



**Issuance Date:** January 15, 2020

**Deadline for Questions:** January 27, 2020

**Closing Date:** March 16, 2020

**CFDA Number:** 98.007

**Closing Time:** 11:59 a.m. (Eastern Standard Time)

**Subject:** Request for Applications for Development Food Security Activities in Zimbabwe

**Title:** Fiscal Year 2020 Development Food Security Activities in Zimbabwe

**Funding Opportunity Number:** 72DFFP20RFA00004

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

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

Subject to the availability of funds, under this Request for Applications (RFA)<sup>1</sup>, FFP plans to make up to the number of awards as described in detail in the Program Description. Please refer to the [Program Description](#) 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 award) and to adjust the number of awards, funding levels, sources of funding, and/or procedures. The funding source will be Title II Funds. The applicant's activity designs inform funding levels, but FFP sets funding levels for successful applicants. FFP will notify successful applicants of any changes or updates, accordingly.

Issuance of this RFA does not constitute an award commitment on the part of USAID, nor does it commit the U.S. Government to pay for any costs incurred in the preparation or submission of the comments/suggestions or an application. **Applications are submitted at the risk of the applicant. All preparation and submission costs are**

<sup>1</sup>This RFA is not accompanied by a Country Specific Information (CSI) document. FFP issues CSIs in conjunction with RFAs only when an RFA covers more than one country. This was the case in Fiscal Year 2019 when FFP issued a Development Food Security Activity RFA that covered both Madagascar and Malawi. In that instance, the RFA incorporated two separate CSI documents, one each for Madagascar and Malawi.

**at the applicant's expense. This includes the completion of all required documents for USAID awards.**

FFP cannot make final awards until funds have been fully appropriated, apportioned, allocated, and committed. While FFP anticipates that these procedures will be successfully completed, FFP hereby notifies potential applicants these requirements and conditions for award.

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

[SECTION I – PROGRAM DESCRIPTION](#)  
[SECTION II – FEDERAL AWARD INFORMATION](#)  
[SECTION III – ELIGIBILITY INFORMATION](#)  
[SECTION IV – APPLICATION AND SUBMISSION INFORMATION](#)  
[SECTION V – APPLICATION REVIEW INFORMATION](#)  
[SECTION VI – FEDERAL AWARD AND ADMINISTRATION INFORMATION](#)  
[SECTION VII – FEDERAL AWARDED AGENCY CONTACTS](#)  
[SECTION VIII – OTHER INFORMATION](#)  
[APPENDIX I: Definitions and Program Areas and Elements](#)  
[APPENDIX II: Past Performance Reference Questionnaire](#)  
[APPENDIX III: FY 2020 Refine and Implement](#)

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

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

Please send any questions to the email address identified in [Section IV](#). **The deadline for questions is January 27, 2020.**

Applicants should refer to the Development Activity Application Guidance [on the Development Activities section of the FFP website](#), including Technical References and the Monitoring and Evaluation Policy.

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

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

In the event of any inconsistency between this RFA and the documents referenced in the RFA, the RFA takes precedence over any referenced documents (including the Technical References), **except** statutes and regulations. 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 (AO).

Thank you for your interest in USAID programs.

Sincerely,

/S/

Clyde Hicks  
Director, Office of Food for Peace

## Section I – Program Description

This RFA provides information on funding opportunities for development food security activities. Development activities are mandated in the Food for Peace Act and align with the [FFP 2016-2025 Food Assistance and Food Security Strategy](#). The Food for Peace Act, as amended, authorizes this funding opportunity. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F. 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 Program Description section. In addition, FFP posts market analyses, Climate Risk Profiles, and other related resources on the [Country Fact Sheets](#) page of the FFP website, as applicable.

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

### 1. FFP Development Food Security Activities

The Office of Food for Peace (FFP), in USAID’s Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), is the U.S. Government leader in international food assistance. FFP works to reduce hunger and malnutrition and assure that adequate, safe and nutritious food is available, accessible, and well-utilized by all individuals at all times to support a healthy and productive life.

Through FFP, USAID supports multi-year development food security activities to improve and sustain the food and nutrition security of vulnerable populations. These activities work at the individual, household, community and institutional levels to address the underlying causes of food insecurity and strengthen transformative opportunities. This includes a focus on improving food access and incomes through agriculture and other livelihoods initiatives; enhancing natural resource and environmental management; combating under-nutrition, especially for children under 2 and pregnant and lactating women; and mitigating disaster impact through early warning and community preparedness activities. Development food security activities are intended to strengthen resilience in populations vulnerable to acute, chronic hunger and recurrent shocks, stresses and crises, and to reduce future need for ongoing or emergency food assistance. These activities are increasingly integrated with other USAID efforts to promote resilience and reduce extreme poverty.

Since FY 2016, FFP has been awarding its development food security activities under a co-creation model known as Refine and Implement (R&I) which is intended to improve activity's design, fit to context and implementation planning. In the case of the Zimbabwe Development Food Security Activity (DFSA), the goal of the two-fold approach to co-creation is to employ the FFP R&I approach in a way that is appropriate and beneficial to the context, with a significant emphasis on community consultations, trust building, and implementation-driven learning.

R&I includes multiple stages.

During initial refinement, new awardees may carry out a number of activities including traditional start-up tasks and additional activities which may be, but are not limited to:

- Participatory stakeholder engagement and community consultation for strengthened local partnerships;
- Initial implementation of interventions that have clear evidence bases and/or meet urgent needs;
- Preparation for implementation through hiring;
- Local capacity building;
- Procurement of goods and services;
- Pre-implementation activities that address evidence and knowledge gaps and strengthen understanding of local context;
- Implementation research (e.g., pilots) of new approaches and implementation strategies;
- Refining the staffing pattern to fit the programmatic needs; and
- Refining the activity Theory of Change (ToC) and related documents.

At the end of the initial refinement period, awardees may revise the ToC and related documents in consultation with FFP and the implementation plan updated accordingly. FFP expects that throughout the award, as a matter of strong adaptive management and continued program quality improvement, awardees will continue with efforts to close knowledge gaps, refine planning, test innovative approaches, update the theory of change and related documents and continue stakeholder engagement and coordination with other relevant actors.

After an external evaluation in year four, FFP will allow highly successful activities to be extended and continue for up to five years past the traditional five-year DFSA time frame. The R&I model creates the opportunity for FFP DFSAs to more closely align with FFP strategic and programmatic priorities (See Section 2). Any extension beyond the initial five-year award is subject to the Justification to Restrict Eligibility (JRE) approval process in USAID Automated Directives System (ADS) 303.

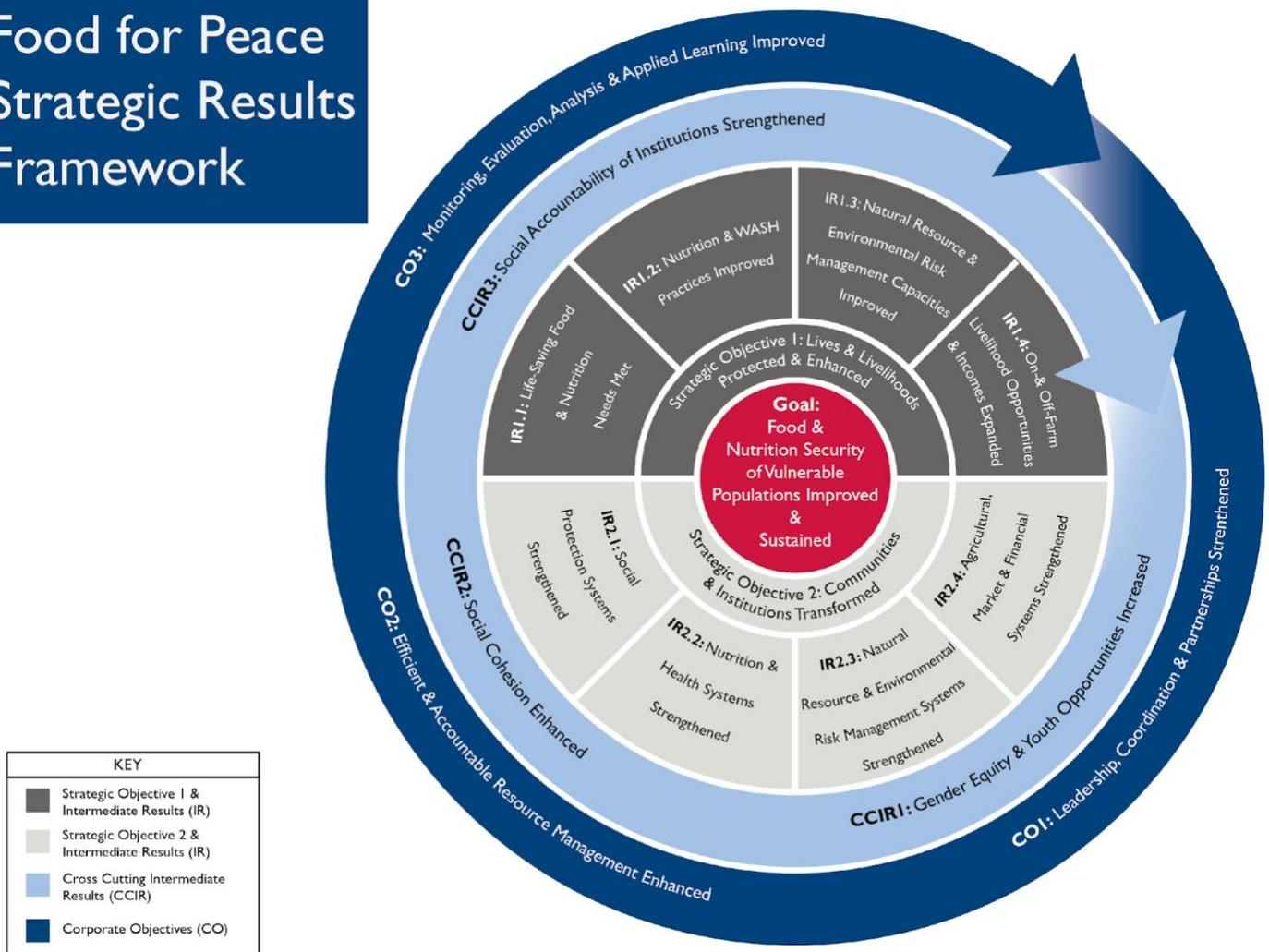
## **2. FFP Strategic Priorities**

In FY 2017, FFP launched the [Food Assistance and Food Security Strategy 2016-2025](#) (FFP Strategy) that laid out priorities for the future around sustainability, systems approaches and a new set of cross cutting areas of focus addressing gender equity and

youth empowerment, social cohesion and social accountability. In seeking improved and more sustained food and nutrition security for vulnerable populations, the FFP Strategy works through two parallel objectives: to protect and enhance lives and livelihoods while strengthening and transforming communities and institutions.

The FFP Strategy’s Results Framework is a global framing of FFP’s work, outlining what is considered within FFP’s mandate, as well as what is expected to be within the skill sets and capacities of our implementing partners. At the field level, the exact contours of a program will depend on context, needs, available resources and the skills, capacities and roles of other food and nutrition security actors working in that space.

## Food for Peace Strategic Results Framework



- **FFP Strategic Objectives**

SO1: *Lives and Livelihoods Protected and Enhanced*

FFP works to protect and enhance the lives and livelihoods of those affected by crisis, and those vulnerable to crisis due to chronic poverty and hunger. In acute emergency situations, this may be by meeting immediate food and nutrition needs of those most vulnerable to food deficits through direct resource transfers accompanied by complementary programming that seeks to maximize the impact of those resources. In recovery and development settings, the emphasis may shift more strongly towards improving the lives of the most marginalized and protecting development investments through capacity building, knowledge transfer, household asset-building, or other productive investments contributing to improved food and nutrition security outcomes across a range of sectors.

### *SO2: Communities and Institutions Transformed*

Even in the most acute crisis, work that avoids doing harm and succeeds in strengthening local systems—including both social dynamics and formal and informal institutions—can lay an important foundation for transformative change. Under SO2, FFP works to strengthen communities and institutions that then serve as catalysts for greater and more sustainable change in emergency response and long-term development settings alike. SO2 provides a pathway to address the root causes and drivers of food insecurity, through efforts at the community level and, where appropriate, up to national policy and planning, in ways that strengthen the capacity of both formal and informal institutions, reduce risks, and provide engines of growth, opportunity, and change.

- **FFP Strategy Intermediate Results**

The SOs in the FFP Results Framework (RF) are each supported by four Intermediate Results (IRs) that address social protection, nutrition, environmental management and increasing incomes and assets. The IRs under SO1 focus on the individual- and household-level capacities required for positive change, while those under SO2 address the community and institutional capacities required to promote, support, and sustain those changes.

Across all IRs, FFP's strategy calls for a broadened concept of risk management that, in addition to natural hazards such as drought and flooding, addresses risks posed by fragility, conflict, pandemic disease and climate change, as well as idiosyncratic shocks, such as the death of a household head. Working at multiple levels, protecting and enhancing the lives and livelihoods of individuals and households—while also strengthening local systems—creates synergies between the two SOs and the IRs under them. It also increases the need for FFP and its partners to sequence, layer, and integrate activities within FFP programs, as well as with other USAID, local government and donor-funded efforts.

- **FFP Strategy Cross-cutting Intermediate Results**

A set of crosscutting IRs underpins the SOs and IRs, to support the empowerment of women and youth, enhance social cohesion, and strengthen social accountability. They are intended to bring new focus and clarity to work to positively influence the local

systems—including both social dynamics and formal and informal institutions—in which FFP emergency and multi-sectoral development food security activities are implemented.

- **FFP Strategy Corporate Objectives**

The FFP strategy also includes three Corporate Objectives relevant to FFP and partners alike. These are designed to improve the efficiency and effectiveness of FFP’s work through strengthening partnership and influence, capacities of staff and institutions, and the evidence base underlying work in food and nutrition security.

- **Other U.S. Government and USAID Strategic Priorities**

The FFP Strategy and programming contribute to countries’ [Journey to Self-Reliance](#) by improving capacity and commitment of government and local systems, and USAID’s mission to end extreme poverty and promote resilient democratic societies; and to the DCHA Bureau’s strategic objectives, notably “supporting areas of recurrent crisis to become more resilient.”

The FFP Strategy also contributes to and reflects the [USAID Multi-Sectoral Nutrition Strategy 2014-2025](#), USAID policy and program guidance “[Building Resilience to Recurrent Crisis](#),” USAID’s policy on [Gender Equality and Female Empowerment](#); USAID’s policy on [Youth in Development](#), and [USAID’s Democracy, Human Rights and Governance Strategy](#). Notably, through FFP’s DFSA’s, the Strategy also contributes to the [U.S. Government Global Food Security Strategy, 2017-2021](#), launched in October 2016.

### **3. Goals, Objectives, and Outcomes**

FFP intends to award up to two cooperative agreements to sustainably improve food security and resilience among extremely poor and chronically vulnerable households and communities in Manicaland, Masvingo, and Matabeleland North. The cooperative agreements will follow the R&I approach. Subject to the availability of funds and commodities, applicants must request in-kind Title II commodities. FFP’s most recent list of Title II commodities can be found in the [Food for Peace Fiscal Year 2020 Commodity and Ocean Freight Price Estimates](#) document. Note that FFP does not intend to prescribe the amount of in-kind Title II commodities applicants must propose or the timeframe during which they must be programmed. These decisions will depend upon each applicant’s activity design. Applicants may also request Title II Section 202(e) funding to support local and/or regional procurement of food commodities, cash transfers, and food vouchers. Internal Transport, Storage, and Handling (ITSH) funds can only be programmed in conjunction with commodities sourced from the United States. ITSH funds cannot support costs associated with commodities procured locally, regionally and/or internationally. Other types of funding and monetization are not authorized. All resource requests must be appropriately justified.

#### ***Manicaland and/or Masvingo***

FFP intends to award one cooperative agreement of approximately \$55 million, in Title II resources, for an initial five-year period. The goal of the activity is to achieve sustainable food and nutrition security.

Desired high-level objectives:

- Poverty reduced
- Adaptive and absorptive capacity improved

### ***Matabeleland North***

FFP intends to award one cooperative agreement of approximately \$75 million, in Title II resources, for an initial five-year period. The goal of the activity is to improve food and nutrition security through increased food access and sustainable watershed management.

Desired high-level objectives:

- Adaptive and absorptive capacity improved
- Watershed management improved

As part of the monitoring, evaluation, and learning process, USAID will separately fund a third party to conduct an impact evaluation—possibly using an experimental method—to assess the impact of each activity. By submitting an application for this RFA, applicants agree to collaborate with and assist a research institution of USAID's choice in the implementation of the impact evaluation.

## **4. Programming Principles**

- **Design for People-Centered Approaches**

FFP is committed to keeping the interests and the voices of the most vulnerable people at the center of its work, and to crafting development responses based on the strengths, priorities, risks, and needs of the target population. Creating opportunities for vulnerable populations suffering from extreme poverty and food insecurity requires working in partnership with them, understanding their resources and capacities, as well as the broader systems that support them through formal and informal institutions and social dynamics. People-centered approaches require addressing challenges—such as shocks and stressors—that may undermine opportunities for positive change and providing linkages to newly emerging or previously out-of-reach resources, services, and catalysts for change.

- **Prioritization and Focus**

A highly complex set of determinants affects food availability, access, and utilization. In low resource environments, the full sweep of context-specific needs and opportunities can easily exceed the capacity of any one activity to respond comprehensively and effectively. There are limits, in addition, to the level of change in knowledge, attitudes, and practices that individuals, households, and communities can absorb. Effective

programming will identify leverage points and factors that address key drivers of food insecurity and seek to prioritize and sequence a limited number of interventions. Analysis and prioritization of factors must be completed for each system and objective. Once those are prioritized and targeted, FFP encourages partners to address the most limiting factors of each desired outcome sequentially—i.e. the most limiting factor is targeted first, the second most limiting factor is targeted second, and so on. This approach broadly follows [Liebig's law of the minimum](#), which states, in summary, that a system is constrained not by total resources available, but by the scarcest resource (limiting factor). This will ensure responses are feasible, catalytic in nature, and tailored to the needs of each subpopulation, while also ensuring they can be implemented with a high degree of quality and impact.

- **Strive for Sustainability**

In its goal statement, FFP has increased its commitment to investing in improved food security for vulnerable populations in a manner that supports long-term and self-perpetuating change and the continued well-being of the vulnerable populations with which FFP works. Embodied in this commitment is the need to understand the operating environment and to strengthen local systems, both formal and informal, to increase the potential for sustained motivation, capacity, resources, and linkages in support of continued food security impacts.

- **Develop Context-specific and Tailored Responses**

The drivers of food insecurity vary by:

- Level of vulnerability;
- Household capacity;
- Religious and cultural beliefs and taboos;
- Household-level behaviors;
- Livelihoods;
- Access to natural and physical capital;
- Environmental change and shocks; and
- The governance of institutions and service providers that are entrusted to ensure equity.

A thorough analysis of the drivers of food insecurity for each sub-target population is critical to design a more tailored approach specific to each sub-target population.

Whether in design of activities or implementation of interventions, tailored responses—based on thorough contextual analysis and responsiveness to local needs and opportunities—provide greater potential for short-term impact and long-term sustainability than the application of a one-size-fits-all approach. Understanding local context will provide a window not only on drivers of food insecurity but also on opportunities for transformative change that can create growth, strengthen systems, and improve well-being for the most vulnerable.

- **Leverage and Link to Strengthen Collective Impact**

FFP anticipates activities will strategically and operationally work in line with relevant national and local government policies and systems, leverage and link with other actors working to address the drivers of food insecurity, and create opportunities for positive change. This requires coordination and joint planning with a broad set of stakeholders to ensure activity complementarity, impact, and sustainability and a focused understanding of the potential impact of layering, integrating, and sequencing activities and interventions with other development actors.

- **Address Social Dynamics and Local Governance to Strengthen Local Systems**

Food insecurity, undernutrition, climate change impacts, and poverty are multi-dimensional challenges requiring a thorough understanding of contributing factors, potential drivers, potential change agents, and existing bottlenecks down to the sub-population level. Social and gender norms, power dynamics, levels of inclusion, and nature of participation within local systems have the potential to undermine development impacts when left unaddressed, or conversely, to provide engines of positive change when enhanced in ways that increase motivation, equity, social cohesion, and transparent socially accountable service delivery. FFP supports partners to work within local systems in order to strengthen human and institutional actors through understanding, addressing, and improving social dynamics and local governance.

- **Adaptive Management**

FFP activities must take a holistic and forward-looking approach that reflects the social, political, economic, and climatic factors that affect stability, resilience, and growth, and use evidence-based design drawing from best practice to develop appropriate responses. Adaptive management approaches can ensure that data and experiential learning are consistently applied throughout the activity life cycle. These approaches will ensure more effective implementation, quick problem identification, and timely course corrections through feedback loops that examine implementation quality issues, unintended consequences, and incremental change in strengthening resilience capacities. Using current evidence, activity data, and active learning will also enable better examination of the functions, role, and nuance of formal and informal institutions and social dynamics, as well as contingency planning around potential changes in the local context that can inform day-to-day implementation and impact future results. FFP encourages innovative approaches that actively and continually engage community members as well as evidence-based approaches that will move highly vulnerable communities on sustainable paths out of the existing poverty traps in the targeted areas.

- **Community Visioning**

Given the complex nature of food security challenges in Zimbabwe, it is important to involve communities in problem analysis and solution identification in a sustained, collaborative, and participatory community engagement process. Successful applicants will engage in an in-depth, iterative community engagement process that continues

throughout the life of the activity. FFP supports a community visioning process, where communities come together to discuss food, nutrition, and livelihood challenges and identify a range of possible context-specific solutions. FFP envisions a process in which communities work jointly and continually, drawing on local knowledge to identify challenges and opportunities and collectively identify the array of resources needed to address them. The process will allow communities to identify which local interventions they can implement and those that require external support. The visioning process must take into account different genders, ages, and socio-economic groups represented in the communities, thoroughly review the opportunities available to—and unique constraints affecting—those different groups, and identify how these opportunities could benefit all community members, particularly the most vulnerable. There are many approaches to implementing the community-visioning process.

- **Social Cohesion**

Applicants are encouraged to understand a target area's social and economic fault lines, and the linkages and bonds within and between communities. Applicants must attempt to deliberately build on existing social cohesion and find opportunities to strengthen these bonds when achieving sustainable development outcomes. Based on past learning and experience, FFP believes that when implementing partners do not support or enhance social cohesion among groups and communities, nor foster psychological safety among members of groups and communities, participant cooperation and investment diminishes. FFP asks applicants to design activities that leverage and enhance social cohesion among community actors spanning socioeconomic strata. Applicants must design interventions that identify, work within, and support existing positive social practices and institutions that strengthen and enhance communal bonds, including enhancing gender equality and drawing on young people's creative energy and ideas. Applicants might consider the staff skillsets required to effectively implement social cohesion activities and may refer to [Psychological Safety as a Driver for Prioritizing Food Security and Resilience](#).

- **Migration**

Migration to nearby towns, cities, or other countries is a common livelihood strategy employed by Zimbabweans. Applicants are encouraged to identify the opportunities and challenges presented by this phenomenon among vulnerable households in target communities. Based on this analysis, applicants are encouraged to develop inclusive activity designs that are relevant to communities where out-migration is a preferred livelihood choice. Design approaches must consider both the negative consequences and potential benefits of this trend. This may include livelihood strengthening approaches that assume economic out-migration is an important opportunity to scaffold or support, rather than a constraint that partners might deter or prevent. It may also include research to better understand and harness the flow of remittances to achieve positive development outcomes in target communities.

- **Recurrent Shocks, Economic Volatility and High Levels of Acute Food Insecurity**

Applicants must assume that they will be implementing in a context of recurrent climatic shocks, economic volatility, and high levels of acute food insecurity and therefore must prioritize interventions and set targets accordingly. Applicants should anticipate spikes in humanitarian needs in intervention areas over the life of award (LOA) and have strategies and contingency plans in place to adaptively manage activities in response to shocks. The Zimbabwe Vulnerability Assessment Committee estimates that 3.6 million people will experience level three of the Integrated Phase Classification of Acute Food Insecurity or higher levels of food insecurity in the peak of the 2019/2020 lean season—the second-highest level of food insecurity in eight years. Food insecurity is exacerbated by economic stress that has contributed to a rising inflation rate, declines in wage labor, currency shortages, and significant and unpredictable changes in fiscal policy that affects both participants and applicants alike.

- **Leveraging Past and Ongoing Food Security Programming and Learning**

Applicants should build on previous FFP activity implementation knowledge and activities. Mid-term evaluations (MTEs) were conducted for the two ongoing FFP DFSA activities in Zimbabwe: AMALIMA, which is implemented by Cultivating New Frontiers in Agriculture (CNFA), and ENSURE, which is implemented by World Vision. The mid-term evaluation reports are available on the Development Experience Clearinghouse and can be accessed through this link: [https://pdf.usaid.gov/pdf\\_docs/PA00MRVJ.pdf](https://pdf.usaid.gov/pdf_docs/PA00MRVJ.pdf). The goals and geographic targeting of these activities do not exactly align with those envisioned in this solicitation. Nevertheless, the reports contain valuable information on successful and less successful approaches and interventions. Applicants should refer to the MTEs for rich and detailed technical and operational findings and recommendations when preparing applications. Further, CNFA, World Vision, the UN World Food Program, and other past USAID partners have developed a significant number of community-level structures (human capital and physical assets) in each of the target intervention areas. Applicants must consider how to build on, leverage, and strengthen existing structures to achieve goals and outcomes relevant to this RFA.

Past FFP programmatic experience and existing evidence demonstrate that the following developmental approaches will not yield a sustainable impact. Therefore, FFP strongly discourages—and is unlikely to support—the following approaches in any applications under this RFA without a strong justification:

- Weather-based index insurance;
- Energy efficient or improved cook stoves;
- Free or highly subsidized agricultural inputs, including seed, fertilizer, implements, tools, and animals;
- Volunteers in place of staff as frontline change agents. Reliance on volunteers to serve as lead mothers or lead farmers is, however, acceptable as these

approaches are designed to build the capacity of community members as catalysts for community-based change;

- Exclusive reliance on point-of-use water treatment for provision of safe water; and
- Community-based early warning systems that rely on data collection and analysis by the communities or project staff.

- **Watershed Management**

Improving the sustainable management of Zimbabwe's watersheds in Matabeleland North will result in increased supplies of water and reduced environmental degradation, which is key to increasing economic growth and improving food security. This goal can only be achieved when populations throughout the watershed work together to develop and implement holistic watershed-wide management plans. Given the large size of the watersheds in Matabeleland North and the limited implementation time, FFP envisions efforts that focus on specific and strategically targeted sub-catchments, rather than entire watersheds. FFP encourages applicants to review USAID's Nature, Wealth, & Power 2.0 (<https://rmpportal.net/library/content/nwp-2.0>) and utilize the lessons learned contained therein to help guide watershed approaches. Such an approach will be more likely to provide a path to broad-based, inclusive, and sustainable rural growth. Part of the approach could use asset creation to stabilize critical slopes, construct erosion prevention structures, and/or construct water-harvesting structures. Any asset creation work must follow FFP food/cash for assets [guidance](#). Overall, the steps taken could include:

- Establish watershed governance bodies
- Build slope stabilization structures
- Improve shock/disaster management systems in coordination with local government and other donors

It is not the intent of FFP to fund work on every watershed or sub-catchment in the targeted areas, but rather to rely on demonstration effects and self-financing and self-transferring interventions that communities can effectively adopt in other watersheds/sub-catchments. Given the limited resources of target communities, applicants may need to support processes of interaction for cross-watershed learning and governance. FFP envisions that applicants will design activities that promote critical watershed management skills and policies to maximize and sustain vital ecosystem services of targeted areas.

- **Human-Wildlife Conflict**

Applicants must ensure that interventions minimize the opportunity for human-wildlife conflict and maintain or enhance the safety and security of both humans and wildlife. Applicants must layer and leverage existing local, regional, and national structures and systems to assist with preventing and managing human-wildlife conflict. Agricultural interventions must not use or promote any pesticide or chemicals that are commonly used for or associated with the poisoning of wildlife.

## 5. Authorizing Legislation

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

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

**For more information, particularly concerning eligible uses of Section 202(e), and Internal Transport, Storage and Handling (ITSH) funding, please refer to [FFPIB 19-01 Eligible Uses of Section 202\(e\); Internal Transportation, Storage and Handling; Inland Freight, Monetization Proceeds; and Community Development Funds for FFP Awards](#)**

## 6. Activity Eligibility Requirements

Any proposed direct distribution of Title II, locally, regionally, internationally procured (LRIP) commodities, cash transfer, and/or food voucher must clearly support interventions that sustainably<sup>2</sup> reduce vulnerability to food insecurity. This includes increasing the availability of and access to nutritious food, building incomes/assets to increase yearlong access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

## 7. Award Administration

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

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

## Section II – Federal Award Information

<sup>2</sup> Sustainability: The degree to which services or processes continue once inputs (funding, materials, training, etc.) provided by the original source(s) decreases or discontinues.

## 1. Estimate of Funds Available

Subject to the availability of funds under this RFA, FFP plans to make up to two awards. As described in the Program Description section, FFP intends to award one cooperative agreement of approximately \$55 million (over the LOA) for interventions in Manicaland and/or Masvingo, and one cooperative agreement of approximately \$75 million (over the LOA) for interventions in Matabeleland North. FFP will fund both awards with Title II resources, for a five-year period.

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. FFP will notify successful applicants of any changes or updates accordingly.

## 2. Anticipated Start Date and Performance Period

The anticipated start date of the new award(s) will be on or about October 1, 2020. The award(s) will be issued for a performance period of five years during which the applicant will refine the activity design during an initial refinement, implementation, and piloting period; and implement the activity with robust adaptive management and learning following the initial refinement. FFP anticipates the Zimbabwe FY 2020 DFSA(s) will use the R&I model to continue co-creation throughout the award. ([See Appendix III.](#))

## 3. Substantial Involvement

In accordance with the [ADS 303.3.11](#), a cooperative agreement, as distinguished from a grant, provides for substantial involvement between the Federal awarding Agency and the recipient in carrying out the activity contemplated by the Federal award (The examples of substantial involvement below are a guide, not a checklist. The Agreement Officer will determine the appropriate level of substantial involvement based on the programmatic requirements of the award and include only those elements of substantial involvement as needed. Examples of potential areas of substantial involvement during performance include the following:

- Approval of the recipient's implementation plans during performance.
- Ability to immediately halt an activity if the recipient does not meet detailed performance specifications (for example, construction specifications).
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.
- Review and approval of substantive provisions of proposed sub-awards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement.
- Involvement in the selection of key recipient personnel.

- USAID and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge.
- USAID monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities.
- Direct USAID operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds USAID's role that is normally part of the general statutory requirements understood in advance of the award.
- Highly prescriptive USAID requirements established prior to award that limit the recipient's discretion with respect to the scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.

For specifics and additional detail, please refer to [ADS 303.3.11](#) - Substantial Involvement and Cooperative Agreements.

#### **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. Nature of the Relationship between USAID and the Awardee**

The principal purpose of the relationship with the awardee under the subject award is to transfer funds to accomplish a public purpose of support or stimulation of the activities as described in the RFA, which is authorized by federal statute. The successful awardee will be responsible for ensuring the achievement of the award objectives and the efficient and effective administration of the award through the application of sound management practices. The awardee will assume responsibility for administering federal funds in a manner consistent with underlying agreements, award objectives, and the terms and conditions of the federal award.

#### **6. 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) based on initial applications received, without discussions, negotiations, and/or oral presentations. Therefore, each initial application must contain the applicant's best terms from a technical and cost

standpoint. However, as part of its evaluation process, USAID may elect to discuss technical, cost, or other pre-award issues with one or more applicants. Alternatively, USAID may proceed with award selection based on its evaluation of initial applications received, use an alternative process (e.g., keep or drop oral presentations), and/or commence negotiations solely with one applicant.

## **Section III – Eligibility Information**

### **1. Eligible Applicants**

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

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

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

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

Note that organizations may be proposed as sub-awardees within more than one application. Applicants may sign non-exclusive letters of commitment with the sub-awardees they propose to work with.

### **3. Cost Share**

Cost share is not required. However, if an applicant proposes cost share and receives an award, cost share will be incorporated into the award budget. (Note that since cost share is not required, in accordance with 2 CFR 200.306, it will not be used as a separate factor during the merit review of applications). Cost share will not be considered in the merit review since cost share is not required.

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

Each applicant is limited to one application per intervention area (Manicaland and/or Masvingo, and Matabeleland North) for this RFA. An applicant may also be a sub-awardee on applications submitted by other organizations.

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

Applications must be submitted via email to [FY20-DFSA-RFA-Zimbabwe@usaid.gov](mailto:FY20-DFSA-RFA-Zimbabwe@usaid.gov). Note that emails including all attachments must not exceed 10 megabytes (MB). Please therefore use multiple emails or zip files if needed. The Apparently Successful Applicant(s) will be invited to upload their final application documents to the [FFP Partner Portal](#).

### **1. Application Format**

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

- Cover Page (1 page, see requirements in paragraph a)
- Executive Summary (2 pages maximum, see requirements in paragraph b)
- Activity Design (45 pages maximum, see requirements in paragraph c)
- Management and Staffing (12 pages maximum, see requirements in paragraph d)
- Cost Application (no page limit, see requirements in paragraph e)
- Environmental Compliance (see requirements in paragraph f)
- Annexes (see paragraph g)

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

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

The cover page must include:

- Name of the applicant's organization;
- 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 must include mailing address, email, and telephone number;
- Title II food commodity(ies) request, in metric tons (MT) (rounded to the nearest 10 MT);

- Total funds requested (in U.S. dollars), including Section 202(e), ITSH (please note ITSH is only associated with U.S. in-kind commodities) and cost share;
- Valid Dun and Bradstreet Universal Numbering System (DUNS) Number;
- Activation date in System for Award Management (SAM) – note that successful applicants must maintain SAM registration; and
- Participant information as requested in the table below:

**Number of Activity Participants**

Total Direct Activity Participants	
Total Direct Activity Participating Households	

- Total Direct Activity Participants: The number of unique individuals who will directly participate in activity interventions during the period of performance (if someone participates in more than one intervention, only count them once).
- Total Direct Activity Participating Households<sup>3</sup>: The number of unique households targeted by the project.

**Direct Activity Participants by Program Element**

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

- Participant Numbers: Unlike the total direct activity participants, participant numbers are not unique. The total number of participants for each program area or element during the period of performance must be counted even if they participate in more than one. However, if a participant participates in multiple interventions under the same program area or element, they must only be counted once in this table, under that program area or element.
- Number of Households: The number of households within each program area or element during the period of performance is unique but can be double counted across program areas or elements. If two or more participants come from the same household, it will be counted as one. For example, if members from the

<sup>3</sup> A household is categorized by people who live in the same homestead (dwelling structures and adjoining land occupied by family members) and also share the same eating arrangements. If people live independently in separate homesteads and do not share the same eating arrangements they will be treated as separate households.

same household participate in interventions related to maternal and child health, and agriculture, the household can be counted once under maternal and child health, and once under agriculture.

- c. Proportion of total households in the target area: Please divide the number of households targeted under each program area or element by the total number of households in the target area.

Program Area or Element: These definitions come from the [U.S. Foreign Assistance Standardized Program Structure](#). The examples in this table are illustrative.

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

The executive summary must include:

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

***c) Activity Design (45 pages maximum)***

The activity design presents the vision for reaching the activity's goals and targets and the strategy that will be taken to reach the described outcomes. In this section, applicants must demonstrate a tailored, focused, and integrated approach to reach the activity's goals.

Applicants must present an integrated narrative that details:

- The context of the participants and intervention area;
- The conceptual framework that describes the theory of how the application will lead to the desired change;
- The methodology and strategy used for targeting;
- The technical approach that lays out the details of why select interventions are being selected and how the interventions will be implemented; and
- The strategy for answering relevant knowledge gaps and refining the activity design during the refinement year.

Please refer to the [Program Description](#) section for FFP goals and priority outcomes.

**1. Context Analysis**

A context-appropriate and effective activity requires a deep understanding of targeted participants' communities and the needs, opportunities, and constraints they face. A description of the context must demonstrate local, contextualized knowledge of the participants and the target area, as well as the larger enabling environment in the country. If only national level data and evidence are available, the applicant must

explain why the data can be generalized to the subnational level. Elements may include:

- A description of the geographic area of intervention and the profiles of the target participants.
- A well-referenced and data-driven description of the current food security context, including chronic and acute malnutrition.
- A description of socio-economic, political, and climatic context; status of infrastructure, and market; and safety and security that may positively or negatively influence the implementation of the activity and anticipated outcomes.
- A thorough and clear analysis of the underlying causes of food insecurity and malnutrition.
- A description of the other development actors in the target area, including their goals and specific interventions.
- A description of the capacity of the host government's institutions and reach into the targeted areas.
- A description of the availability and quality of public and private extension services and health systems.

## 2. Conceptual Framework

- **Theory of Change:** A ToC is the conceptual foundation of an activity's design. Before designing interventions, the applicant must develop a ToC that maps out the hypothesized series of changes expected to occur to a specific target population in a given context as the result of specific interventions. FFP requires a ToC diagram accompanied by a ToC narrative. The narrative must provide evidence to support the hypothesized change. The narrative must also describe the contribution of other activities (outside of the proposed activity), the basis of the key assumptions, and the pathways to achieve sustainability of outcomes. The information can be presented in the narrative form or in a matrix format. The ToC must be developed based on evidence, independently confirmed, and not strictly based on project reports. A few common research repositories include [3ie Impact Evaluation Repository](#) and [J-PAL's library of randomized evaluations](#). Papers published in peer-reviewed journals could also be used as sources. For more information, please see the [FFP Policy and Guidance on Monitoring, Evaluation, and Reporting](#) and [TOPS' ToC Curriculum](#). As described in the Program Principles, applicants are encouraged to prioritize a limited number of pathways that are most relevant to achieving the activity goal. Applicants will include their ToC in Annex 6. However, applicants may include elements of the ToC in the Activity Design narrative to explain their technical approach.
- **Logical Framework:** All applicants must submit a brief Logical Framework (LogFrame) in their application and a detailed LogFrame matrix as an annex. For more information, please see the [FFP Policy and Guidance on Monitoring, Evaluation, and Reporting](#).

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

during the development of an applicant's LogFrame. In general, only outcome indicators are required for the LogFrame submitted with the application; however, if an applicant chooses to include output indicators, the use of FFP output indicators is preferred. FFP requires the successful applicant to submit a comprehensive LogFrame with all relevant indicators as outlined in the [FFP Policy and Guidance on Monitoring, Evaluation, and Reporting](#) with the Monitoring and Evaluation (M&E) Plan.

For target setting, applicants are only required to establish targets for higher level impacts - usually key baseline indicators. All life of award targets must be ambitious yet achievable and consider the type of survey (i.e. randomized control trial, population based), activity objectives, and status of the intended participants and populations.

**Note:** FFP does not require applicants to submit an Indicator Performance Tracking Table (IPTT) as part of their application; successful applicants develop this tool during and after the M&E workshop. The M&E workshop typically takes place within two months after the inception workshop.

### 3. Targeting

To improve and sustain food and nutrition security of poor and vulnerable populations, it is important that FFP activities target populations who live in a state of food insecurity and malnutrition. It is also important to recognize that these participants are part of larger communities and that all members of these communities must be considered when designing approaches that can foster social cohesion and provide safety nets and opportunities to increase resilience. FFP requests applicants to present a targeting strategy that ensures inclusion of the following:

- Extremely poor households (i.e., those who live below the \$1.90 per person per day poverty line) that are chronically unable to meet their basic needs and have little chance of improving their circumstances without some form of assistance.
- Chronically vulnerable households (living at or above the poverty line) that are not extremely poor, but could slide down to abject poverty with either predictable or unpredictable shocks, such as extreme weather events, food price changes, etc.
- Households with adolescents, children, and women at risk of chronic and acute malnutrition to improve maternal and child health and nutrition, and infant and young child feeding practices; in particular, pregnant and lactating mothers, adolescent females of childbearing age, caretakers of infants and young children to minimize the risk of chronic malnutrition.
- Whole-of-community targeting for water, sanitation, and hygiene interventions.

Applicants must propose an appropriate wealth-ranking and targeting methodology that will ensure inclusion of extremely poor households. It is not FFP's intention to categorically exclude moderately poor households from interventions, but rather to ensure that applicants prioritize extremely poor households, address their specific needs, and include those needs in sustainability plans. While it may be appropriate to target only extremely poor households with some interventions, such as the distribution

of food rations, in other cases it may be appropriate to design programs more broadly to foster social cohesion and leverage linking resilience capacity.

Applicants must propose intervention-appropriate targeting criteria. The targeting approach must recognize that working with heterogeneous socio-economic groups enhances opportunities and fosters social cohesion, but prioritizes the most vulnerable for interventions. For interventions that address challenges at the community level, a broad targeting approach might be appropriate, while interventions focusing on asset creation and other material resources might be better suited for the most vulnerable households. Applicants must consider and describe how different targeting approaches for various interventions might influence the ability of communities to cooperate on activities and put strategies in place to strengthen social cohesion through this process. Overall, the targeting approach must seek to ensure that extremely poor people and chronically vulnerable households are the primary participants of the activity.

In developing the targeting strategy, applicants must examine how gender, youth, and social dynamics influence each element of food security (food availability, access, and utilization). Building equitable food secure futures requires attending to the different experiences, needs, and conflict sensitivities of women, men, boys, and girls, and deliberately addressing the needs of these gender and age groups across all development interventions.

FFP also seeks to spotlight the contributions that youth and young adults can make toward building a food secure future, and calls on applicants to incorporate youth in developing its targeting strategy. With approximately 62 percent of the population of Zimbabwe under the age of 25<sup>4</sup>, young people now comprise a critical mass of the population in areas where FFP works to end hunger.

#### 4. Technical Approach

**Technical Sectors and Interventions:** The applicant must design technical interventions and prioritize the key drivers of food insecurity and malnutrition for each sub-population targeted by the activity. The technical interventions must come directly from the conceptual framework. This section must include an explanatory narrative about *what* the interventions will be, the evidence about *why* those interventions are being prioritized, and *how* they will be integrated by sector, sequenced, and layered within the FFP activity and with other stakeholders' (e.g., U.S. Government and other donors) investments to achieve the goal. Applicants must explain how the proposed technical interventions contribute directly to the ToC. In addition, the applicant must present a clear methodology, supported by evidence, justifying how they prioritized and

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

selected their approach/interventions to respond to the identified underlying causes of food insecurity.

FFP requires applicants to present a list of every proposed individual intervention organized by purpose and sub-purpose in a table similar to the illustrative one below. This information must be provided in Annex 19 - Interventions Table.

Purpose 1		Purpose 2	
Sub-Purpose 1.1	Sub-Purpose 1.2	Sub-Purpose 2.1	Sub-Purpose 2.2
Intervention 1	Intervention 1	Intervention 1	Intervention 1
Intervention 2	Intervention 2	Intervention 2	Intervention 2
Intervention 3	Intervention 3	Intervention 3	Intervention 3
Intervention 4	Intervention 4	Intervention 4	Intervention 4

FFP does not expect applicants to invest in each sector equally. Rather, applicants must target investments toward sectors where the activity can realistically achieve transformational and sustainable improvements in food security. Priority must be placed on those interventions that specifically target the factors that are most limiting to sustainably improving long-term food security for each targeted sub-population, rather than targeting every single factor identically without regard to how limiting that factor is. Applicants must explain, in their review of the context and development of their ToC, how their organizational strengths are well suited to interventions that address the most limiting factors of each desired outcome, and which will most effectively reach the activity's intended outcomes as described in their ToC.

Proposed interventions must align with the FFP Strategy and Programming Principles described in Section I and describe in sufficient detail to assess their operational and technical appropriateness and feasibility. While developing the sector-based technical approach, applicants should review FFP's [Technical References](#). Technical approaches proposed must be evidence-based and adhere to the Program Principles section. The technical approach must include, at a minimum, the following:

- Details of **why** each intervention was prioritized and selected;
- Details of **how** each intervention will be implemented and **by whom**;
- Details of how the interventions will work together;
- Description of the sub-population for each intervention. This includes direct participants within the sub-population, including the selection criteria of the participants, and a strategy to promote secondary adoption. A description of

how the applicant will work to ensure proper integration of multi-sectoral interventions at the household level must also be included.

Applicants must propose direct participant data by purpose/sector in the following table to help FFP understand how the applicant plans to integrate multi-sectoral interventions at the household level. Please use the following table to present the number of unique direct participants targeted under each purpose. Please add (or delete) columns for more (or fewer) purposes.

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

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

The numbers in each column must be mutually exclusive. For example, Column B would include the number of participating households that will receive interventions only for Purpose 1 and from no other purposes, while Column C would include the number of participating households that will receive interventions for purposes 1 and 2, and so forth.

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

- a. Description of proposed construction activities within the technical narrative, including the scope and types of infrastructure and summary of potential risks (including those identified in the Initial Environmental Examination (IEE)) that may affect construction or infrastructure sustainability, or a detailed plan for how the community visioning process will inform feasibility assessments to determine the type and scope of construction activities that will support prioritized project objectives. If a feasibility assessment is proposed, the selected Awardee must provide an explicit scope and implementation plan before construction will be authorized;
- b. Construction section within the budget/budget narrative, describing the total estimated cost of construction activities under the award with an anticipated

- cost breakdown by infrastructure type (this may include rough estimates of material and labor costs);
- c. Description of existing local systems for infrastructure asset management, and a strategy for engaging community capacity in infrastructure operations and maintenance after handover. Applicants are highly encouraged to build off of and leverage existing local systems to the extent possible;
  - d. Inclusion of construction related staff in the organizational chart or staffing plan; including technical qualifications of proposed sub-partner staff (applicants must ensure that staffing qualifications are commensurate with the technical design requirements for any planned infrastructure activities).

FFP requires that applicants submit a preliminary economic analysis to justify the proposed interventions and the expected effect on food security. The economic analysis must include the following as a minimum:

1. For any proposed agricultural crop, livestock, or fisheries activity (and including those expected effects resulting from the construction or rehabilitation of infrastructure):
  - i. Farm characteristics, for example: average farm size (by target group), land ownership, herd size, fisheries access/management structure, overhead cost
  - ii. Current practices: average yields, gross margin per hectare/animal, input usage
  - iii. With proposed intervention: expected improvements to yield, production, gross margin per hectare/animal, and improvements to nutritional outcomes
  - iv. Risks and sensitivity to shocks
2. Preliminary analysis of environmental impact and effect on ecological sustainability
3. For off-farm income generating activities (IGAs), including petty trading, small enterprise development, self-employment or wage labor activities:
  - i. Current income per participant from the proposed IGAs
  - ii. Expected income per participant for the IGA with intervention
  - iii. Risks and sensitivity to shocks

The economic analysis must estimate the *incremental impact* of the interventions, that is what additional income the participant household will have as a result of the intervention. The economic analysis must also consider the following questions:

- What range of outcomes (positive and negative) might be expected? What is the possible time horizon for these outcomes, based on evidence?
- What are the expected costs of each component of the intervention?
- What is the economic sustainability of each strategy? Are there long-term costs, or gains?
- What is the opportunity cost for participants' involvement in the project? How might higher than expected dropout rates affect the expected results?

- What is the potential to partner with other actors (private companies, public services, etc.) to ensure scale-up and sustainability beyond direct intervention?

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

Factors demonstrating gender integration include, but not limited to:

- Examples of how gender and age dynamics and roles affect food security and could impact interventions and outcomes at key steps in the proposed ToC;
- Recognition of the potential impact—positive or negative—of interventions on girls, boys, women, and/or men, and how any negative consequences will be avoided or mitigated;
- Consideration of how proposed interventions could affect women and girls’ time use, autonomy, safety, or authority, and how this will be taken into account in planning interventions (e.g., mothers’ participation resulting in less time for child care or farming);
- Identification of the intersection of gender and age with social cohesion (e.g., gender cohorts providing a social safety net for vulnerable members);
- Plans for how the activity will ensure equitable participation and input from women and men from different age and socio-economic groups, with examples for different technical interventions;
- Anticipation of how interventions could lead to, exacerbate, or affect gender-based violence (GBV) at the household and community level, as well as sexual exploitation and abuse of recipient communities, and the steps the activity will take to prevent or mitigate its occurrence;<sup>5</sup>
- How the applicant will track interventions over time to ascertain any unintended consequences related to gender and GBV, and close any feedback loops received from the community; and
- How the applicant will address GBV issues linked to interventions.

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

**Youth Empowerment:** FFP promotes a focus on young people as positive change agents who bring creativity, energy, commitment, and novel perspectives to understanding and addressing food insecurity in their communities. Applicants are encouraged to pursue positive and inclusive youth development strategies that view young people as key partners in all development efforts, from nutritional programming to

<sup>5</sup> See Administrator's Action Alliance for Preventing Sexual Misconduct (AAPSM) for additional detail.

strengthening agricultural markets to building food secure communities.<sup>6</sup> Applicants must take into account the unique challenges, tensions, and expectations that young people face, disparities and constraints faced by the different youth cohorts related to different age segments, youth's participation in the agriculture/food system, marital status or parentage, as well as the differing nutritional needs by gender, age and life situation in program activities. Applicants must also consider the unique opportunities the various youth cohorts bring to the program. In particular, applicants must consider approaches that aim to:

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

FFP encourages applicants to use Participatory Learning and Action tools to guide youth participation in program activities. Applicants are strongly encouraged to include activities that include approaches that engage youth in community problem-solving, opportunities for leadership, participation in community dialogue, and strengthened social ties among youth, their families, and communities.

### **Environmental, Disaster Risk Reduction and Natural Resources Risk Management:**

Risks emanating from natural resources-based shocks — such as geological hazards, extreme weather events, and a changing climate — are compounded by underlying levels of local environmental degradation. Addressing these risks in an integrated manner is essential to enhancing resilient systems and communities supported by USAID. In accordance with the FFP Strategy, applicants must consider these nature-based risks throughout each section of the application.

It is also important that applicants consider interventions that strengthen people's capacity to anticipate, cope with, and recover from future shocks by addressing the underlying causes of those disasters. Contributing stressors when a natural disaster occurs include lack of knowledge, unplanned urbanization, and environmental degradation. Further, applicants are encouraged to use risk-sensitive approaches for all interventions and identify key risks, hazards, and mitigation strategies in the overall activity design. Interventions should not only meet immediate needs but also

<sup>6</sup> <http://www.youthpower.org/positive-youth-development>

strengthen the ability of people to handle future crises particularly as it pertains to food security.

**Social and Behavior Change (SBC):** Social and behavior change (SBC) is the systematic application of iterative, theory-based, and research-driven processes and strategies for change at the individual, community, and society levels. FFP recognizes that social and behavior change is critical to achieving the overall goals of the DFSAs. Applicants will develop future SBC programming through an evidence-based, participant-centered process. This process will include, at a minimum, a behavior-focused element and a social change element. The behavior element must include the identification of a manageable number of key behaviors and audiences, selection of a behavior change framework to guide programming, discernment of the behavioral factors that influence each behavior, and development of a variety of evidence-based interventions. The social change element must build on local knowledge and facilitate community problem-solving. SBC interventions must leverage existing community networks and resources must move beyond messaging to catalyze lasting change.

FFP recently funded the Food and Nutrition Technical Assistance (FANTA) project to conduct a review<sup>7</sup> of SBC approaches and methods in 11 DFSAs to identify which approaches were used by current and recent DFSAs and the common strengths and weaknesses in the implementation of the SBC activities, as well as the quality of implementation. Among the key findings, FANTA noted a heavy focus on delivering messages rather than engaging people in a process of learning to solve problems or develop new skills, and had limited attention on adult-learning and dialogic techniques and lacked other evidence-based approaches such as community mobilization and advocacy. FANTA found that the quality of interpersonal communication (e.g. counseling) deteriorates at the community level and was the most notable weakness of DFSAs, despite the fact that interpersonal communication was the most widely utilized SBC approach. Applicants are strongly encouraged to take into consideration the findings and recommendations of the review.

**Layering, Sequencing, and Integration of Interventions:** To transform the livelihoods of an individual or household, or at the community level, the activities must substantially increase income, improve individuals' nutritional knowledge and behaviors, effectively manage risks, and strengthen the systems that ensure household members' equitable access to income and knowledge regardless of age, sex, or ethnicity. Applicants must consider the multiple, interrelated barriers to creating sustainable change through the program activity and tailor activities to the needs of the community it aims to support through a package of interventions.

Applicants must propose a targeted, participant-centered intervention strategy tailored to individuals' needs and strengths, and facilitate the delivery of multiple types of support to each household and builds community assets based on the ToC. As

<sup>7</sup> FANTA Project (2018) [Report on a Review of Social and Behavior Change Methods and Approaches within Food for Peace Development Food Security Activities.](#)

mentioned, applicants must design a package of prioritized and focused interventions that will work together to address the most critical needs through both direct service provision and strengthening the capacities of systems that support the participants and the communities.

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

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

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

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

**Sustainability and Exit Strategies:** Applicants must develop and present thorough and realistic sustainability and exit strategies that will result in lasting change. Applicants are requested to integrate the sustainability strategy with the technical approach instead of presenting a separate, stand-alone strategy. The sustainability strategy must identify the outcomes to be sustained, critical services and systems that are necessary to sustain them, and strategies to strengthen the service delivery systems to ensure that they continue into the future.

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

The sustainability and exit strategy must include interventions to build capacity of host country entities, whether private or public, to ensure that needed goods and services, as defined by the applicant's ToC, continue to be available to and affordable by the targeted participants, and others, after the end of the award. Applicants must demonstrate an understanding of the local, regional, and national systems, and identify feasible areas where the activity will invest resources to produce the desired outcomes and encourage sustainability. Applicants must use their ToC to map out the interventions and outcomes, not only to show how the outcome level changes will be achieved, but also the interventions to sustain them.

The sustainability and exit strategy must ensure that host country partners, the private sector, and participants take ownership of their development processes to sustain the critical services and programmatic outcomes. Efforts to achieve these ends must be incorporated into the activity design at every level and for any specific tangible resource transfer the activity plans to provide to participants. To this end, FFP requires that applicants include a sustainability model that incorporates a transition from direct USAID-funded partner service delivery to one in which the designated private sector, community based organizations, or local actors take over delivering services, in order to establish sustainable and self-financing service delivery systems that will continue long after the initial award is over.

The applicants should plan this gradual transition with the aim of having fully transferred service delivery during the fourth year of the award, and take on a facilitative role with the previously identified private sector, community based organizations and/or other service providers. This facilitation role will build the capacity of the service providers and ensure they are linked to the future 'consumers' of their services, while also keeping with the FFP-funded Exit Strategies research focus on the capacity, motivation, resources and linkages of the providers. The applicant's staff will then step back and

allow the service providers to work on their own. The role of applicant’s staff will shift to monitor the progress, effectiveness and challenges the service providers face and then introduce improvements and/or solutions to problems that are experienced by the service providers in an iterative fashion. By the end of the award, service providers will be empowered to sustainably provide services to consumers without assistance from the applicant or USAID.

FFP expects that during the fourth year of the award significant changes to implementation approaches and staffing requirements will be required to achieve the direct delivery to sustainability transition. FFP requests that applicants include the following description in Annex 18 of the transition from direct delivery to sustainability in any submitted application:

- Detailed plan for each service or input identified as necessary and sufficient to achieve overall outcomes (see table below)
- Staffing structure
- Skills needed

A table, similar to the one below, should be included together with the sustainability narrative in Annex 18. The table should:

- List each outcome separately (column A) that needs to be sustained;
- Identify the necessary services and inputs that must be available and accessible to the communities for each outcome (column B);
- Provide a brief description of the proposed sustainability approach (column C) for each outcome that describes the sources of motivation for the service providers, the sources of resources that are necessary for continued service delivery, the sources of continued capacity strengthening, and how the inputs will be available and accessible to the target communities. If construction activities are proposed, describe how the infrastructure will be maintained, what will be the sources and types of resources necessary to operate and maintain the infrastructure and, if users will be charged a fee, how the fee will be calculated;
- Describe the risks or potential sticking points for each intervention (column D);
- Detail what remedial actions (column E) will be taken in cases where the original proposed approach is not working as envisioned;
- Present a contingency plan (column F), that will be used in the event that the remedial plan fails and a new approach is needed, i.e. plan B.

Table: Illustrative ‘Sustained Outcomes’ Table

A	B	C	D	E	F
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List of outcomes that need to be sustained	For each outcome, identify the necessary services and inputs that must be available and accessible to the communities	Brief description of the proposed sustainability approach - how these services and inputs will be made available and accessible to the communities	For each input/service describe potential risks/sticking points	For each input/service describe potential remedial plans in case original approach doesn't work	For each input/service describe contingency plan (plan B) in case the original plan (plan A) does not deliver results as predicted

If volunteers are included as service providers, applicants must include an outline of how they will address the motivation of volunteers to deliver high quality services to the target communities or households through the life of the award and after, as well as provide evidence of how the proposed approach has proven effective and sustainable in similar contexts. If including volunteers, the application must also address gender concerns, understanding that women volunteers may already be marginalized and the impact of any additional unpaid work, and that women's time burden can be negatively impacted by reliance on volunteer labor for crucial service delivery.

Applicants are reminded that FFP will employ external evaluators to conduct an impact evaluation. Participatory development, where communities are empowered to take ownership of intervention activities, will be an important aspect of all proposed interventions and a guiding principle over the duration of the proposed activity. Individual interventions must be designed to be self-financing and self-transferring both during and after the activity in order to achieve real and measurable community impact. FFP expects that a significant proportion of the population will adopt and adapt these models, helping to improve both sustainability and impact of the interventions.

**Addressing Resilience Challenges:** FFP is committed to strengthening the resilience of individuals, households, communities, and systems to mitigate, adapt to and recover from shocks and stresses. Applicants must (1) identify the underlying causes (stresses) that impede recovery; (2) propose strategies to enhance human and social capital, mitigate risks through diversified livelihoods in a climate-sensitive manner, increase assets and access to financial services, and promote financial inclusion; and (3)

articulate which activities will contribute to resilience and disaster risk reduction, how those activities will be rolled out, and how improvements will be measured and reported. Special attention must be paid to risks stemming from agricultural and man-made stressors (e.g., market price volatility, pests, and resource constraints) and from geological or climate-related shocks and stressors.<sup>8</sup> This articulation must also include a discussion of how the activity will strengthen absorptive capacity, adaptive capacity, and transformative capacity,<sup>9</sup> and identify risks of maladaptation. Applicants are encouraged to consider additional resilience related resources provided by [USAID's Center for Resilience](#).

## 5. Strategy for Refinement Year

As part of the initial application, applicants must describe how they will effectively tailor and use the refinement approach of the R&I model for Zimbabwe to better understand:

- Needs, priorities, and opportunities through community engagement and initial implementation;
- The nature of shocks and stressors and their potential to impact household and community level food security;
- Capacities and gaps in local formal and informal institutions;
- The viability and local contextualization of specific approaches;
- Opportunities for complementarities with other actors working toward sustainable improvements in food security for the most vulnerable; and
- Lessons learned from related programming, both prior and ongoing, including key successes, challenges, and needed adaptations or innovations to improve impact and sustainability going forward.

Applicants must include evidence gaps and uncertainties in their initial activity conceptual framework and proposed technical approaches that serve as the foundation for lines of inquiry and other activities planned for the refinement period. Refinement period questions and activities must link to the activity's conceptual framework and have the potential to influence changes to targeting and the overall technical approach. The refinement approach must be woven into the applicant's technical approach, and applicants are strongly encouraged to review lessons learned from participant engagement strategies from R&I pilots (e.g., ensuring that activity participants are empowered as collaborators and active participants; balancing refinement and implementation timelines and methods). Management processes to support R&I must

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

<sup>9</sup> Absorptive capacity is the ability to minimize exposure or sensitivity to shocks and stresses (ex ante) where possible and to manage and recover quickly when exposed (ex post). Adaptive capacity is the ability to make proactive and informed choices based on changing environmental, climatic, social, political, and economic conditions. Transformative capacity includes system-level changes, such as investments or improvements in governance mechanisms, agroecological systems, infrastructure, formal and informal social protection mechanisms, basic service delivery, and policies/regulations. For more information on resilience capacities, please refer to the Global Food Security Strategy Technical Guidance for Objective 2: Strengthened Resilience Among People and Systems (available here: [https://drive.google.com/file/d/1LWqjleCU\\_W38FzjbNaXgGlbYlwHMu5NJ/view](https://drive.google.com/file/d/1LWqjleCU_W38FzjbNaXgGlbYlwHMu5NJ/view)) and the reference materials cited in this document.

be detailed under Section d: Management and Staffing, while further detail on learning questions and refinement year activities and milestones must be expanded on in Annex 10: Activity Learning Plan (Collaborating, Learning, and Adapting).

Applicants should consider including a political economy analysis during the refinement period, as relevant and appropriate to the outcomes and objectives of the activity.

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

The management section of applications must include the following:

**1. Management Structure and Institutional Capacity**

The application must detail a management structure that ensures the efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. The management structure must demonstrate the necessary technical competencies to implement the technical interventions proposed. The applicant must explain the management structure presented in the organizational chart; personnel management of expatriate and local staff; and lines of authority and communication between organizations and staff.

If sub-awardees or a consortium management model are proposed, applicants must describe how the partnerships will be organized and managed to use complementary capabilities most effectively. Applicants must specify the responsibilities of all principal organizations and the rationale for their selection (i.e., organizational strengths and weaknesses, technical expertise, etc.); proposed staff and reporting relationships within and between each of these organizations; and how the consortium will be structured to ensure cohesive and coordinated knowledge sharing, planning, decision-making, and implementation across roles and organizational boundaries. Non-exclusive letters of commitment from consortium members must be included.

The applicant must demonstrate the degree to which the applicant and all proposed consortium members or sub-awardees possess the depth and breadth of institutional capacity, technical expertise, and management systems to plan, implement and support the pathways and interventions described in the Technical Approach as reflected earlier in Section IV. The application must also outline how partnerships will support R&I, including the possible role of any research partners, if applicable, and how, in the case of major changes to the ToC, changes to management, staffing, and partnerships may be managed to better address capacity needs under a revised technical approach.

**2. Management Approach**

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

This must include a description of:

- Planned consortium management approaches and processes that will foster integrated activity planning, implementation, and coordination within the proposed award. The applicant must also describe approaches to collaboration with other USAID funded activities, especially resilience focused activities, working in Zimbabwe, as applicable, and with other external stakeholders, including government partners, other donor funded activities, private sector actors, local partners, and other change agents;
- Adaptive management approaches and skills, at all levels of staffing including field agents, that will enable feedback cycles that foster experiential learning and data analysis from assessments, surveys, research, and routine monitoring, as well as scenario planning around activity responses to anticipated shocks and/or changes in the political, social, environmental and/or market context. The applicant must describe the management processes that will enable the application of analysis and learning in adjustments to the ToC and other design elements, adaptations to ongoing implementation and management strategies, and updates to learning strategies and plans. These processes are expected to be carried out intensively during initial refinement and continue throughout the life of the award. The summary description in the main application text may be further detailed in the Activity Learning Plan (Collaborating, Learning, and Adapting), Annex 10;
- Plan for adaptive management skills needed for field agents related to recruitment and training as well as how field agent feedback will be incorporated into adaptive management;
- Performance management strategies that will measure the effectiveness of proposed interventions, and an explanation of how these interventions will achieve the intended outcomes in a sustainable fashion. Performance management strategies must include a description of how the applicant will monitor, identify, and link with adaptive management strategies, and address implementation quality issues throughout the life of the award;
- Monitoring and adaptive management for unintended consequences;
- Safety and security of project staff, particularly field staff;
- Plan for potential shifts from development to more humanitarian-focused approaches, including in management, staffing, etc.; and
- Efforts to coordinate, link and leverage complementary activities implemented by other actors to improve food and nutrition security for the target population. This must include a description of how the proposed activity will: leverage existing public, private, and donor investments to achieve the goal; complement the activities of the local government and donor-facilitated health, nutrition, agriculture, natural resources management, and Climate Risk Management (CRM) interventions; and support proposed strategies to leverage [Feed the Future](#) or other USAID investments in the region to reduce hunger and extreme poverty in vulnerable populations.

### **3. Staffing and Key Personnel**

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

- Staff with substantive experience in implementing both development and emergency food security activities. Necessary staff skills must, if possible, include adaptive management, integration and coordination, stakeholder engagement, community level governance and planning, SBC, facilitation, and conflict mitigation;
- How staff, and consultants as required, will be encouraged to work collaboratively across teams; and
- How R&I will be supported with the appropriate technical expertise, including the increased need for specialized skills during the refinement period in formative research, context assessment, implementation research, and participatory community consultation. The plan must also address how the activity will adjust staffing support based on learning during refinement.

## **Key Personnel**

Seven Key Personnel for Zimbabwe are envisioned under the RFA, which represents less than five percent of the anticipated number of employees in each award, based on an analysis of comparable current awards. Within this RFA the Key Personnel include: Chief of Party (COP); Gender, Youth, and Social Dynamics (GYSD) Lead; Community Visioning (CV) Lead; Monitoring and Evaluation Lead; Food Security Technical Coordinator; Collaboration, Learning, and Adaptation (CLA) Lead; and Social and Behavior Change (SBC) Lead. Each key personnel position requires USAID approval as noted in the substantial involvement provision in Section II – Federal Award Information, 5. Substantial Involvement. All key personnel must be full-time positions (40-hour workweek) throughout the life of the award. Required attributes for all key personnel include strong management and interpersonal skills, excellent oral and written communication skills in English and other language(s), as required, mentoring and facilitation skills, the ability to network and communicate with a wide range of stakeholders, and field experience in low-resource environments. At least one Key Personnel must speak Shona or Ndebele, depending on the dominant language in the targeted province.

Chief of Party: The COP is responsible for the overall management and representation of the activity. For management, the COP must have proven leadership skills managing projects of a similar size and scope in developing countries. The COP must have prior experience effectively managing USAID development activities. The COP must have demonstrated experience recruiting, developing, and managing staff, as well as experience managing programmatic and financial reporting. As the person responsible for the representation of the activity, the COP must have prior experience working in Africa, familiarity with the country's social landscape, and demonstrated ability to build and maintain relationships with host governments, donors, other donor-funded projects

and stakeholders, local organizations, and partners. S/he must understand and demonstrate commitment to the importance of gender and youth issues in food security programming and within staff and management of the activity. Demonstrated experience in adaptive management and learning techniques is highly encouraged. A master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or a related field combined with a minimum of seven years of progressively increasing management responsibility in international development projects, at least five years of which must be in the field, is required.

Gender, Youth, and Social Dynamics Lead: The GYSD Lead will ensure that the social dimensions of food security and community resilience are effectively addressed across all activity components and at all levels throughout the entire award period. Attention to social dynamics—in particular, gender and youth integration—is critical to realizing FFP intended outcomes. The GYSD Lead must have an in-depth understanding of gender, age, and other locally significant socio-cultural factors in the context of food security programming, and a demonstrated capacity to lead the collection, analysis, and utilization of information from a broad range of sources. The GYSD Lead must also have: skills in participatory learning and action and facilitating collaborative problem-solving; the ability to foster commitment and build capacity among activity staff and in-country actors to ensure gender and youth integration and empowerment; and an in-depth understanding of food security programming. A bachelor's degree in a relevant academic area—e.g., a social science discipline—plus seven years of field experience at the community level is required.

Community Visioning Lead: The CV Lead will be responsible for engaging with communities in a sustained, collaborative, and participatory process to identify challenges. The CV Lead will facilitate dialogue on group and individual aspirations and potential pathways to reach their aspirations in the context of limitations. The CV Lead will report to the COP or Deputy COP. The incumbent will lead a shared visioning process for collective action, in which the various actors can contribute their perspectives, articulate aspirations, define individual and communal strengths and hoped-for contributions, voice concerns, and highlight successes. The CV Lead will be responsible for the generation of local solutions and strategies for addressing food and nutrition security issues, and mobilizing communities to work jointly to address these issues, building on existing cohesion among community members, fostering cohesion where it is weak, and ensuring psychological safety of poor and marginalized people to participate, contribute, and feel integrated. The CV Lead will work closely with the Food Security Technical Lead to ensure that the implementation meets the needs of the targeted communities and aligns with participant aspirations. In collaboration with the Food Security Technical Lead and Collaboration, Learning, and Adaptation Lead, the CV Lead will engage communities in sustained participatory learning throughout the life of the program to guide any necessary adaptation to the program and address challenges articulated by project participants in their journey to realize development aspirations. The incumbent will have at least a bachelor's degree in social sciences, and at least seven years of demonstrated experience in community visioning and social

mobilization with particular experience in facilitating transformational leadership and shared visioning with communities.

Food Security Technical Coordinator: The Food Security Technical Coordinator (FSTC) will be charged with ensuring that all of the technical sectors work together to create multiplier effects across and between sectors. The FSTC will also ensure that overall technical implementation quality remains consistent and of high quality among all of the sub-awardees and implementation locations in the award. The FSTC will report directly to the COP or Deputy COP and be highly experienced in a broad spectrum of food security technical focus areas, and will be responsible for establishing and managing systems to ensure cohesion across all technical sectors in the activity. The FSTC will also ensure technical interventions are integrated, layered and sequenced appropriately at all levels of implementation within the FFP activity. The FSTC will have demonstrated experience in developing—and ensuring quality control over—technically rigorous food security activity integration and collaboration. The incumbent will work closely with the CV Lead to ensure that the implementation meets the needs of the people in the targeted communities and aligns with participant aspirations. In collaboration with the CV Lead, the incumbent will lead any necessary adaptation to the technical approach of activities in order to address challenges articulated by participants in their journey to realize development aspirations. The FSTC will work closely with the M&E Lead and the CLA Lead to ensure that M&E and learning feedback loops are properly fed into and utilized by the technical field staff. A master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or a related field, plus six years of relevant experience is required. An advanced degree (PhD or Master's) plus a minimum of five years relevant experience, or a Bachelor's degree and a minimum of seven years of relevant experience is required.

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

Collaboration, Learning and Adaptation Lead: The CLA Lead will work closely with all staff, including the FSTC, CV Lead, and M&E Lead, to ensure collaboration and

learning with other activities in the applicant's selected implementation area. This staff member will ensure the activity includes active, intentional and adaptive learning within and across interventions, and will play a critical role in incorporating refinement activities and learning into implementation. This includes but is not limited to U.S. Government, host country government, international donors, multilateral organizations, and private sector investments. Additionally, the CLA Lead will improve peer-to-peer learning, knowledge sharing and application, activity-based capacity strengthening, and evidence and data utilization in support of adaptive management both within and beyond initial refinement. The CLA Lead will also be expected to ensure appropriate and continued coordination and joint-planning with other USAID and other donor activities (specifically the USAID food security and resilience portfolio), host-government initiatives, and private sector engagement. Given the significant number of humanitarian and development activities planned and ongoing in the targeted geographic area, USAID expects significant time and expertise to be dedicated to coordination of activities. Demonstrated experience in facilitating learning and knowledge sharing processes, in establishing and managing dynamic feedback systems to capture experiential learning and unintended consequences, and fostering collaboration across teams or organizations is required. An advanced degree (PhD or Master's) plus a minimum of three years relevant work experience or a Bachelor's degree and a minimum of five years relevant experience is required.

Social and Behavior Change (SBC) Lead: The SBC Lead will oversee the design, planning and implementation of SBC activities. The incumbent will be responsible for supporting SBC interventions across the activity by playing a lead role in guiding formative research; developing a SBC strategy and implementation plan; supporting the development of tools; and monitoring the progress of activities to ensure a consistent and coherent execution of interventions. Engaging communities is an important part of social and behavioral change, as it ensures local knowledge and context is combined with key "outside" information for lasting solutions. The SBC Lead will have a demonstrated understanding of a range of SBC approaches that address change in social norms and structures as well as individual behaviors, and that go beyond messaging to catalyze community action. Familiarity with local cultural practices, social networks, and gender and age dynamics is preferred. An advanced degree (PhD or Master's) in a social science discipline with a minimum of six years of progressively increasing technical responsibility leading to a senior level of expertise in SBC is required.

During the issues letter phase, Apparently Successful Applicants may be requested to identify and provide Curriculum Vitae for other key technical staff.

#### **4. Resource Management**

Applicants must include a logistical management overview of the proposed resource transfers.

**In-kind resource transfers:** Applicants must provide details on the ration amount, how this amount was derived, delivery mechanisms, any conditions to receive the ration, and the number of participants that will receive the resource transfer, to demonstrate the feasibility of the approach relative to the scale. The description must include the amount (in grams) of the commodities, with the associated kilocalorie and protein content of the ration. Specific consideration must be given to proximity of distribution sites, security, and risk management. Staffing must reflect adequate support for technical delivery of resource transfers. Additionally, applicants must address commodity-related issues concerning direct distribution. This includes but is not limited to, commodity requests, commodity substitutions (if select planned commodities are not available from the U.S. or through LRIP), certifying commodities meet programmatic and/or contractual specifications and requirements, port/warehouse/road/rail infrastructure, commodity management, including fumigation, and commodity transportation (including inland and internal transport). The applicant must include an Annual Estimate of Requirements and Executive Summary Table in the application. Apparently Successful Applicants or applicants that receive issues letters may be required to submit a Resource Pipeline. Regarding Title II commodities for landlocked countries, applicants must note the designated points of entry (limited to four), and for special procurement or shipping requests, such as containerization or through-bills of lading, a detailed justification must be provided. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time awards are made. In addition, LRIP interventions must describe the proposed procurement process (including relevant source and origin information), safety and quality assurance, and a guarantee that the FFP LRIP policy will be adhered to. Commodity distributions need to be planned and implemented in accordance with [FFPIB 18-03](#) Procedure to Complete Market Assessment to Inform USAID's Office of Food for Peace Activity Design and Determine Compliance with the Conditions of the Bellmon Amendment.

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

## **5. Risk Management**

Applicant must discuss the local market factors and potential risks that may result from distribution of U.S. or LRIP in kind commodities, and/or cash/vouchers. Additionally, applicants must complete an assessment of risk as it relates to the proposed modalities and physical security of participants and relevant mitigation measures. Specifically, the assessment must examine potential risk related to fraud, corruption, and mismanagement. Applicants must 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 Annex 11. A sample risk matrix from The Remote Cash Project can be found on the [CALP website](#). Additionally, the USAID Office of Inspector General has a [fraud prevention and compliance guide](#).

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

**e) Cost Application (no page limit)**

The cost application must be emailed to [FY20-DFSA-RFA-Zimbabwe@usaid.gov](mailto:FY20-DFSA-RFA-Zimbabwe@usaid.gov) with the technical application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The cost application must illustrate the entire period of performance, using the budget format shown in the SF-424A, and include a comprehensive budget, detailed budget, and budget narrative. Standard Forms, including the SF-424, SF-424A and SF-424B, can be accessed electronically at [www.grants.gov](http://www.grants.gov). Failure to accurately complete these forms could result in the rejection of the application.

For more information on the cost application, please see Section V. Application Review 2. Review of cost application. Cost applications include the Executive Summary Table and Annual Estimate of Requirements, general budgets such as the SF-424, SF-424A, SF-424B, a comprehensive budget, detailed budget, and budget narrative. Cost applications (i.e., budget components) are not subject to the page limitation of the application, and will not be evaluated alongside the technical application. Cost applications must be in U.S. dollars only and include budget details as described below for the applicant, each member of the consortium (if applicable), sub-awardees, and/or sub-contractors. While maintaining activity quality, applicants must seek to minimize their administrative and support costs for managing the activity to maximize the funding available for interventions. More details on the budget annexes can be found in Section IV. Application and Submission Information 1. Application Format g) Annexes.

**Cash, Voucher and LRIP information** must be emailed to [FY20-DFSA-RFA-Zimbabwe@usaid.gov](mailto:FY20-DFSA-RFA-Zimbabwe@usaid.gov). Please note, for applications requesting enhanced Section 202(e), the following information is required: month, country, total request amount, program area or element, intervention (the intervention must be put in the activity column), fund type, and modality. If requesting LRIP, the following information is required: country, region/sub-region, commodity, country of purchase, country of origin, commodity MT amount, commodity amount, transportation, storage, and distribution costs.

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

USAID requires both an environmental impact assessment procedure (as codified in 22 CFR 216, Agency Environmental Procedures) and Climate Risk Management for

USAID Projects and Activities (as required by [ADS 201mal](#)). FFP requirements for this solicitation are defined in the [FY20 FFP RFA-level Initial Environmental Examination \(RFA-IEE\)](#) which describes the overall compliance strategy for both pre-award (i.e., during applicant activity design) and post-award for development food security activities.

At this pre-award stage, all applicants must submit a brief summary of how their proposed activity will meet these requirements in a four-page Environmental Safeguards Plan, as elaborated in Annex 8. Also, please note that per IEE guidance, please ensure that all environmental compliance costs, including personnel and non-personnel costs, are identified and described in the detailed budget, Annex 3, and budget narrative, Annex 4.

### **g) Annexes**

The following is a list of annexes that must be included with the application. Any additional information provided in an annex will be considered supplemental and not considered in the scoring of the application. Please note, applicants may submit additional annexes as supporting documentation.

<b>Annex Type</b>
1. Executive Summary Table and Annual Estimate of Requirements for the Award
2. Comprehensive Budget
3. Detailed Budget
4. Budget Narrative - Motor Vehicle Procurement Table
5. Negotiated Indirect Cost Rate Agreement (NICRA)
6. Log Frame, ToC graphic, and ToC narrative - six page maximum for ToC narrative
7. Gender Analysis Summary <u>four pages maximum</u>
8. Environmental Safeguards Plan <u>four pages maximum</u>
9. Monitoring & Evaluation Plan <u>five pages maximum</u>
10. Activity Learning Plan <u>five pages maximum</u>
11. Risk Assessment and Mitigation Plan
12. Intervention Area Map(s)
13. Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)
14. CVs for Chief of Party, GYSD Lead, M&E Lead, Community Visioning Lead, Food Security Technical Coordinator, CLA Lead, and SBC Lead
15. Letter(s) of Commitment, if applicable

16. Glossary and List of Acronyms
17. Preliminary Economic Analysis
18. Sustainability Transition Plan
19. Interventions Table

**Annex 1. Executive Summary Table and Annual Estimate of Requirements:**

Separate from the Executive Summary, an Executive Summary Table and Annual Estimate of Requirements must be included in the submission of the application. It captures U.S. dollar amounts of the proposed Title II commodity resources, if any, and various funding for the life of the award. Apparently Successful Applicants or applicants that receive issues letters may be required to submit a Resource Pipeline. Please see the [Executive Summary Table and Annual Estimate of Requirements format](#) available on the FFP website.

**Annex 2. Comprehensive Budget:** The comprehensive budget must incorporate all planned costs by object class category and funding type (funding source) for each year of the activity. Object class categories are logical groupings of costs, such as staff salaries, fringe benefits, non-employee labor, travel and transport, overseas allowances, supplies, staff training, equipment, USAID branding and marking, sub-awards, contracts, audits, construction, other direct costs, total direct costs, and indirect costs. Please see the [suggested budget format](#) available on the FFP website. The comprehensive budget must list funding types for each program area or element the partner proposes interventions within (see Appendix I for definitions). All costs must also be associated with an applicable funding source.

**Annex 3. Detailed Budget:** A [suggested budget format](#) is available on the FFP website. All budgets must be completed on a fiscal year basis. Applicants may use budget formats they have developed that contain the requested information or use budget formats, as appropriate, from other sources such as [grants.gov](#). If reimbursement for inland transport charges will be requested, include in the detailed budget an estimate of total U.S. dollars needed for inland transport. If this information is not yet available, please include the estimate and state in the budget narrative when the information will be submitted to FFP. Please note that, per ADS303maw ([USAID Implementation of Construction Activities](#)), construction activities must be detailed as an explicit section within the budget and budget narrative. See Section V. Application Review 2. Review of Cost Application m) Construction, for more details on construction requirements under cooperative agreements. Note that per ADS 312, for restricted goods, the applicant must ensure that they are identified in each budget and follow up with any approvals, as required.

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

narrative must include the motor vehicle procurement table, which must cover the information listed in Section VIII, paragraph 3.

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

**Annex 6. Log Frame, ToC Graphic, and ToC narrative:** The LogFrame consists of a matrix with four columns (identified below) and many rows, summarizing the key elements of the activity, namely:

- a) Narrative summary: The activity's hierarchy of objectives (Goal, Purpose, Sub-purpose, Intermediate Outcome, and Outputs);
- b) Assumptions: The conditions external to the proposed activity but necessary to achieve results; contextual environment and key external factors critical to success;
- c) Indicators with targets: How the activity's achievements will be monitored and evaluated. In identifying indicators, applicants must review the [FFP Indicators](#). Only *outcome* indicators are required for the LogFrame with the application; however, if an applicant chooses to include *output* indicators, the use of FFP output indicators is preferred. Applicants must provide targets only for baseline/evaluation indicators. These targets must be linked to the context, food security and nutritional analyses, and the ToC. Applicants' targets have to be ambitious yet achievable and linked to FFP's targets; FFP aims to achieve a minimum four (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 Analysis Summary:** Consistent with USAID's Gender Equality and Female Empowerment Policy (USAID 2012), all FFP multi-year development food security activities are required to complete a gender analysis within the first year to inform design and strengthen programming. In this summary, the applicant must 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 to 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, men, girls, and boys. The summary must also identify the team that will conduct the gender analysis, discuss the tools they will use for data collection, provide an estimated budget, and identify the process for incorporating analysis findings into the ToC and implementation plan.

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

- (1) an understanding of what a gender analysis entails within the context of a 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.

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

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

**Annex 8. Environmental Safeguards Plan:** Consistent with USAID's [Agency Environmental Procedures \(22 CFR 216\)](#) and [Climate Risk Management for USAID Projects and Activities \(ADS 201mal\)](#), USAID programming must properly consider and minimize the potential for environmental impact and susceptibility to climate risks. For this RFA, applicants are expected to design innovative approaches that promote environmental and climate risk management to improve and sustain food and nutrition security of vulnerable populations, as articulated in the IRs under both SO1 and SO2 of the [FFP 2016-2025 Food Assistance and Food Security Strategy](#).

The Environmental Safeguards Plan must thus summarize:

1. How strategies that reduce climate risks to the activity and environmental impacts of the activity have been integrated into program design;
2. How funds for environmental risk management have been allocated in the detailed/comprehensive budgets and described in the budget narrative;
3. How outcomes of the Environmental Mitigation and Monitoring Plan (EMMP) will inform the performance monitored through the Log Frame and IPTT in M&E systems<sup>10</sup>;
4. How staffing capacity for oversight of environmental compliance and climate risk management requirements will be ensured over the life of the activity, and how those staff will coordinate and integrate with broader project management.

<sup>10</sup> [USAID FFP Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities](#), Section 2.4, Performance Indicator Reference Sheets, Page 36.

The [FY20 FFP RFA-level Initial Environmental Examination \(RFA-IEE\)](#) provides direction on environmental compliance and climate risk management procedures for both pre-award (i.e., Environmental Safeguards Plan) and post-award (e.g., Supplemental IEE, Climate Risk Management screening, PERSUAPs, Environmental Status Reports, etc) requirements. This RFA-IEE is a mandatory reference for environmental compliance and climate risk management of FFP development activities.

For successful applicants, a series of carefully thought out requirements (“Conditions” in the RFA-IEE) will be the responsibility of the awardee to ensure sufficient capacity to meet the demands. If you are a new applicant for an FFP award, you are encouraged to understand the full suite of responsibilities upon award, and to put careful attention to the various Conditions of the RFA-IEE.

One of the requirements described in the RFA-IEE will be to conduct a Supplemental IEE that assesses environmental impacts and opportunities that are specific to the particular geographical zone of influence of the food security activity. An element of the Supplemental IEE will be a CRM screening in accordance with ADS 201mal. These analyses are only required for successful applicants.

**Annex 9. Monitoring & Evaluation 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 activity design, the M&E plan must illustrate:

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

FFP strongly encourages applicants to develop a database that will allow the activity to identify each participant and link the participant to the household. FFP requests that the applicant use a cost effective, and existing, open source or widely available platforms (such as Google or Microsoft) to develop such a database. FFP may not approve developing a database/MIS using proprietary codes. FFP plans to conduct either an impact evaluation using an experimental or quasi-experimental design, or a performance evaluations. FFP will contract and manage a third-party firm to conduct the activity’s impact evaluation or population-based baseline study and final evaluations. Because of this, FFP is not likely to support any other population-based surveys. The applicant must budget for a midterm evaluation. A description of required elements related to the M&E plan can be found in the [USAID FFP Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities](#),

As an impact evaluation for this DFSA may be designed as a randomized control trial, the applicant must identify twice as many potential villages/sub-catchment areas as it plans to target in order to allow for randomization. FFP will work with successful

applicant(s) to refine and finalize the evaluation design taking local context into account. Where the context would potentially prohibit randomization, the applicant must highlight these potential limitations within the application for FFP's consideration. By submitting an application for this RFA, applicants agree to partner with and assist a research institution of USAID's choice in the implementation of the impact evaluation, including potentially randomizing implementation areas (villages/sub-catchments).

**Annex 10. Activity Learning Plan (Collaborating, Learning and Adapting):**

Applicants must develop an activity CLA that identifies how the activity will ensure robust cycles of learning, both during the initial refinement as well as throughout the life of the award. The activity CLA plan must seek to link evidence gaps and new knowledge to improved activity design, strengthened implementation planning and quality, and better preparedness and responsiveness to local context. The CLA plan must elaborate on management approaches to support collaborating, learning, and adaptive management. This annex must link to key sections of the Design Approach to articulate clear planning for:

1. Robust partner engagement and consultative processes with communities, local government, civil society, other donor funded projects, and local researchers and academics;
2. Identifying and filling knowledge gaps, including ongoing efforts to understand and assess local context community needs and capacities, as well as small-scale operational research and pilots of new approaches and interventions.
3. Capturing and sharing results, lessons learned, reflections, scenario planning, and promising practices;
4. Ensuring learning is operationalized in each year's Pipeline and Resource Estimated Proposal (PREP);
5. Ensuring analysis and application of new evidence, findings from reflection and scenario planning practices, and knowledge sharing to improve activity processes, approaches and overall effectiveness; and
6. Strengthening capacity of staff, partners, and communities based on best practices and program learning.

The activity CLA must also provide a timetable of key milestones during the refinement year.

Applicants are also strongly encouraged to specify how the activity will learn from failures and how this will be subsequently addressed in the adaptive management of the activity.

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

**Annex 12. Intervention Area Maps:** These maps must show any proposed areas of implementation and ongoing activity areas at the Administrative Level 2 (i.e.

Provincial level or local equivalent) by the applicant, consortium members, or others if applicable. They must clarify who is expected to implement in the areas. The implementation area identification should take into account the requirements of experimental evaluation design and the intervention area map should include double the area the intervention plans to cover in order to allow for possible randomization.

**Annex 13. Organizational Chart:** The organizational chart must include the structure of the prime, all members of the consortium, and sub-awardees as applicable. If possible, it must include locations, supervisory hierarchies, and relationships between all participants.

**Annex 14. Curriculum Vitae of Key Personnel:** The application must include curriculum vitae of key personnel including the COP, GYSD Lead, M&E Lead, FSTC, CV Lead, CLA Lead, SBC Lead, and others mentioned in the RFA, if applicable.

**Annex 15. Letters of Commitment:** FFP encourages letters of commitment from partners and staff, if applicable.

**Annex 16. Glossary and Acronyms:** Please include a glossary of any application-specific terms and acronyms with definitions, as needed.

**Annex 17. Preliminary Economic Analysis:** Please see Section 4: Technical Approach for a full explanation of what is expected in this Annex.

**Annex 18. Sustainability Transition Plan:** Please see Section 4: Technical Approach for a full explanation of what is expected in this Annex.

**Annex 19. Interventions Table:** The Interventions Table should list the applicant's interventions according to Purpose and/or Sub Purpose. A single line description that is consistent with the narrative description of the related intervention in Section IV Application and Submission Information Point 4. Technical Approach, Technical Sectors and Interventions will be sufficient. The Interventions Table should be no more than 1-2 pages in length. Please see Section 4: Technical Approach of this RFA for additional information about including an illustrative table.

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

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

- Provide a valid DUNS number; and
- Be registered in the SAM – Note that successful applicants must maintain SAM registration.

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

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

The application submission deadline is March 16, 2020 at 11:59 a.m. EST. The applicant is responsible for ensuring that the electronic application is received by the due date and time specified.

### **4. Funding Restrictions**

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

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

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

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

All applications must be sent to [FY20-DFSA-RFA-Zimbabwe@usaid.gov](mailto:FY20-DFSA-RFA-Zimbabwe@usaid.gov).

Note: Pre-award contact with any other U.S. Government personnel or FFP's institutional support contractors by an applicant which involves a proposed or submitted application in response to this RFA may result in disqualification of the application. All 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 or compatible equivalent 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 or compatible equivalent, 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;
- Faxed or hard copy applications are not accepted.

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

Please note that any applications submitted after the closing time will be automatically marked as inactive. The applicant may be required to submit certain documents in order for the AO to make a determination of financial responsibility. Applicants may be required to submit any additional evidence of responsibility, as requested, to support the determination, such as:

- Adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- Adequate management and personnel resources and systems;
- Ability to comply with the award conditions, considering all existing and currently prospective commitments of the applicant, both NGO and governmental;
- Satisfactory record of performance - unsatisfactory past relevant performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to ensure 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

<b>Merit Review Criteria</b>	<b>Maximum Possible Points</b>
a) Activity Design	70
<i>Activity Design</i>	40
<i>Sustainability and Exit Strategies</i>	15
<i>Gender, Youth and Social Dynamics Integration</i>	15
b) Management & Staffing	30
<i>Management &amp; Staffing</i>	20
<i>Local Capacity Engagement</i>	10
<b>Total Possible Points</b>	<b>100</b>

### **a) Activity Design**

Seventy (70) points are dedicated to activity design, of which 30 merit review points of this section have been specifically dedicated to two sub-categories as essential elements of a strong activity design: Sustainability and Exit Strategies (15 points) and Gender, Youth and Social Dynamics and Integration (15 points). Additional information regarding these subcategories is set forth below. The remaining 40 points will be ascribed based on the overall quality of the activity design, which will include: application's adherence to the FFP Strategy and Programming Principles, the specific goals and priority outcomes outlined in this RFA, and the criteria and themes listed under *Section IV. Application and Submission Information, 1. Application Format, c) Activity Design*. Per *Section IV*, the activity design must include:

- A context analysis demonstrating a deep understanding of the economic and social landscape, opportunities, strengths, and needs of the targeted participants and their communities and the constraints they face.
- Identification of the key limiting factors of each desired outcome, analysis of why these were incorporated and how limiting factors were prioritized in the application.
- A targeting strategy designed to reach the following types of households with a comprehensive set of interventions, noting dynamics around social cohesion articulated above: extremely poor households; chronically vulnerable households; and households with women, adolescents, and children at risk of chronic and acute malnutrition; and a whole-of-community approach for WASH interventions.
- A conceptual framework demonstrating the linkages between the underlying causes and influencing factors of food insecurity and malnutrition specific to the target area and reflecting guidance on the conceptual approach in the country-specific information. It must include a preliminary ToC that provides clear, logical steps showing how the proposed set of interventions and interactions by other actors, will produce all the necessary and sufficient outcomes/conditions to achieve the stated goal based on evidence and plausible reasoning.
- A package of prioritized technical interventions that will bring transformative change to the food and nutrition security of the targeted population, ensure sustainable anticipated outcomes, and strengthen participant capacity to withstand shocks, supported with a clear evidence base, clear description of why they have been chosen, how they are being prioritized in the context of the ToC, how they will be implemented, and how they will be integrated, sequenced, and layered within the FFP activity and with other stakeholders' (U.S. Government, other donors and stakeholders) investments, as relevant and appropriate, to achieve the goal.
- Identified knowledge gaps for a refinement year learning agenda and how closing these knowledge gaps could impact possible changes to the ToC, the package of technical interventions and implementation planning.

### **Sustainability and Exit Strategies**

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

### **Gender, Youth, and Social Dynamics Integration**

Applicants will be evaluated on the extent to which gender and age dynamics, as well as youth engagement are addressed in all areas of the proposed activity. Integration of a gender- and youth-responsive approach must be context appropriate and reflected at every phase of the activity. Applicants will also be evaluated on their plans for integrating gender analysis results and a positive youth development approach into interventions and for tracking changes in gender and youth dynamics, including unanticipated outcomes, over time. At least one gender indicator must be identified for each purpose at either the sub-purpose or immediate outcome level. Relevant social dynamics and conflict sensitivities must be highlighted.

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

Thirty (30) points are dedicated to management and staffing, of which 10 merit review points of this section have been specifically dedicated to Local Capacity Engagement. Further information regarding this sub-category is below. The remaining 20 points will be ascribed based on the adherence to the criteria listed under Section IV. Application and Submission Information, d). Management and Staffing. The management structure and staffing must ensure the efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. All relevant information on consortium members and sub-awardees must be included and clear planning for refinement year activities and subsequent management and staffing adjustments must be addressed. The resource management section must be appropriate and sufficient for the resources requested.

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

### **Local Capacity Engagement**

Applicants will be evaluated on the extent to which local capacity is engaged and built in all areas of the proposed activity. Local capacity engagement includes the amount of resources managed by local entities, formal engagements (sub-awards, sub-contracts, partnerships, research, etc.) and capacity building efforts with local civil society and the private sector, such as NGOs, cooperatives, universities, academia, civil society and companies. Acceptable local capacity engagement can be a combination of any of

these approaches. Integration of local capacity engagement must be context-appropriate, reflected at every phase of the activity, and expected to increase over the course of the award.

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

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

The cost application must include:

- The breakdown of all costs associated with the activity according to costs of headquarters, regional and/or country offices, as applicable;
- The breakdown of all costs according to each partner organization or sub-contractor/sub-awardee involved in the activity;
- The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- The costs associated with robust monitoring and evaluation;
- The total activity costs including a breakdown of the financial and in-kind contributions of all organizations involved in implementing the proposed activity;
- Potential contributions of non-USAID or private commercial donors to this proposed activity; and
- A procurement plan for equipment and other restricted items as defined by 2 CFR 200.34 and ADS 312 (may be incorporated into an existing or new annex in the cost application).

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

### **a) Personnel**

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

In accordance with ADS 303.3.12 USAID will review proposed costs, including salaries, for reasonableness. USAID uses the top salary on the Mission's Local Compensation

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

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

### ***b) Fringe Benefits***

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

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

### ***c) Non-Employee Labor***

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

### ***d) Travel and Transport***

The applicant must:

- Identify total domestic and international travel as separate items;
- Specify 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 is based on the applicant's normal travel policies and practices. However, proposed lodging and per diem must not be in excess of that authorized by Department of State Standard Regulations; and
- Provide supporting documentation, such as the applicant's travel policy to justify these costs, as appropriate.

### **e) Overseas Allowances**

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

### **f) Equipment**

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

The applicant must:

- Itemize the type of equipment and briefly justify the need for the items to be purchased as they relate to the applicant’s technical approach;
- Specify 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 the [USAID Website](#), particularly ADS 312. Additional information for motor vehicles is found in Section VIII. 3. Motor Vehicle Procurement Table.

### **g) Supplies**

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

### **h) Staff Training**

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

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

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

guidelines can be found on the [USAID Website](#).

#### ***j) Sub-awards***

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

The applicant must:

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

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

The applicant must:

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

#### ***l) Audits***

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

#### ***m) Construction***

Per the USAID-wide policy set out in USAID ADS 303.3.30, construction activities may only be carried out under cooperative agreements if they meet certain criteria, absent a case-by-case waiver. To meet ADS 303 requirements, applicants must clearly describe the proposed scope and types of construction activities within the technical narrative, and include an explicit construction section within their budget and budget narrative.

FFP recognizes that the scope, costs, and locations of construction activities may not be known at the initial application stage. In these cases, applicants must provide best estimates of costs within their budget, justification for these estimates within the budget narrative, and an explicit plan in their technical narrative for conducting feasibility

assessments, alternative assessments, and/or community visioning processes to determine the type and scope of construction activities and explicit implementation plans that will be developed during the refinement year. Applicants that propose construction activities must describe, in the sustainability narrative in Annex 18, plans for how sustainability of infrastructure operations and maintenance will be achieved after the DFSA ends.

Applicants proposing construction activities do not need to provide explicit implementation plans at the initial application stage. During the 'refinement' period, the Awardee must submit explicit, site-specific implementation plans before construction will be authorized. Implementation plans will include:

- (1) a description of proposed, site-specific construction activities, including the type and scope and summary of potential risks (including those identified in the Initial Environmental Examination (IEE)),
- (2) the estimated cost of construction activities at each site;
- (3) the total estimated cost of construction activities under the award;
- (4) geographic location of proposed construction site(s) (either as GPS coordinates or at the village level);
- (5) a clear strategy to provide quality assurance and quality control (QA/QC) of the proposed infrastructure, and to ensure worker and participant safety, including both technical staffing and planning; and
- (6) a plan for operations and maintenance (O&M) of the investment, focusing on linkages to local systems for sustainability.

FFP also will not fund construction activities proposed on contested lands.

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

#### ***n) Other Direct Costs***

The applicant must:

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

### **o) Indirect Costs**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Any questions concerning this RFA, its appendices, or Technical References must be submitted in writing by January 27, 2020 to [FY20-DFSA-RFA-Zimbabwe@usaid.gov](mailto:FY20-DFSA-RFA-Zimbabwe@usaid.gov) and “FY 2020 Zimbabwe RFA” in the subject line.

## **SECTION VIII – OTHER INFORMATION**

### **1. Host Country Agreement**

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

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

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

- **Note:** 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 within the award language, along with a timetable for awardee's HCA negotiations and anticipated receipt of a signed HCA.**

## 2. Motor Vehicle Procurement Table

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

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

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

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

- The inability of U.S. manufacturers to provide a particular type of motor vehicle;
- The present or projected lack of adequate service facilities and supply of spare parts for U.S.-manufactured motor vehicles in the country or region within a country where the vehicle will be used; or

- An emergency requirement for motor vehicle(s) that can be met in time only by purchase of non-U.S.-manufactured motor vehicle(s) and for which no non-USAID funds are available.

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

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

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

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

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

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

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

Under special circumstances USAID approved Marking Plans may be waived.

Agency branding and marking guidance can be found in [ADS Chapter 320](#) and on the [USAID Website](#).

#### **4. USAID Development Data Policy**

The U.S. Government Open Data Policy (ADS 579) establishes the requirements governing USAID's development data lifecycle from collecting data to making it accessible. Accordingly, the Zimbabwe DFSA will catalog and spatially map interventions and any construction activities at a village- and/or community-level. The purpose of this requirement is to facilitate purposeful activity monitoring, as well as to improve the use of such data/mapping efforts for learning, planning, and adaptation of DFSAs.

As reflected in Annex 9 (M&E), applicants for the Zimbabwe DFSA are strongly encouraged to explore the suite of emerging tools that integrate geospatial data with data collection to better facilitate remote monitoring in insecure environments. Such tools would enable partners to highlight needs, progress, successes, and challenges along a spatial and linear path, and are a strong tool in communicating with FFP and other donors who may not be able to monitor or perform site visits due to security restrictions. Additionally, applicants must propose approaches to collect, manage and share this data in a manner that maintains the security of participants and staff.

The following data collection and mapping standards apply to the geographic data associated with the Zimbabwe DFSA, including the three types of geographic data that the DFSA will be expected to provide to USAID. Applicants must ensure that they have the necessary technical resources and staffing to adhere to these standards, and will meaningfully incorporate geographic data into annual PREPs and M&E planning.

1. Activity and Intervention Location Data: This refers to data that records the DFSA intervention locations, and including village-level (formal or informal) GPS coordinates for individual sector based interventions. Personally identifiable information (PII, i.e. identify individuals in data submissions) must not be submitted.
2. Thematic Data: This applies to USAID awardees to create or acquire data sets on demographic and health indicators, land use land cover, hydrology, and transportation infrastructure using USAID funds.

3. **Activity Specific Geographic Data:** This refers to the outputs that are produced when the USAID partner conducts geospatial analysis while implementing an Activity (e.g., geographic analysis of school feeding status).

## 5. Code of Conduct

The mandatory standard provisions “Regulations Governing Employees” in **ADS 303maa, Standard Provisions for U.S. Nongovernmental Organizations** and “Recipient and Employee Conduct” in **ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations**, require that recipients meet internal control requirements and have a code of conduct for their employees. USAID implementing partners must ensure that their employees conduct themselves in a professional manner when carrying out awards, consistent with the standards for United Nations (U.N.) employees in Section 3 of the **U.N. Secretary General’s Bulletin - Special Measures for Protection from Sexual Exploitation and Sexual Abuse**

In the event that an employee’s conduct is not consistent with these standards, our partners must consult with the relevant Mission Director. The U.S. Ambassador may direct the removal of any U.S. citizen from the country and require termination of any employee from an award.

Implementing partners must consult with the relevant Mission Director and the Agreement or Contracting Officer when addressing SEA allegations involving their employees. USAID further encourages implementing partners to report credible allegations of sexual exploitation and abuse to the USAID Office of Inspector General.

Implementing partners are required to report credible allegations of trafficking, the procurement of commercial sex acts, or the use of forced labor to the relevant Agreement or Contracting Officer and the USAID Office of Inspector General.

USAID policy requires its employees to report suspected cases of sexual exploitation, whether by Agency personnel or implementing partners, to the USAID Office of Inspector General.

Complaints can be submitted anonymously with an online form through the **Office of Inspector General Hotline website**, by telephone at 1-800-230-6539 or 202-712-1023, by email at **ig.hotline@usaid.gov**, by fax at (202) 216-3801, or by mail to the following address: U.S. Agency for International Development, Office of Inspector General, P.O. Box 657, Washington, DC 20044-0657

USAID has zero tolerance for sexual misconduct, including harassment, exploitation or abuse of any kind among staff or implementing partners. USAID’s policy against sexual harassment and abuse can be found here:

<https://www.usaid.gov/PreventingSexualMisconduct/fact-sheets/usaid-policy-against-sexual-exploitation-and-abuse>.



## APPENDIX I: Definitions and Program Areas and Elements

### Definitions

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

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

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

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

In a Food for Training (FFT) intervention, the direct participants are those trained under the activity. In a Food for Work (FFW) or Food for Assets (FFA) intervention 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) and not all of those who use or benefit from the infrastructure/asset created (e.g., a road).

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

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

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

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

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

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

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

- Differences in the status of women and men and their differential access to assets, resources, opportunities and services;
- The influence of gender roles and norms on the division of time between paid employment, unpaid work (including subsistence production and care for family members), and volunteer activities;
- The influence of gender roles and norms on leadership roles and decision-making; constraints, opportunities, and entry points for narrowing gender gaps and empowering females; and
- Potential differential impacts of development policies and activities 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 Participants:** Indirect participants are those who receive indirectly from the goods and services provided to the direct participants (as defined above). Examples of indirect participants include:

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

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

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

### **Program Areas and Elements**

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

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

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

**Maternal and Child Health (MCH):** Increase the availability and use of proven life-saving interventions that address the major killers of mothers and children and improve their health status, including effective maternity care and management of obstetric

complications; prevention services including newborn care, routine immunization, polio eradication, safe water and hygiene; and treatment of life-threatening childhood illnesses. **Note** that Household-Level Water, Sanitation, and Hygiene (WASH) interventions fall within the MCH program area. Increase household-level actions to prevent disease regardless of the state of public service infrastructure, including safe water storage, handling, and household treatment, sanitation marketing and promotion, promotion of handwashing with soap, and 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 and maintenance of facilities. **Note** that household-level interventions related to WASH fall within the MCH program area.

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

**Climate Change – Adaptation:** 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 must not be counted in both parts of the SPSP.

**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 must 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 must be linked to relevant Human Rights areas.

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



## APPENDIX II: Past Performance Reference Questionnaire

Apparently Successful Applicants will submit past performance documentation. Only Apparently Successful Applicants will upload the completed Section A of this questionnaire to the [FFP Partner Portal](#). A successful applicant's history of performance is part of the pre-award risk assessment. The remaining sections will be completed by USAID.

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

Name of Company/Organization Being Evaluated:

Address:

Contract/Award Number:

Contract/Award Value:

Contract/Award Type:

Period of Performance:

### B. DESCRIPTION OF CONTRACT/AWARD:

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

Prime Contractor/Awardee

Significant sub-contractor/sub-awardee

Team Member

Other (Describe):

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

No

Yes

If yes, please describe the nature of this relationship:

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### C. EVALUATOR:

Name:

Title:  
Organization:  
Address  
Telephone No:  
Email Address:

#### **D. PERFORMANCE**

Please describe and explain the applicant's skills and abilities, in regards to performance and/or management abilities:

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

### **APPENDIX III: FY 2020 Refine and Implement**

This appendix expands on the co-creation and R&I guidance provided in Sections I, II, IV, and V of this RFA. FFP will use post-award R&I for the Zimbabwe DFSA. The purpose of this approach is to work with an Applicant to have the greatest chance of success in Zimbabwe to achieve the activity objectives. This approach aims to ensure the activity is highly focused, tailored to the context, and adaptively managed.

During post-award Refinement, the anticipated Awardee will be expected to act in partnership with USAID/FFP under the terms of substantial involvement to further refine and adapt the activity design, technical approaches, and conceptual framework for the purpose of improved impact and sustainability of results. For the Zimbabwe DFSA, FFP expects implementation of activities to begin soon after award to address immediate needs and to develop promising approaches through 'learning-by-doing'. Interventions that are implemented early in this phase must have clear evidence base or meet urgent needs. Applicants should also use the initial implementation to learn and make revisions to the approach as part of the initial refinement process resulting in the 'R&I Workshop,' wherein FFP and awardee agree on changes. FFP expects the initial 6-12 months of the award to include more intense plans for refinement, but that the awardee will continue employing principles of adaptive management and 'refinement' approaches through the LOA (e.g. closing knowledge gaps, refining planning, testing and piloting innovative approaches, updating the conceptual framework, and continuing stakeholder engagement and coordination with other relevant actors). The anticipated stages and outcomes of the post-award Refinement period include:

- During initial refinement, new awardees will carry out a number of activities including: implementation of evidence-based interventions; pre-implementation formative research that addresses evidence and knowledge gaps and strengthens understanding of local context; community consultation to enhance visioning and local engagement; preparation for implementation through hiring, training, and procurement of goods and services; small-scale implementation research and piloting of new approaches and implementation strategies; participatory stakeholder engagement for strengthened local partnerships, capacity development and coordination; and refining the activity ToC and implementation plans.
- After the end of the initial refinement period, in consultation with FFP, the awardee(s) will have a revised theory of change, updated implementation planning, fully trained staff on the processes and conceptual framework, and a well developed and tested social and behavior change strategy. During the refinement period, awardees may start to implement activities that are based on well-grounded and supported evidence.
- After an external evaluation in year four, R&I may allow highly successful activities to be extended and continue for up to five years past the traditional five-year development food security activity timeframe.

Post-Award Refinement – Illustrative Key Collaboration Events may include:

#### Kickoff Meeting (required)

- Format: three-day in person and/or remote meeting
- Attendees: field and HQ representation from the anticipated awardee; USAID Mission and FFP HQ staff
- Purpose: Discuss non-threshold issues; overview of the cooperative agreement and federal regulations as applicable to the award
- Location: Harare, Zimbabwe
- Timing: Within weeks of award after discussion and agreement with IPs

#### Gender, Youth, and Social Dynamics Integration Consultation (required)

- Format: three day in-person meeting
- Attendees: IP field and HQ staff from each awardee (would be good to be more specific); USAID Mission and FFP HQ staff
- Purpose: Ensure gender youth, and social dynamics considerations are adequately incorporated into the design
- Location: Harare, Zimbabwe
- Timing: Approximately ten weeks after award

#### R&I Inception Workshop (required)

- Format: five day, in person workshop with IP field and HQ staff from each awardee, USAID Mission and FFP HQ staff
- Purpose: Pending outcomes of the Pre-award co-creation workshop, may address the theory of change, knowledge gaps, technical approaches, targeting, and refinement year planning.
- Location: Harare, Zimbabwe
- Timing: Approximately 14 weeks after award.

#### M&E Workshop

- Format: five day, in person workshop with IP M&E staff, technical leads including sub awardees, USAID Mission and FFP HQ staff
- Purpose: Collaboratively review ToC, Logframe, M&E Plan including IPTT and PIRS development
- Location: In-country, Zimbabwe
- Timing: Within two months after Inception Workshop

#### Baseline Workshop (required)

- Format: two days with IP field and HQ staff from each awardee, USAID Mission and FFP HQ staff
- Location: Harare, Zimbabwe
- Timing: Approximately 16 weeks after award.

#### R&I Culmination Workshop (required)

- Format: multi day workshop with IP field and HQ staff from each awardee, USAID Mission and FFP HQ staff

- Purpose: FFP and awardee agree on adjustment to design, management, targeting, and staffing approaches based on learning and initial refinement of activities
- Location: In country
- Timing: Approximately 12-14 months after award.

Chief of Party Presentations (optional)

- Format: Half-day presentation and discussion / one presentation per awardee
- Location: In country
- Timing: Approximately 13-15 months after award