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Subject: Request for Applications for Development Food Security Activities in Uganda – Graduation Pilot

Title: Fiscal Year 2017 Development Food Security Activities in Uganda – Graduation Pilot

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

Private voluntary organizations or cooperatives that are, to the extent practicable, registered with the USAID Administrator may apply. This includes U.S. and non-U.S. nongovernmental organizations. Intergovernmental organizations are also eligible to apply.

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

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

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

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

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

SECTION I – PROGRAM DESCRIPTION
SECTION II – FEDERAL AWARD INFORMATION
SECTION III – ELIGIBILITY INFORMATION
SECTION IV – APPLICATION AND SUBMISSION INFORMATION
SECTION V – APPLICATION REVIEW INFORMATION
SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION
SECTION VII – FEDERAL AWARDING AGENCY CONTACTS
SECTION VIII – OTHER INFORMATION
APPENDIX I: Definitions and Program Areas and Elements
APPENDIX II: Past Performance Reference Questionnaire

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

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

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement activity and which are in accordance with applicable cost standards, may be paid under the agreement.

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

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

Thank you for your interest in USAID programs.

Sincerely,
/S/
Matt Nims
Acting Director, Office of Food for Peace

Section I – Program Description

1. General Description

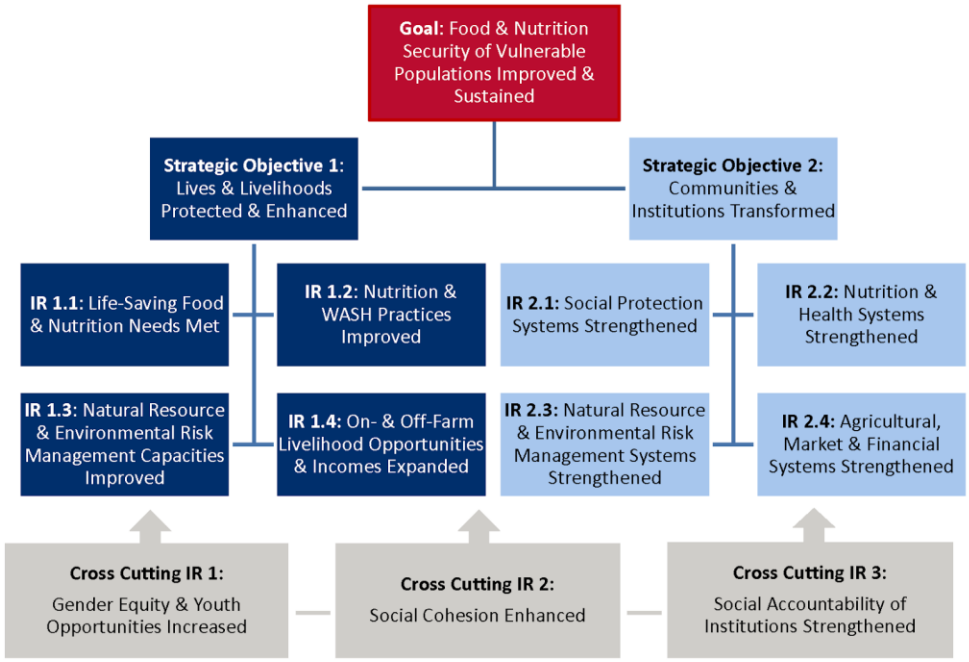
The Office of Food for Peace (FFP), in the U.S. Agency for International Development's (USAID's) Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), is the U.S. Government (USG) leader in international food assistance. Through FFP, USAID supports multi-year development (i.e., non-emergency)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

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

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

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Office of Food for Peace Strategic Results Framework



FFP development activities are also aligned with and increasingly integrated with other USAID efforts to promote resilience and reduce extreme poverty; FFP coordinates with the Mission on the Country Specific Information (CSI) that accompanies the RFA before an activity can take place in country. Multi-year development food security activities support Feed the Future and the US Global Food Security Strategy, and in FTF focused and aligned countries, whenever possible, every effort is made to jointly fund these activities with community development funds (CDF) from USAID's Bureau for Food Security — increasing intra agency collaboration and flexibility and reducing the need to monetize Title II commodities. Note that Title II assistance made available pursuant to this RFA may be used to meet emergency/exceptional circumstances as provided in accordance with the terms of those awards and 22 CFR 211.5(o).

More specific information on the objectives, interventions, geographic locations targeted within the countries, and/or funding levels and types covered by this RFA may be found in the CSI posted on the Country Fact Sheets page of the FFP website. In addition, Bellmon analyses[1] and other related resources are also posted to the Country Fact Sheets page, as applicable. It is essential that applicants review the CSI carefully because details contained in the CSI take

[1] For food security activities, applicants must demonstrate that (a) the distribution of commodities in the recipient country will not result in a substantial disincentive or interference with domestic production or marketing in that country; and (b) adequate storage facilities are available in the recipient country at the time of exportation of the commodity to prevent the spoilage or waste of the commodity.

precedence over the generalities contained in this RFA. Please refer to the Agreement Officer's (AO) introductory letter for order of precedence.

If conditions permit, as determined by FFP, the application process will include two phases. The first phase is the submission and review of an initial application (technical application and cost application). Successful first-phase applicants may also receive letters of invitation to present their applications orally, and to address "topline" issues identified during the initial review of their applications. If they occur, oral presentations will constitute the second phase of the technical review process and will be a condition of the award. After discussions have concluded, the successful applicant(s) will receive a final issues letter, if necessary, and will be required to submit final technical and cost applications.

2. Authorizing Legislation

The FFP Act, Section 201 (7 U.S.C. 1721) General Authority, authorizes the USAID Administrator to establish programs to provide agricultural commodities to foreign countries on behalf of the people of the United States to address famine and food crises; combat malnutrition, especially in children and mothers; carry out actions that attempt to alleviate the causes of hunger, mortality and morbidity; promote economic and community development; promote food security and support sound environmental practices; carry out feeding interventions; and build resilience to mitigate and prevent food crises and reduce the future need for emergency aid.

The Foreign Assistance Act (FAA) authorizes USAID to provide development assistance. Certain funds appropriated for this purpose have been made available to FFP. These funds are referred to as CDF and may be used to support FFP development activities, when signaled in the CSI.

For more information, particularly concerning eligible uses of Section 202(e) and CDF funding, please refer to Food for Peace Information Bulletin (FFPIB) 14-01.

3. Activity Eligibility Requirements

Applications which do not include the direct distribution of food commodities will be considered provided that applicants otherwise propose a sound approach to addressing high rates of wasting, stunting, and food insecurity. Any proposed direct distribution of Title II and/or locally and/or regionally procured (LRP) commodities and/or cash transfer/food voucher must clearly support interventions that sustainably reduce vulnerability to food insecurity, including increasing the availability of nutritious food, building incomes/assets to increase year-long access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

4. Award Administration

Awards will be made and administered in accordance with the FFP Act, FAA, as applicable, and USG regulations. As applicable, the award will be administered under 22 CFR 211, 22 CFR 216,

2 CFR 200, 2 CFR 700, USAID Standard Provisions, and FFP Information Bulletins which are available on the USAID website. Notwithstanding the foregoing, because intergovernmental organizations are subject to different requirements, USAID reserves the right to make awards to such organizations on different terms and conditions than those made to private voluntary organizations and cooperatives.

Section II – Federal Award Information

1. Estimate of Funds Available

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

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

2. Anticipated Start Date and Performance Period

The anticipated start date of the new award(s) will be October 1, 2017. Typically, the award(s) will be issued for a performance period of five years, unless otherwise noted in the CSI.

3. Assistance Awards

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

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

4. Authorized Geographic Code

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

5. Substantial Involvement

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

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

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

Section III – Eligibility Information

1. Eligibility Requirements

To be considered for a Title II funded award, the applicant must be a private voluntary organization (PVO) or cooperative that is, to the extent practicable, registered with the USAID Administrator, or an organization designated by USAID as a Public International Organization (PIO) such as the UN World Food Program. This includes U.S. and non-U.S. nongovernmental organizations (NGO) as defined in the Food for Peace Act and as described on the USAID website under PVO Registration.

To be considered for a CDF funded award, the applicant must be a U.S. or non-U.S. NGO, including PVOs, or an organization designated by USAID as a PIO such as the UN World Food Program.

In the case of a consortium, the applicant must be the consortium lead and must identify any other members of the consortium or individuals tied to the implementation of the activity as described in the application, along with all sub-awardees. The respective roles of any other members of the consortium or individuals, including all sub-awardees, must be described and separate detailed budgets must be attached for each.

2. New Partners and Local Organizations

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

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

3. Cost Share

Cost share is not required.

4. Minimal Qualification Requirements

USAID has no additional minimal qualification requirements.

5. Limit on Number of Applications

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

Section IV – Application and Submission Information

1. Point of Contact

Any questions concerning this RFA, its appendices, any CSI(s), and Technical References must be submitted in writing within 30 days of its posting to Mr. Michael Keegan, FFP, acting grants and contracts services team leader, at mkeegan@usaid.gov with a copy to FACG@usaid.gov and "FY 2017 RFA" in the subject line.

2. Application Format

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

- Cover Page (1 page)
- Executive Summary (2 pages maximum)
- Program Description (45 pages maximum)
- Management and Logistics (8 pages maximum)
- Budget (no page limit, see requirements in paragraph e)
- Annexes (see paragraph f)

The above bullets correspond to the sections of the RFA described below and constitute the general application format. If submissions exceed the page number maximum, only the pages up to the limit will be reviewed, and pages exceeding the maximum will not be considered.

a) Cover Page (1 page)

The cover page must have the following:

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

Number of Activity Participants

Total Direct Activity Participants[2]	

Direct Activity Participants by Program Element

Program Area or Element[3] (These are examples; a full list of program areas and elements is in Appendix I.)	**Participant Numbers**[4]	**Cost per Direct Participant**[5]
Maternal and Child Health		
Nutrition		
Agriculture		
Disaster Readiness		

b) Executive Summary (2 pages maximum)

The executive summary must have the following:

- Problem Statement, including the underlying causes and major determinants of food insecurity and malnutrition to be addressed;
- Overarching ToC that describes the hypothesized series of changes to address the underlying causes of food insecurity;
- The proposed set of interventions to achieve the activity's food security objectives; and
- Separate from the executive summary, a life of award Executive Summary Table (EST) is required with five fiscal years of data on budget and commodities.

c) Program Description (45 pages maximum)

The program description must include:

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[2] The applicant must present the total number of individuals who will directly participate and benefit from the activity over the life of the award. FFP would like to know how many unique people will participate in activity interventions over the life of award. One participant may benefit from activities in more than one program area or element. However, when reporting on the total number of direct participants, this individual should only be counted once.

[3] The definitions of program areas and elements come from the U.S. Foreign Assistance Standardized Program Structure (SPS), which was jointly developed by the U.S. Department of State and USAID. The SPS and definitions establish a consistent way to categorize and account for State- and USAID-managed assistance, including a set of commonly agreed definitions. This table contains only four examples. The full, updated list of program areas and elements can be found in Appendix I.

[4] The participant number presented in this table does not have to be unique individual participants. Rather the applicant should present the number of activity participants by program area or element in this table. An individual who participates in activities in more than one program area or element should be counted once under each program area or element from which s/he receive benefits. Therefore, an individual can be counted twice or more depending on the number of program areas and elements s/he participates in. However, an individual who participates and benefits directly from multiple activities within one program area or element should only be counted once.

[5] Cost per direct participant equals the total budget for the program area or element divided by the number of individuals directly participating in that program area or element over the life of the award.

1. ***Analysis of the underlying causes of food insecurity***
   - A thorough and clear analysis of the underlying causes of food insecurity and malnutrition, highlighting trends in shocks and stressors and the capacity to respond in the target area. This should identify the major determinants of food insecurity and malnutrition including causes related to: poor governance and institutional barriers, sources of vulnerability and shocks such as climate risk, poor environmental governance, socio-economic considerations and social cohesion, as well as behavioral determinants including the interplay of gender and age dynamics. At a minimum, this analysis should expand on and identify context-specific implications of the food security analysis provided in the Food Security Desk Review and/or reference appropriate and current data.
   - A specific description of the geographic area of intervention and detail regarding how these root causes impact the vulnerable population in the proposed target area. FFP strongly encourages considering at least all communities within a third level administrative division instead of selecting a subset of communities in each administrative division. A map with specific geographic locations should be included.

2. ***Conceptual Design***.
   - A sound conceptual design demonstrates the linkages between the underlying causes and influencing factors of food insecurity and malnutrition specific to the target area, and includes a ToC that provides a clear road map showing how the proposed set of interventions in interaction with interventions and/or outcomes produced by other actors will produce all the necessary and sufficient outcomes/conditions to achieve the goal based on evidence and plausible logical reasoning.
   - **Theory of Change:** A ToC is the foundation of an activity design. Before designing interventions, the applicant should develop a ToC based on evidence. A ToC describes the hypothesized series of changes that are expected to occur in a given context as the result of specific activities. In the context of FFP programming, the ToC makes explicit how an applicant thinks outputs from the proposed interventions will interact with other concurrent interventions and contextual conditions to stimulate or enable a series of outcomes that will ultimately lead to the achievement of desired objective(s). A complete ToC would define all of the necessary and sufficient conditions to effect change at each level, including, for example, policy and institutional requirements, systemic conditions, and complementary activities. It is likely that FFP will not support all of the interventions required to assure outcomes in the ToC, but the ToC must identify where external action is necessary and explain how the activity will monitor that other actors undertake these actions in the required timeframe. A description of required elements for a ToC and brief guidance can be found in the Technical References on ToC.
     - The applicant should base its hypothesis on published research, or evaluation of projects conducted by independent external sources. A few common research repositories include 3ie Impact Evaluation Repository and J-PAL's library of randomized evaluations. Papers published in peer reviewed journals could also be used as sources. The technical interventions proposed should be linked to the ToC.

- **Logical Framework (LogFrame):** All applicants must submit a brief LogFrame narrative in their application and a detailed LogFrame matrix as an annex. A LogFrame is a tool that summarizes the ToC and presents the program description in a standard format. It shows the causal linkages between outputs, outcomes, and the goal. It identifies the conditions that are external to the activity but necessary to achieve the objectives; potential risks and contextual factors critical to the success of an activity; along with the indicators that would help to measure and track performance. Applicants are strongly encouraged to familiarize themselves with FFP's M&E and Reporting Policy and Guidance. It includes a description of required elements for an applicant's LogFrame.

  As mentioned above, an applicant's LogFrame will include indicators to monitor and evaluate the performance of the activity. Applicants should keep in mind that Food for Peace has a list of required and/or required if applicable performance indicators. These should be reviewed carefully during the development of an applicant's LogFrame. In general, only out*come* indicators are required for the LogFrame; however, if a partner chooses to include out*put* indicators, the use of FFP output indicators is preferred.

  For target-setting, applicants are only required to establish targets for higher level impacts - usually key baseline indicators. These targets must be linked to the context, food security, nutritional analyses, and the applicant's ToC. All targets should be ambitious yet achievable. Nutrition and poverty reduction targets should be linked to FFP's targets: a minimum of 2 to 2.5 percentage point annual reduction of prevalence of stunting[6], a minimum of 3 to 4 percentage point annual reduction of prevalence of underweight, and a minimum of 4 percentage annual reduction of depth-of-poverty. These conservative targets reflect the challenging environment in which FFP programs are implemented, but should be possible to achieve, and possibly exceed, with sustainability. **Note**: FFP does not require applicants to submit an Indicator Performance Tracking Table (IPTT), This tool will be developed with successful applicants during and after the M&E workshop. The M&E workshop will typically take place within three months of the start date of an award.
- **Technical Interventions**: The technical interventions should flow directly out of the conceptual design. This section is the "what" and "how" of the application. It builds on the "who" and "why" explained in the first two sections. Applicants should explain how the proposed technical interventions contribute directly to the ToC and address country-specific causes of food insecurity through efforts to 1) enhance lives and livelihoods of individuals and households through resource transfers, capacity strengthening, and behavior change, and 2) transform communities and institutions through systems approaches that strengthen capacities for resilience, institutional capacity, infrastructure, access, and linkages. Proposed interventions should be in alignment with FFP's strategic results framework and should be described in sufficient detail to assess their operational and technical

[6] Based on an average of cumulative impact over the five years of the activity.

appropriateness and feasibility. Technical approaches proposed should be evidence-based and adhere to the CSI. This must include, at a minimum, the following:

- Details of **how** each intervention will be implemented and **by whom**;
- Description of the target population for each intervention, direct participants within the target population, including selection criteria, and strategy to promote secondary adoption. The extent of integration of multi-sectoral interventions at the household level. Please present a table showing number of participants targeted for multisectoral interventions[7] vis-a-vis participants targeted for interventions from one sector or two sectors;
- Description of approach and proposed interventions for the promotion of appropriate behaviors and practices; and for strengthening of local systems. Interventions should however also be sensitive to nested dependencies between households, communities, and broader systems and should seek to strengthen resilience capacities;
- Details of and justification for addressing both immediate and chronic nutrition gaps for the most vulnerable, particularly children 6-23 months and pregnant and lactating women, which characterize chronically food insecure households. Details of how to address consumption gaps and/or asset depletion; specifically details on and justification for the proposed food modality that may include in-kind and/or LRP food, and/or cash transfers/food vouchers with explicit nutrition objectives. When either conditional or unconditional cash transfers are proposed to address asset depletions, applicants should provide details on how nutritional gaps of vulnerable groups will be addressed;
- In compliance with USAID environmental regulations and guidance, environmental safeguards and climate risk management (CRM) strategies must be logically integrated throughout the body of the application; and
- Clear inclusion of feedback loops to allow for regular monitoring of the local context, including conflict dynamics, to inform ongoing learning and adaption.

- **Coordination and Linkages**: Describe how the proposed activity will (1) leverage existing public, private, and donor investments to achieve the goal; (2) complement the activities of the local government, and donor-facilitated health, nutrition, agriculture, natural resources management, and CRM interventions; and (3) support proposed strategies to leverage FtF or other USAID investments in the region to reduce hunger and extreme poverty in vulnerable populations.
- **Addressing Resilience Challenges:** FFP is committed to strengthening the resilience of households and communities, improving disaster risk management capacities in a climate sensitive manner. Technical interventions should strengthen resilience capacities. When identifying underlying causes of food insecurity in the ToC, applicants should identify trends in shocks and stresses experienced by communities, current response capacities, and impact of shocks on livelihood outcomes. Applicants should articulate how activities will contribute to resilience and disaster risk reduction, including risks from climate-related shocks and

[7] Households will be targeted for interventions to **sustainably** increase access to and utilization of food and nutrition interventions.

stressors[8]. This articulation should also include a discussion of how activities will strengthen absorptive capacity, adaptive capacity and transformative capacity[9], and identify risks of maladaptation.

- **Cross-Cutting Themes:** As articulated in FFP's new strategy 2016-2025, FFP is committed to supporting good governance by highlighting opportunities to promote *social equity* and strengthen *social accountability*. FFP embraces a commitment to *social cohesion* and *conflict-sensitive* programming, acknowledging the potential of food assistance, like other resource flows, to aggravate social grievances or contribute to other unintended impacts on social cohesion. The applicant must demonstrate how each of these cross-cutting themes are integrated into the proposed interventions.
    - *Social accountability:* Applicants should describe how interventions will influence systemic changes that promote equitable access to affordable high quality services, increase accountability and responsiveness of service providers, and foster meaningful community participation that creates demand for and influences good governance at the local level.
    - *Social cohesion and conflict-sensitivity*: Applicants should consider and articulate how the activity may positively or negatively impact social cohesion, conflict over resources, and/or other social, economic, and political tensions which could contribute to conflict. A conflict-sensitive approach requires an implementer to (1) understand the conflict context in which it operates; (2) understand the interaction between its operations and the conflict context; and (3) act upon these understandings in order to minimize unintended negative impacts and maximize positive impacts of their interventions. Applicants should describe how conflict dynamics were taken into account, including any identified risks that FFP resources will exacerbate conflict, how these risks will be mitigated in implementation, and how resource transfers can be applied in a manner that strengthens social cohesion.
- **Environmental Compliance:** USAID describes the current, global environmental compliance procedures for development food assistance in the FY17 FFP RFA-level Initial Environmental Examination (RFA-IEE). This RFA IEE includes both the application development and the life of the activity (including the Activity IEE). This RFA-IEE is a mandatory reference for environmental compliance of FFP development activities.

  Activity IEE Deadline: Only successful applicants will be requested to submit an Activity IEE for USAID review. This Activity IEE must be drafted by the awardee

[8] When describing how activities will address relevant climate risks, applicants should also include a completed version of the Climate Risk Management Table in the program description. Climate risk management is further described in the Environmental Compliance section below.

[9] Absorptive capacity is the ability to minimize exposure to shocks and stresses through preventative measures and coping strategies to avoid permanent negative impacts. Adaptive capacity is the ability to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity includes governance mechanisms, policies, regulations, infrastructure, community networks, and formal and informal social protection mechanisms that create the enabling environment for systemic change. For more information please refer to the Feed the Future Learning Agenda.

prior to the M&E workshop, and will be an analytic tool that is used during this workshop. The IEE must be updated with any relevant post-workshop changes to the ToC, IPTT, etc., prior to submission for review and comment by USAID. This submission must occur 60 days after the M&E workshop. This IEE must be cleared by the USAID DCHA Bureau Environmental Officer prior to the implementation of medium-risk field interventions (i.e., classified as a Negative Determination per 22 CFR 216).

CRM is now required for all USAID development projects and activities under this RFA. The Activity IEE must include a summary of the applicant's approach to CRM along with a completed version of the Climate Risk Summary Table below. A description of essential environmental considerations can be found in the Technical Reference on Environmental Safeguards and Compliance.

CRM is the process of assessing, addressing and adaptively managing climate risks. For USAID's purposes, climate risks are potential negative consequences on projects or activities due to changing climatic conditions. The goal of CRM is to both render USAID's work more climate resilient (i.e., better able to anticipate, prepare for and adapt to changing climate conditions and withstand, respond to and recover rapidly from disruptions) and to avoid maladaptation (i.e., development efforts that inadvertently increase climate risks). Applicants are expected to describe how relevant climate risks will be addressed and adaptively managed in all areas of the proposed activity. Integration of a climate sensitive approach must be context-appropriate and reflected at every phase of the activity.

Climate Risk Management Table[10]

Defined or Anticipated Project Elements (Purpose/Sub-purpose, Areas of Focus, or Activities/ Mechanisms, etc.)	**Climate Risks** List key risks related to the project elements identified through either the strategy- or project-level climate risk assessment.	**Risk Rating** Low/ Moderate /High	**How Risks are Addressed at Project Level** Describe how risks have been addressed at the project level. If a decision has been made to accept the risk, briefly explain why.	**Further Analysis and Actions for Activity Design/ Implementation** Describe CRM measures to be integrated into activity design or implementation, including additional analysis, if applicable.	**Opportunities to Strengthen Climate Resilience** Describe opportunities to achieve development objectives by integrating climate resilience or mitigation measures.

Sustainability and Exit Strategies: Applicants must present thorough and realistic sustainability and exit strategies that will result in lasting change. The sustainability strategy should identify all of the necessary and sufficient critical capacities, practices, behaviors, systems, and linkages needed to sustain outcomes. These strategies should build capacity of host country entities, whether private or public, as well as leverage incentives and investments of key stakeholders to ensure demand and/or supply of goods and basic services are sustained or enhanced once the activity withdraws support. Efforts to achieve these ends must be incorporated into the activity design at every level, and for any specific tangible resource transfer the activity plans to provide to participants. The sustainability plan should also reflect the proposed activity's ToC and should address all issues pertaining to phase down, handover, or termination of FFP-resourced activities. Considering that not all strategies, activities, and partnerships will be identified until after implementation is under way, any feedback loops that will inform refinements in post-award design should be presented. FFP looks favorably upon efforts to create, wherever possible, self-financing and self-transferring models that will continue to spread under their own momentum both during and after the activity. FFP expects that these models will be adopted and adapted by a significant proportion of the population, helping to improve both sustainability and impact of the interventions. A description of required

[10] A completed version of this table should be included in the program description.

elements related to sustainability and exit strategies, along with a link to supporting references, can be found in the Technical References on Sustainability.

Gender Equity and Youth: FFP is committed to gender equity and its growing understanding of the gender dimensions of food insecurity and the importance of engaging men, women, boys, and girls equitably in the process of advancing female empowerment and their access to economic opportunities. Applicants must describe how gender will be addressed in all areas of the activity description and should seek to transform gender dynamics for the better. Integration of a gender sensitive approach must be context-appropriate and reflected throughout the activity. Factors demonstrating gender integration include, but are not necessarily limited to:

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

The applicant must describe how gender analysis results will be integrated into interventions and how gender changes, including unanticipated outcomes, will be tracked over time; and, identify at least one gender indicator for each purpose at either the sub-purpose or immediate outcome level.

d) Management and Logistics (8 pages maximum)

The management and logistics section of applications must include the following:

1. ***Management Structure.*** The management structure should ensure the efficient use of resources and strong, effective, and adaptive management, technical implementation, and administrative support. Include any details of consortium arrangements, including anticipated sub-awardees or sub-contractors. The management structure should demonstrate the necessary technical competencies to implement the technical interventions proposed. If a consortium is proposed, letters of commitment from consortium members must be included. Note that USAID supports applicants signing non-exclusive letters of commitment with local partners, if applicable. The applicant should explain the management structure presented in the organizational chart (see

Staffing below); personnel management of expatriate and local staff; procurement arrangements for goods and services; and lines of authority and communications between organizations and staff. Also, include a brief description of each key management staff member's role, technical expertise, and estimated level of effort each will devote to the activity. USAID requires the key personnel function at 100 percent level of effort (defined as 40 hours/week).

2. ***Staffing.*** This section describes the applicant's staffing plans for all interventions with descriptions of the number and type of each activity staff (e.g., program officer, technical officer, field monitors) and support staff (e.g., financial manager, administrative officer, data entry clerks) members' roles and responsibilities. The staffing plan should specify the composition and organizational structure of the entire implementation team (including home office support). It should also include an organizational chart and the curricula vitae (CV) for key personnel including the proposed Chief of Party (COP), Gender Advisor, and Monitoring and Evaluation Advisor/Specialist, and any other positions as identified in the CSI. These must be submitted as annexes. FFP's minimum requirements for a COP include:
    - Master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or related field;
    - Minimum of ten years of progressively increasing management responsibility in international development projects;
    - Prior experience managing development assistance projects of a similar size and scope in developing countries; experience managing multi-sectoral projects including agricultural development and maternal child health and nutrition;
    - Proven leadership skills. Demonstrated experience recruiting, developing, and managing staff;
    - Demonstrated ability to build and maintain relationships with host governments, donors, other donor-funded projects and stakeholders, local organizations, and partners;
    - Understanding and demonstrated commitment to the importance of gender and youth issues in food security programming;
    - Experience managing programmatic and financial reporting requirements;
    - Excellent oral and written communication skills in English and other language(s), as required;
    - Ability to travel within the country and internationally, as required; and
    - Appropriate references.

    FFP considers attention to gender integration key to realizing intended outcomes, and expects that the Gender Advisor will lead gender integration throughout the entire award period. The Gender Advisor should have:
    - In-depth understanding of gender, age, and other socio-cultural factors in the context of food security programming;
    - Demonstrated capacity to lead the collection, analysis, and utilization of information from a broad range of sources in order to ensure effective integration of gender and youth concerns throughout the project's duration; and

- Ability to foster commitment and build capacity among activity staff and in-country actors to gender integration and empowerment.

FFP recommends the following core competencies for the Monitoring and Evaluation Advisor/Specialist:

- Master's degree in economics, agricultural economics, statistics, bio-statistics, nutrition or other relevant subject with strong quantitative background, and at least six years of experience in progressively increasing M&E responsibility in international development projects. The candidate must have experience in leading the M&E of a large project.
- Strong conceptual knowledge about theories of change, logic model, food and nutrition security indicators, M&E plan, data quality assurance, data utilization, and gender integration into M&E.
- Demonstrated experience and expertise in developing and operationalizing a comprehensive monitoring and evaluation plan (please see the FFP M&E and Reporting Policy and Guidance for the components of an M&E plan).
- Demonstrated expertise and experience in developing and operationalizing routine monitoring system designed to track both output and outcome indicators.
- Strong quantitative background and demonstrated expertise in designing annual monitoring surveys including probabilistic sampling strategy and estimating sample size, developing appropriate weights, and analyze quantitative data.
- Demonstrated expertise in designing qualitative studies, in-depth knowledge about qualitative sampling, and experienced in using interview and interactive tools to generate qualitative information and analysis.
- Experienced in developing data quality assurance strategies, data management, and data visualization.
- Demonstrated expertise and experience in data utilization strategies and can creatively think about active data sharing techniques.
- Excellent oral and written communication skills in English and other language(s), as required.

During the issues letter phase, successful applicants may be requested to identify and provide CVs for other key personnel.

If sub-awardees or a consortium management model are proposed, applicants should describe how the partnerships will be organized and managed to use complementary capabilities most effectively. Specify the responsibilities of all principal organizations and the rationale for their selection; proposed staff and reporting relationships within and between each of these organizations; and how cross-organizational collaboration, knowledge sharing and learning will be facilitated. Indicate the timing of engagement of personnel based on anticipation of needs across the life of award. Consortiums should minimize duplication of home office and local office management structures and the attendant costs to the government, the application should include the locations of proposed staff. The applicant should describe how they will ensure that standard approaches and procedures for engaging government, local authorities, and local

communities in implementation of interventions will be utilized by the applicant and all sub-applicant organizations. Examples could include requiring standard procedures, qualifications, and criteria for hiring staff across prime and sub-applicant organizations.

3. ***Logistics and Distribution Plan.*** This section includes a logistical overview of the proposed resource transfers. In-kind resource transfers should address commodity-related issues concerning direct distribution, including, but not limited to, commodity requests, commodity substitutions (if select planned commodities are not available from the US or through LRP), documentation certifying commodities meet programmatic and/or contractual specifications and requirements, port/warehouse/road/rail infrastructure, commodity management, including fumigation[11], and commodity transportation (including inland and internal transport). The applicant is required to include an Annual Estimate of Requirements and Commodity Pipeline for Title II commodities, i.e., data entered in Food for Peace Management Information System (FFPMIS). If the applicant has a current Title II award within the country, they must indicate any anticipated carry-over commodities and/or resources. Regarding Title II commodities for landlocked countries, applicants must note the designated points of entry (which are limited to four), and for special procurement or shipping requests, such as containerization or through-bills of lading, a detailed justification must be provided. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time awards are made. In addition, LRP interventions should describe the proposed procurement process, safety and quality assurance, and guarantee that the FFP LRP policy for commodity source and origin will be adhered to. Partners proposing cash and/or vouchers should provide details on the delivery mechanisms demonstrating feasibility of the approach relative to the scale. Specific consideration should be given to proximity of outlets (cash or retailers), liquidity, security and risk management. If applicable, the applicant must discuss the local market factors and potential risks that may affect distribution of Title II, LRP and/or cash/vouchers. Commodity distributions need to be planned and implemented in accordance with FFPIB 09-02 entitled, *New Procedures to Determine Compliance of P.L. 480 Title II Food Assistance Program Proposals with the Conditions of the Bellmon Amendment.*

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

[11] In keeping with requirements of the Programmatic Environmental Assessment: Commodity Protection by Phosphine Fumigation in USAID Food Aid Programs (i.e., "Fumigation PEA").

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

e) Budget (no page limit)

For more information on the Cost Application, please see Section V. 2. Review of Cost Application. Cost applications include the EST, general budgets such as the SF 424, SF 424A, SF 424B, a comprehensive budget, detailed budget, and budget narrative and must be submitted into FFPMIS separately from the technical application portion. Cost applications (i.e., budget components) are not subject to the page limitation of the application, and may not be evaluated alongside the technical application. Cost applications must be in U.S. dollars only and include budget details as described below for the applicant, each member of the consortium (if applicable), sub-awardees and/or sub-contractors. Note that for restricted goods, the applicant (or prime in the case of sub-awards or lead in the case of a consortium) must ensure that they are identified in each budget and follow up with any approvals, as required. Applicants are required to minimize their administrative and support costs for managing the activity to maximize the funding available for interventions. More details on the budget annexes can be found in section f) Annexes.

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

f) Annexes

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

	Annex Type	**Methodology**
1.	Executive Summary Table for the Life of Award	Data Entered on FFPMIS
2.	Comprehensive Budget	Uploaded into FFPMIS
3.	Detailed Budget	Uploaded into FFPMIS
4.	Budget Narrative	Uploaded into FFPMIS
5.	Annual Estimate of Requirements and Commodity Pipeline and/or enhanced Section 202(e) and CDF cash funding request (if relevant)	Data Entered on FFPMIS

6. Log Frame, ToC Graphic, and ToC narrative (upload the LogFrame as one document and the ToC Graphic as the other in lieu of the Results Framework & IPTT) six page maximum for ToC narrative	Uploaded into FFPMIS
7. Gender Concept Note four pages maximum	Uploaded into FFPMIS
8. Climate and Environmental Safeguards Plan (provide information about the climate and environmental safeguards plan only) four pages maximum	Uploaded into FFPMIS
9. Monitoring & Evaluation Plan five pages maximum	Uploaded into FFPMIS
10. Activity Learning Plan	Uploaded into FFPMIS
11. Risk Assessment and Mitigation Plan	Uploaded into FFPMIS
12. Country Map(s)	Uploaded into FFPMIS
13. **For Successful Applicants Only**: Past Performance Supporting Documentation, including the Past Performance Reference Questionnaire	Uploaded into FFPMIS
14. Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)	Uploaded into FFPMIS
15. CV for Chief of Party, Gender Advisor, M&E Advisor/Specialist and others mentioned in the CSI	Uploaded into FFPMIS
16. Motor Vehicle Procurement Table	Uploaded into FFPMIS
17. Letter(s) of Commitment	Uploaded into FFPMIS
18. NICRA	Uploaded into FFPMIS
18. Glossary and List of Acronyms	Uploaded into FFPMIS

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

Annex 2 Comprehensive Budget: The comprehensive budget must incorporate all planned costs by object class category, and funding type (funding source) for each year of the activity.

Annex 3 Detailed Budget: The detailed/itemized budget must list and account for individual line items within each *object class category* for each program area or element. Object class categories are logical groupings of costs, such as staff salaries, fringe benefits, travel, capital equipment, supplies, and indirect costs. All costs must be associated with an applicable funding source and program area or element (see Appendix I for definitions).

A suggested budget format is available on the FFP website. All budgets must be completed on a fiscal year basis. Applicants may use budget formats they have developed that contain the requested information or use budget formats, as appropriate, from other sources such as grants.gov. If reimbursement for inland transport charges will be requested, include in the detailed budget an estimate of total U.S. dollars needed for inland transport. If this

information is not yet available, please include the estimate and state in the budget narrative when the information will be submitted to FFP.

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

Annex 5 Annual Estimate of Requirements and Commodity Pipeline and/or enhanced Section 202(e) and CDF cash funding request: If applicable, enter an annual estimate of requirements (AER) and commodity pipeline (CP) into FFPMIS for enhanced Section 202(e) or CDF. The CSI will specify which funding is available for a program.

Annex 6 LogFrame: The LogFrame consists of a matrix with four columns and many rows, summarizing the key elements of the activity, namely:
a) Narrative summary: The activity's hierarchy of objectives (Goal, Purpose, Sub-purpose, Intermediate Outcome, and Outputs);
b) Assumptions: The conditions external to the proposed activity but necessary to achieve results; contextual environment and key external factors critical to success;
c) Indicators with targets: How the activity's achievements will be monitored and evaluated. In identifying indicators, applicants must review the Food for Peace Indicators. While all outcome indicators are required, it is not required for applicants to list all output indicators in the LogFrame. Including only FFP required output indicators in the LogFrame should be adequate. Applicants must provide targets only for baseline/ evaluation indicators. These targets must be linked to the context, food security and nutritional analyses, and ToC. Applicants' targets have to be ambitious yet achievable and linked to FFP's targets; FFP aims to achieve a minimum of 2 to 2.5 percentage point annual reduction of prevalence of stunting[12], a minimum of 3 to 4 percentage point annual reduction of prevalence of underweight, and a minimum of 4 percentage annual reduction of depth-of-poverty. For all other indicators, targets must be ambitious yet achievable.
d) Data sources: Where the indicator data will come from, and when it will be collected.

Annex 7 Gender Concept Note: Consistent with USAID's Gender Equality and Female Empowerment Policy (USAID 2012), all FFP multi-year development food security activities are required to complete a gender analysis within the first year, to inform design and strengthen programming. Applicants must submit a concept note for the Year 1 Gender Analysis as an annex in their application entitled Gender Concept Note. The concept note should be no longer than four pages.

In the concept note the applicant should discuss illustrative points (three to four) along the proposed ToC where the applicant anticipates existing gender norms or gender relations could facilitate or impede progress towards results and provide examples of information that would be collected in order to clarify the issues identified. Applicants are encouraged to take into consideration the interplay of gender and other social dimensions such as age, ethnicity, and origin that play a role in determining both opportunities and constraints for women,

[12] Based on an average of cumulative impact over the five years of the activity.

men, girls and boys. The concept note should also include the makeup of the team the applicant anticipates would conduct the gender analysis, a discussion of the tools likely to be used for data collection, an estimated budget, and the process the applicant would use to incorporate analysis findings into the ToC and implementation plan.

Applicants will not be restricted to the specifics details discussed in the concept note should their application be awarded, but it should be evident from the concept note that the applicant has (1) an understanding of what a gender analysis entails within the context of an FFP activity, (2) the capacity to carry out the gender analysis, and (3) the intention to incorporate the analysis findings into the activity, and a practical means to do so. Applicants should refer to *ADS 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle* and *Technical References for FFP Development Food Assistance Projects* (Chapter III-E Mandatory Program Design Elements/Gender).

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

Annex 8 Climate and Environmental Safeguards Plan: Applicants must summarize plans for climate and environmental safeguards in a four-page Environmental Safeguards Plan. This plan is a brief summary concerning how climate/environmental safeguards and compliance will be planned for in the activity. This plan must summarize:

- How environmental safeguards and CRM strategies have been integrated into activity design, including a discussion of key risks;
- How climate and environmental stand-alone and integration indicators have been included in M&E systems;
- How funds for safeguarding have been allocated in the detailed/comprehensive budgets and described in the budget narrative; and
- A coherent climate and environmental safeguard plan, and the integration of relevant considerations throughout the design of the activity.

Annex 9 M&E Plan: Applicants must submit an abridged M&E plan that describes the applicant's planned M&E approach. Building upon the ToC and LogFrame included earlier in the program description, the M&E plan should illustrate (1) the applicant's approach to annual monitoring and M&E staffing (with M&E staff included in the organizational chart - see Staffing in the Management and Logistics section below); (2) the strategy to strengthen M&E capacity of activity monitoring staff; (3) intervention monitoring; and (4) a short summary budget that includes staffing, monitoring, data quality assurance, participant registration, and a database. FFP strongly encourages applicants to adapt databases/management information system (MIS) that were developed by partners using FFP resources. FFP may not approve developing a database/MIS from scratch unless it is an awardee's organization-wide initiative

that the activity must comply with. FFP plans to contract and manage a third-party firm to conduct the activity's baseline study and final evaluations. The applicant should budget for midterm evaluation. A description of required elements related to the M&E plan can be found in the Technical References on M&E.

Annex 10 Activity Learning Plan (Learning, Knowledge Sharing and Capacity Strengthening): Applicants must develop an activity learning plan that identifies how the activity will (1) ensure robust partner engagement with local government, civil society, other donor funded projects, and local researchers and academics; (2) identify and fill knowledge gaps, including ongoing efforts to understand and assess local context, and community needs and capacities; (3) ensure analysis and application of knowledge to improve activity effectiveness; (4) capture and share results, lessons learned, and promising practices, and; (5) strengthen capacity of staff, partners, and communities based on best practices and program learning.

Annex 11 Risk Assessment and Mitigation Plan: Applicants must examine any potential risk related to fraud, corruption and/or mismanagement. This assessment should demonstrate that due consideration has been given to ensuring the security and protection of all participants, dependent on the intervention proposed.

Annex 12 Country Maps: These maps should show any proposed areas of implementation and ongoing activity areas by the applicant, consortium members, or others if applicable. They should clarify who is expected to implement in the areas.

Annex 13 Past Performance Documentation: Apparently successful applicants will submit past performance documentation, found in Appendix II of this RFA. For initial applications, please upload a blank word document in lieu of past performance information.

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

Annex 15 CVs of key personnel: The application should include CVs of key personnel, including the Chief of Party, Gender Advisor, M&E Advisor/Specialist, and others mentioned in the CSI, if applicable.

Annex 16 Motor Vehicle Procurement Table: The motor vehicle procurement table should cover the information listed in Section VIII, paragraph 3.

Annex 17 Letters of Commitment: FFP encourages letters of commitment from partners and staff, if applicable.

Annex 18 NICRA: Please include the most recent government issued NICRA.

Annex 19 Glossary and Acronyms: Please include a glossary of any application specific terms and acronyms with definitions, as needed.

3. Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

Each applicant (unless an individual or Federal awarding agency that is excepted from those 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:

- Provide a valid Dun and Bradstreet Universal Numbering System (DUNS) Number; and
- Be registered in the System for Award Management (SAM) – note that successful applicants must maintain SAM registration.

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

4. Submission Date and Time

The application submission deadline is May 17, 2017 at 11:59am EST. The applicant is responsible for ensuring that the electronic application is received by the due date and time specified.

5. Funding Restrictions

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

6. Pre-Award Certifications, Assurances, and Other Statements of the Recipient

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

7. Other Submission Requirements

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

- User guides and additional FFPMIS resources can be found on the Technical and Operational Performance Support (TOPS) site.
- Any technical questions on the use of FFPMIS should be emailed to FFPMIS_Support@devis.com.

- Any questions concerning submission of applications must be submitted in writing to mkeegan@usaid.gov with a copy to FACG@usaid.gov.
- The FFPMIS helpdesk is staffed from 9:00 a.m. to 5:00 p.m., Monday through Friday, except holidays.
- Potential applicants are encouraged to start the submission process early, as new account creation and answers to technical questions may take more than one business day.

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

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

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

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

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

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

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

SECTION V – APPLICATION REVIEW INFORMATION

1. Evaluation Criteria

Technical Evaluation Criteria	Maximum Possible Points
a) Program Description	40
b) Sustainability and Exit Strategies	15
c) Gender Equality and Gender Integration	15
d) Management and Logistics	30
Total Possible Points	**100**

a) Program Description

Factors under this section should adhere to the criteria listed under Section IV. Application and Submission Information. The program description includes the design of the program and technical interventions proposed. Specific areas include but are not limited to the analysis of food insecurity and malnutrition, ToC, LogFrame, resilience and environmental issues, and cross-cutting themes.

b) Sustainability and Exit Strategies

Factors under this section should adhere to the criteria listed under Section IV. Application and Submission Information. Applicants are expected to provide a well-conceived sustainability plan which reflects their ToC, and describes, based on realistic assumptions, the resources, technical and managerial capacities, motivation, and linkages that will sustain activity outcomes and/or interventions after the program ends. Any strategy that requires a transition from a project financed service delivery system to a market-based or public service delivery system should include concrete timelines and benchmarks.

c) Gender Equality and Gender Integration

Factors under this section should adhere to the criteria listed under Section IV. Application and Submission Information. Applicants are expected to describe how gender will be addressed in all areas of the proposed activity. Integration of a gender sensitive approach must be context-appropriate and reflected at every phase of the activity. Applicants will also be expected to describe how the gender analysis results will be integrated into interventions and how gender changes, including unanticipated outcomes, will be tracked over time. At least one gender indicator must be identified for each purpose at either the sub-purpose or immediate outcome level.

d) Management and Logistics

Factors under this section should adhere to the criteria listed under Section IV. Application and Submission Information. The management structure and staffing should be suitable, appropriate, and strategic. All relevant information on consortium members and sub-awardees should be included. The logistics and distribution plan should be appropriate and sufficient for the

resources requested. The applicant should have a clear understanding of country specific requirements (e.g., local, regional, national, international) for proposed use(s) of food assistance (e.g., in-kind, local/regional purchase), and awareness of restrictions that may hinder operations or implementation (e.g., biotechnology restrictions or concerns).

2. Review of Cost Application

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

The cost application must include:

- The breakdown of all costs associated with the activity according to costs of headquarters, regional and/or country offices, as applicable;
- The breakdown of all costs according to each partner organization or sub-contractor/sub-awardee involved in the activity;
- The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- The costs associated with robust monitoring and evaluation;
- The breakdown of the financial and in-kind contributions of all organizations involved in implementing the proposed activity;
- Potential contributions of non-USAID or private commercial donors to this proposed activity;
- A procurement plan for equipment and commodities (may be incorporated into an existing or new annex).

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

a) Personnel

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

In accordance with ADS 303.3.12 and the evaluation criteria contained in Section V of this RFA, USAID will review proposed costs, including salaries, for reasonableness. USAID uses the top salary on the Mission's Local Compensation Plan as one indicator of reasonableness for the

base salaries of locally employed staff, and the Contractor Salary Threshold as one indicator of reasonableness for the base salaries of U.S. and third-country national staff.

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

b) Fringe Benefits

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

The applicant should indicate fringe benefits, for local employees as a separate item of cost, providing a detailed explanation/breakdown as described above. The applicant should specify which fringe benefits for local employees are required by local law and which are applied in accordance with the applicant's compensation policy.

c) Travel

The applicant must:

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

d) Equipment

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

The applicant must:

- Itemize the type of equipment and briefly justify the need for the items to be purchased as they relate to the applicant's technical approach;

- Indicate the estimated unit cost and number of units for each item to be purchased; and
- Provide the basis for the cost estimates, e.g., pro forma invoice or published price lists.

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

e) Supplies

In accordance with 2 CFR 200, "supplies" means all personal property excluding equipment, intangible property, debt instruments, and interventions. The applicant must specify the supply items and briefly justify the need for those items to be purchased as they relate to the applicant's technical approach.

f) Contractual (if any)

The applicant must:

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

g) Construction

Per USAID-wide policy set out in USAID ADS 303.3.30, construction activities may only be carried out under assistance awards if they meet certain criteria, absent a case-by-case waiver. CDF funded construction activities may also be subject to the requirements of Section 611(e) of the FAA. For these reasons, FFP requests applicants to ensure that (1) the estimated cost of construction activities at a single activity site is less than $500,000, and (2) the total aggregate estimated cost of construction activities under the award is less than $10 million.

For the purpose of this policy, the term "construction" includes "construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property." And a "single activity site" is "a single undertaking of construction within a contiguous geographic location", examples in the Agency's publicly available policy guidance include a road, a building, a wastewater facility, a power plant, a school, a clinic, and any continuous multiples of the same. For more information see ADS 303maw, USAID Implementation of Construction Activities: A Mandatory Reference for ADS Chapter 303.

To help ensure compliance with the above limitations, if the applicant contemplates any construction activity, the application should list the type(s) of construction, the location(s), and estimated costs of the same.

h) Other Direct Costs

The applicant must:

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

i) Indirect Costs

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

- State the percentages and amounts used for the calculation of indirect costs.
- Provide a copy of the latest Government-approved NICRA from the cognizant U.S. Government audit agency showing the Overhead and/or General Administrative rates.
- State if indirect costs have not been approved by a Federal agency and provide the basis for the proposed indirect cost rates, as appropriate. The applicant who does not currently have a NICRA from their Cognizant Agency must submit the following information:
    - Copies of the applicant's financial reports for the previous three-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
    - Projected budget, cash flow, and organizational chart; and
    - A copy of the organization's Accounting Manual.

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

- *Budgeting for Climate and Environmental Safeguards*
  CRM is required for all USAID development projects and activities under this RFA, per ADS 201. CRM is the process of assessing, addressing and adaptively managing climate risks. For USAID's purposes, climate risks are potential negative consequences on projects or activities due to changing climatic conditions. The goal of CRM is to both render USAID's work more climate resilient (i.e., better able to anticipate, prepare for and adapt to changing climate conditions and withstand, respond to and recover rapidly from disruptions) and to avoid maladaptation (i.e., development efforts that inadvertently increase climate risks). Applicants are expected to describe how relevant climate risks will be addressed and adaptively managed in all areas of the proposed activity. Integration of a climate sensitive approach must be context-appropriate and reflected at every phase of the activity. In addition to the CRM analysis using the ADS 201 table (described within), all budgeting for climate and environmental safeguards can

follow the framework established through the FSN consultation for the environmental budgeting toolkit.

3. Review and Selection Process

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

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

SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION

USAID may (a) reject any or all applications, (b) accept applications for reasons other than cost, (c) accept more than one application, (d) accept alternate applications, (e) waive informalities and minor irregularities in applications received, and/or (f) drop the oral presentation.

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

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

SECTION VII – FEDERAL AWARDING AGENCY CONTACTS

Agency contacts may be found in Section IV. 2. Point of Contact.

SECTION VIII – OTHER INFORMATION

1. Country Specific Information

Country specific information, required to complete an application for this RFA, is found on the USAID/FFP website under the heading "Country Fact Sheets" by country name.

2. Host Country Agreement

The Host Country Agreement (HCA) is expected prior to finalization of the award. The HCA establishes the terms and conditions by which an applicant will be able to conduct a Title II

activity in a specific country in accordance with the applicable requirements of USAID 22 CFR 211. As such, the applicant must enter into a written HCA with the government of the country in which it is proposing to implement a Title II activity. If the activity will be implemented in a number of countries within a region, an HCA must be negotiated with each government. Applicants submitting applications to work in countries for which they do not have an HCA must make arrangements well in advance to ensure that a signed HCA is prepared prior to the food security activity approval.

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

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

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

3. **Motor Vehicle Procurement Table**

If procurement of any motor vehicles is requested in the application for the prime, members of a consortium, and/or sub-awardees, the applicant (i.e., the prime) must include (a) information on why procuring the vehicle(s) make(s) better value for money than leasing the vehicle(s) along with (b) a table with the following information for all vehicles to be procured as indicated in the budget(s):

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

The applicant must specify which organizations will use the vehicles; when and how purchases and transfers to consortium members and/or sub-awardees will occur; and a rationale for the

purchase or long-term lease of all vehicles (U.S. and non-U.S.) in text accompanying the table.

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

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

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

1. For all applications, describe the activity or intervention need and intended use for the vehicle and identify the type of vehicle that will fulfill that need and that is appropriate for the intended use. If appropriate, include specifications.

2. For all applications, detail efforts made to determine if the type of vehicle is produced in the U.S.

3. For non-Title II funded applications, if the type of vehicle is produced in the U.S., is it produced in an appropriate export model that the manufacturer will supply to the recipient country from the U.S.? If not, state this in the waiver request. If yes, state so and reference (b) or (c) above to justify waiver request.

4. For non-Title II funded applications, is a U.S.-manufactured vehicle available on the local market in country or from another country in Geographic Code 935? If so, no waiver is required to purchase that vehicle. However, if you want to purchase a different vehicle, use any of the circumstances in the bullets above to justify the case for purchasing that vehicle.

5. For non-Title II funded applications, if the type of vehicle is made in the U.S. and can be delivered from the U.S., is the availability of service and spare parts for that vehicle adequate in country? If not, then use (b) above to justify the waiver.

6. For non-Title II funded applications, document the above information and efforts to support one of the special circumstances or waiver criteria in ADS 312. See circumstances outlined in the three bullets above.

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

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

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

4. **Branding Strategy and Marking Plan**

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

Under special circumstances USAID approved Marking Plans may be waived.

Agency branding and marking guidance can be found in the recently updated ADS Chapter 320 and at the USAID branding site.

APPENDIX I: Definitions and Program Areas and Elements

Definitions

Call Forward: A request by the awardee for food commodities for distribution to be procured for use in approved programs in a timely manner.

Carryover: Food assistance commodities or funds unused during a fiscal year that are transferred to the budget or planning levels for the following financial or reporting year.

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

Climate Risk Management: The process of assessing, addressing and adaptively managing climate risk.

Conflict sensitivity: A conflict sensitive activity must at a minimum avoid inadvertently contributing to conflict. A conflict sensitive approach requires an implementer to: understand the conflict context in which it operates; understand the interaction between its operations and the conflict context; and act upon these understandings in order to minimize unintended negative impacts and maximize positive impacts of their interventions.

Delayed Shipping: The practice of when an awardee places a call-forward that requests a U.S. load port date later than the traditional procurement schedule. For example, in the traditional procurement schedule, if a call-forward was entered in WBSCM by May 10th and approved by USAID for the June purchase, it would have a July U.S. load port date. In the delayed shipping practice, the call-forward that was entered in WBSCM by May 10th and approved by USAID for the June purchase may have an October U.S. load port date. Commodity requests are entered based on the standard call-forward schedule, but the date by which the commodity suppliers are required to deliver them to the specified U.S. load port is extended a maximum of two to three months beyond the standard delivery period. All commodities purchased in the current fiscal year must be loaded on board the contracted vessel prior to end of that calendar year.

Direct Participants: Those who come into direct contact with the set of interventions (goods or services) provided by the program in each technical area. Individuals who receive training or benefit from program-supported technical assistance or service provision are considered direct participants, as are those who receive a ration or another type of good. Note that all recipients are participants, but not all participants are necessarily food ration recipients. Services include training and technical assistance provided directly by program staff, and training and technical assistance provided by people who have been trained by program

staff (e.g., agricultural extension agents, village health workers). If cooperatives or organizations receive training or technical assistance from the program, that will directly benefit all members, then all members of the cooperative/organization are considered direct participants. In a Food for Training (FFT) program, the direct participants are those trained under the program. In a Food for Work (FFW) or Food for Assets (FFA) program that is implemented as a stand-alone intervention (e.g., not as part of a wider set of interventions), direct participants are those who directly participate in the intervention (i.e., receive a ration), not all of those who use or benefit from the infrastructure/asset created (e.g., a road). If a FFW or FFA intervention forms part of a set of interventions in a program area or element (e.g., FFW to build irrigation infrastructure, accompanied by technical assistance in new cultivation techniques and water management to a targeted group of farmers), the direct participants include FFW participants and the farmers receiving the technical assistance and the two groups may overlap. In the case of food rations, direct participants include the individual recipient in the case of individual rations, and the recipient plus his/her family members in the case of family rations.

Direct participants do not include those who benefit indirectly from the goods and services provided to the direct participants, e.g., members of the household of a participant farmer who received technical assistance, seeds and tools, other inputs, credit, or livestock; farmers from a neighboring community who might observe the effects of the training and demonstration plots in the target community and decide to adopt or model the new practices themselves; the population of all of the communities in a valley that uses a road improved by FFW; or all individuals who may have heard a radio message about prices, but who did not receive the other elements of an agricultural intervention necessary to increase incomes. Such individuals are considered indirect participants.

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

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

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

Gender Analysis: An analytic, social science tool that is used to identify, understand, and explain gaps between males and females that exist in households, communities, and countries, and the relevance of gender norms and power relations in a specific context. Such analysis typically involves examining differences in the status of women and men and their differential access to assets, resources, opportunities and services; the influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities; the influence of gender roles and norms on leadership roles and decision-making; constraints, opportunities, and entry points

for narrowing gender gaps and empowering females; and potential differential impacts of development policies and programs on males and females, including unintended or negative consequences. More information can be found in ADS 205, *Integrating Gender Equality and Female Empowerment in USAID's Program Cycle*.

Indirect Beneficiaries: Indirect beneficiaries are those who benefit indirectly from the goods and services provided to the direct participants (as defined above). For example, indirect beneficiaries include: members of the household of a participant farmer who received technical assistance, seeds and tools, other inputs, credit, livestock, etc.; farmers from a neighboring community who might observe the effects of the training and demonstration plots in the target community and decide to adopt or model the new practices themselves; the population of all of the communities in a valley that uses a road improved by a FFW intervention; or all individuals who may have heard a radio message about prices, but who did not receive the other elements of an agricultural intervention necessary to increase incomes.

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

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

Program Areas and Elements

Program Area and Element: The general category and sub-category, or focus of interventions, with FFP resources in the form of direct distribution of food commodities, Section 202(e) funds, ITSH funds, and CDF. The program areas and elements are defined below, and the updated Standardized Program Structure and Definitions are on the Department of State website.

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

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

Maternal and Child Health (MCH): Increase the availability and use of proven life-saving interventions that address the major killers of mothers and children and improve their health status, including effective maternity care and management of obstetric complications; prevention services including newborn care, routine immunization, polio eradication, safe water and hygiene; and treatment of life-threatening childhood illnesses. **Note that Household-Level Water, Sanitation, and Hygiene (WASH) interventions fall within the MCH program area.** Increase household-level actions to prevent disease regardless of the state of public service infrastructure, including point-of-use water treatment, safe water storage and handling, sanitation marketing and promotion, promotion of handwashing with soap, reduction of exposure to indoor smoke from cooking and to local sources of environmental toxins such as lead.

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

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

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

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

Climate Change – Clean Energy: Clean Energy programs reduce greenhouse gas and other climate-warming emissions while improving livelihoods. Clean energy practices include: development of low emission development plans; renewable energy; end use efficiency; greenhouse gas accounting and inventory systems; enabling environment and energy sector reforms necessary to support sustainable investments and energy systems; enhanced transmission, distribution, and operating systems; flared gas reduction; and renewable energy

generation grid integration. Linkages may be made to Area EG.7 Modern Energy Services but the same funding should not be counted in both parts of the SPSD.

Nutrition: Increase availability and use of proven nutrition interventions to reduce mortality, morbidity, and food insecurity, including nutrition education to improve maternal diets, nutrition during pregnancy, exclusive breastfeeding, and infant and young child feeding practices; fortified or biofortified staple foods, and specialized food products to improve consumption of quality food; and delivery of nutrition services including micronutrient supplementation and community management of acute malnutrition. Strengthen host country capacity by advancing supportive nutrition and food security policies and improving nutrition information systems.

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

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

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

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

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

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

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

APPENDIX II: Past Performance Reference Questionnaire

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

A. CONTRACT/GRANT/COOPERATIVE AGREEMENT INFORMATION:

Name of Company/Organization Being Evaluated:
Address:
Contract/Award Number:
Contract/Award Value:
Contract/Award Type:
Period of Performance:

B. DESCRIPTION OF CONTRACT/AWARD:

_____
_____
_____
_____
_____
_____

During the contract/award being evaluated, this firm was the
Prime Contractor/Awardee
Significant sub-contractor/sub-awardee
Team Member
Other (Describe):

_____
_____
_____
_____

Does anything other than a customer/supplier relationship exist between the firm being evaluated and your organization?
No
Yes
If yes, please describe the nature of this relationship:

_____
_____
_____

C. EVALUATOR:

Name:
Title:

Organization:
Address
Telephone No:
Email Address:

D. PERFORMANCE

O = Outstanding, V = Very Good, G = Good, F = Fair, P = Poor, N/A = Not Applicable
Please rate the Contractor/Grantee's technical performance and/or management abilities in the following areas:

Quality of service, including consistency in meeting goals and targets.	O	V	G	F	P	N/A
Cost control, including forecasting costs as well as accuracy in financial reporting.	O	V	G	F	P	N/A
Timeliness of performance, including adherence to agreement schedules and other time sensitive project conditions and effectiveness of home and field office management to make prompt decisions and ensure efficient completion of tasks.	O	V	G	F	P	N/A
Customer satisfaction with performance including responsiveness to client needs and requests and to host country partners (Government, private sector) in implementation.	O	V	G	F	P	N/A
Effectiveness of key personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems with clients were identified.	O	V	G	F	P	N/A
Overall	O	V	G	F	P	N/A