *Diversified and Inclusive Economic Growth*. Specifically, RESINA directly contribute to two Intermediate Results (IRs) of DO 3:

- IR 3.1: Household Nutrition and Food Security Increased
- IR 3.2: Sustainable Management and Use of Water and Sanitation Services for Target Populations Increased

USG Initiatives and Activities: The FTF RESINA activity is aligned with Feed the Future, the USG's initiative to combat global hunger, the USG Global Water Strategy, Scaling Up Nutrition (SUN) Movement, and with the USAID Policy and Programmatic Guidance on Building Resilience to Recurrent Crisis (2012).

To achieve the results indicated in DO 3 and to maximize collective impact, the FTF RESINA activity will coordinate closely with other USAID (ongoing and new) activities to achieve an effective layering, sequencing, and integrating approach that will be critical to achieving this activity's objectives and lead to greater collective impact as a sum of USAID investments. Sequencing and layering are most effective when geographies, beneficiary populations and systems, and timing overlap. Additionally, a new Millennium Challenge Corporation Compact is under development for Mozambique, with Agricultural Productivity and Rural Roads being identified as the two key constraints for Mozambique's development.

Therefore, it will be vital for this activity to coordinate closely with these investments as they move forward.

The FTF RESINA activity should also seek opportunities to complement, reinforce, and, where possible, layer with other development partners' programs to enhance collective impact and improve efficiency of implementation across programs. This collaboration also enhances potential learning across projects. Other USAID activities include, but are not limited to: USAID SPEED; Rural Water Supply and Sanitation programs; TRANSFORM Nutrition, a community based multisectoral nutrition activity in Nampula; TRANSFORM WASH/Mozambique, which will increase use and sustainable management of water and sanitation services with an emphasis on women and girls; Adolescent Girls Education (AGE), an activity that will empower adolescent girls and promote girls' school attendance in several communities with low female school enrollment; the ongoing PEPFAR DREAMS program targeting women of reproductive age; and LOGOS, a program aimed at improving decentralized government service delivery and accountability in Nampula, Zambézia, and Cabo Delgado provinces. Community radios are a major source of information in Mozambique's rural areas, reaching about two thirds of the population, with the largest numbers of the listeners concentrated in the two provinces of Nampula and Zambezia. The USAID funded CORAGEM activity provides support to approximately 120 community radios aiming at strengthening community radios ability to engage communities, generate behavior change and improve civic participation.

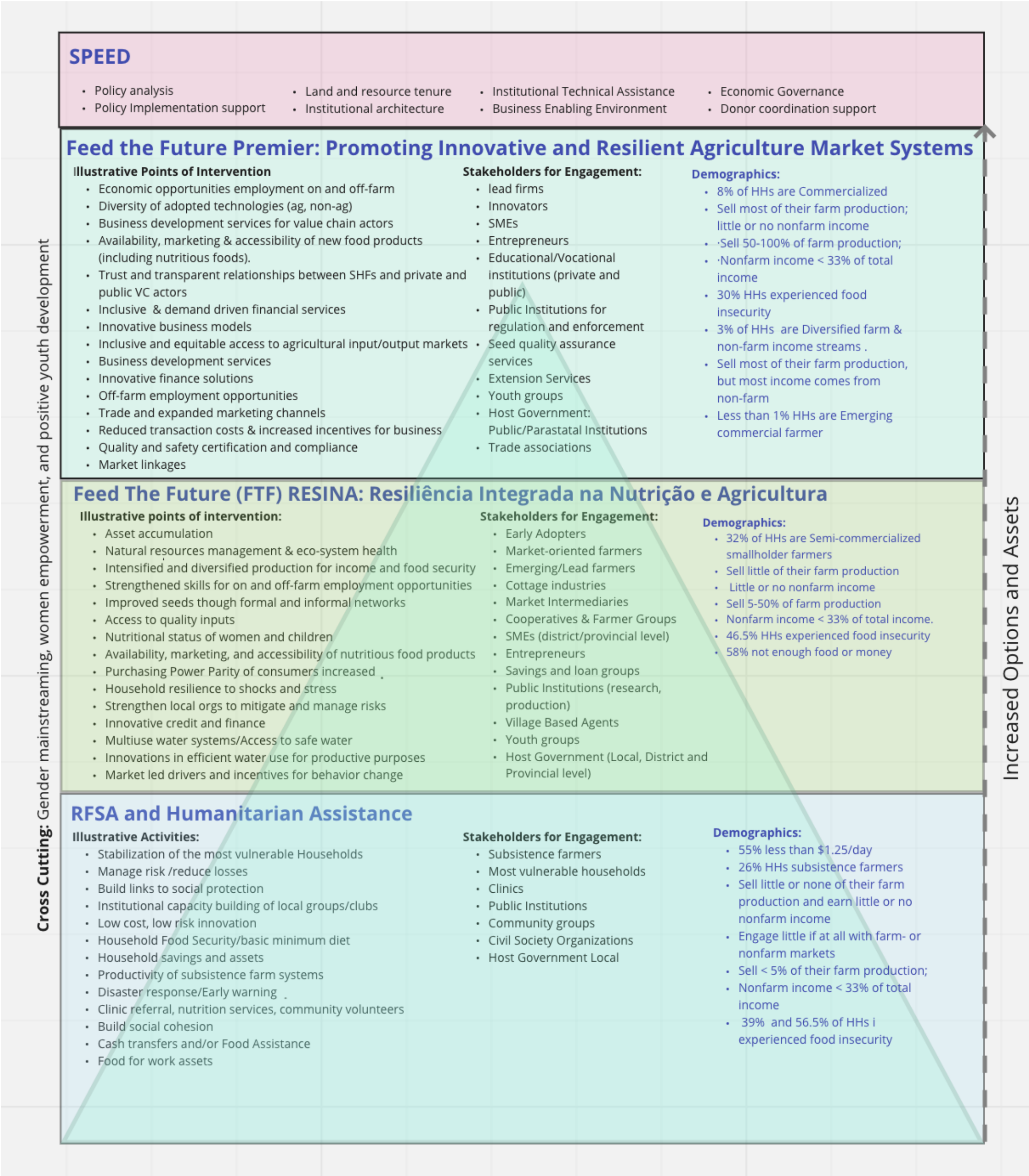
Figure 1 (below) illustrates how USAID activities are intended to layer and sequence interventions to achieve more resilient populations and communities. The figure includes illustrative interventions and stakeholders for engagement at different socioeconomic levels. The approach to building resilience is a stepwise process that builds the distinctive resilience capacities of households and systems according to the level of vulnerability, abilities and assets. The lowest tier in Figure 1 envisions the Bureau of Humanitarian Assistance Resilience and Food Security Activity (RFSA) as the initial intervention for the most vulnerable populations, and concentrates on stabilizing households and building social, financial and physical assets. FTF RESINA and other resilience focused activities become the next layer of the triangle, building on the outcomes of RFSA, and further building adaptive resilience capacities to manage risks - with low cost/no cost technologies such as row spacing, diversifying agricultural production and managing natural resources.

The third tier aims to build transformative capacities. The Feed the Future: Premier Promoting Innovative and Resilient Agriculture Market Systems Activity (FTF PREMIER) will incentivize lead firms and SMEs to deepen and broaden their networks to reach non-traditional clients (smallholder farmers, women, youth), and will provide support to these firms to develop innovative business models to strengthen win-win, sustainable relationships between buyer, sellers, service providers and consumers. Expanding the markets and increasing their competitiveness will generate income for commercially oriented producers and economic opportunities for those who no longer farm.

SPEED will coordinate across the mechanisms to support policy and enabling conditions, and governance that are directly tied to the success and sustainability of activity interventions.

As highlighted by Section I, Criterion 2, applicants are encouraged to propose a focused portfolio of interventions to drive scale of results and maximize impact of investments. Rather than number of interventions (as listed in Figure 1) the applicant shall propose a composite of interventions focused on quality, feasibility, and sustainability of results and impact at individual, community, institutional and/or system-Level.

Figure 1: Building Resilience through Layering and Sequencing USAID Activities



B.3 Relation to Government of the Republic of Mozambique (GRM) Priorities

The **GRM's Five Year Plan (2020-2024)** outlines its priorities to improve the well-being and quality of life of Mozambican families, reduce social inequalities and poverty, create an environment of peace, harmony and tranquility, with a strong emphasis on creating employment. The overall objective is to achieve a "diversified and competitive economy, intensifying the productive sectors with the potential to increase income generation and create more job opportunities, especially for young people."

The GRM Five-Year Plan aims to boost growth, productivity and competitiveness of the agricultural and industrial sectors, and sees agriculture as the engine of growth that supplies and stimulates industrial growth and catalyzes job creation. It also prioritizes social and economic stability and climate change adaptation through building resilience of vulnerable populations and communities to withstand and recover from various shocks and stressors.

The FTF RESINA activity will contribute to several of these priorities through its interventions to strengthen households' abilities to increase profitability of agriculture, diversify livelihoods, and improve health and nutrition practices. It will also foster job creation both through on- and off-farm employment, by promoting entrepreneurship and technological innovation through enhancing skills and increasing use of technology to improve productivity (on- and off-farm and employment).

The Ministry of Health, along with the Food Security and Nutrition Secretariat (SETSAN), are keen collaborators in focusing on food security and nutrition outcomes. The key challenge in this area is the multi-faceted nature of poverty, food security, and nutrition. The GRM has many of the right policies in place but faces challenges in taking a holistic approach to addressing the issues.

Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC) is a master plan for implementing nutrition-sensitive and nutrition-specific interventions in Mozambique. It was approved in 2010 with the commitment of key ministries that would provide an enabling environment for appropriate nutritional intake of Mozambican populations. It is aligned with the Millennium Development Goals (2015), and its implementation goes until 2020. This document was highly referenced in the development of strategies and interventions linked to nutrition, however, its implementation faced a number of bottlenecks on political/structural levels as well as in the area of coordination as per the mid-term evaluation.

Food and Nutrition Security Strategy (ESAN III) SETSAN (Technical Secretariat for Food and Nutrition Security) has been designing this strategy which will be an important tool in the implementation of key activities in nutrition (2020-2030). It is aligned with the Sustainable Development Goal number two - Zero Hunger, and it also embraces the activities outlined in the Multi-sectoral Action Plan for the Reduction of Chronic Malnutrition (PAMRDC), which will end in 2020. This strategy is based on a holistic and integrated approach to malnutrition encompassing the enabling environment (political guidelines/common commitments), strategic vision (nutrition specific and nutrition sensitive actions and programs), and operationalization (multi-level and multi-stakeholder interventions). ESAN III comes after the challenging implementation of both ESAN I from 1998 and ESAN II from 2008.

Scaling Up Nutrition Movement (SUN Movement) The SUN Movement is a multi-country platform created in 2010, aiming at working collaboratively to end malnutrition in all its forms. Mozambique has been part of this global movement since 2011, and has implemented a range of nutrition interventions engaging both public and private sectors (civil society, the United Nations, donors, businesses and researchers).

Programa Nacional de Agua e Saneamento Rural (PRONASAR), the Government of Mozambique's national rural water and sanitation program that supports the development and improvement of water and sanitation services in rural areas through investments in infrastructure and institutional strengthening. National Directorate for Water Supply and Sanitation (DNAAS) is the primary GRM counterpart for rural water supply and sanitation. FTF RESINA will also coordinate with and build upon the outcomes of the program.

SUSTENTA (Programa de Economia Rural Sustentável) is the primary agriculture program of the Mozambique Ministry of Agriculture and Rural Development (MADER), launched in 2017 as a three year, $40M pilot program and funded by the World Bank covering 10 districts in Nampula and Zambezia. The initial phase, implemented from 2017 - 19, led to significant increases in annual production and household income for 10,000 households. SUSTENTA 2020 - 24, a $250M program funded by the World Bank, uses a pay-for-results approach to expand this approach to all provinces. MADER expects to make an overall investment of almost $2 billion to support production and marketing of six strategic crops (maize, rice, beans, soy, sunflower, sesame, cotton, and livestock: cattle, poultry, and swine).[30] It will also include $200 million in opportunities for meat production. SUSTENTA aims to rapidly increase the production capacity and profitability of the rural economy, while at the same time emphasizing environmental, economic, and social sustainability. There is a clear role for the private sector in the areas of input supply, equipment, storage, processing, and marketing, which will be supported with favorable lines of credit, public-private partnerships, and technical assistance for land based and processing investments. Seven pillars of SUSTENTA include: (1) Technology Transfer, (2) Finance, (3) Marketing, (4) Land Planning and Access, (5) Infrastructure, (6) Social and Environmental Safeguards, and (7) Production subsidies. SUSTENTA is nested within the greater framework of the National Strategy for Development, Transformation, and Industrialization (Plan 20/24), and is guided by the Agriculture and Rural Development Sector Strategic Development Plan, and other national development policies. With its focus on small commercial farmers as change agents and suppliers of inputs and services to smaller farmers, there is high potential for the USAID FTF RESINA activity to positively interact with this GRM agricultural program. Though early in implementation, there is concern that large government subsidies for agricultural equipment and inputs under SUSTENTA will negatively impact the development of the private agribusiness sector. The USAID Agriculture Team will support FTF RESINA and other USAID-funded activities to work in partnership with MADER to mitigate and alleviate potential market distortions.

Technical Secretariat for Food and Nutrition Security - SETSAN: Housed under the Ministry of Agriculture, SETSAN is the national coordinating body for the multisectoral nutrition response. It is currently finalizing the Food and Nutrition Security Strategy (ESAN III), that is intended to be the guiding document for the multisectoral approach, joining together the PAMRDC - Multisectoral Action Plan for the reduction of Chronic Malnutrition document and the former ESAN II strategy that existed concomitantly and proved somewhat duplicative. The ESAN III is aligned with both the GRM five-year plan (PQG 2020-2024) and the SDG Goal two (Zero Hunger). The ESAN III also takes into consideration the Global Scaling Up Nutrition Movement guidance for Food and Nutrition Security, and SETSAN is currently leading one of the movement's four platforms namely Government Platform, Civil Society Platform, Donor Platform, and the Private Sector/Business Platform.

B.4. Other Donor Programs

Donor programs that are or will be operating in these provinces, with high potential for complementary investments, include:

World Food Programme (WFP): Emergency response feeding, with a focus on women-led organizations to improve product quality; improved terms of purchase with private sector

[30] http://www.sustenta-mz.com/financiamento

buyers; aggregation, post-harvest management and storage; technologies; business management; gender awareness.

The International Fund for Agricultural Development (IFAD) of the United Nations has launched the Inclusive Agrifood Value Chain Development Programme (PROCAVA) a US$72.5 million program aiming to improve resilience and livelihoods for at least 902,500 Mozambican farmers. Half of them will be women, and 30 per cent will be young people. PROCAVA will contribute to livelihood development, food security, and resilience by increasing incomes, and improving food and nutrition security of rural families.

U.N. Food, Agriculture and Organization (FAO) activities aim at increasing the resilience of livelihoods to climate change, threats and crisis. The CPF aims to reduce the vulnerability of communities, the economy and the infrastructures to climate risks and natural and man-made disasters.

European Union (EU): Improving Rural Competitiveness in Nampula and Zambezia Provinces, Mozambique (PROMOVE Agribiz) is a EUR 69.9M European Union funded project. PROMOVE-Agribiz is part of a comprehensive approach to rural development in the provinces of Nampula and Zambezia that includes support to energy, rural roads, biodiversity and nutrition. PROMOVE-Agribiz will specifically focus on supporting the development of small-scale, sustainable commercial agriculture. The action will aim at improving small producers' productivity and resilience, enhancing the provision of support services, including financial and rural extension services, as well as fostering commercial partnerships with enterprises and increasing the availability of commercial operational services along value chains. Cashew and quality seeds value chains will receive specific support in the frame of the priorities identified in the Jobs and Growth 3 compact for Mozambique. It is implemented as a Grant directed awarded to the National Sustainable Development Fund -Fundo Nacional de Desenvolvimento Sustentável (FNDS) an institution under the Ministry of Agriculture and Rural Development.

Swiss Agency for Development Cooperation (SDC): Innovation for Agribusiness (InovAgro) is a SDC funded project (2011-2020) which uses a market systems development (MSD) approach to improve the incomes for poor men and women small scale farmers in three provinces in Northern Mozambique (Nampula, Zambézia, and Cabo Delgado). InovAgro applies facilitative approaches to engage with key market actors to strengthen the supporting institutional and policy/enabling environment to address systemic constraints of smallholder agricultural development. InovAgro's major areas of focus include the private sector supply of agricultural inputs and extension, output marketing, access to finance for input supply, and improving the policy framework for certified seed production and marketing.

The African Development Bank (AfDB) supports activities with a geographic focus on the two southern provinces of Maputo and Gaza. The Mozambique Drought Recovery and Agriculture Resilience Project (DRARP) is a five year (2018 - 2022), $15.5 million dollars integrated project that includes water harvesting infrastructure, improved food production, marketing and capacity building of vulnerable communities. The Agriculture Value Chain and Youth Empowerment Project (AVACYEP) includes the provision of horticulture and livestock related infrastructure for improved food production, marketing and capacity building. The total project cost is $17.294 million dollars, over 5 years (2018-2023), also in Maputo and Gaza provinces.

B.5. Geographic Focus and Target Population

Based on the evidence laid out in the previous section, the RESINA Activity will target districts in Nampula and Zambezia provinces in north/central Mozambique. These are the two most populous provinces in the country, with the lowest human development indicators for poverty and nutrition. They are also both highly vulnerable to climate induced shocks, and are at risk of violent extremism. Historically, these two provinces saw some of the most intense fighting in the civil war, and they have been historically neglected by the central government in Maputo.

In Zambezia and Nampula Provinces, RESINA will target districts of higher and intermediate elevation within FEWSNET Livelihood Zone Five, in order to complement other programmatic investments under the USAID Bureau of Humanitarian Assistance planned programming. Geographic selection criteria should prioritize investments in relatively isolated areas that have been under-served by past GRM and donor programming. This could include districts in the intermediate and higher elevation areas of these provinces, such as Gile, Ile, Namarroi, Gurue, Alto Molocue, Lugela, Mocuba, and Morrumbala in Zambezia Province, and Ribaue, Morrupula, Mogovalas, Nampula, Lalaua, and Mecuburi in Nampula Province.

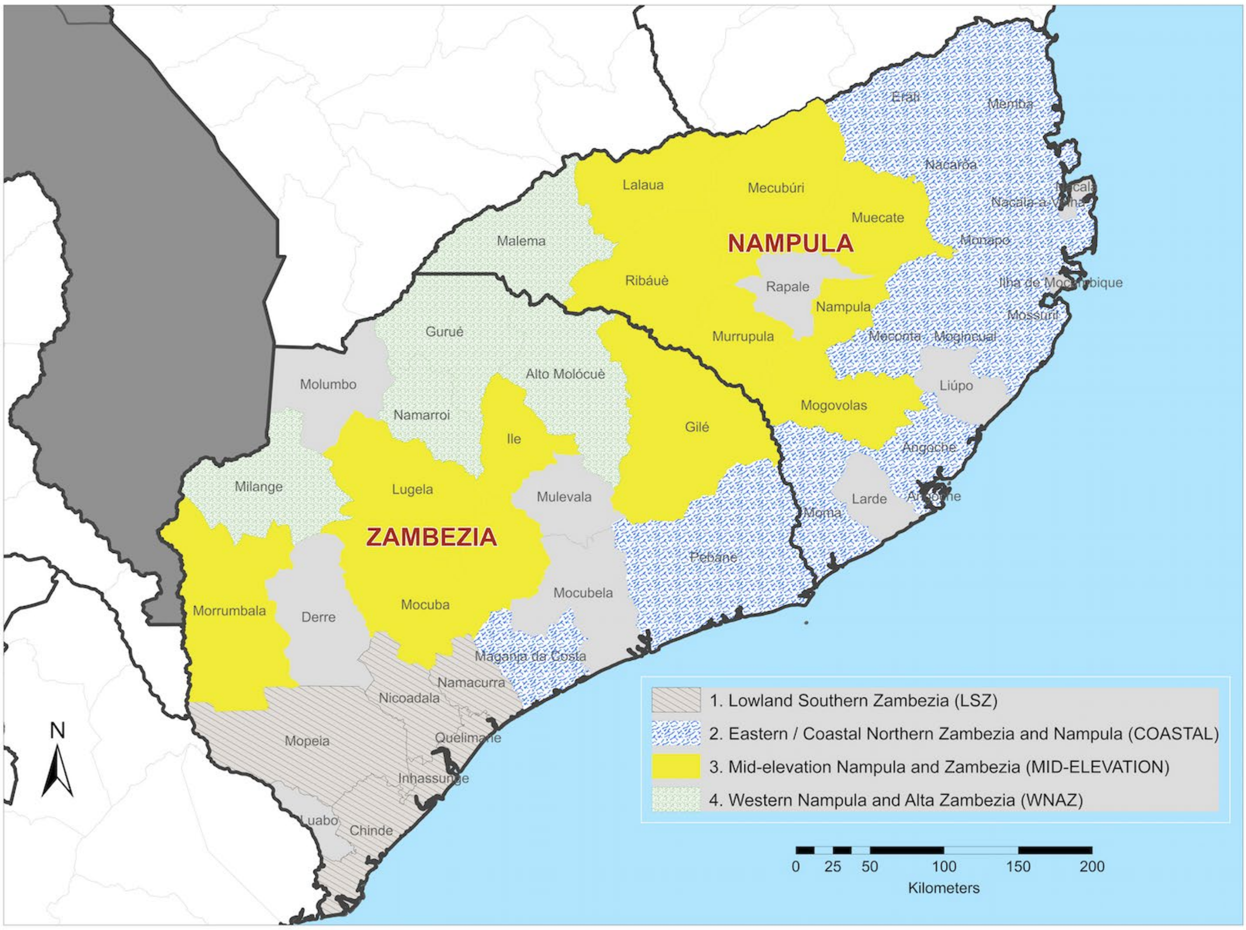
The intermediate elevation zones listed below have the highest number of adults with farming as their principal activity (82%), low levels in use of improved agricultural inputs, and the highest number of households experiencing hunger in the previous 12 months (47.9%)[31] The table below, from the MSU 2020 *Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food Security*, shows agricultural characteristics of the potential target zones.

B.5.1 Target Districts

The activity is not expected to work in, or cover all districts listed, but the Applicant should provide a proposed list of targeted districts with a justification for their selection as per the priorities and criteria laid out in this Program Description.

Zone	Districts	Characterization
Mid-elevation Nampula and Zambezia (MID-ELEVATION)	Gile, Ile, Lalaua, Lugela, Mecuburi, Mocuba, Mogovolas, Morrumbala, Morrupula, Muecate, Nampula, C. de Nampula	Somewhat isolated with manioc, beans, maize and some cash crops, and moderate non-farm engagement
Western Nampula and Alta Zambezia (WNAZ)	Alto Molocue, Gurue, Malema, Milange, Namarroi, Ribaue	Isolated with heavy dependence on maize and moderate nonfarm engagement

31 Tschirley, David, Cynthia Donovan, Tatiana Mata, and Antony Chapoto, Michigan State University “Analysis to Guide USAID/Mozambique Programmatic Investments in Agriculture and Food and Nutrition Security”, draft December 2020.



B.5.2 Targeted Agriculture Value Chains: The applicant shall provide the overall method and rationale for selecting a portfolio of value chains that aligns with the objectives and principles of RESINA and as entry points into agri-food systems. As the Activity implementer will finalize target commodities after the award has been made, the Activity implementer will be responsible for conducting an analysis to demonstrate that proposed commodities are allowable under the Bumper's Amendment (FY 2021 Act, Sec. 7025(b)). USAID/Mozambique will review the analysis and make a final determination about proposed commodities.

B.5.3. Targets of Opportunity

Where important targets of opportunity to increase RESINA's impact exist in areas outside the selected priority zones and implementation sites chosen by USAID, the Applicant is encouraged to propose a rationale for engagement in these areas. USAID will assess the Applicant's potential ability to contribute to successful program performance based on the following criteria: (1) the degree to which they are consistent with and contribute to the objectives of RESINA; (2) the extent to which they can produce tangible results within the lifetime of the RESINA activity; (3) the likelihood that they can demonstrate achievements that can inform and augment results in support of the criteria for implementation as defined above; and (4) degree to which activities are complementary to, or have the potential to be complementary to other USAID programming in the area (particularly resilience-focused programming).

During the life of the award, any proposed targets of opportunity will not utilize more than 20% of the total funding available for engagement in the Activity's selected implementation sites. Targets of opportunity may include building engagement with private sector actors, civil society, community-based organizations, local/regional government structures, other USAID programs, other donor programs, and potentially other options that clearly contribute to activity objectives.

B.6. Lessons Learned

For the design of this activity, USAID/Mozambique drew upon analyses completed by Michigan State University and SPEED+ on the current state of agriculture in Mozambique, as well as lessons learned from previous agricultural programming in the provinces of Nampula and Zambezia. Important takeaways from these findings are described below.

Seeds and Inputs: In most districts of northern Mozambique the market is not sufficiently developed to support the existence of a large number of dedicated agro-dealers, especially given that seed and input purchase is a seasonal activity. However, if there is sufficient consumer demand for certified seeds in local communities, and if certified seeds are available at the same locations as the other products, then existing community shop owners would add seeds to their current range of products. This would enable seed companies to "piggyback" on the same distribution channels that are already operating profitably in rural Mozambique. When local (community based) capacity is created for seed production and certification, there is increased interest by farmers to acquire these seeds from trusted sources such as their community seed producers and dealers.

Financial Services: Facilitating the formation of community-based "development groups" can build the social capital of vulnerable households and provide a foundation for engaging in economic activities. The use of development groups to generate savings and provide small loans has helped to build financial management skills and credit worthiness and have facilitated the first step towards further investments in agricultural value chains and skills to access more diverse financial services.

Extension: The use of step-wise approaches, such as market embedded extension services, bundled inputs, insurance, and technical assistance, to build the capacities of vulnerable households to absorb, mitigate, and eventually transfer risk can enable vulnerable households to participate in and benefit from agricultural market systems. Innovative extension approaches and business models (behavior change campaigns through community radios; private sector embedded technical assistance; seed insurance systems; cash vouchers for input fairs), can provide poor producers with crop and livestock inputs, finance, market access and information.

Low Input and Climate Smart Agriculture: Practices and technologies for improving management of natural resources (practices to restore soil fertility including conservation agriculture practices), rehabilitating degraded land and grazing areas (combating erosion and water run-off), and managing water resources can improve productivity, and build households' resilience to the effects of climate change.

Youth Engagement: Youth are attracted to business opportunities. Earlier programs show that linking training to internships and then to competitive grants for agribusiness projects on and off-farm that can engage youth and encourage entrepreneurship. Mechanization, agricultural information systems, agricultural processing, trade, and agricultural and business development services are all possible directions for youth employment, as well as the poultry and small livestock sectors. Engaging young women as well as men will encourage more young women to join the cadre of entrepreneurs.

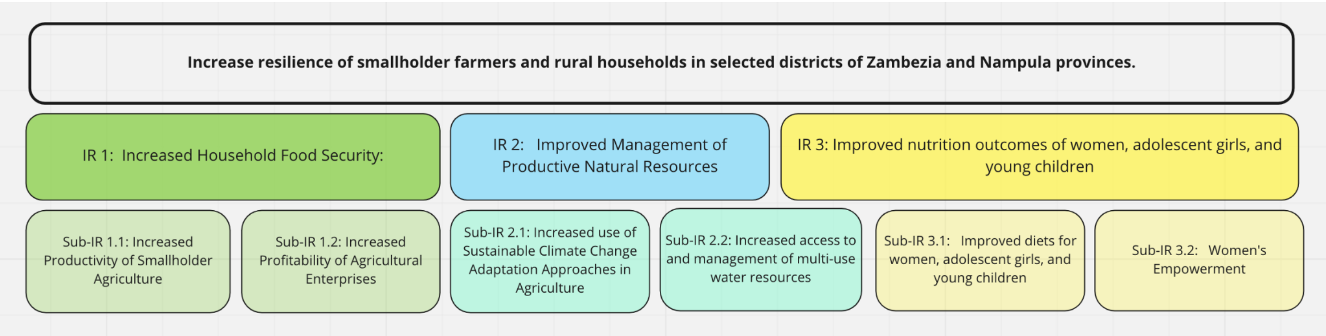
Water, Sanitation and Hygiene (WASH): It is important to involve local district staff for long term effectiveness of WASH activities. Local capacity building is essential to ensure sustainable infrastructure maintenance. It is also important to build opportunities for local and innovative financing to cover operational and maintenance costs. Multi-use systems are not common in rural areas, where WASH infrastructure is primarily for human demand and incorporating other uses has not yet been fully addressed.

B.7. Results Framework and Expected Outcomes

The goal of FTF RESINA is to: Increase resilience of smallholder farmers and rural households in selected districts of Zambezia and Nampula provinces.

Theory of Change: *If we assist communities to diversify incomes through increased agricultural productivity, market engagement, and off-farm livelihoods, improve their access to nutritious diets and clean water (with a focus on adolescent girls and children), then they will have increased capacities and resources to withstand recurrent shocks and stresses.*

RESULTS FRAMEWORK:



Gender and Youth considerations are cross cutting and shall be specifically addressed for each Priority Area.

Intermediate Result (IR) 1: Increased Household Food Security: A growing, resilient, competitive, inclusive, nutritious, and sustainable agriculture and food system increases producers' income through productivity and profitability improvements. Increased productivity and income results in improved producers' and consumers' access to adequate food year-round and improves the ability of people, households, communities, and systems to mitigate, adapt to, and recover from shocks and stresses. This is especially important for the poor, who spend the majority of their incomes on food.

Sub-IR 1.1: Increased Productivity of Smallholder Agriculture

- Increased use of Good Agricultural Practices (GAPs);
- Increased adoption of improved technologies including seed varieties
- Linkages to sustainable agriculture advisory services

Sub-IR 1.2: Increased Profitability of Agricultural Enterprises

- Increased financial inclusion and financial literacy
- Expanded access to markets and trade
- Strengthened negotiating power of producer organizations

Intermediate Result (IR) 2: Improved Management of Productive Natural Resources
The households and communities we serve live in increasingly complex and interconnected risk environments in which shocks and stresses are more frequent and the negative impacts from climate variability, natural disasters, and environmental degradation on agricultural productivity are exacerbated by parallel risks. In instances where shocks or stresses cannot be avoided, the resilience of individuals, households, communities, and systems can be strengthened to help them more effectively respond, bounce back and recover more quickly and use resources and strategies that enable them to adapt to longer-term trends and changes in their risk environment to not only protect, but improve, future well-being.

Sub-IR 2.1: Increased use of Sustainable Climate Change Adaptation Approaches in Agriculture

- Increased use and adoption of climate smart agricultural practices, such as climate-smart crops, livestock, soil, water management practices and adapted seeds.
- Improved access and availability of innovations, technologies, and services

Sub-IR 2.2: Increased access to and management of multi-use water resources

- Increased access to clean water
- Increased water use efficiency through improved management and innovations
- Strengthened capacity to transparently maintain water systems

Intermediate Result (IR) 3: Improved nutrition outcomes of women, adolescent girls, and young children (food and water utilization)
Nutrition is central to sustainable development and is required to make progress on issues such as health, education, employment, poverty, inequality, and the empowerment of girls and women. This Intermediate Result in combination with those leading to inclusive and sustainable agriculture led economic growth, i.e. strengthened resilience among people and systems and improved management of productive natural resources will contribute toward the global goal of ending malnutrition in all its forms, with a special focus on improved access to nutrition services and interventions maximizing the impact of nutrition-sensitive agriculture.

Sub-IR 3.1: Improved diets for women, adolescent girls, and young children

- Increased dietary diversity and diet quality, along with adequate food frequency, for women, adolescent girls, and children under 2 years old;
- Increased access to nutritious crops, livestock, and fortified foods;
- Increased incentives (social or economic) for desirable nutrition behaviors
- Decreased barriers for desirable nutrition behaviors

Sub-IR 3.2: Womens' Empowerment[32]

- Increased knowledge of dietary benefits of accessible foods.

B.7 Definitions and Guiding Principles

Defining Resilience: Based on the definition from the *USAID Policy and Programmatic Guidance on Building Resilience to Recurrent Crisis (2012)*, resilience is defined as: "*the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth*".

Market systems practitioners might add to this definition: the ability of market systems to allocate resources, draw on system-level resources (such as social safety nets, social capital, the financial system, or government assistance), and innovate in order to solve problems in the face of shocks and stresses.

B.8. Crisis Modifier

In an effort to streamline our development and humanitarian programming, the activity may plan for the reprogramming of up to 10% of the TEC over the life of the activity for the purposes of responding to shocks and crises. Given the potential for known and unknown risks to project implementation, the Crises Modifier allows flexibility for contingency planning that will be linked to the CLA approach. The award recipient will develop a simple and practical contingency plan as part of their annual work planning process. The plan will identify key criteria and conditions for the execution of contingency mechanisms. Contingency planning needs to be developed in a coordinated and integrated manner to promote synergies and value added with other USAID investments in the RFZ. The Applicant should propose how the activity will utilize the crisis modifier as part of the annual planning process.

B.9. Technical Approach

The Recipient will have 120 days to assess the specific shocks and stressors in the resilience zone and submit a gender analysis and action plan and a youth action plan. The Recipient applicant shall conduct relevant and/or required assessments using the REAL Measurement Guidance Series Risks and Resilience Assessment as a guide to develop a context-specific and context-responsive approach. Interventions should support system-level incentive structures needed to drive desired behavior change and build identified competencies for resilience. As part of the resilience assessment, the Recipient should clearly identify and rate the climate change-related risks and stressors that are likely to impact the activity, and how the activity will work to address or mitigate potential impacts.

The Recipient is not expected to achieve all outcomes listed under the IRs in section B.7. Applicants shall propose a comprehensive package of interventions with a clear approach and methodology that is specific to the context, shocks and stressors in the target zones and contributes to the achievement of the overarching goals of the activity. Applicants are encouraged to propose modifications to the Results Framework (RF) and Theory of Change (TOC) as appropriate but should provide evidence and clear logical justification for the proposed modifications. Applicants shall clearly identify any interventions or activities that can be leveraged through partnerships and/or coordination with other programs supported by

[32] https://www.spring-nutrition.org/publications/briefs/understanding-and-applying-primary-pathways-and-principles

USAID, the Government of Mozambique, and or other donors. and/or the private sector. Applicants should explain the interconnected drivers of vulnerability; how these drivers impact different groups and demographic segments; and what specific resilience capacities and resources these groups need to cope, adapt, and eventually transform.

Applicants are encouraged to propose innovative approaches to achieve the end goal of the project by applying interventions under the Theory of Change and accompanying Results Framework.

C. STRATEGIC CONSIDERATIONS

C.1. Build capacities that enhance resilience and enable risk taking.

The three resilience capacities defined in the literature are absorptive, adaptive and transformative. Building these capacities in a stepwise fashion is also important to enable households to not only bounce back but to also adapt and transform – to be able to take calculated risks to increase productivity and incomes. Applicants are encouraged to identify opportunities for mitigating and managing diversifying risks through engaging in multiple livelihood pathways, identifying sets of livelihood activities that have non-covariate risks, and from climate-dependent to non-climate-dependent risks, as a strategy for developing resilience to shocks. Building these capacities in a stepwise fashion are also important to enable households not only to bounce back but also to adapt and to transform – to be able to take calculated risks to increase productivity and incomes. The three capacities defined in the literature are absorptive, adaptive and transformative.

C.2. Systems Approach

C.2.1 Markets and food systems:[33] A systems approach recognizes the inter-connections between multiple systems, including markets, the household and community, the natural environment and climate change, the empowerment of women and nutrition, youth, and the policy environment. Approaches will consider the relevant stakeholders and influences within the systems and reconcile how to engage with or without these actors. Emphasis should be placed on reaching large numbers of beneficiaries within the system with scalable approaches that do not create dependency on donor support.

C.2.2 Local Systems: The Applicant will describe how the activity is expected to engage with local systems. For more information on this approach, see Local Systems: A Framework for Supporting Sustained Development. The Applicant should propose how s/he will strategically and effectively engage local organizations, local government where appropriate, and the private sector to build enduring capacity for development.

C.3. Climate Change Integration and Adaptation.

Mozambique is extremely vulnerable to the impacts of climate change. Much of the population lives in low-lying coastal areas with weak, non-existent, and/or poorly maintained infrastructure. Poor households are heavily reliant on local natural resources (e.g., agriculture, forestry, and fisheries) for their livelihoods. Alternating flood and drought events affect household food security, nutrition and incomes. Sea level rise and associated saltwater intrusion could affect the viability of agriculture and aquaculture in coastal areas, and the viability of the coastal mangrove systems, and could contaminate already stressed water supplies. Droughts, flooding, and higher temperatures will negatively impact human health and forest ecosystems. Finally, extreme events—namely, tropical cyclones—will affect already weak infrastructure and damage or destroy coastal ecosystems and livelihoods.

[33] https://www.microlinks.org/sites/default/files/resource/files/Market_Systems_Framework.pdf

Some 99.7% of Mozambique's agriculture sector is small-scale and 95% of production is rainfed, making the sector highly vulnerable to precipitation variability. Drought and increases in temperature pose a risk to Mozambique's crop yields as they facilitate the drying of soils and reduction of soil fertility, cause crop losses, and reduce grazing areas for livestock. Drought-induced crop shortages and failures can result in chronic food shortages and represent the most frequent risk to food security and livelihoods. With 25% of all cultivated land located in low-lying areas, food production, particularly around river basins and coastal zones, is vulnerable to flooding and intense rainfall, which erodes land surfaces. Flooding, heavy rains and droughts can contribute to losses in crop yields which may exacerbate the high chronic malnutrition level (44%) in Mozambique.

Incorporation of climate-change adaptation can help communities prepare for and adapt to climate change by building the resilience of people, places and livelihoods to climate change and its effects. While there are many entry points for integrating climate change adaptation into agriculture and food security programs, some of the most relevant include: (1) development of climate smart technologies and innovations; (2) strengthening of human and institutional capacity; and (3) partnerships for impact.

As part of the resilience assessment mentioned in **Section B.9.,** Applicants should clearly identify and rate the climate change related risks and stressors that are likely to impact the activity, and how the activity will work to address or mitigate potential impacts.

C.4. Integration of nutrition-sensitive agriculture.

Nutrition-sensitive agriculture is a food-based approach to agricultural development that puts nutritionally rich foods, dietary diversity, food safety, and food fortification at the heart of overcoming undernutrition and micronutrient deficiencies. The Applicants' strategic approach shall clearly describe the agriculture to nutrition pathways, and take into account the Food Systems Conceptual Framework.

C.5. Integrating gender and women's empowerment.

Women play an important role in agriculture but face more severe constraints than men in accessing productive resources, services and markets. Gender equality and female empowerment are a key priority under USAID's Gender Equality and Women's Empowerment Policy (2020) and, as from 2002, the GRM developed a *National Action Plan for the Advancement of Women* as well as a *Gender Equality Policy and Implementation Strategy*. Gender equality is included as an explicit Intermediate Result (CCIR 3) of the Global Food Security Strategy and there is a deliberate effort to impact all programming through the project cycle to ensure more equitable gender outcomes. Gender equality and female empowerment can be partly achieved by ensuring that women engage in and benefit from new markets and job opportunities emerging from increased demand for smallholder production, labor, and goods and services. The Applicant should explicitly state how the activity supports the gender policies and strategies of the United States Government and the GRM. All proposed interventions must be designed using a gender lens and demonstrate gender-responsive and gender-sensitive approaches. **The Recipient applicant will conduct and submit a final gender analysis within 120 days of award, which will include a budgeted gender action plan for USAID review and approval.**

C.6. Positive Youth Development.

Positive Youth Development (PYD) supports healthy, productive, and engaged youth as they grow into adulthood. The PYD approach rests on the idea that youth with more developmental assets are more likely to enjoy academic success, have greater economic prospects, be more civically engaged, and be more healthy in the long term. [34] USAID is committed to ensuring the integration of PYD into its activities and it is a cross-cutting priority identified in the USAID/Mozambique CDCS. In order to advance USAID/Mozambique's focus on youth programming, the RESINA Activity will prioritize and engage adolescents and youth as priority populations. This goes beyond targeting for service delivery and should include active and meaningful engagement of adolescents and youth in planning and monitoring of services. At inception of this agreement. The Recipient should develop a Youth Action Plan, with metrics to measure progress, reflective of USAID's *Youth in Development Policy* and the USAID Mozambique CDCS (2020 - 2021), to ensure appropriate strategies and approaches are used that meaningfully and promptly engage adolescents and youth in agriculture sector careers, business and income opportunities, and in the activity itself. Systematic monitoring of gender and youth integration should be an integral part of the monitoring, evaluation, and learning (MEL) plan.

Youth face constraints that others do not. Recognizing those constraints will be critical to developing programs to enhance their opportunities. Activities should include youth skills building and enterprise development. A particular focus on fostering the development of youth owned and operated enterprises in the agriculture sector (including agribusiness, and services), is encouraged. Efforts to engage youth, and especially young women, through establishment of learning events and virtual networks is encouraged. Additionally, efforts to target youth for scholarships to technical institutes to learn about agricultural production, business development, planning, and management would be another means of actively engaging youth. Youth integration should be part of innovative approaches to build relationships with service providers, financial operators, traders and potential employers and align with policies that encourage employment in the agricultural sector.

Building pathways for productive engagement of youth in market systems and non-farm and employment is key to the current and future development of the country, and this activity is expected to focus on youth engagement through agricultural entrepreneurship. a focus of their program. **The Recipient will conduct and submit a final youth analysis within 120 days of award, which will include a budgeted youth action plan for USAID review and approval.**

C.7. A farmer-centered approach.

Farmer-centered approaches have shown promise to foster diversification of production and livelihoods. This approach: (1) shifts the emphasis from one crop to an emphasis on cropping patterns and more integration of cross cutting non-crop elements; (2) shifts the emphasis from productivity of a single crop or livestock product to the productivity of the overall farming system; (3) brings an understanding of the overall household portfolio of activities; (4) takes account of economic goals, risks, and incentives from the perspective of farmers; (5) avoids a 'one size fits all' approach and considers different land sizes, tenancy agreements and levels, agro-ecology, cropping intensity/frequency, cropping and livestock husbandry patterns and systems, household structure, and access to assets and labor; (6) expands the focus on production and inputs to include markets, smallholder/rural finance and value addition; and (7) understands the full cost borne by farmers and gender dynamics at the household and market levels, especially as they constrain opportunities for women. Applicants are encouraged to propose innovative interventions to streamline this holistic approach both in the application and during implementation.

34 https://www.youthpower.org/positive-youth-development

C.8. Self-Reliance and Sustainability.

The proposed approach will build in sustainability from the start and use a facilitation methodology to develop market-led solutions whenever possible. Ultimately all activities should be building the capacity of local institutions, particularly the private sector, and system structures to continue interventions after the activity has ended. Facilitation[35] aims to stimulate systemic change without taking a direct role in the market system. It involves working through market participants and ensuring that they are drivers of the change process.

To help achieve Mozambique's self-sustaining development, the Activity will support the GRM's efforts to develop sustainable systems for improved agriculture sector management. Sub-grants (e.g., direct funds, in-kind assistance) to sub-national government entities, institutions, and/or parastatals at the provincial and district levels will be used to enable the GRM to take on increased responsibility and leadership in implementing the GRM-led components supported by the activity. The GRM is envisioned as an active partner in implementation, with aspects of the workplan to be carried out by the GRM. Sub-awards to the GRM can not only achieve workplan objectives, but should be structured to build GRM capacity to carry activities forward with GRM resources in the future.

Effective, sustainable solutions require broad engagement and collaboration. This Activity should endeavor to work with and through local organizations, community institutions, private sector, and local NGOs. The recipient should seek to demonstrate, scale up, and exit the market in a way that the approaches used will influence the attitudes, incentives and behaviors of other actors. Demonstration effects can be an effective relay mechanism to reach large numbers of system participants. Once influential or less risk-averse individuals adopt changes during the demonstration phase, other individuals are motivated to replicate them. Carefully reducing the FTF RESINA support and/or increasing self-selection helps ensure that adoption and change are driven by the value seen in adopting the change, rather than by the external assistance. As the process reaches a certain critical mass, FTF RESINA should implement its exit strategy and shift focus to the next incremental intervention.

C.9. Environmental Compliance Considerations.

An Initial Environmental Examination (IEE) has been conducted for this activity under the 2021 Agriculture IEE for USAID/Mozambique and it includes an assessment of climate risks and mitigation measures. This IEE has identified activities that have conditions that will need to be met to ensure that no detrimental environmental impacts will occur. These conditions will be applied and monitored through an Environmental Management and Monitoring Plan (EMMP), to be developed by the Recipient, specifically to monitor implementation of agricultural production, agricultural input, food safety, and water and sanitation infrastructure investments under this activity, and to take mitigation measures to address negative effects of the Activity. The Recipient will integrate, allocate resources to, and implement the EMMP in the Activity workplans and budgets. It will also identify expected climate change impacts over the life of the Activity and demonstrate how those risks will be reduced in order to ensure sustainability of the Activity's objectives.

C.10. Science, Technology, Innovation and Partnerships (STIP).

USAID strongly supports the integration of STIP as appropriate and relevant. Some potential areas for integrating STIP approaches in this activity may include the following: digital applications for agricultural marketing, advisory services, payments, and access to finance; technologies to improve agricultural productivity, particularly access to better seed varieties ; food safety technologies (e.g. to counter aflatoxin); food fortification and processing

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[35] The principles of facilitation https://www.microlinks.org/sites/microlinks/files/resource/files/Facilitation_Brief.pdf.

technologies; simplified applications for monitoring malnutrition; renewable and solar energy for household and agricultural production needs; and improved methods for financing and managing clean water provision.

C.11. Transparency and Accountability.

Working with host country governments and local stakeholders, USAID can help create a stronger enabling environment that fosters transparent, inclusive economic growth. USAID supports policy and regulatory reform that encourages fair and open competition, institutional reforms and the adoption of standards, and government capacity-building. The private-sector and civil society play a pivotal role in advocating for better governance to improve the efficiency, transparency and streamlining of national and subnational government procedures such as licensing, registering a business, and open and transparent procurement.

C.12. Host Government, Donor, and other Counterpart Collaboration.

Strong engagement with the district and provincial level GRM is critical on policy issues, alignment with national priorities, joint planning (workplan development), sharing of implementation and performance reports, regular coordination and communication with counterparts, and strategic discussion to develop a shared vision for successful implementation of the Activity. The Activity must align with the five priorities of the Ministry of Agriculture and Rural Development (Food security, Family income, Employment, Social inclusion, Production and Productivity), as well as coordinate closely (where appropriate) with SUSTENTA, the national program for integrating family farming into productive value chains, and SETSAN, the body for multisectoral coordination of nutrition interventions, PAMRDC, ESAN II, SUN, and PRONASAR. Applicants are encouraged to propose creative, collaborative partnerships with Mozambican organizations, NGOs, private voluntary organizations, local and small businesses and firms to implement activities under this program. Applicants are encouraged to propose a team of partners composed of various organizations with a minimum of 10% of activity costs allocated to local organizations.

Proposing at least one new partner in response to this funding opportunity is also encouraged. "New partners" are defined as organizations that have never received USAID funding, either directly or as a sub-recipient. Partnerships should be of manageable size with relationships and responsibilities clearly defined. In particular, new Mozambican partners are desirable.

C.13. Layering, sequencing and integrating interventions with other USAID and other donor investments to achieve scale of impact.

The Applicant will describe how the activity will coordinate other USAID and donor activities (see section B.3.) to layering, seque and integrate programing to increase absorptive, adaptive and transformative capacities.

C.14. Sub-Recipients (Sub-Awards) and Grants.

To drive objectives for identifying and supporting local solutions to agricultural development in Mozambique, and in order to build up the capacity of local institutions, the FTF RESINA program envisions significant support to local organizations to achieve sustainable results. The primary mechanism for achieving local solutions will be through sub-recipients (sub-awards) and grants to local organizations. At least 25% of the FTF RESINA budget should be spent on partnering through sub-recipients and grants or other formats (i.e. mechanisms could include in-kind or technical support, performance-based contracts, and fixed-amount subawards) with multiple committed local partners, including NGOs, government institutions, parastatals, and the private sector, to help build their capacity and implement their ecosystem development initiatives. At least 25% of the FTF RESINA budget should be spent on partnering through sub-recipients (sub-awards) and (sub-grants) or other formats (i.e. mechanisms could include in-kind or technical support, performance-based contracts, and fixed-amount subawards) with multiple committed to local entities and locally established partners, including NGOs, government institutions, parastatals, and the private sector, to help build their capacity and implement their ecosystem development initiatives. Of the 25% of the FTF RESINA budget allocated for sub-recipients (sub-awards) and grants, a minimum 10% must go to local entities (sub-awards and sub-grants)

For the purposes of this section, **local entity** means an individual, a corporation, a nonprofit organization, or another body of persons that—

(1) is legally organized under the laws of;
(2) has as its principal place of business or operations in;
(3) is majority owned by individuals who are citizens or lawful permanent residents of; and
(4) managed by a governing body the majority of who are citizens or lawful of a country receiving assistance from funds appropriated under title III of this Act.

For the purposes of this section, **locally established partner** (LEP)
A U.S. or international organization that works through locally-led operations and programming models. LEPs:

- Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following:
  - Local staff should comprise at least 50% of office personnel,
  - Maintenance of a dedicated local office,
  - Registration with the appropriate local authorities,
  - A local bank account, and
  - A portfolio of locally-implemented programs.
- Have demonstrated links to the local community, including:
  - If the organization has a governing body or board of directors, then it must include a majority of local citizens;
  - A letter of support from a local organization to attest to its work; and
  - Other criteria that an organization proposes to demonstrate its local roots

Applicants shall clearly identify any interventions or activities that can be leveraged through partnerships and are expected to identify how the sub-awards and grants will be structured and applied. The Prime should consider how the sub-awards and the grants will support adaptability during implementation.

The FTF RESINA Activity is expected to support national and local organizations, and the local and national private sector, interested in developing innovative entrepreneurship and building resilient markets and food systems in the zone of influence through sub-awards and grants. USAID prioritizes extensive engagement with local and international private sector as partners or sub-implementers of the FTF RESINA Activity, as they can bring advanced expertise, networks and resources needed to sustain innovative economic development. The goal is to help Mozambique build local capacity and local stakeholders by using international best practices, while leaving strong Mozambican ecosystem players in place. USAID will have substantial involvement in approving all sub-awards under this initiative. Sub-award activities and achievements will be closely monitored and information on successful initiatives will be shared regionally and nationally, as well as with USAID and USG stakeholders.

The following are additional USAID mandated requirements: :

- The Recipient must submit a Grants Manual, **no later than 30 days** after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Agreement Officer.
- The Recipient must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants.
- USAID retains the ability to terminate the grant activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under grants. The definition of construction is available here: http://inside.usaid.gov/ADS/300/303maw.pdf.
- The Recipient must not award grants to host country (Mozambican) government entities including, but not limited to, public universities, district and regional offices and/or national Ministries.
- All grants must be completed six months prior to the end of the project.

C.14.1. Sub-Awards to partner government entities

Sub-awards to partner government entities should be structured and targeted to foster district- and provincial-level ownership by empowering government authorities to take charge of managing and monitoring their agriculture, food and water strategies and interventions aligned with the development objectives of FTF RESINA. The Recipient will consider the provision of a sub-award to the Mozambican Institute of Agricultural Research (IIAM) to implement activities at Provincial and District levels in collaboration with local government agriculture entities, as well as local NGOs, CBOs, educational institutions, small and medium agribusiness enterprises, etc. Sub-awards should improve government service delivery and strategically target "trigger points" of the agriculture system which offer the highest potential to catalyze lasting improvements in agriculture sector service delivery. **Illustrative sub-award activities might include**: assistance to community-based seed systems including provision of seed certification services; training of agriculture system personnel/staff; improved extension and advisory services at district and community level; monitoring visits by provincial and district staff, and outreach activities. The grants program should be strategically structured to evolve as the capacity of the GRM grows—i.e., as local planning and budgeting for routine and basic needs improves, the grants could evolve to focus more on further innovations and performance incentives. The Recipient will implement a system for managing grants, including establishing a set of criteria to determine eligibility of each level of applicant. The Recipient's workplan should explicitly identify activities that are executed by grant recipients, and propose benchmarks for how to transfer capacity and measure that transfer of capacity over the life of the project.

Note that USAID must comply with the requirements of ADS 303.3.21 prior to the Recipient executing any sub-award that provides funds (excluding "in-kind" grants, technical assistance or other activities provided to or on behalf of the partner government entities) to a partner government entity. Such requirements may include the preparation by USAID of a

Determination & Finding. The Recipient will be expected to furnish information to USAID on proposed partner government entities and perform other activities to facilitate USAID's compliance with such requirements.

D. COLLABORATING, LEARNING AND ADAPTING (CLA)

This activity is expected to contribute to USAID/Mozambique's commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising new approaches in a continuous yet also rapid and targeted search for generating improvements and efficiencies, and build on what works and eliminate what doesn't. It is especially critical in collaborating with other partners to layer, sequence and integrate humanitarian, development and peace building/social cohesion programming for greater collective impact[36] in strengthening resilience and reducing humanitarian need.

CLA creates the conditions for fostering broader development success by:

- **Collaborating:** Facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; e.g. enhancing existing stakeholder engagement into learning platforms, substantially coordinating with other USG- or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities (to reduce the collective cost while enhancing shared results faster); programs that are complementary to this activity

- **Learning:** Generating and feeding new learning, innovations, and performance information back into the system to inform program management, design, USG-GRM policy dialogue opportunities and funding allocations; (e.g. creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared 'learning moments', conducting analytical review of existing and/or new evidence that may support or contradict common understanding);

- **Adapting:** Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions and game changers, into strategic and programmatic adjustments. (e.g. adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way).

FTF RESINA will participate in annual Collaborating, Learning and Adapting (CLA) workshops that will be facilitated through a third-party contract. Through annual reviews, it will maximize effectiveness of activity implementation by collaborating with the broad range of stakeholders where appropriate (including government counterparts), draw on evidence and experience of multiple stakeholders to discuss and share work plans, strategic approaches, test the assumptions in the TOC, share learning derived from implementation, and adapt via iterative course corrections throughout activity implementation.

The Recipient must ensure focused support, coordination, and collaboration with other USAID activities in the zone of influence.

36 Stanford Social Innovation Review: https://ssir.org/articles/entry/collective_impact

E. MONITORING, EVALUATION, and LEARNING (MEL)

E.1.Monitoring and Evaluation

The Activity MEL Plan will be used as a management tool by the recipient and USAID to measure progress against intended results. Performance monitoring is the ongoing and systematic collection of performance indicator data and other quantitative or qualitative information to reveal whether implementation is on track and whether expected results are being achieved. Requirements for implementation of the MEL plan, including the development of needed baselines, should be included in the proposed budget. As outlined in USAID's ADS 201.3.4.10, the Activity MEL Plan will follow the standard USAID format, including data sources, disaggregation, collection methodologies, and data quality assessments for each indicator.

The FTF RESINA activity shall have a monitoring and evaluation system capable of tracking and documenting performance against a set of standard and custom indicators. The system also must be responsive to any adjustments to standard indicators or introduction of "custom indicators" as agreed by USAID. Any custom indicators selected should provide more detailed understanding of the impact FTF RESINA interventions will have toward achieving the stated objectives. The MEL Plan should include only those indicators that the Mission needs for activity management rather than the entire set of indicators the implementer will use for its management purposes.

The MEL system includes:

- Indicators, associated data and descriptive indices for programmatic activities (consider appropriate data disaggregation - youth, geography, gender, etc.—all person-level indicators should, at a minimum, be disaggregated by sex);
- Baseline conditions measured at the start of the activity.
- Reports required to provide valid activity assessments by the implementing partner.
- Reports required by USAID in conformance with the contract and Agency requirements (e.g. Data Quality Assessments in partnership with USAID/Mozambique).

Utilizing the illustrative results framework, below are illustrative indicators for the various IRs. Prospective partners should anticipate baseline data requirements (specifically those for standard indicators, which are very prescriptive) when selecting illustrative indicators.

Intermediate Result (IR) 1: Increased Household Food Security

- EG.3-2 - Number of individuals participating in USG food security programs [IM-level]
- 3.1.9.1-3 Prevalence of households with moderate or severe hunger

❑ **Sub-IR 1.1: Increased Productivity of Smallholder Agriculture**

- EG 4.2-7 - Number of individuals in the agriculture systems who have applied improved management practices or technologies with USG assistance [IM-level]
- EG.3-10, -11, -12- Yield of targeted agricultural commodities among program participants with USG assistance [IM-level]

❑ **Sub-IR 1.2: Increased Profitability of Agricultural Enterprises**
- EG.3.2-26 - Value of annual sales of producers and firms receiving USG assistance [IM-level]
- EG.3.2-27 as reference ("Value of agriculture-related financing accessed as a result of USG assistance")
- GNDR-2 -Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]
- YOUTH-3 - Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth.

Intermediate Result (IR) 2: Improved Management of Productive Natural Resources
- E.G. 3.2. - 28 - Number of hectares under improved management practices or technologies that promote improved climate risk reduction and / or natural resources management with USG assistance [IM-level]
- HL.8.3-1 - Number of people educated on tools, approaches, and/or methods for water security, integrated water resource management, and/or water source protection as a result of USG assistance

❑ **Sub-IR 2.1: Increased use of Sustainable Climate Change Adaptation Approaches in Agriculture**
- EG.3.2-24 - Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance [IM-level]
- CUST Number of stakeholders with increased capacity to adapt to the impacts of climate change as a result of USG assistance

❑ **Sub-IR 2.2: Increased access to and management of multi-use water resources**
- HL.8.1-3 - Number of people receiving improved service quality from an existing basic drinking or safely managed water service as a result of USG assistance

Intermediate Result (IR) 3: Improved nutrition outcomes of women, adolescent girls, and young children (food and water utilization)
- 3.1.9.1-3 Prevalence of households with moderate or severe hunger

❑ **Sub-IR 3.1: Improved diets for women, adolescent girls, and young children**
- 3.1.9.1-1 Prevalence of children 6-23 months receiving a minimum
- acceptable diet
- EG.3.3-10 Percent of female participants of USG nutrition-sensitive agriculture activities consuming a diet of minimum diversity [IM-level]

❑ **Sub-IR 3.2: Women's Empowerment**
- Abbreviated Women's Empowerment in Agriculture Index (A-WEAI)[37]

[37] http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/129719/filename/129930.pdf

In developing the MELP, FTF standard indicators should be reviewed from the FTF Handbook (https://www.agrilinks.org/sites/default/files/ftf-indicator-handbook-march-2018-508.pdf). There is a complete list of Zone of Influence (ZOI)-, activity- or implementing mechanism (IM)-level, and national-level indicators beginning on page 6. FTF requires activities to report on IM-level indicators "as applicable", meaning that if an indicator is applicable to an activity's interventions, the activity should report on it.

Four standard FTF indicators are specifically designed to measure resilience: RESIL-1, and RESIL-a, -b, and -c (pages 189-202 in the FTF Indicator Handbook). These indicators should be reported on as applicable, but the initial draft MELP should focus on resilience indicators that are easy to understand and measurable at the activity level.

Additional guidance for measuring resilience includes the Resilience Measurement Practical Guidance Note Series (https://www.fsnnetwork.org/resource/resilience-measurement-practical-guidance-note-series-overview) and the Food for Peace (FFP) indicator list. These FFP indicators are NOT required for this program, but could be useful for developing the MELP:
https://www.usaid.gov/sites/default/files/documents/1866/2020_FFP_Indicator_List_for_DFSAs.pdf .

Please note that, as part of the Technical Application Instructions for this RFA, a draft MELP, in the form of a Table is expected to be presented in the application that captures the MAIN performance indicators and targets through the end of the program. It is expected that the potential award recipient will not downwardly adjust targets without acceptable justification in the process of finalizing the MELP, as the proposed targets are an important part of evaluating applications and selecting the recipient(s).

Post-award, the Recipient will refine, in collaboration with USAID, the Results Framework and a Monitoring, Evaluation and Learning Plan (MELP) for AOR review and approval. The MELP will contribute to measuring progress in achieving activity development objectives. USAID is in the process of developing its new Performance Monitoring Plan reflecting its newly approved Country Development Cooperation Strategy, given this fact, USAID may request the recipient to add additional indicators. The FTF RESINA MELP must comply with USAID Policy Directives, the Automated Directives System (ADS) 201 series, on Assessing and Learning for monitoring results and data quality. FTF RESINA shall comply with all Data Quality Assessment requirements as well as any independent outside evaluations of the project performance as conducted by USAID or its auditors.

The FTF RESINA implementing partner shall work in collaboration with the USAID Mission and its partners in preparing and finalizing the MELP. Additionally, the awardee will comply with USAID and USAID/Mozambique requirements to enter data on a quarterly basis into the Development Information System (DIS). As a resilience activity, the program will report against Agency standard indicators for Resilience where applicable and will contribute to baseline and monitoring of data within the Resilience Zone of Influence in Mozambique. In addition, there may be other reporting requirements given FTF RESINA is funded with sectoral funds and initiatives in Agriculture (Feed the Future), Nutrition, and Water.

The Activity's annual work plans will be a basis for joint annual management reviews by USAID and FTF RESINA to review program directions, achievements of prior year objectives, any major management and implementation issues, and to make recommendations for changes as appropriate. When proposing changes to the MELP, the recipient shall maintain continuity to the greatest extent possible in order to allow for comparisons over time. To the extent that circumstances, priorities, and activities are refocused in consultation with key stakeholders and the AOR, the recipient shall seek USAID approval and adjust the Activity MELP accordingly. Given the need for close coordination with the USAID/Mozambique's FTF Premier Activity and the Resilience and Food Security Assistance (RFSA) USAID will require FTF RESINA to work together on annual work planning exercises. Site visits may occur any time after program start-up. At any time during program implementation, USAID may conduct one or more external assessments/process evaluations. Specifically, an external mid-term performance evaluation is planned in order to make any needed adjustments in implementation of the activity.

E.2 Use of Geographic Information Systems (GIS)

The FTF RESINA activity will be an important contributor to USAID's efforts to achieve population-wide impacts within the designated Resilience Zone of Influence. This activity will layer, sequence, and integrate activities with other USAID resilience focused programming in the Zone of Influence, in particular the Bureau of Humanitarian Assistance (BHA) Resilience and Food Security Activity (RFSA) to be implemented in central Zambezia, the Transform Nutrition activity in some areas of Nampula District, and the Transform WASH activity currently under procurement. In order to monitor activity location and results, and to better coordinate with these other programs, it will be important to track implementation through use of Geographic Information Systems, where possible.

USAID Development Data (as per ADS 509) establishes the requirements governing USAID's development data lifecycle from collecting data to making it accessible and promoting best practice geographic data collection and management. USAID development data are collected, managed, and shared for an intended benefit, such as improved development decision making and accountability and transparency. However, USAID development data may also present some level of data risk in addition to benefit. The Recipient should describe what type of GIS data will be collected as well as how the GIS information and data collection will be managed so that GIS data can inform MEL activities.

E.3. Evaluation.

E.3.1 Performance Evaluation: The Mission will also support a third-party partner to conduct a mid-term performance evaluation approximately 30 months after the award and a final performance evaluation near the end of the award. The FTF RESINA implementing partner shall propose an approach to coordinate with an external evaluation team. The Draft MELP should include a proposed approach for i) coordinating activities with an external evaluation, and ii) identifying what performance monitoring data might be needed to support the evaluation. For example, monitoring data at the household and, where relevant, individual or enterprise levels, on the number and type of interventions received would be necessary to evaluate the plausible contribution of the FTF RESINA activity to change.

SECTION F: KEY PERSONNEL

Key personnel are considered essential to the work being performed under this award. Please be advised that these are full time positions and must not be shared with other activities.

USAID seeks to emphasize its support for capacity building and professional development of Mozambican staff, therefore, the applicant is encouraged to maximize use of local experts in key positions over the life of the activity and seek meaningful gender balance in its overall staffing. **NOTE: USAID reserves the right to determine relevance of education and experience.**

In addition to the key personnel, the applicant must design a staffing pattern to include core team members and individuals available for short-, medium-, and long-term technical assistance assignments. These individuals should bring technical expertise, innovation, and the capacity to build and maintain successful partnerships. Staff should have extensive experience in the areas of improved health and nutrition practices, policy development, training, partnership development, capacity building, implementation, and other related areas.

The applicant must propose key personnel and technical staff that are likely to successfully manage the technical and administrative aspects of the award to achieve the proposed objectives. Offerors must include as part of the Key Personnel component resumes of Key Personnel, letters of commitment, and an indication of the dates that each Key Personnel candidate is available to start work full-time with the activity.

USAID stipulates the following qualifications for the three key personnel positions:

Chief of Party: The Chief of Party (COP) shall provide overall strategic leadership and oversight to the activity. S/he shall have depth and breadth of technical expertise and experience, a solid professional reputation, interpersonal skills and professional relationships to fulfill the requirements of the activity description. The COP assumes responsibilities for coordinating agreement management and implementation tasks, liaises with USAID/Mozambique on technical matters, and responds to the USAID AOR and USAID/Mozambique's Assistance Officer. The COP must have the following:

- A Master's degree in a relevant field including agriculture, rural development, international development, business, marketing, labor market, environmental sciences/management, climate/adaptation, and/or economics. A Master's degree can be substituted with a minimum of 10 years of experience in development working managing field-based projects/activities.

- Demonstrated expertise and a minimum of 5 years of Chief of Party, or deputy COP experience in managing large, complex agricultural development activities with a focus in resilience and livelihood.

- Strong working level English-language communications skills – interpersonal, written and oral.

- Fluent Portuguese - Sufficient professional level Portuguese spoken and comprehension capabilities to enable interaction with Mozambican stakeholders. Sufficient written capabilities to draft correspondence and official reports. Minimum FSI 3/3 equivalency is recommended.

- Demonstrated ability of building strong teams and to collaborate across organizations, sectors, and cultures with strong communications and interpersonal skills.

- Minimum 7 years' experience working with USG and Donor supported projects and knowledge of financial rules and regulations at a senior level; and in developing activity work-plans, budgets and managing implementation.

- Excellent past performance references

Deputy Chief of Party (DCOP): The DCOP shall support the COP in overall technical management and oversight of the activity, including having substantial involvement regarding technical management and oversight for specific components of the program as well as management of additional areas of prime responsibility (e.g., reporting, financial, administrative management), as assigned by the Recipient. In the absence of the COP, on a temporary basis, the DCOP assumes responsibilities for coordinating agreement management and implementation tasks, liaises with USAID/Mozambique on technical matters, and responds to the USAID AOR and USAID/Mozambique's Assistance Officer. The DCOP must have specialized experience in agriculture, resilience, community development and/or economic growth sectors, and will provide programmatic oversight to ensure effective inclusion of cross-cutting concerns (climate resilience, gender and youth mainstreaming, and ICT applications to enhance and accelerate outcomes). It is preferred that this position be encumbered by a Mozambican professional if possible. The DCOP must have the following:

- A Bachelor's degree or higher in a relevant field including agriculture, food systems, rural development, agri-business, market systems development, labor market, environmental sciences/management, climate/adaptation, and/or livelihoods economics.

- Excellent managerial and operational experience, preferably in managing donor projects involving coordination multiple implementing partners in Mozambique or the region;

- Minimum 5 years of experience working with donor-supported projects and knowledge of financial rules and regulations;

- Strong communication skills, written and oral proficiency in English and Portuguese.

- Excellent past performance/job references;

Finance and Compliance Director - The Finance and Compliance Director will provide support to the Chief of Party (COP) to ensure efficient management of the operational aspects of the project, as well as overall compliance with contractual requirements, policies, USAID regulations, and local law. He/she will be responsible for the overall management of finance, procurement and personnel, facilities and property, and policies and procedures. He/she will supervise the Grants Manager, Accountant, Procurement Officer, and the Regional Human Resources and Operations Manager. The Finance and Compliance Director must have the following:

- B.A. Degree in Accounting, Finance, Business Administration or equivalent. An advanced degree can be substituted with an additional 10 years of relevant experience.

- 8+ years of progressive responsibility in finance and accounting, office administration, staff management, project operations at the mid-level of an organization;

- Minimum 5 years' experience leading and managing the financial aspects of USAID projects, including a demonstrated understanding of applicable finance-related USG contracting regulations;

- Accuracy in working with large amounts of data;
- Verbal and written fluency in English and Portuguese is required.

Non-Key Personnel

Provided below is a list of positions for non-key personnel that USAID considers to be relevant for the RESINA activity. However, Applicants may develop a staffing pattern to demonstrate an appropriate set of expertise in the proposed project team.

- Grants Manager
- Monitoring and Evaluation (M&E) Manager
- Gender Specialist
- Climate Change Adaptation Manager

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

The U.S. Government anticipates awarding a single Cooperative Agreement as a result of this solicitation. The Agency reserves the right to award more or no awards than the anticipated number stated above. Subject to funding availability and at the discretion of the Agency, USAID intends to provide approximately $29,500,000.00 in total USAID funding over a 5 (five) year period.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 5 (five) years. The estimated start date will be upon the signature of the award, on or about, or other effective date determined by the Agreement Officer.

3. Substantial Involvement

USAID considers collaboration with the awardee crucial for the successful implementation of this project. Substantial involvement is deemed necessary and therefore is anticipated between USAID and the recipient during the performance of this activity.

Substantial involvement under the proposed award shall include the following:

a) Review and approval of the Recipient's Initial Implementation Plan, Annual Implementation Plans (Work Plans), including the Monitoring, Evaluation and Learning Plan (MELP). Any significant changes to the approved Implementation Plan and the MELP will require additional approval of the Agreement Officer's Representative (AOR). Implementation plans include, but are not limited to, annual work plans, including planned activities for the following year and any subsequent revisions. The AOR will ensure that the implementation plans fit within the scope, terms, and conditions of the agreement.

b) Monitoring performance: Review and approval of Performance Reports (Quarterly and annual reports);

c) Review and approval of key personnel and any changes by the AOR;

d) Subawards (sub-contracts and sub-grants): Approval of all subawards including extensions, the selection of sub-award recipients, with a specific focus on public-private partnerships, and/or concurrence on the substantive provisions of the sub-awards.

d) Monitoring to permit specific kinds of direction or redirection because of interrelationships with the other projects, U.S. Government initiatives, Government of the Republic of Mozambique partners, and/or private sector partners as described in the program description.

e) Agency Authority to Immediately Halt a Construction Activity. The AO may immediately halt a construction activity if identified specifications are not met. However, construction activities are not anticipated under this cooperative agreement.

The above substantial involvement will be delegated to the AOR. The AOR will be responsible for oversight and technical guidance of the Recipient, both in writing and verbally. The recipient will be expected to meet regularly (via phone, email or in person) with the AOR or his/her designee to review the status of activities, and should be prepared to make periodic briefings to USAID as appropriate.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **935** (any area or country including the recipient country but excluding any country that is a prohibited source)**.**

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the USAID project to support beneficiaries to recover and pursue pathways out of poverty and take part in inclusive and sustained economic and social growth. in Nampula and Zambezia Provinces.

The Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this RFA is not restricted. This activity will be a full and open competition.

2. Cost Share

Cost Share is required for this NOFO at a minimum of 5% of the Total Estimated Amount is required by the recipient of the award.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact (POC):
The POC for this RFA is:
Antonieta Manhica
Acquisition and Assistance Specialist
E-mail:amanhica@usaid.gov
USAID/Mozambique

2. Questions and Answers:
All questions regarding this RFA should be submitted to Antonieta Manhica, at amanhica@usaid.gov with a copy to George Boateng at gboateng@usaid.gov no later than the date and time indicated on the cover letter or as amended. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment to this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application
The applicant is expected to review, understand, and comply with all aspects of the RFA.

Preparation of Applications:
Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number; and
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations).

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½” x 11”, single sided, single-spaced, 12 point Times New Roman font, 1” margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant’s name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this RFA must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant’s discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this RFA must be submitted no later than the closing date and time indicated on the cover letter, as amended. No additions or modifications will be accepted after the submission date. After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission.

Applications must be submitted via email to Antonieta Manhica at amanhica@usaid.gov , with a copy to George Boateng gboateng@usaid.gov. Email submissions must include the RFA number and applicant’s name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[RFA number], [organization name], Cost Application, Part 1 of 2".

USAID’s preference is that the technical application and the cost application each be submitted as a single email with separate email attachments, e.g., that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Mozambique cannot guarantee their acceptance by the internet server.

5. Technical Application Format
The technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this RFA.

Technical applications must not exceed **30 pages**, excluding the Cover Page, Table of Contents page and the Annexes. Pages in excess of the limit will not be evaluated. Pages shall be written in English, using Microsoft Word, Times New Roman, 12 point font on standard 8 1/2" x 11" paper (210 mm by 297mm paper), single spaced, each page numbered consecutively, and no less than 1" margins on all sides. Footnotes, charts, and tables will be included in the page limit requirement. All files must be in an unlocked format.

Note: The award will not provide for the reimbursement of pre-award/application costs.

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

a) Mark the title page with the following legend: "This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part – for any purpose other than to evaluate this application. If, however, an award results from - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction.

b) Mark each sheet of data it wishes to restrict with the following legend: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

The technical application must include the following, in the order presented below:

a) Cover Sheet (not to exceed one page - does not count for the page limitation) that includes the following:
- Name and contact information of the primary applicant
- Name of all organizations that are members of the partnership, if applicable
- Approval signatures by appropriate officials of the primary applicant

b) Table of Contents (not to exceed one page - does not count for the page limitation)

c) Acronyms List (not included in page limitation)

This page shall include the list of acronyms used in the Technical Application.

d) Executive Summary (not to exceed two pages)

e) Technical Approach (not to exceed 22 pages)

In this section, the applicant is not to merely repeat what is already described in this NOFO. The applicant should present a program description that focuses on describing the program that the applicant will implement. The technical approach must demonstrate an in-depth understanding of the development challenges in Mozambique, outline specific activities and explain how the proposed activities would help achieve the activity objectives. Applicants should provide a results framework, logical framework or other graphical representation of the development hypothesis. Applicants are encouraged to propose innovative and ambitious, yet realistic approaches that are most appropriate in the context of Mozambique, as well as methods by which new approaches will be analyzed and adapted as needed throughout implementation. The technical approach must clearly address the factors outlined in the evaluation criteria of this solicitation. Specifically, under Technical Approach the applicant's should address the extent to which the proposed set of interventions offers targeted, feasible, sustainable and concise technical solution(s) that are technically sound, well-defined, and achievable; likelihood that proposed partnerships and projects will impact and result in substantially enhanced capacity at individual, institutional and / or system level; and if best practices for data, evidence, and learning are integrated into the proposed approach. At a minimum, the application should include illustrative indicators used to track progress, quality, and impact (custom or standard Feed the Future indicators as applicable), note any technical frameworks that should shape the approach to monitoring, evaluation, or learning, and include at least one illustrative learning priority.

f) Personnel and Management Structure (not to exceed 3 pages)

Applicant shall describe how the proposed plan will contribute towards achieving the objectives and results described in the activity description; capturing the following:

- Describe and justify the team composition and organizational structure of the activity, as well as the mechanisms by which coordination and knowledge flow across the structure will be assured.
- Demonstrate the team and organization's ability to address gender gaps and to empower women and girls. Ideally, the activity will include dedicated specialists for gender and youth programming.
- Describe how the technical expertise, education and experience of all staff members is conducive to achieving expected results and how key personnel meet the requirements set forth in the Section F of the Program Description.
- The plan should specify the role and estimated amount of time each staff member will devote to the activity and/or specific components within the activity.
- Delineation of roles, responsibilities, authority, and processes for decision making within applicant's implementation team and between the Recipient/home office and the implementation team must be clearly spelled out.

Among other things, USAID/Mozambique expects the Applicant to address the following issues:

- How will the Applicant mobilize in terms of personnel, logistics set-up, and establishment of management and financial control systems?
- How will the activity work in a collaborative and inclusive team-oriented manner with local partners, the Government of Mozambique, other USAID resilience activities/programs, and other implementing organizations to achieve results?
- What type of strategies or approaches for cost containment will be adopted?
- USAID/Mozambique expects the activity to be managed locally, with all management decisions, including financial decisions, and administrative responsibilities delegated to the implementation team office. The Recipient's home office is expected to provide managerial oversight and administrative backstop, and technical assistance as needed.
- Where will project offices be located and will that selection enhance results, while ensuring collaboration?
- Applicants shall describe the grants management plan including the process of identifying, vetting and supporting grantees and how the Applicant will ensure that each partnering organization contributes to the overall strategy.

g) Institutional Capacity (not to exceed 3 pages)

The Applicant should describe experience implementing activities of similar size and scope, including past performance demonstrating their ability to effectively plan for using grants to stimulate and support: (1) capacity and learning of local entities, local government entities; (2) addressing gender gaps to empower women and girls; (3) promote engagement and economic benefits for youth. This can include a description of both prime and partner experience.

h) Authorized Annexes (The below are the only Annexes authorized under this solicitation. No other supporting documentation will be reviewed and evaluated - Annexes does not count for the page limitation):

1) Draft Activity Monitoring and Evaluation Plan (not to exceed 5 pages)

2) Resumes of Key Personnel (each resume must not exceed 3 pages)

3) Key Personnel Letters of Commitment

4) Organizational Chart and Staffing Pattern

5) Illustrative Draft Work Plan. USAID will allow the illustrative First-Year Work Plan of no more than 5 pages as an annex to the application and will not count against the page limit.

6) List of Past Performance Information (not to exceed 1 page per award) - The Applicant must provide a list of (5) five Past Performance Information of its contracts, grants, or cooperative agreements involving similar or related programs during the past **five** years. The reference information for these awards must include:

   - The performance location,

- Award number (if available),
- A brief description of the work performed,
- A point of contact list with current telephone numbers, e-mail address, name and title of someone, outside of the applicant organization, who supervised/oversaw the activity.

NOTE: Past Performance will not be scored in the evaluation process

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Cover Page (See Section D.3 above for requirements)

b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template.
- Detailed Budget, including a breakdown by year, for activities implemented (Agriculture, Nutrition, and Water and Sanitation), sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

1) **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.

2) **Fringe Benefits** – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the

applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) **Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) **Subawards** – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.

6) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) **Indirect Costs** – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

   <u>Method 1 - Negotiated Indirect Cost Rate Agreement (NICRA)</u>
   If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

   <u>Method 2 – De minimis rate of 10% of modified total direct costs (MTDC)</u>
   Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

   If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

8) **Prior Approvals in accordance with 2 CFR 200.407**
Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

9) **Approval of Subawards**
The Applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the Applicant must provide the following:

- Name of organization;
- DUNS Number;
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list;
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM);
- Confirmation that the subrecipient is not listed in the United Nations Security designation list;
- Confirmation that the subrecipient is not suspended or debarred;
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b); and
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

10) **Dun and Bradstreet and SAM Requirements**
Please note that DUNS and SAM registration is not required to submit an Application. DUNS and SAM Registration will only be required by the successful applicant prior to award.
USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the Applicant and all proposed sub-recipients;
2. Be registered in SAM before receiving an award. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process as soon as notified by USAID.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

H. Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. Applicants are not required to submit a Branding Strategy and Marking Plan with their application.

I. Funding Restrictions

Construction: small Construction for WASH activities will be authorized under this award.

Construction is allowed for WASH activities within the following rules (ADS 303):
The construction activities are only a portion of all award activities and
1. The estimated cost of WASH construction activities at a single project site is less than $500,000 (see definition of single project site below); and
2. The total aggregate estimated cost of construction activities under the award is less than $10,000,000. Please see: USAID Implementation of Construction Activities: A Mandatory Reference for ADS Chapters 303. No construction activities other than those explicitly approved under the agreement may be performed under Cooperative Agreement. Thus, Applicants should budget and provide a list of the activities/illustrative item table for interventions for WASH construction envisioned per site with their Application submission.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

E.1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the ratings described in this section.

E.2. Review and Selection Process

a) **Ratings**

Adjective	**Merit Review Criterion**
Exceptional	An **Exceptional** application has the following characteristics: ● A comprehensive and thorough application of exceptional merit. ● Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. ● Strengths **significantly outweigh** any weaknesses that may exist.
Very Good	A **Very Good** application has the following characteristics: ● An application demonstrating a strong grasp of the objectives. ● Application meets NOFO objectives and presents a low overall degree of risk of unsuccessful project performance. **Strengths significantly outweigh any weaknesses that exist.**
Satisfactory	A **Satisfactory** application has the following characteristics: ● An application demonstrating a reasonably sound response and a **good** grasp of the objectives. ● Application meets NOFO objectives and presents a **moderate** overall degree of risk of unsuccessful project performance. **Strengths outweigh weaknesses.**
Marginal	A **Marginal** application has the following characteristics: ● The application shows a **limited** understanding of the objectives. ● Application meets some or most of the NOFO objectives, but presents a **significant** overall degree of risk of unsuccessful project performance. Weaknesses **equal or outweigh** any strength that exists.
Unsatisfactory	An **Unsatisfactory** application has the following characteristics:

	• The Application **does not meet** the NOFO objectives or requires a major rewrite of the application. • Present an **unacceptable** degree of risk of unsuccessful project performance. • Weaknesses demonstrate a **lack of understanding** of the Government's needs. • Weaknesses **significantly outweigh** any strength that exists.

b. Merit Review Criteria

Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

The technical applications will be reviewed in accordance with the three (3) review criteria set forth below. The table below outlines the evaluation criteria which include: (1) Technical Approach (2) Personnel and Management Structure (3) Institutional Capacity, which are listed in descending order of Importance:

1	**CRITERION NAME:**	*Technical Approach*	**IMPORTANCE:**	1
2	**CRITERION NAME:**	*Personnel and Management Structure*	**IMPORTANCE:**	2
3	**CRITERION NAME:**	*Institutional Capacity*	**IMPORTANCE:**	3

Sub-factors within these categories are of equal importance.

Criterion 1: Technical Approach
The quality of proposed solutions will be evaluated for the extent to which the Applicant's technical approach represents a strategic, convincing, sound, and realistic approach to achieve the objectives and results specified in the Program Description, including – but not limited to - the integration of women and youth, and that the methods proposed are cost-effective and adaptable to a dynamic and varied implementation context. All of the Strategic Considerations in Section C should be explicitly addressed in the proposed technical approach. (For example, C.4. Integration of nutrition-sensitive agriculture shall clearly describe the agriculture to nutrition pathways, and take into account the Food Systems Conceptual Framework).

An illustrative First-Year Work Plan will be evaluated based on its clarity and appropriateness (given the theory of change) for achieving expected outcomes, layering and collaborating with other USAID- and GoM-funded activities, and building-in sufficient flexibility to learn and adapt. USAID will allow the illustrative First-Year Work Plan of no more than 5 pages as an annex to the application and will not count against the page limit.

The Technical approach will be evaluated including the following Sub-Criterions:

1.1. Feasibility: The extent to which the applicant presents a realistic and feasible plan to launch Activity operations in a timely manner, achieve results in Year 1, and address cross-cutting considerations.

1.2. Sustainability: is a critical element for the approach that the recipient should propose. Strategy for the phase-out and to ensure that project's activities and results / outcomes will continue beyond the end of USAID assistance. The recipient should seek to demonstrate, scale up, and exit the market.

1.3. Impact at Individual, Institutional and/or System level: The extent to which the Applicant demonstrates its ability to enhance local capacities and build a locally-owned innovative social and institutional ecosystem, including through sub-awards to local NGOs, the local private sector, and facilitate partnerships among those to meet the activity objectives and contribute to the sustainability of its results.

Criterion 2: Personnel and Management Structure
Extent to which the proposed personnel have the technical, analytical, and interpersonal skills and experience to convincingly demonstrate the Applicant's ability to successfully achieve the contract's objectives and results. Extend to which the proposed team composition provides the technical and managerial expertise to deliver the proposed results. Extent to which the Applicant convincingly demonstrates its management approach to build institutional capability, and how this will lead to successful and effective implementation of the proposed technical approach including a performance management plan, and how institutional capacity will be measured and assessed.

Criterion 3. Institutional Capacity

Demonstrate clear capacity and experience to accomplish the range of technical interventions outlined in the PD, including management of sub- recipients, coordination with other partners, capacity for strengthening local partners, and host government systems as well as finance and management systems in place, including cost control, business relations, and management of key personnel. Demonstrates an effective plan for using grants to stimulate and support learning as well as planned outcomes. The plan should demonstrate how it will support capacity development and learning for local entities and local government entities. The plan will be evaluated based on its effectiveness for using grants in a flexible, strategic and cost-effective way to buy down risk, stimulate private sector engagement, promote innovative practices and technologies, stimulate learning and adaptation for ensuring results, address gender gaps to empower women and girls, and promote engagement and economic benefits for youth.

c. Business Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable, allocable, and reasonable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

[END OF SECTION E]

SECTION F: FEDERAL AWARD INFORMATION

F.1. Federal Award Notices

Award of the agreement contemplated by this RFA cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

F.2. Administrative & National Policy Requirements

The resulting award from this RFA will be administered in accordance with the following policies and regulations. Standard Provisions for Non-U.S. Non-governmental Organizations. For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this RFA.

F.3. Reporting and Plans Requirements

All reports listed below shall be submitted by the specified due dates for approval by the USAID AOR unless otherwise agreed upon with the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The Recipient should always be ready for revision in program indicators and reporting requirements.

Reports/Deliverables	Due Date	Deliver to
Annual Workplan	1st Draft 60 calendar days after award date for the first fiscal year and by August 1 for the following fiscal years	AOR
Final Workplan	90 calendar days after award date for the first fiscal year and by August 30 for the following year	AOR
Quarterly Progress Report	1st Draft 1 month after the end of each fiscal year quarter. Reports are required to include quarterly and cumulative data	AOR
Monitoring, Evaluation, and Learning Plan	1st Draft - 60 calendar days after award date for the 1st year and by Aug 1 for the following fiscal years; Final MEL Plan - 90 days after award date for the 1st year and Aug 30 for the following year	AOR

Environmental Monitoring, and Mitigation Plan	60 calendar days after award	AOR
Assessment for specific shocks and stressors in the RESINA Resilience Zone	120 calendar days after award	AOR
Gender Analysis and Action Plan	120 calendar days after award	AOR
Youth Analysis and Action Plan	120 calendar days after award	AOR
Annual Performance Report	1st Draft, 6 weeks after the end of the fiscal year. Final Report, two months after the end of the fiscal year	AOR
Final Report	1st Draft, 30 calendar days after the end of award. Final draft, 90 calendar days after end of award	AOR
Quarterly Financial (SF425) & Pipeline Analysis Report (including accruals)	30 calendar days after the end of each fiscal quarter	AOR & OFM
Other Tax Report	30 calendar days after end of each fiscal quarter	AOR & OFM
Ad Hoc Reporting	Mutually-agreed time, when required	AOR
Baseline report	6 months after award	AOR
Short-term Consultant reports	30 calendar days after completion of duties of each consultant	AOR
Close-out and Disposition Plan	6 months prior to completion date of award	AO & AOR

Final Close-Out Report	1st Draft 60 calendar days after project closeout. Final, 90 calendar days after project closeout	AO & AOR

A. Program Reporting:

- **Annual Work Plan:** Based on the Activity Description, the Recipient shall prepare and submit a draft annual work plan within 60 days of the award date, to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity MEL Plan), as well as the associated costs. The recipient shall ensure a collaborative process in work plan development, consulting beneficiaries, partners, USAID and other relevant stakeholders. The AOR will review the Plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate AOR's comments and recommendations into the final version of the WorkPlan and submit it for AOR's written approval. All substantial changes in the initial WorkPlan require prior written approval of the AOR.

  Quarterly Reports: The Recipient shall submit quarterly performance reports (an electronic copy) to the USAID AOR and to the Mission's MEL database (DevResults). In addition to the quarterly report, all targets and results for performance indicators must be submitted via the DevResults database, and when available, the Development Information Solution (DIS). Other forms of reporting can be agreed with the AOR and the recipient. These reports shall summarize the outcomes of the Recipient's activities during the particular reporting period, document any program accomplishments and progress against the work plan, and agreed upon performance indicators. A format for the quarterly report shall be approved by the AOR. The Recipient shall compare the results and the indicators to the planned targets in the Monitoring, Evaluation, and Learning Plan (MELP), and discuss any potential constraints that might prevent the Recipient from meeting agreed upon targets and benchmarks. Reports should also contain, as an attachment, a list of all subgrants issued under the award during the reporting period, and should contain the name and contact information for each subgrantee, the title and duration of the program, the amount of the award, and a brief description of the program. Quarterly Reports must include information on Environmental Monitoring and Mitigation Plan implementation. At least one success story on the impact that the activity has had during the reporting period (including quotes, photos and captions). Note: the USAID Mission's Communications Officer can assist in editing stories prior to their public release. The quarterly reports should provide information on the extent to which gaps between males and females were closed. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. The Recipient shall also prepare **quarterly financial reports** showing the amount of funding and level of effort spent and accrued during the quarter, cumulative spending, and estimates for the next quarter. The quarterly activity and financial reports are to be submitted within 30 days after the end of each fiscal quarter to the AOR at USAID/Mozambique, through the DevResults system, except the financial reports. The Recipient shall submit the USAID approved Quarterly Report to the Development Experience Clearinghouse (DEC)

- **Annual Report**: Annual performance reports on the project activities and progress against indicators are the responsibility of the Recipient and are needed by USAID/Mozambique to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year. However, the draft annual performance reports must be received by USAID 30 days after the end of the year and in final no later than 90 days after the end of the year. The Recipient shall submit the USAID approved Annual Report to the Development Experience Clearinghouse (DEC).

- **Activity Monitoring, Evaluation and Learning (MEL) Plan:** The MEL Plan should track a set of required and standard indicators in accordance with the proposed results framework, the CDCS Mozambique DO3 Results Framework and Feed the Future Results Framework. In addition to these required and standard indicators, the recipient should propose additional indicators that measure program outcomes, as noted in the Program Description. Custom indicators are also encouraged that will help the Recipient to better monitor and evaluate their interventions. The Learning Plan should be developed in relation to the M&E Plan in order to capture the "why" behind the achieved outcomes and results. The Recipient should submit a detailed draft MEL Plan within 60 calendar days from the date of the award. The MEL Plan shall:

    - Include a draft plan due to USAID no later than 60 days after the effective date of the award. Final Plan due no later than 90 days after the effective date of this award.
    - Cover the entire period of performance of the Award and may be adjusted based on any changes in planned activities.
    - Acknowledge the requirement of USAID approval.
    - Include a brief narrative (for each indicator proposed) with the following:
        - Data collection method
        - Data reliability and timeliness (i.e., intrinsic data quality);
        - Indicator validity (i.e., the relationship between the indicator and the desired output or result)
        - Shall clearly stipulate how and when baselines will be established.
        - Shall include relevant indicators to measure performance annually and at the end of the program, with baselines and targets for each indicator.

Working with the USAID/Mozambique M&E systems and staff, the Recipient will be responsible for obtaining baselines for reportable indicators. In addition, the Recipient will make project staff available during USAID Data Quality Assessments to verify validity and accuracy of data.

- **Baseline report:** The recipient should plan and implement a baseline survey to establish the pre-intervention conditions to inform the development of tailored interventions and provide a basis for monitoring activity results and impacts. The assessment should provide sex and age-disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed, and explain or indicate potential causes of those gaps and indicate what opportunities there are to promote women's leadership and empowerment to project outcomes. This baseline and therefore the baseline report should be conducted after the applicant has secured an approved activity MEL plan but within 6 months of the award.

- **Environmental Monitoring and Mitigation Plan:** An EMMP is a performance management tool to plan and manage the process of ensuring environmental compliance throughout the life of the project. The EMMP will include a detailed plan assessing potential environmental threats posed by the project, mitigation measure to be taken by the project to reduce the risk associated with these threats, a timeline for monitoring and reporting on the risk posed by these threats, and a designation of which employees are responsible for the monitoring and mitigation of these threats. The EMMP should be submitted to the AOR and Mission Environment Officer (MEO) within the first sixty (60) days of award. The EMMP should be finalized within two weeks of receiving comments from the AOR and MEO. The EMMP may be updated as needed, for example to address new environmental risks posed by project activities. (an annotated EMMP template can be found at http://www.usaidgems.org). Information on implementation of the EMMP must be reported through Quarterly Performance Reports. If a project contains sub grants, subcontracts, or any activities that are not known at the time of the preparation of the work plan, subproject Environmental Reviews with EMMPs signed by the AOR/COR/AM and the MEO are necessary prior to the approval of a sub grant or sub activity. Signed Environmental Review Forms (ERFs) and Environmental Review Reports (ERRs) will be kept in USAID's official files. Formats for ERF and ERR can be found at the following website: http://www.usaidgems.org

- **Gender Analysis and Action Plan:** The recipient should plan to conduct a gender analysis and submit a draft report 120 days after the award that identifies root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women's leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including but not all: (a) Displacing women from access to resources or assets; (b) Conditions that restrict the participation of women or men in project activities and benefits; (d) Increasing the risk of Gender Based Violence, including sexual exploitation or human trafficking; and (e) Marginalizing or excluding women in political and governance processes. Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by age, income, region, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

- **Youth Analysis and Action Plan**: The recipient should plan to conduct a youth analysis and submit a draft report 120 days after the award, which will include a budgeted youth action plan for USAID review and approval.

- **Final Report:** A draft final report should be submitted to the AOR no later than calendar 30 days after the completion of the activity. USAID will review and comment within 30 days of receipt. The final report is due 90 calendar days after the end of the award. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award. The Recipient shall submit the USAID approved Final Report to Development Experience Clearinghouse (DEC).

- **Close out and Disposition Plan**: The Recipient must submit a Closeout Plan to the AO with a copy to the AOR for approval 6 months before the Agreement completion date. The plan must include, but not be limited to: (1) a property disposition plan (2) a plan for the phase-out (3) a delivery schedule for all reports or other deliverables required under the Agreement.

B. Financial Reporting

- **Quarterly Financial Report:** In accordance with 22 CFR 226.52 the Federal Financial Reporting Form (FFR) will be required on a quarterly basis. FFR 425 must be submitted within 30 days after the end of each fiscal quarter to the AOR at USAID/Mozambique. The recipient should submit quarterly pipeline analysis and financial reports (SF-425) to USAID within 30 calendar days following the end of each quarter. USAID will provide a template. They should be disaggregated by program area and contain, the following information at a minimum:

  - Total agreement budget.
  - Total funds awarded to date by USAID into the agreement (Total funds obligated to date);
  - Total funds previously reported as expended by Recipient by main line items.
  - Total funds expended in the current quarter by the Recipient by main line item.
  - Total funds expended (actual plus estimated accrued) towards the end of the report period.
  - Total unliquidated obligations by main line items.
  - Unobligated balance of USAID funds.
  - Estimated expenditures for remainder of year; and
  - Estimated monthly burn rate.

- **Other Quarterly Financial Reports**: Tax Reporting: The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the Recipient shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The Applicant shall furnish this information to USAID in accordance with guidance circulated by the Agreement Officer, as amended from time to time. For activities that will implement interventions in more than a single province, the Recipient is requested to describe a plan to be able to report allocation and expenditures by province. Allocations and expenditures by province should add up to the total budget.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACTS

The points of contact (POC) for questions on this funding opportunity are the following:

Antonieta Manhica
Acquisition and Assistance Specialist
USAID/Mozambique
E-mail: amanhica@usaid.gov with cc copy to gboateng@usaid.gov .

[END OF SECTION G]

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

> "This application includes data that must not be disclosed, duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}."

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

> "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

[END OF SECTION H]

ANNEX/ATTACHMENTS

ANNEX 1 – SUMMARY BUDGET TEMPLATE

Item Description	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Salaries						
Fringe Benefits						
Travel and Transportation						
Equipment						
Supplies						
Contractual						
Construction						
Other Direct Costs						
Sub Total						
Indirect Costs incl. Overhead, G& A and Crisis Modifier						
Total						
Costs Share						

ANNEX 2 – STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "required as applicable" Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
✓		RAA5. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	✓	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
✓		RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	✓	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
✓		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	✓	RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)
	✓	RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	✓	RAA12. INVESTMENT PROMOTION (NOVEMBER 2003)
✓		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
✓		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)

	✓	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	✓	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	✓	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
✓		RAA18. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	✓	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
✓		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	✓	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	✓	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
✓		RAA23. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
✓		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
✓		RAA25. PATENT REPORTING PROCEDURES (NOVEMBER 2020)
	✓	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
✓		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
✓		RAA28. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. RESERVED
	✓	RAA30. PROGRAM INCOME (AUGUST 2020)
✓		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)

		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
✓		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (NOVEMBER 2020)
✓		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
✓		RAA8. SUBAWARDS (DECEMBER 2014)
✓		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
✓		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
✓		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
✓		RAA12. PATENT RIGHTS (JUNE 2012)
✓		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	✓	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
✓		RAA 15. COST SHARE (JUNE 2012)
	✓	RAA16. PROGRAM INCOME (AUGUST 2020)
✓		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
✓		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	✓	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
✓	✓	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
✓	✓	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)

	√	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	√	RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	√	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	√	RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	√	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	√	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
√		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
√		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
√		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 3- WORK PLAN TEMPLATE

https://www.usaid.gov/documents/1864/attachment-f-work-plan-template

ANNEX 4 – LIST OF ANALYTICAL RESOURCES

Links to USAID Policy documents and to analytical reports are provided to applicants as reference only. None of the information contained in these reports should be viewed as an official endorsement of a particular approach or strategy in responding to this NOFO.

The following documents are located at the URL provided below:

- USAID Mozambique Country Development and Cooperation Strategy (CDCS)

https://www.usaid.gov/mozambique/cdcs

- USAID Gender Equality and Women's Empowerment Policy

https://www.usaid.gov/GenderEqualityandWomensEmpowermentPolicy

- USAID Policy Framework Ending the Need for Foreign Assistance https://www.usaid.gov/policyframework

- USAID Youth In Development Policy

https://www.usaid.gov/sites/default/files/documents/1870/Youth_in_Development_Policy_0.pdf

- Feed the Future Project Guides for Youth-Inclusive Agriculture and Food Systems Volume II

https://static.globalinnovationexchange.org/s3fs-public/asset/document/BFS_Volume_%202_FINALsm_1.pdf?wLILDoUJAM6RrRaASYa.l3EvOJGg8ns8

- USAID/Mozambique Youth Assessment

https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTcxMzE4

- Local Systems: A Framework for Supporting Sustained Development

https://www.usaid.gov/policy/local-systems-framework

- Mozambique Livelihood Zoning Plus Report

https://fews.net/sites/default/files/documents/reports/MZ%20LHdescriptions%20August%202013%20en3.pdf

- USAID Private Sector Engagement Policy

https://www.usaid.gov/sites/default/files/documents/1865/usaid_psepolicy_final.pdf

- USAID Country Development and Cooperation Strategy (CDCS)

https://www.usaid.gov/sites/default/files/documents/CDCS-Mozambique-December-2025.pdf

- Analysis to guide USAID Mozambique Programmatic Investments in Agriculture and Food Nutrition Security

https://www.canr.msu.edu/resources/analysis-to-guide-usaid-mozambique-programmatic-investments-in-agriculture-and-food-nutrition-security

- Measuring the Impact of Agriculture Programs on Diets and Nutrition

https://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/133954/filename/134170.pdf

- USAID Agriculture, Environment and Business Office "Collaborating, Learning and Adapting Workshop Report. April 2021"

https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTg0MzQ1

- Impact of Climate Change on Selected Value Chains in Mozambique

https://www.climatelinks.org/resources/impact-climate-change-select-value-chains-mozambique

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