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**Deadline for Questions:** TBD (10 days from the final RFA's posting)  
**Closing Date:** TBD  
**CFDA Number:** 98.007  
**Closing Time:** 11:59 a.m. (Eastern Standard Time)

**Subject:** Request for Applications for a Resilience Food Security Activity in Haiti

**Title:** Fiscal Year 2022 Bureau for Humanitarian Assistance Resilience Food Security Activity in Haiti

**Funding Opportunity No.:** 720BHA21RFA00002

The U.S. Agency for International Development (USAID) Bureau for Humanitarian Assistance (BHA) is seeking applications for funding for a Resilience Food Security Activity in Haiti.

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>, BHA 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 BHA sets funding levels for successful applicants. BHA will notify successful applicants of any changes or updates, accordingly.

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<sup>1</sup>This RFA is not accompanied by a Country Specific Information (CSI) document. BHA issues CSIs in conjunction with RFAs only when an RFA covers more than one country. This was the case in Fiscal Year 2019 when BHA 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.

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

BHA cannot make final awards until funds have been fully appropriated, apportioned, allocated, and committed. While BHA anticipates that these procedures will be successfully completed, BHA hereby notifies potential applicants of 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 AWARING AGENCY CONTACTS](#)

[SECTION VIII – OTHER INFORMATION](#)

[APPENDIX I: Definitions](#)

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

[APPENDIX III: FY 2021 Refine and Implement](#)

[APPENDIX IV: Essential Supporting Documents](#)

[APPENDIX V: Maps of the Resilience Focus Zones, the Northern and Southern Departments of Haiti](#)

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 BHA 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 identifiers and System for Award Management (SAM) requirements detailed in [Section IV](#). 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 TBD (10 days from the final RFA's posting).**

Applicants should refer to the Resilience Activity Application Guidance [on the Resilience Activities section of the BHA website](#), including [Technical References](#) and the [Monitoring and](#)

[Evaluation Policy](#), and the [BHA Guidance for RFSAs Operating in COVID-19 Affected Operating Contexts](#).

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 a cooperative agreement 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/

Matthew Nims  
Agreement Officer

## Section I – Program Description

This RFA provides information on funding opportunities for Resilience Food Security Activities (RFSAs), formerly known as Development Food Security Activities (DFSAs). Resilience activities are mandated in the Food for Peace Act. 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, 22 CFR 211 – Transfer of Food Commodities for Use in Disaster Relief, Economic Development and Other Assistance, USAID/Bureau for Humanitarian Assistance Functional Policies (BHAFP), 22 CFR 216 - Agency Environmental Procedures, as well as the additional requirements found in Section VI. 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, BHA posts market analyses, Climate Risk Profiles, and other related resources on the [Country Fact Sheets](#) page of the BHA website, as applicable.

If conditions permit (determined by BHA), 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 applicants from phase one will receive an issues letter and may receive invitation letters 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. BHA Resilience Food Security Activities

The Bureau for Humanitarian Assistance (BHA) is the U.S. Government leader in international food assistance. BHA works to reduce hunger and malnutrition and promote 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 BHA, USAID works to improve and sustain the food and nutrition security of vulnerable populations through multi-year resilience food and nutrition security activities. These activities work at the individual, household, community, and institutional levels to address the underlying causes of food insecurity and malnutrition and strengthen transformative opportunities. This includes a focus on improving food access and incomes through agriculture and other livelihoods initiatives; enhancing ecosystem services through natural resources management; combating under-nutrition, especially for children under two and pregnant and lactating women; and reducing and mitigating disaster impact through early warning and community capacity building and preparedness activities. RFSAs are intended to strengthen resilience in populations vulnerable to acute, chronic hunger, and malnutrition; recurrent shocks, stresses, and crises; and to reduce the need for ongoing or future emergency food assistance. These

activities are increasingly integrated with other USAID efforts to promote resilience and reduce extreme poverty.

Since FY 2016, BHA has been awarding its RFSAs under a post-award co-creation model known as Refine and Implement (R&I) which is intended to improve the activity design, appropriateness for context, and implementation planning.

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

- Pre-implementation formative research and analysis that addresses evidence and knowledge gaps, strengthens understanding of local context, and helps to prioritize behaviors the activity will address;
- Small-scale operational research, piloting implementation strategies, and start-up of proven, evidence-based implementation strategies;
- Meaningful community engagement to 1) enable two-way feedback and participation around the planned activity, interventions and refinement period, 2) enhance understanding of local needs, opportunities and aspirations, and 3) ensure mutual accountability, including in decision making processes.<sup>2</sup>
- Participatory stakeholder engagement for strengthened local partnerships, capacity development and coordination;
- Refining the Theory Of Change (ToC) and implementation plans; and
- Preparation for implementation through hiring, staff training, and procurement of goods and services.

At the end of the Refinement Period, the Recipient and BHA will agree on a revised ToC and implementation plans, and on the activity social and behavior change strategy. The awardee should continue employing principles of adaptive management and ‘refinement’ approaches throughout the life of the award. See Appendix III for additional information.

An external evaluation will be completed in year four of the BHA-RFSA. BHA will consider extending the BHA-RFSA for up to five additional years if the evaluation finds that the activity has been exceptionally high performing and has substantial potential to make a larger contribution to BHA goals in the extension period. The R&I model creates the opportunity for BHA RFSAs to more closely align with BHA strategic and programmatic priorities (See Section 2). Any extension beyond the initial five-year award is subject to the Determination to Restrict Eligibility (DRE) approval process in USAID Automated Directives System (ADS) 303.

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<sup>2</sup> Community briefings and consultative processes should take place in every community, while more extensive community visioning sessions should be carried out in a robust subset of communities.

## 2. BHA Goals and Objectives

The mission of the Bureau for Humanitarian Assistance (BHA) is to save lives, alleviate human suffering, and reduce the physical, social, and economic impact of rapid and slow-onset disasters, including support for at-risk populations to build stable foundations for their Journey to Self-Reliance. BHA is fully committed to implementing USAID's mandate as the lead U.S. Government coordinator for international disaster response.

BHA brings together the vast expertise and resources of USAID's former Offices of U.S. Foreign Disaster Assistance (OFDA) and Food for Peace (FFP)--each with more than half a century of experience--into one influential voice on humanitarian assistance, enabling us to deliver life-saving assistance more efficiently and effectively. BHA achieves its mandate in coordination with affected populations, host governments, other USAID Bureaus, U.S. Government agencies and offices, other donor governments, and the private sector. BHA partners with Public International Organizations and local and international nongovernmental organizations (NGOs) to advance its mission and achieve results throughout the world.

- **BHA Principles and Commitments**

In its role as a global leader in the international humanitarian system, BHA is committed to supporting principled humanitarian action and to promoting reforms that will increase the effectiveness and efficiency of humanitarian programming. For BHA and its partners, these commitments translate into work on the ground that models principled humanitarian action while moving reform efforts forward. BHA pursues efforts aligned with the humanitarian principles of humanity, neutrality, impartiality, and independence. BHA is also committed to advancing Grand Bargain reforms to increase the effectiveness and efficiency of humanitarian assistance, including through improved linkages between humanitarian and development planning, when appropriate.

BHA is also committed to supporting USAID's Journey to Self-Reliance through early recovery, risk reduction, and resilience activities to complement humanitarian assistance. BHA focuses its early recovery, risk reduction, and resilience efforts where it can leverage existing humanitarian investments or where it can reduce existing humanitarian need; in contexts prone to recurrent crises and/or with pre-existing vulnerability and risk; and where investments have potential for measurable outcomes and/or impact.

BHA RFSAs may include in-kind food distributions or market-based interventions such as cash transfers or food vouchers, promotion of key nutrition messages, context-specific capacity building for livelihoods (notably agriculture), and broader community development initiatives, among other interventions, while seeking to reduce the need for future emergency food assistance.

BHA is committed to responding to and mitigating the effects of natural hazards and complex crises while building human and institutional capacities to withstand recurrent shocks and stresses. By providing a solid platform for further investments, BHA creates and advances opportunities for transformative and lasting change, thus enabling countries and populations to effectively prepare for, respond to, and recover and transition from rapid-onset and chronic humanitarian crises to more long-term development outcomes.

- **Key Policy and Legislative Frameworks**

BHA strategy brings together the responsibilities of the former OFDA and FFP. While BHA strategies are finalized, the [Policy for Humanitarian Action](#) and the [Food Assistance and Food Security Strategy](#) may serve as general guides in the interim.

As BHA moves forward, strategy and programming may reflect central former OFDA and FFP policies. Relevant policy frameworks may include the [USAID Multi-Sectoral Nutrition Strategy 2014-2025](#); USAID’s 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](#).

Legislative and Funding Authorities for BHA include [Section 491 of the Foreign Assistance Act \(FAA\)](#) and Title II of the [Food for Peace \(FFP\) Act](#). BHA is authorized to undertake “nonemergency” food assistance programming that aims to alleviate the causes of hunger, promote economic and community development, promote food security, and build resilience to mitigate and prevent food crises and reduce the need for future emergency assistance.

In addition to these guidelines, BHA issues functional policies, technical reference and guidance documents, and other resources to support applicants and partners. Many of these focus on specific technical areas or humanitarian sectors and may include technical requirements for all award applicants.

### **3. Background/Context**

Haiti faces critical food security needs given repeated hydrometeorological hazards and political instability in recent years on top of high levels of poverty. Haiti has faced civil unrest and violent political disturbance since its independence which has severely hampered its economic and social development. Ongoing political instability, a deteriorating economy, gang violence and street protests have resulted in increased security concerns and limited peoples’ access to essential services and markets. Two incidents of “Pays-Lock” protests, one in 2018 and one in 2019, have significantly impacted Haiti’s economy by driving up food prices and reducing employment opportunities.

Besides the socio–economic and political situation, COVID-19 poses a significant risk to Haiti. As per the daily data provided by the Ministry of Health, the current reporting case rate is low compared to other countries in the region. However, it remains a major threat due to

the country's poor health infrastructure and limited ability to respond to a widespread epidemic. The political situation is expected to remain unstable, further weakening the country's economy and capacity to provide essential services to combat the COVID-19 virus.

The poorest farmers in Haiti cultivate around 0.54 hectares per household while the wealthiest farmers cultivate 2.51 hectares per household--both of which are insufficient to fully support demand. Producing among the lowest yields in Latin America, exacerbated by post-harvest losses (PHL) of 50-60 percent, the agriculture sector supplies less than 50 percent of Haiti's food needs and 20 percent of gross domestic product (GDP). Accelerated land degradation and the effects of natural hazards further decrease the ability to produce consistently.

There are several key underlying problems in Haiti linked to the extraction and poor management of natural resources. This includes the degradation of productive lands, damaged watersheds, collapsed spring catchments, the unsustainable use of marine habitats, water contamination from human and plastic waste, and limited enforcement of environmental regulations. The lack of secure land tenure also plays a role in degradation. Instability and violent conflict are also attributable to weak natural resource management and environmental degradation.

Livelihoods pursuits in Haiti tend toward a layered approach--multiple sources of income pieced together, both on-and-off farm. Investment in the private sector is very low, constricted by high transportation costs and poor road conditions, low consistency and quantity of high-quality products, competition with Dominican Republic (DR) goods, and political instability. What larger industry that exists is largely family-owned and employment inaccessible to most rural Haitians. Therefore, most rural non-farm livelihoods are micro-scale, local services and supply of goods.

Women work mainly in post-harvest handling (PHH) and marketing of agricultural and non-agricultural products. Only a fraction of women working in agriculture own their own plots, and few are paid in cash for working on plots owned by others, diminishing their financial independence.<sup>3</sup> In 44 percent of households, women live alone with their children due to male temporary or permanent migration.<sup>4</sup> This type of household faces greater challenges to meet food and nutrition needs.<sup>5</sup>

Youth represent the majority of the Haitian population, and the key role they play as agents of change is being limited by high levels of unemployment, gang violence, and overall instability in the country. Meanwhile, early pregnancy and youth parenthood contribute to interrupted education and increase health and nutrition problems for adolescent mothers and their infants.

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<sup>3</sup> USAID/Haiti. "Gender Analysis DO2 PAD", 2019. Pag. 17.

<sup>4</sup> The United Nations Country Team in Haiti reports in its Common Country Assessment that "in rural areas, households are to a large extent headed by women". (UN. June 2017, p.103).

<sup>5</sup> <https://www.refworld.org/docid/59ef1c184.html>

Haitian women are expected to be the primary household caregivers and responsible for productive work, and they also often serve in community activities. Such gendered division of labor contributes to women's double and triple time burden and workload. Rural women are often full-time market traders in addition to agricultural laborers, and they spend twice as much time as men on domestic chores (15 hours vs. 7 hours weekly average), with up to 5 hours a day collecting firewood and several hours a day fetching water. Women are also the primary decision-makers on family nutrition and usually responsible for food preparation.

Stunting rates for children under 5 in Haiti have not improved since 2012, hovering around 22 percent, (Haiti DHS 2012<sup>6</sup> & 2017<sup>7</sup>) with the highest rate in Centre departments at 30 percent. Stunting is associated with low quality diets of girls, women, infants and children, among other determinants. Several diet quality-related indicators in Haiti have shown limited improvement over the last decade. Since 2012, dietary diversity of children, frequency of feeding of children, and exclusive breastfeeding of infants have not improved or have deteriorated in the four target departments. For example, dietary diversity of children 6-23 months has worsened in Sud, Grand Anse, and Nord-Est and stands at a dismal 23 percent, 18 percent, and 21 percent, respectively (Haiti DHS 2017). Children and women remain deficient in micronutrients due to low supplementation and poor intake of micronutrients.

In addition, high rates of illness in children lead to poor absorption of nutrients. In particular, diarrheal prevalence for children under 5 is 21 percent with prevalence of children 6 to 11 months at 38 percent<sup>8</sup>. Diarrheal prevalence rates are above 21 percent in all four target departments. Although Water, Sanitation and Hygiene (WASH) interventions are proven to reduce diarrheal disease rates (WHO 2011), Haiti is still lagging in adequate water and sanitation. Only 23 percent of rural households have access to an improved sanitation facility and less than half of households in rural areas have access to an improved water source and toilet facilities<sup>9</sup>. Poor WASH practices and poor operation and maintenance practices of drinking water sources contribute to poor environmental health conditions, which are associated with malnutrition. During the Demographic and Health Survey in 2017, 40 percent of the rural population reported using unimproved water sources, 36 percent practiced open defecation, and 12 percent of rural households had soap and water for hand washing.

#### **4. RFSA Goal and Purposes**

BHA intends to award one cooperative agreement to sustainably improve food security and resilience among extremely poor and chronically vulnerable households and communities in the

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<sup>6</sup> Enquête Mortalité, Morbidité et Utilisation des Services, Haïti, 2012. Calverton, Maryland, USA : MSPP, IHE et ICF International.

<sup>7</sup> Enquête Mortalité, Morbidité et Utilisation des Services - EMMUS-VI 2016-2017 Pétion-Ville, Haïti, et Rockville, Maryland, USA : IHE et ICF.

<sup>8</sup> Enquête Mortalité, Morbidité et Utilisation des Services - EMMUS-VI 2016-2017 Pétion-Ville, Haïti, et Rockville, Maryland, USA : IHE et ICF.

<sup>9</sup> Enquête Mortalité, Morbidité et Utilisation des Services - EMMUS-VI 2016-2017 Pétion-Ville, Haïti, et Rockville, Maryland, USA : IHE et ICF.

South and Grand Anse departments (RFSA Southern target area) and Center and Northeast departments (RFSA Northern target area). Applicants must implement their program in both target areas and may select from a list of eligible or catchment Communes as informed by their own design. Applicants must ensure that Communes in the Southern department are included in their RFSA Southern target area. Additionally, the proposed areas of implementation must include both the Northern and the Southern Resilience Focus Zones. No proposal will be considered responsive unless both Zones are included. See Appendix V for Maps and eligible Communes. The cooperative agreement will follow the R&I approach.

Subject to the availability of funds and commodities, applicants must request in-kind Title II commodities. BHA's most recent list of Title II commodities can be found in the [BHA FY21 Commodity and Ocean Freight Price Estimates document](#). For each fiscal year of funding, the portion of the award funded by Section 202(e) of the Food for Peace Act must not exceed 50 percent of the annual budget, meaning that at least 50 percent of each year's budget must be comprised of commodity procurement, ocean transportation, and Internal Transportation, Storage, and Handling (ITSH). ITSH funds can only be programmed in conjunction with commodities sourced from the United States, not with commodities procured locally, regionally and/or internationally. Other types of funding and monetization are not authorized. All resource requests must be appropriately justified. BHA intends to award one cooperative agreement of approximately \$50 million, in Title II resources, for a five year period.

## **Goal**

The goal of the activity is that *chronically food insecure households and communities have improved food and nutrition security and enhanced resilience to shocks.*

## **Purposes**

The desired high-level purposes are as follows:

- Enhanced sustainable management of natural resources
- Increased consumption and utilization of safe and nutritious foods, especially by women and children
- Households attain more profitable livelihoods

### **Purpose 1: Enhanced sustainable management of natural resources**

BHA seeks an approach to restore, improve, and protect natural resources in the target area. Key interventions will foster stakeholder collaboration, improve household and community capacities, and address issues linked to built and nature-based solutions (NbS). Stakeholder collaboration extends beyond just community members and leaders and could include local and/or regional government, other donor-funded programs, local communities and organizations, and the private sector, for example. Improved capacities should not only

focus on strengthened community engagement in natural resources management (NRM) including water, but also build individual and community skills to more readily absorb, adapt, and recover from the effects of shocks and stresses. Proposed infrastructure, including NbS, should include how communities will ensure investments are of high quality with an early focus on long-term management. For all interventions within this purpose, sustainability is a critical factor.

Applicants should articulate a strategy of households capacity building that will enhance capacities of communities to more readily absorb, adapt, and recover from the effects of recurrent shocks (hurricanes/ floods, earthquakes or other natural hazards) and stresses (e.g., COVID-19, drought, pests, soil erosion/degradation, etc.) to achieve transformative results. Applicants should demonstrate how this capacity building leverages existing local policies, platforms, systems, and structures. Absorptive capacity should be understood as a community's ability to minimize exposure to shocks and stresses through mitigation measures and appropriate coping strategies to avoid permanent, negative impacts. Adaptive capacity should be understood as a community's ability to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Transformative capacity should be understood as the capacity to make intentional change to stop or reduce the causes of risk, vulnerability, poverty, and inequality, and ensure the more equitable sharing of risk so it is not unfairly borne by people living in poverty or suffering from discrimination or marginalization.

**Purpose 2: Increased consumption and utilization of safe, nutritious foods, especially by women and children**

Lasting improvements in key behaviors related to women's diet and feeding and care of Haitian infants and young children will require high quality Social and Behavior Change (SBC) linked to improved access to quality community services and markets. Priority should be placed on interventions and strategies that address stagnating nutrition and WASH behaviors in the target communities. Partners shall describe how the project will address barriers and enablers to adoption, including social norms. Messaging, or unidirectional communication, to improve dozens of practices targeting mothers has proven insufficient in Haiti to sustainably improve nutrition and WASH behaviors. Partners may also evaluate the fecal-oral route for disease transmission and may consider efforts to improve environmental health.

SBC activities should be directly linked with other RFSA purposes and other USAID/Haiti investments such as Projet Santé, RANFOSE and AKSYON. Prior to proposing specific interventions and strategies, partners should clearly prioritize and justify the behaviors which would address causes inhibiting achievement of the purpose, "Increased consumption and utilization of safe, nutritious foods for women and children." While applicants may select up to

six priority outcomes for this purpose, USAID BHA suggests<sup>10</sup> inclusion of the following four outcomes:

- Improved dietary diversity of children 6-23 months
- Exclusive breastfeeding of infants under 6 months
- Reduction of young child mouthing and handling of feces and fomites
- Increased hand washing practices of children under 5 and their caregivers

Access to safe, diverse, and nutrient dense food is a clear problem, especially for poor and extremely poor Haitians who have limited purchasing power. As described above, diet quality is a challenge that extends beyond insufficient knowledge of which foods are best to improve diets of women, girls, and children under two. Applicants should highlight how the project will strive to improve access to diverse foods, especially with regards to the prioritized outcomes described above such as dietary diversity of children 6-23 months. Applicants should examine a range of approaches and modalities to improve the availability of diverse, nutrient dense foods and locally available fortified foods,<sup>11</sup> targeting the first 1,000 days of a child's life (new mothers, pregnant and lactating women (PLW) and children under two) and household members with limited purchasing power. These approaches may include homestead production, improved market access using vouchers or cash, and direct distribution of Title II specialized nutritious foods. (For purpose 2, please see the Technical Approach sections Multi-sectoral Nutrition and SBC.)

### **Purpose 3: Households attain more profitable livelihood**

To meet their food and nutrition security needs, approaches must also address participants' ability to attain sustainable, reliable, and sufficient livelihoods that are resilient to shocks and stresses. Financial services which could enable small business creation, expansion, or consistency of cash flow are largely unavailable to rural populations within the target locations. Non-material aspects such as conception of and skills for viable livelihoods are also generally lacking, and with small agricultural producers, the capacity to gain the benefits of acting collectively are greatly limited.

As such, BHA seeks market-based approaches which address these barriers to consistently-profitable livelihoods. Interventions should address on-farm, off-farm, and/or non-farm livings, from self-employment to small business creation, specifically prioritizing the interests of women and youth. Successful applications will help enable access to financial services and capital **appropriately suited to the target population**, and accompany participants along complete pathways from livelihood conception, to training, to realization and maintenance. If targeted, small scale farmers should be empowered to capitalize on collective production and sales. Realistic and locally-appropriate opportunities should build on existing socio-economic

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<sup>10</sup> Alternatives to the suggested behaviors may be proposed if the applicant has sufficient justification for making the change.

<sup>11</sup> The USAID Haiti RENFOSE project is supporting large scale fortification of wheat flour, vegetable oil, and salt.

structures and make innovative use of resources typically available to targeted participants, to promote livelihoods that sustain a living wage independent of humanitarian assistance.

## 5. Programming Principles

- **Safe, Accountable, and Inclusive Programming**

Applicants are expected to design and implement programs that promote safety and dignity, meaningful access, accountability, and participation and empowerment. Risk assessments should be conducted regularly and inform the targeting criteria, design, and adjustments to programs accordingly, implementing corrective measures as needed. Applicants are expected to consult with representatives of different segments of the population – women, men, boys, and girls; those with disabilities; older people; ethnic or religious minorities; and others in marginalized or vulnerable groups – to understand their practices, capacities, and coping strategies.

The application should reflect potential risks and address how the following four elements will be taken into account in the specific program activities: 1) Prioritize Safety and Dignity, and Avoid Causing Harm; 2) Meaningful Access; 3) Accountability; and 4) Participation and Empowerment.

Partners are expected to nuance these existing requirements to reflect COVID-19 considerations and factors, ensuring that program approaches remain safe and accessible and do not amplify existing risks, or create new ones. RFSA programs can play an important role in minimizing the impact of the pandemic and protecting nutrition security gains, and considering new risks facing households, communities, service delivery and local systems. However, the beneficial impact of interventions must be balanced with the safety, health and wellbeing of partner staff, and of those populations we serve. For more information, please refer to [Guidance For BHA Development Food Security Activity Partners Working In Covid-19 Affected Operating Environments](#).

- **Design for People-Centered Approaches**

Working with communities and institutions is a pathway to addressing 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. BHA 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, capacities, risks, opportunities and constraints, 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.

Given the concerning civil insecurity and political unrest and historical gender inequalities, applicants should pay particular attention to social dynamics that could affect people-centered approaches. Community power dynamics, existing community tensions related to natural resource management, different livelihoods, gender, age, social class, physical capabilities, and political or religious affiliation may all be important factors to consider.

- **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. BHA activities must identify, understand and address social and gender norms and disparities, power dynamics, levels of diversity and inclusion, and the nature of participation within local systems—including social dynamics in local communities, formal and informal institutions- in their target area(s). When left unaddressed, they have the potential to undermine development impacts or, conversely, to enable positive change when enhanced in ways that increase motivation, equity, social cohesion, and transparent socially accountable service delivery. BHA 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.

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

A thorough analysis of the drivers of food and nutrition insecurity for each sub-target population and thoughtful, direct, and inclusive engagement of communities in the design can facilitate a more tailored approach to programming specific to each sub-target population. The analysis should incorporate ways in which barriers to food security relate to and influence each other and their impact on each sub-target population. Carefully designed and implemented interventions tailored to the specific set of participants for each separate intervention provide greater potential for short-term impact and long-term sustainability than a “one-size-fits-all” approach. Understanding and responding to the local context and specific needs of different groups, while also striving to promote social cohesion, can facilitate opportunities for transformative change and help communities to grow, strengthen systems, and improve well-being for the most vulnerable.

- **Prioritization and Focus**

A highly complex set of determinants affects food availability, access, utilization, and stability. In low resource environments, the full range of context-specific needs and opportunities can easily exceed the capacity of any one project 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 both absorb and apply. Effective programming

will identify leverage points and factors that address key drivers of food and nutrition insecurity and seek to prioritize and sequence a limited number of interventions. Prioritization and focus on a limited number of factors affecting each purpose or objective of an applicant's RFSAs is key. Lessons learned from previous RFSAs evaluations have indicated that projects often try to respond to all determinants of food insecurity and malnutrition. The result has been limited success. Some interventions are successful, while others are not implemented at all or are only successful at a very small scale due to a lack of prioritization and focus. BHA discourages approaches that have too many wide-ranging interventions. Applicants are therefore expected to analyze the context of the specific communes or departments of operation, and identify the priority capacities and needs to develop programs specific to that context and the targeted populations. This will help keep the design feasible, catalytic in nature, and tailored to the needs of each population, while also allowing for a higher degree of quality and impact. In supporting this approach, BHA seeks to extend the depth of programming to facilitate the pathway of households and communities to graduate from extreme poverty.

- **Strive for Sustainability**

In its goal statement, BHA 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 BHA 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.

- **Leverage Collaboration to Achieve Collective Impact**

The Haiti RFSAs will be expected to strategically and operationally work in line with relevant national and local government policies and systems and leverage and link with other actors working to address the drivers of food insecurity. Applicants should discuss key relevant policies (both national and sub-national), how the proposed interventions would help realize the policies, or how interventions would address policies that may inhibit communities from sustainably addressing food insecurity. Such collaboration will require coordination, joint planning, strategic alignment, and shared accountability and learning among stakeholders and can lead to more effective and lasting results through collective impact. Operationally layering, integrating, and sequencing different projects and interventions with other development and humanitarian actors will promote more holistic, impactful and sustainable outcomes.

Key to leveraging collaboration and achieving collective impact are a number of conditions of shared success. BHA encourages applicants to endeavor to achieve these conditions to the extent possible as outcomes of their activities. These include:

- **Common Agenda:** All stakeholders have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

- **Shared Measurement:** Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
- **Mutually Reinforcing Activities:** Activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
- **Continuous Communication:** Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

Key to achieving these conditions will be dedicated management support. Whether it is through an individual, a team, or a steering committee of stakeholders (including USAID), applicants should propose a management approach or mechanism to maintain overall strategic coherence, coordination and management of day-to-day operations and activity implementation.

Given Haiti's recent history of political and social unrest and vulnerability to shocks, the USAID/Haiti Mission is focused on programming to increase the resilience of people, households, communities, and systems through building adaptive, absorptive, and transformative capacity. Working with communities to invest in resilience across sectors (e.g. food and nutrition security, healthcare, and governance) will prepare people, households, communities, and systems to mitigate and respond to shocks as they occur and reduce the impact of recurrent crises in the long-term. Applicants should consider layering their RFSA with specific ongoing and forthcoming USAID programs. These include but are not limited to: the "AKSYON," "Haiti WASH," and "RANFOSE" activities which promote nutrition security and the "Reforestation" and "Haiti Invest" projects, which promote livelihoods, natural resources management, agricultural development, and private sector engagement.

The new Haiti RFSA will also be expected to sequence its start up and implementation with newly designed programs by the USAID Haiti Mission. Specifically, the Haiti Mission is issuing a solicitation to implement the "Haiti Resilience and Agriculture Sector Advancement" (HRASA) activity. The HRASA activity is contemplated to be issued near the same time as the current RFSA, and coordinating the launch and implementation of both HRASA and the RFSA will likely be a requirement for both awardees as a coordinated strategy to achieve USAID's resilience objective in Haiti. See Appendix III for more detail about specific requirements during the Refine and Implement (R&I) period.

This RFSA activity contributes to the current USAID/Haiti Mission's overarching [Strategic Framework](#) and specifically to the Development Objective 1 (DO1) program. The underlying assumption for resilience within the DO1 program is that by deliberately layering, sequencing, and integrating efforts, the collective activities will produce greater and more sustainable results than any single activity could do in isolation. This RFSA and all other USAID activities in the Resilience Focus Zones will be required to contribute to the DO1 results framework, transformative outcomes and operational principles.

To facilitate the collaborative process, DO1 activities will be required to do the following:

- Proactively seek opportunities for joint programming that amplifies results;
- Describe joint activities in annual work plans that clarify roles and responsibilities around specific programmatic linkages with other DO1 activities;
- Conduct joint site visits with other DO1 partners, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events; and
- Contribute to joint indicators linked to the DO1 results framework, analysis, and the diffusion of reliable information in collaboration with other DO1 activities.

USAID Haiti Mission experiences indicate that interventions supported by a broad partner base are more likely to result in successful and inclusive socio-economic development. Expanding Haiti's partner base will mobilize the expertise of in-country actors and stakeholders (including regional and municipal governance structures, CSOs, the private sector, associations, and educational institutions, among others) to advance inclusive humanitarian assistance, economic growth, and social progress. Thus, applicants should explore leveraging other donor investments, including the World Bank, the Inter-American Development Bank, the European Union, France and Canada and provide a landscape of donors and programs in the targeted areas, including the name of the activity, duration and purpose. These donors have funded several activities supporting agricultural development, food security, natural resources management, and disaster risk management in Haiti.

- **Use Evidence and Learning for High Quality and Adaptive Management:**

BHA activities should draw on learning from past and ongoing food security and nutrition programming to strengthen program quality and capacity. This approach will help to build upon and apply knowledge from past development and emergency activities in order to gain a holistic understanding of the context-specific, social, political, economic, cultural, and climatic factors that affect stability, resilience, and growth. Effective learning approaches should also work to anticipate context-specific shocks and stressors before they occur and identify and address unanticipated consequences of interventions at the community level through data application and experiential learning. BHA encourages innovative approaches that actively and continually engage community members as well as evidence-based approaches to support highly vulnerable communities on a path towards sustainable change and out of extreme poverty and chronic vulnerability.

Applicants should consider referencing previous USAID and BHA activities implemented in Haiti between 2002 and 2019, including: 1) Development Assistance Program (2002-2007), 2) Multi Year Assistance Program (2008-2013), 3) Development Food Assistance Program Kore Lavi (2013-2019), 4) West Watershed Initiative for National Natural Environmental Resources (WINNER), and 5) Economic Development for a Sustainable Environment (DEED). Evaluations

have been conducted for these activities and the reports for the most recent ones are available on the Development Experience Clearinghouse site for reference. They can be accessed through the following links: [Impact Evaluation, Haiti Title II DAP, March 2007](#), [Final Evaluation Report, Haiti Title II MYAP, January 2014](#), [Final Performance Evaluation, Kore Lavi, April 2020](#), [Performance Evaluation WINNER](#), [Performance Evaluation \(DEED\)](#).

The goal and the geographic focus of recent BHA development projects in Haiti do not exactly align with those envisioned in this solicitation. Nevertheless, the reports provide valuable information on successful and less successful approaches and interventions.

Applicants should develop clear processes to promote adaptive management, allowing new data and experiential learning to be consistently applied to facilitate effective implementation, quick problem identification, and timely course corrections through feedback loops from the field to senior management.

- **Private Sector Engagement (PSE)**

BHA activities should explore strategic opportunities to engage with the private sector where private sector entities' interests overlap with targeted communities' priorities in order to produce sustainable outcomes, consistent with the USAID [Private Sector Engagement Policy](#). PSE approaches may include a range of levels of engagement potentially involving consulting, strategizing, aligning, collaborating, and implementing with the private sector for greater scale, sustainability, and effectiveness of humanitarian outcomes. PSE is a means to an end, not an end in itself.

Therefore, incorporation of PSE into design should build upon what is available and needed in the context of the communities the RFSA works in, whether that involves direct investments, linkages between job training with placement opportunities, or increasing availability of market offerings of products that support food security outcomes. PSE is one pathway in USAID's commitment to building local capacities and systems that bolster countries' self-reliance. Applicants can also refer to the [USAID/Haiti Private Sector Landscape Assessment](#) for additional information.

- **Women's Time Burden Reduced**

Haitian women are expected to be the primary household caregivers, responsible for productive work, and also often serve in community activities. Such gendered division of labor contributes to women's double and triple time burden and workload.

Women in Haiti spend twice as much time on domestic chores compared to men, all of which is unpaid. Domestic tasks include cleaning in and around the household, food preparation, and caring for children and other family members. Many Haitian women, particularly in rural areas, spend hours each day collecting firewood and water, activities that are not only time-

consuming but also potentially dangerous, as women can be subjected to gender-based violence (GBV) when searching for this type of natural resources for household consumption. Women also have productive responsibilities including, in many cases, generating income for the household. In the agriculture sector, women devote hours to the maintenance of garden plots or farm-related chores such as weeding, harvesting, or animal management. Though some Haitian women may be full-time market traders with the potential to become economically independent, many women remain confined to traditional, unpaid household roles and responsibilities, which do not afford them the same social status as men. Studies suggest that the load of labor for Haitian women may not necessarily decrease during the period of pregnancy and breastfeeding, nonetheless men may help them on demand.<sup>12</sup> Women's time burden during pregnancy and breastfeeding may have a negative impact on mother and child nutrition. Women's time burden may not only have negative health consequences such as high levels of stress and malnutrition, but such burdens also reinforce Haitian women's lack of autonomy in regard to property, resources, improved means of production, and opportunities to economic vitality.<sup>13</sup>

BHA strongly encourages RFSA applicants to examine how proposed RFSA interventions may impact women's time-burden and workload. This includes understanding women's time burden risks within specific contexts and defining mitigation plans to address them throughout an activity life cycle. Addressing women's time burden is not just a Do No Harm principle but also an entry point to addressing root barriers to sustainable food and nutrition security outcomes.

## 6. 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.

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<sup>12</sup> Nutrition Causal Analysis 2019. Pag 78.

[http://www.linknca.org/etude/district\\_of\\_anse\\_dhainault\\_grandanse\\_department.htm](http://www.linknca.org/etude/district_of_anse_dhainault_grandanse_department.htm)

<sup>13</sup> USAID/Haiti Gender Assessment, Volume 1 Gender Assessment Report 2016. Page 22 and Page 42.

<https://banyanglobal.com/wp-content/uploads/2017/07/USAID-Haiti-Gender-Assessment.pdf>

**For more information, particularly concerning eligible uses of Section 202(e), and Internal Transport, Storage and Handling (ITSH) funding, please refer to [USAID/Bureau for Humanitarian Assistance Functional Policies \(BHAFP\) 20-01](#)**

## **7. 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>14</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.

## **8. 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, [USAID/Bureau for Humanitarian Assistance Functional Policies \(BHAFP\)](#), which are available on the USAID website.

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

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

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

Subject to the availability of funds under this RFA, BHA intends to award one cooperative agreement of approximately \$50 million for a RFSA in Haiti. BHA anticipates funding the award with Title II resources, for a five-year period, subject to the availability of funds and satisfactory performance.

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. BHA will notify the applicant(s) of any changes or updates accordingly.

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<sup>14</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.

## 2. Anticipated Start Date and Performance Period

The anticipated start date of the new award(s) will be on or about October 2021. The award(s) will be issued for a performance period of five years, with a potential extension up to an additional five years, dependent upon USAID's review and evaluation of the awardees' performance. BHA anticipates the Haiti FY 2022 RFSA(s) will use the Refine & Implement model to continue co-creation throughout the life of 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 annual 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 one cooperative agreement 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 since BHA neither expects, nor desires exclusivity for local organizations.

## **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 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 [FY21.RFSA.RFA.Haiti@usaid.gov](mailto:FY21.RFSA.RFA.Haiti@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 [BHA Application and Award Management Portal \(AAMP\)](#).

#### **1. Application Format**

The application must be specific, complete, and concise. BHA 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, BHA 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 organization applying;
- 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), Internal Transport, Storage and Handling (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	

- a. Total Direct Activity Participants: The number of unique individuals who will directly participate in RFSA interventions during the period of performance (if someone participates in more than one intervention, only count them once).
- b. Total Direct Activity Participating Households:<sup>15</sup> The number of unique households targeted by the project.

**Direct Activity Participants by Program Area**

Program Area (These are illustrative examples)	a. Participant Numbers	b. Number of Households	Proportion of total households in the target area
Maternal and Child Health			
Nutrition			
Agriculture			
Disaster Risk Reduction			

- a. Participant Numbers: Unlike the total direct RFSA participants, participant numbers are not unique. The total number of participants for each program area 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, they must only be counted once in this table, under that program area.
- b. Number of Households: The number of households within each program area during the period of performance is unique but can be double counted across program areas. If two or more participants come from the same household, it will be counted as one. For example, if members from the same household participate in interventions related to maternal and child health and agriculture, the household can be counted once under maternal and child health, and once under agriculture.
- c. Proportion of total households in the target area: please divide the number of households targeted under each program area by the total number of households in the target area.

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<sup>15</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.

Program Area: 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 Theory of Change (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 RFSA's food and nutrition security objectives.

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

The RFSA 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 RFSA'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 proposed set of interventions will lead to the desired change;
- The methodology and strategy used for targeting;
- The technical approach that justifies the selection of the specific proposed interventions, with supporting evidence and lessons learned from related programs and contexts, 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 BHA 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. Different methods may be required to achieve the same high level purposes in the Northern and Southern target areas based on information contained in the Haiti Market Analysis and other contextual analysis. 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 and nutrition security context, including chronic, acute, and micronutrient malnutrition.
- A description of socio-economic, political, environmental, and climatic context; status of infrastructure, and market; and safety and security considerations that may positively or negatively influence the implementation of the RFSA 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.
- An analysis of the local systems that influence the community's ability to sustainably engage in solutions to food insecurity. This may include a description of dynamics regarding roles, relationships, rules, results, and resources in a local system.

## 2. Conceptual Framework

- **Theory of Change:** A Theory of Change (ToC) is the conceptual foundation of the RFSA'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. BHA requires a ToC diagram accompanied by complementary ToC documentation. The complementary information in narrative or table format outlines external actors, evidence base, clarifies rationales, assumptions, and associated risks that may not be readily apparent in the ToC diagram. Complementary documentation may describe key assumptions and related risks, contribution of other activities (outside of the proposed activity), and evidence and rationales that explain the pathways to achieve sustainability of outcomes. 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 [Office of Food for Peace Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities V2.0](#) 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

## [BHA Policy and Guidance on Monitoring, Evaluation, and Reporting](#) for Development Food Security Activity.

An applicant's LogFrame should include indicators to monitor and evaluate the performance of the RFSAs. Applicants must keep in mind that BHA has a list of required (R) and required if applicable (RiA) [performance indicators](#). These should be reviewed carefully during the development of an applicant's LogFrame. For the application, only outcome indicators are required for the LogFrame; however, if an applicant chooses to include output indicators, the use of BHA output indicators is preferred. BHA requires the successful applicant to submit a comprehensive LogFrame with all relevant indicators as outlined in the [Office of Food for Peace Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities V2.0](#) with the Monitoring and Evaluation (M&E) Plan; BHA will notify this applicant following the initial review and evaluation.

For target setting, applicants are only required to establish targets for higher level impacts - usually key baseline indicators. All life of award targets should be ambitious yet achievable and indicate the type of survey (i.e. randomized control trial, population based), activity objectives, and status of the intended participants and populations. **Note:** BHA does not require applicants to submit an Indicator Performance Tracking Table (IPTT) as part of their application; the successful RFSAs applicant would 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

Applicants need to consider all community members when designing approaches to enhance food and nutrition security and increase resilience; applicants should intentionally and consistently account for community social dynamics and seek to enhance social cohesion as part of the program design. Applicants should seek to target the most vulnerable households in the community for direct benefits and the project strategy should use strong secondary adoption approaches to spread the learning to less vulnerable households in the community. With this in mind as a core principle, BHA requests applicants to present a targeting strategy that takes into consideration the following groups:

- 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. Applicants should refer to the Government of Haiti's SIMAST (Information System of the Ministry of Social Affairs) to help identify the most vulnerable households in targeted communities.
- Chronically vulnerable households (living at or slightly above the poverty line) that are not extremely poor, but could slide down to extreme poverty with either predictable or unpredictable shocks, such as extreme weather events, food price changes, etc. SIMAST should also be referenced when identifying these households.
- Households with children, adolescents, and women at risk of chronic and acute malnutrition in order to improve maternal and child health and nutrition and infant and

young child feeding practices. In particular, attention should be on pregnant and lactating mothers, adolescent females of childbearing age, and caretakers of infants and young children, to minimize the risk of chronic malnutrition. BHA recommends that a significant percentage of households targeted with nutrition interventions be targeted with other food security interventions as well, in order to ensure sustainable outcomes. However, applicants must be very thoughtful and intentional to factor in women's time burden and potential tensions within the household, if females are explicitly targeted for certain activities. BHA expects a high caliber analysis of such dynamics and a commitment to genuinely and holistically support girls and women.

- Adolescents and youth. Young people are such a large proportion of Haitian society and can play a tremendous role as leaders and standard-bearers for new attitudes and practices. Likewise, it is critical to engage these populations for improved livelihoods prospects.
- Single and elderly-headed households as well as households with chronically ill and disabled members. These types of households may well already be included in the first two categories of very poor and highly vulnerable.
- Whole-of-community targeting as appropriate, particularly for activities related to Natural Resource Management, Disaster Risk Reduction, and/or water, sanitation, and hygiene.

Applicants may also want to consider how communities and households have been impacted by COVID 19, particularly as it relates to their food security.

As noted above, applicants should refer to the Haiti Deprivation and Vulnerability Index (HDVI) which is used to identify the different levels of vulnerability (and used within the SIMAST) to include the most vulnerable and deprived households in the targeted geographic areas. It is not BHA's intention to exclude moderately poor households from interventions but rather to ensure that applicants *include* extremely poor households and chronically vulnerable households to address their specific needs. While it may be appropriate to target the poorest households specifically for some interventions, such as the distribution of food rations, in other cases it may be appropriate to target community members more broadly to enhance social cohesion, mitigate conflict and strengthen community and household resilience.

Applicants should be sensitive to the local context in proposing targeting approaches that promote and protect social cohesion and trust, mitigate conflict at the community level, and do no harm as a result of who may benefit from interventions. Applicants are encouraged to consider the dynamic nature of poverty, food insecurity, and vulnerability. Targeting approaches that humanitarian and development implementers frequently employ may not be sufficiently sensitive to capture this dynamic. Applicants should carefully consider how to balance the competing needs of identifying and targeting extremely poor and chronically vulnerable households with strengthening social cohesion and trust, particularly given how rapidly shocks and stresses can adversely impact communities and lead to increased household vulnerability and food insecurity.

BHA would expect applicants to propose intervention-appropriate targeting criteria. The targeting approach should recognize that working with heterogeneous socio-economic groups can enhance opportunities and foster social cohesion. For interventions that address challenges at the community level, a wide targeting approach might be appropriate, while interventions providing material resources might be better suited for a particular demographic. Applicants should consider and describe how different targeting approaches for various interventions might influence the ability of communities to cooperate on activities; applicants should develop strategies to strengthen social cohesion through this process. Overall, the targeting approach should prominently engage the most vulnerable and deprived and chronically vulnerable households while also appropriately engaging other members and sectors of the community, factoring in social dynamics and looking to enhance cohesion at a broader level.

In developing the targeting strategy, applicants should examine how gender, age, youth, and social dynamics influence each element of food security (food availability, access, utilization, and stability). Improving community-level food security for the long term requires identifying, understanding, and attending to the different experiences, needs, capacities, and conflict sensitivities of women, men, girls, boys, and marginalized groups, including ethnic and religious minorities and people with disabilities. The application should deliberately consider the needs of these diverse groups across all development interventions. BHA highlights the contributions that youth and young adults can make toward building a food-secure future and encourages applicants to incorporate youth and Positive Youth Development approaches in developing its targeting strategy. Haiti's population is young, with more than 50 percent under the age of 23 and 34 percent under the age of 15. Applicants should keep the needs of rural youth front and center, targeting across interventions and sectors.

Finally, in the context of assuming shocks and stressors, BHA expects applicants to have plans for adapting targeting of beneficiaries and program participants to account for changing conditions and emergency needs--see Assume Shocks and Stressors section.

#### **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 RFSA. The technical interventions should come directly from the conceptual framework. This section should include an explanatory narrative about *what* the interventions will be, the evidence about *why* those interventions are being prioritized, and *how* they will be integrated by sector, sequenced, and layered within the RFSA itself and with other stakeholders' (e.g., U.S. Government and other donors) investments to achieve the goal. Additionally, it should be clear *who* are the target participants for each intervention. Applicants should explain how the proposed technical interventions contribute directly to the Theory of Change (ToC). In addition, applicants should present a clear methodology, supported by evidence, justifying how they prioritized and selected their approach/interventions to respond to the identified underlying causes of food insecurity.

BHA 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 should appear 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

BHA would not expect applicants to invest in each sector equally. Rather, applicants should target investments toward sectors where the intervention can realistically achieve transformational and sustainable improvements in food security. It would be appropriate for applicants to prioritize interventions that specifically target the greatest constraints to long-term food security for each targeted sub-population, rather than attempting to target every single constraint identically without regard to how limiting that factor may be. Applicants should 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.

Proposed interventions should align with the BHA 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 BHA’s [Technical References](#). Technical approaches proposed should 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; and
- A 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.

Please note that past BHA programmatic experience and existing evidence demonstrate that the following developmental approaches will not yield a sustainable impact. Therefore, BHA 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 (see [here](#) for more information);
- Free or highly subsidized agricultural inputs, including seed, fertilizer, implements, tools, and animals, without a clear strategy for the eventual full purchase of these items by households;
- Keyhole or tower gardens; and
- 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.

Applicants must propose direct participant data by purpose/sector in the following table to help BHA 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 with 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.

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

- Description of proposed construction activities (as available) 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. To the extent practical, applicants are encouraged to provide bills of quantities (BOQ) and technical drawings for construction activities. The successful applicant will be asked to develop BOQs and technical drawings prior to BHA granting approval for construction implementation as part of the Refine & Implement process.
- 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).
- 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.
- 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).

BHA 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:

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

#### **Use of Resource Transfers:**

As referenced previously, applicants are expected to include an in-kind commodity component, to comprise 50 percent of the annual value of the award, or five million US dollars, inclusive of commodity value, ocean freight, and ITSH. Applicants must articulate how the commodities would contribute to the objectives of the RFA. Please provide justification for the in-kind modality required by this RFA as well as for any additional modalities proposed (if any) for resource transfers (cash transfers and/or food vouchers). Justification language should demonstrate that the proposed modality(ies) would be appropriate to market conditions across the areas of intervention. Applicants are encouraged to review available market data and analysis including USAID commissioned assessments. Applicants should provide details on the transfer and/or ration amount, how this amount was derived, and frequency of transfers.

Should applicants consider utilizing resources transfers to lead to improved nutrition outcomes, BHA suggests that partners consult the new supplemental guidance for modality decision making for nutrition.

### **Multi-Sectoral Nutrition for Women, Adolescent Girls and Children:**

BHA recognizes that improved utilization of food is critical to achieving food and nutrition security outcomes. Nutrition programming within RFSAs must target 1,000 day participants within communities. These participants include individuals who are most vulnerable to malnutrition within a given household, including pregnant and lactating women, children under two, and adolescent girls. BHA requests that applicants address the individual, social, and structural determinants of malnutrition holistically, offering a multi-sectoral package of targeted nutrition-sensitive and nutrition-specific interventions.<sup>16</sup> This package should be focused and contained within Purpose 2: Increased consumption and utilization of safe nutritious foods, especially by women and children. BHA expects applicants to consider four areas to address malnutrition among 1,000 day participants:

- High quality, intensive Social Behavior Change (SBC) interventions addressing a prioritized set of behaviors which have the greatest potential to contribute to achieving Purpose 2 (see SBC section below);
- Increased access and use of quality preventive and curative community health, WASH, and nutrition services. A limited number of services should be prioritized where absolutely necessary to achieve purpose 2, avoiding duplication of other efforts such as *Projet Sante*;
- Increased availability, access, and utilization of high quality, diverse, safe and nutritious foods for Pregnant and Lactating Women (PLW), children under 2, and adolescent girls in vulnerable, food insecure households; and
- Integration of nutrition-sensitive interventions across sectors, including nutrition-sensitive WASH, Health, Gender and Youth, Agriculture, Livelihoods, and Governance.

With regards to improving availability, access, and consumption of nutritious foods for 1,000 day participants, a variety of options may be considered by RFSAs applicants. Notably, applicants may consider conditional or unconditional supplementary food transfers, where appropriate. BHA recognizes that in some cases food transfer may not be appropriate. Whether or not an applicant proposes food transfers as part of nutrition interventions, it is critical that intensive nutrition-sensitive agriculture and livelihoods activities are integrated and layered with the nutrition specific activities.

### **Gender Equity and Integration:**

Applicants must consider gender throughout each section of the application. Integration of a gender informed and responsive approach must be context-appropriate and reflected

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<sup>16</sup> BHA supports the implementation of the USAID Multi-Sectoral Nutrition Strategy's Strategic Objective: to scale up effective, integrated nutrition-specific and -sensitive interventions, programs, and systems across humanitarian and development contexts.

throughout the activity. Female empowerment—promoting women and girls’ self-determination—and transforming gender relations for the better are equally vital for attaining equitable food security that will be sustained over time.

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

- Examples of how gender and age dynamics and roles and responsibilities affect food and nutrition 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 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 and age in the context of social hierarchies and dynamics within households and communities, conflict between youth and elders that erodes social cohesion);
- 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 protection risks such as 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>17</sup> please refer to the [USAID PSEA Policy; and](#)
- 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 address GBV issues linked to interventions.

The applicant should describe how the gender analysis results will be integrated into the RFSA theory of change and interventions and explain how gendered impacts, including unanticipated outcomes, will be monitored and addressed over time. For more information, see the [Technical Reference on Gender](#).

### **Positive Youth Development:**

BHA 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 inclusive and positive youth development (PYD) strategies that view young people as key partners in development efforts, from nutritional programming to strengthening agricultural markets to building food secure

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<sup>17</sup> See Administrator's Action Alliance for Preventing Sexual Misconduct (AAPSM) for additional detail.

communities.<sup>18</sup> Applicants should 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 sex, age, and life situation in the RFSA interventions. Applicants should also consider the unique opportunities the various youth cohorts bring to the program. In particular, BHA advises applicants to incorporate approaches that aim to:

- Promote active engagement of young people across RFSA purposes and interventions;
- Empower young women without disenfranchising young men;
- Strengthen relations and build ties among youth across identities and socio-economic distinctions; and
- Recognize that youth are not all the same. Applicants should consider the needs of different youth groups by age and gender and take into account the characteristics of developmental stages such as early/late adolescence and identity factors such as marital status, societal place, ethnicity, economic class, and role in the household;
- Promote intergenerational dialogue and encourage improved standing and better relations among youth and young adults and their families and communities;
- Engage youth's families, communities, and relevant informal and formal institutions, given their influential role on adolescent nutrition, gender norms, identity and social behaviour, and decision making;
- 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.

BHA encourages applicants to use the PYD approach and domains (assets, agency, contribution, and enabling environment) and Participatory Learning and Action tools to guide youth participation in RFSA interventions. Applicants are strongly encouraged to include activities that engage youth in community problem-solving, opportunities for leadership, community dialogue, and strengthened social ties among youth, their families, and communities. Applicants are encouraged to consult [BHA's review of youth programming](#) for more information.

#### **Disaster Risk Reduction (DRR):**

Applicants must consider the risk of natural hazards throughout the application. It is 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. When the impact of a disaster is reduced (e.g., when a community is able to anticipate and prepare for recurring natural hazards such as earthquakes, droughts, or floods), chances for a more resilient recovery increase. In the context of these guidelines, DRR interventions should mitigate the impact of natural hazards (shocks) on a community while inclusive of vulnerable

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<sup>18</sup> <http://www.youthpower.org/positive-youth-development>

populations, prevent the erosion of household assets and livelihoods, and accelerate recovery. Applicants should integrate DRR with a diverse combination of interdependent activities that contribute to increased resilience (adaptive, absorptive and transformative) capacities, improved ability to address shocks and stresses, reduced risk, and improved social and economic conditions of vulnerable populations.

Applicants are encouraged to use risk-sensitive approaches for all interventions and identify key hazards, vulnerability and exposure, and mitigation strategies in the overall activity design. BHA promotes natural resource management and nature based solutions to reduce risk of natural hazards and avoid large scale structural interventions. Interventions should not only meet immediate needs but also strengthen the ability of people to handle future crises particularly as it pertains to food security. At minimum, applicants should:

- Complement or build on existing USAID DRR supported programs/interventions or draw from best practices and lessons learned from past DRR interventions.
- Explain how specific interventions will serve to strengthen disaster risk management (DRM) capacities, policies, plans, or lead to strategies on any/all levels.
- Describe how the RFSa will integrate relevant governmental and disaster management agencies into the interventions and contribute to the government national risk reduction framework, promoting institutionalization of DRR in the community.
- Describe how the RFSa will promote participation from communities and stakeholders in the development of DRR interventions, encouraging ownership for sustainability of intervention.
- Consider approaches that integrate flexibility and adaptability to respond quickly to the impact of any shocks and stressors.

#### **Natural Resources Management (NRM):**

Hillside agriculture and the production of charcoal are two of the most important drivers of deforestation and tree cuttings in Haiti. Population density is a driver of deforestation because, among other issues, the land passed through families is divided into ever smaller parcels, obligating individuals cultivating that land to maximize profits from all available space. This makes it difficult to keep land fallow, maintain tree cover that does not provide a short-term economic benefit, or invest in long-term crops through agroforestry. In addition, growing populations require more land for housing and agriculture production which leads to unplanned urban expansion and threatens tree based ecosystems across watersheds.

A 2015 report of the Wood fuels Integrated Supply/Demand Overview Mapping (WISDOM) used a complex model to estimate wood-based fuel use in Haiti (Bailis et al 2015). The WISDOM model results indicated that 3,500 kilotons of fuel wood and 230 kilotons of charcoal are burned in Haiti annually. Additionally, the model estimated the mean annual increment of forests in Haiti to be 2,072 kilotons of dry wood. The use of fuel wood alone, 3,500 kilotons per year, outstrips the annual growth. Adding in charcoal impact on wood harvest would add approximately 1,150 additional kilotons (assuming a 20 percent conversion rate) to the total wood demand resulting in a deficit of approximately 2,578 kilotons per year.

Due to the combination of challenges that lead to poor natural resources management, most of the watersheds in Haiti are severely degraded. With a landscape characterized by steep slopes for more than 75 percent of the Haitian territory, this degradation leads to the erosion and the loss of fertility of hillside lands, recurrent flooding affecting people's livelihood, reduced availability of water in irrigation systems, and the pollution of downstream aquatic ecosystems. Decades of intervention in the sector show that traditional soil conservation activities that don't provide economic opportunities to rural communities are not sustainable and don't generate the expected environmental outcomes. Several USAID projects including DEED, WINNER and AVANSE tested promising integrated approaches including income generating agroforestry systems.

Natural resources, which include land, water, soil, plants, and animals, are essential for food security. Forests and mangroves play a key role in the conservation of biodiversity, maintenance of ecosystem services, and as a source for wild foods. Their unsustainable use degrades ecosystem services and biodiversity, negatively impacts livelihoods, drives conflict, and creates further exposure and vulnerability to natural hazards. BHA aligns with USAID's Environmental and Natural Resources Management (ENRM) Framework, supporting NRM for sustainable human use, and recognizes that NRM, including water interventions, are integrated throughout food security activities.

Haiti has Key Biodiversity Sites and three Wholly Irreplaceable Sites, including one in Grande-Anse Department. Not all are protected areas, which only cover about one percent of the country, including several Marine Protected Areas. Applicants should propose evidence-based strategies and interventions as well as creative and novel approaches to restore, improve, and protect natural resources.

Opportunities exist to strengthen community engagement in using and managing natural resources and sustaining assets throughout and beyond the life of the award. Recently completed USAID projects (WINNER and AVANSE) as well as ongoing ones (the Reforestation Activity, the Leveraging Land in Haiti project, and the USAID Water and Sanitation Project), may offer insight into successful approaches and lessons learned. In addition to addressing issues and opportunities, applicants should:

- Describe the implementation team's capacity to address NRM issues and interventions, including citation of organizational policies, strategies, and tools.
- Explain successful NRM practices, including water resilience, as well as those to be avoided in the target area.
- Demonstrate an understanding of Haiti's NRM and water related policies and strategies. This includes the location of Key Biodiversity Sites, Wholly Irreplaceable Sites, and Marine Protected Areas that could be directly or indirectly impacted by the activity's interventions.
- Address how the RFSAs will layer and sequence NRM interventions to address the overarching food insecurity issues in target communities.

- Outline and map out complementary USAID and other donor NRM and water-related projects and explain how the applicant will harmonize these interventions to allow for a comprehensive and sustainable package to target communities.
- Propose a combination of structural (hard, soft, and nature-based) and non-structural (user groups, planning, policy implementation) interventions. Structural interventions can include: source water protection; repair, rehabilitation, and/or construction of water irrigation schemes and drinking water supply infrastructure; and implementation of community-based approaches to the design, construction, and operations and maintenance of these facilities. Non-structural interventions might target multiple stakeholder NRM and water based conflict mitigation and dispute resolution or sustainable systems that provide incentives for protecting or restoring ecosystem services.

### **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. BHA recognizes that social and behavior change cuts across all sectors and is therefore critical to achieving the overall goal and objectives of RFSAs. Applicants should develop SBC programming through an evidence-based, participant-centered process. This process will include, at minimum, a behavior-focused element and a social change element. The behavior element should include the identification of a *manageable* number of key behaviors and audiences (at individual, family, and community levels), selection of a behavior change theoretical framework to guide programming, discernment of the behavioral factors that influence each behavior, and development of a variety of evidence-based interventions that address multiple levels in the system. Design must be informed by initial analysis of the structural, social (cultural and gender related), and internal factors which may prevent or support the practice of the prioritized behaviors. Applicants are strongly encouraged to take inspiration from the [USAID Accelerator Behaviors Nutrition Profiles](#) and [USAID's Guidance on Prioritizing Multi-sectoral Nutrition Behaviors](#). Deeper analyses such as formative research, if needed, should be described including proposed methodology. The social change element must build on local knowledge and facilitate community problem-solving, engaging local stakeholders and multi-disciplinary local expertise. SBC interventions should leverage existing community networks, and any formative research should use audience-centered, participatory methods. USAID BHA requires applicants to clearly articulate realistic benchmarks and processes to track quality and measure progress in SBC. Finally, applicants must describe how they plan to address SBC capacity gaps of implementing staff, host government, local civil society members, community leaders and community members.

In 2018, BHA funded the Food and Nutrition Technical Assistance (FANTA) project to conduct a review<sup>19</sup> of SBC approaches and methods in 11 DFSAs to identify which approaches were used

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<sup>19</sup> FANTA Project (2018) [Report on a Review of Social and Behavior Change Methods and Approaches within Food for Peace Development Food Security Activities](#).

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; the review also noted that DFSAs mostly had insufficient adherence to adult-learning and dialogic techniques. Projects often lacked the use of other evidence-based approaches such as community mobilization and advocacy, which are both critical to social change. Based on observations, FANTA found that the quality of interpersonal communication (e.g. counseling) often 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 FANTA review.

### **Layering, Sequencing, and Integration of Interventions:**

Layering, sequencing, and integration represent different programmatic approaches used in order to maximize the impact and sustainability of the interventions proposed. How various interventions are layered with other investments, integrated within a household and community, and sequenced will either help or hinder their uptake. Using these programmatic approaches appropriately will create longer-term potential for success.

Building resilience of people and systems to recurrent crises, expanding economic growth via agriculture and other sectors, improving governance and natural resources management, and improving health and nutrition outcomes require a multi-sector approach and may involve combining interventions from different programs and sectors that have traditionally been implemented in isolation. Applicants should consider how to build on, leverage, and strengthen existing structures to achieve goals and outcomes relevant to this RFA.

The Haiti Mission will fund a new activity aimed at increasing individual, household, and community resilience through strengthened, well-functioning, and inclusive markets. This activity will establish and strengthen a sustainable, inclusive agricultural market system that is resilient to shocks and stresses. The forthcoming RFSA will be expected to coordinate appropriately with this activity and others included in the resilience portfolio at the work planning stage to determine how they may layer, sequence, and/or integrate their interventions to contribute towards the USAID/Haiti resilience goal.

The extreme poor and chronically vulnerable are exposed to multiple deprivations, recurrent shocks, and chronic stresses. Creating transformational change for this target group requires carefully designed interventions addressing the multiple interrelated barriers these populations face. Individual projects cannot address every sectoral need of a target population, and interventions should thus be prioritized and focused to address the most critical and impactful needs. Applicants will need to articulate how they will coordinate with other stakeholders and actors to meet other needs necessary to improve food and nutrition security.

Applicants should also keep in mind that the extreme poor and chronically vulnerable are not a homogeneous population, and applicants should clearly explain how they will tailor a package of interventions for the different targeted individuals/groups. Additionally, it is necessary to describe how the package of interventions will be:

1. Appropriately sequenced to facilitate uptake and utilization of the services provided and skills and capacities strengthened;
2. Strategically layered with interventions implemented by other projects or organizations in the same area; and
3. Effectively integrated with other projects to overcome the various impediments to food security.

The sequencing of interventions should consider when to engage participants appropriately in a particular activity and receive a particular kind of support. The sequencing, layering, and integration of interventions under this award must consider and explicitly identify work being done by the host country government, other humanitarian and development implementing organizations, and other donors including USAID, other entities of the U.S. Government, and non-U.S. Government donors.

While the RFSA 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), if available, and single registry systems; alternatively, applicants may 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 BHA. 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 should develop a thorough and realistic sustainability and exit strategy that provides a framework for positive, lasting impacts of program activities beyond the life of the award. Applicants should integrate the sustainability strategy within each technical sector and intervention rather than presenting a separate, stand-alone strategy. BHA expects applicants to include a vision of sustainability and an exit strategy from the inception of the program. The sustainability strategy should identify the outcomes to be sustained, critical services and

systems that are necessary to sustain them, and strategies to strengthen the service delivery systems to ensure that they continue into the future.

BHA 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 (resources, capacities, motivation, linkages) that are critical to sustain service delivery, access to services, and demand for services that contribute to sustained development outcomes. The study highlights the importance of the linkage between community-based organizations and existing public and private institutions to access capacity strengthening support.

Applicants' sustainability and exit strategies should consider including interventions to build capacity of host country entities, whether private or public; such support can help promote continued availability of important goods and services. Applicants would be expected to demonstrate a clear understanding of the local, regional, and national systems and to explain how the program will invest resources to produce the desired outcomes in a sustainable manner. Applicants' ToC display the interventions and outcomes, not only to show how the outcome level changes will be achieved, but also to explain what interventions and mechanisms will sustain them.

BHA believes that the impact and sustainability of RFSAs are best measured when community members are not only active stakeholders in the design, implementation, monitoring and adaptations of interventions but also in contributing to their sustainability. There are many approaches to implementing the community-visioning and engagement process. Successful applicants will demonstrate the methodology by which they will engage with communities in their applications. BHA supports methodologies that are inclusive and demonstrate buy-in and support of RFSAs interventions by community members during and after the conclusion of the activity in order to promote sustainability. Applicants should demonstrate linkages with local authorities or nearby communities in order to promote sustainable outcomes. Applicants should also articulate how their community engagement methodology provides a safe space for the voices of marginalized groups to be both heard, as well as incorporated, into plans. Additional guidance may be found in [Section V - Application Review Information](#).

The sustainability and exit strategy should promote host country partners, community actors, including private sector and government entities, and participants to take ownership of their development processes to continue important services and ideally improve upon programmatic outcomes. Efforts to achieve ownership and sustained outcomes should be incorporated into the activity design at multiple levels and for any specific tangible resource transfer the activity plans to provide to participants, as applicable and practical. To this end, BHA encourages applicants to consider potential approaches for transition from direct USAID-funded partner service delivery to one in which the community itself plays a more prominent role. Likewise, the applicant may want to consider the role that the private sector, local government

authorities, and/or other actors may be able to play in order to establish sustainable and self-financing service delivery systems that can continue after the award is over.

To the degree possible and practical, applicants should plan for a gradual transition of certain program interventions and services with the aim of having parts of implementation transferred to other entities during the fourth year of the award. Thus, the implementing partner can take on more of a facilitative role in support of community organizations and local actors. This facilitation role can help build the capacity of community groups and service providers and promote linkages within the community, focusing on the capacity, motivation, resources, and linkages of the providers. To some degree then, program staff would look to step back and allow community groups and service providers to work more independently as conditions permit. The role of program staff would shift to monitor the progress, effectiveness and challenges the strengthened groups face and then provide appropriate support. By the end of the award, community groups and service providers would ideally be empowered and prepared to operate without assistance from the applicant or USAID.

BHA expects that during the fourth year of the award, certain changes to implementation approaches and staffing requirements may be appropriate in order to accelerate a transition from direct implementation to increased facilitation and support to other actors. BHA 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 or chart, similar to the one below, should be included with the sustainability narrative in Annex 18. The table should include:

- Outcomes to be sustained
- Necessary services and inputs for each outcome
- A brief description of the proposed sustainability approach for each outcome that describes:
  - sources of motivation for the service providers/community groups
  - sources of resources that are necessary for continued service delivery
  - sources of continued capacity strengthening
  - linkages for how inputs will be available and accessible to the target communities(For example, 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.)
- Risks or potential obstacles for each intervention

- Remedial actions to take in cases where the original proposed approach is not working as envisioned
- A contingency plan that will be used in the event that the remedial actions fail and a new approach is needed, i.e. plan B

Table: Illustrative ‘Sustained Outcomes’ Table

A	B	C	D	E	F
List of outcomes that need to be sustained	For each outcome, identify the necessary services and inputs to be available and accessible for 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 BHA will most likely work with external evaluators to conduct an impact evaluation of the RFSA and the successful applicant is expected to fully cooperate with the external research firm to design and implement the evaluation. Participatory development, where communities are empowered to take ownership of intervention activities, will be an important aspect of interventions and a guiding principle over the duration of the proposed activity. To the degree possible and practical, activities should be designed with a consideration for self-financing and self-transferring mechanisms both during and after the program in order to achieve enhanced community impact. BHA expects programs to strive to achieve that a

significant proportion of the population adopts and adapts these models, helping to improve both sustainability and impact of the interventions.

### **Addressing Resilience Challenges:**

BHA is committed to strengthening the resilience of individuals, households, communities, and systems to mitigate, adapt to, and recover from shocks and stresses across all purposes. Resilience means being able to manage through adversity and change without compromising future well-being. Resilience requires absorptive, adaptive and transformational capacities. As applicants propose specific interventions, it will be important to describe in detail how each intervention will strengthen resilience, for who, and to what shocks and stresses. Applicants should (1) identify the underlying causes (stresses) that perpetuate poverty traps and hinder resilient outcomes; (2) propose strategies to minimize the exposure to the underlying causes identified and mitigate risks through appropriate and impactful interventions; (3) enhance human and social capital; and (4) articulate how activities will be rolled out, and how improvements will be measured and reported. Applicants should identify risks stemming from both man-made stressors (e.g., inflation, civil unrest) and climate-related shocks and stressors,<sup>20</sup> explaining how the specific interventions will strengthen absorptive, adaptive, and transformative capacities.<sup>21</sup> Additionally, applicants should discuss potential risks of maladaptation. Applicants are encouraged to consider additional resilience related resources provided by [USAID's Center for Resilience](#).

### **Livelihoods:**

BHA seeks market-based approaches to addressing food security and resilience-building in Haiti through insightful livelihoods development. Programming which *follows a private sector business model* to build food and income generating capacity of populations, limiting or eliminating giveaways, has far greater likelihood to succeed and sustain. As such, approaches should build on existing socio-economic structures and *make innovative use of resources typically available to targeted participants*, to promote rural livelihoods that sustain independently of humanitarian assistance.

“Insightful livelihoods development” denotes applications should illustrate knowledge of and address the realities that are present in rural Haiti. Aspects of daily life which impact

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<sup>20</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>21</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\\_W38FzbjNaXgGibYlwHMu5NJ/view](https://drive.google.com/file/d/1LWqjleCU_W38FzbjNaXgGibYlwHMu5NJ/view)) and the reference materials cited in this document.

livelihoods pursuit (and how); Locally relevant material and *non*-material elements of rural livelihoods; Gaps in trade-based knowledge and skills and how to proactively work to reduce their recurrence; and factors impacting youth's development of employment aspirations and successful pursuit thereof (in grade school years and beyond). Applications should include on-farm, off-farm, and/or non-farm livelihoods, from self-employment to small business creation, and specifically prioritize the interests of women and youth (including the potential to influence school-aged youth). Successful applications will design innovative and environmentally safe approaches containing complete pathways with the potential to convey participants from exploration of livelihoods possibilities, to goals development, to education and skills building, to livelihood attainment, to maintenance and growth. Approaches embracing the multifaceted nature of livelihoods pursuits are more likely to result in sustainable change.

To bolster foundational knowledge, applications should include initial analysis for the target regions, identifying non-material and material obstacles to livelihoods, and demonstrating understanding of the location-specific roots of ongoing minimal-income livings. Such socio-economic constraints (including notable ubiquitous gender inequities), will serve as the foundation for program designs for conceiving, achieving, and maintaining more profitable livelihoods, and will inform measurable outcomes.

Constraints identified in initial analyses should be addressed according to focus livelihood type/s. For interventions aimed at agricultural producers, profitability should be emphasized in addition to other factors such as reduced time burden for women, growth potential and ability of the job to anchor youth at home rather than drawing them to city centers. Outcomes might include (but are not limited to) demonstrating producers' ability to meet quality standards, capacity to aggregate production for more consistent high-quality supply, aptitude to negotiate formal, larger contracts resulting from live practice sessions and business training, or possibly creation of value-added products which may also reduce food storage challenges. BHA encourages innovative and environmentally sound approaches to building more sustainable livelihoods, especially for women and youth.

An important part of addressing material constraints would include facilitating increased access to capital and financial services through realistic and locally-appropriate mechanisms. Outcomes may include establishment of group-based savings, access to credit through input suppliers or output buyers, micro-finance institutions, and/or other community level approaches. BHA maintains that it is important to consider non-material constraints in approaches to attain these material objectives.

## **5. Addressing Knowledge and Evidence Gaps in the Refinement Year**

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

- Needs, priorities, opportunities, and aspirations at the community level;
- Community norms and individual and household behaviors;

- The nature of shocks and stressors and their potential to impact household and community level food security;
- Capacities and gaps in local institutions (both formal and informal) and the power dynamics surrounding them;
- The viability and local contextualization of specific approaches;
- Opportunities for complementarities with other actors working toward sustainable improvements in food security;
- 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; and
- Other factors that may influence activity design and implementation.

BHA expects the initial 6-12 months of the award to include specific measures to refine the RFSa design. During the initial refinement period, the implementation team may carry out traditional start-up tasks in addition to efforts to validate, fine-tune, and adjust the RFSa design based on community engagement and other learning exercises; some illustrative examples of refine-period activities include:

- Stakeholder engagement and community consultation to strengthen local partnerships, help inform RFSa design, and enhance understanding of community dynamics;
- Initial implementation of interventions that have clear evidence base and/or meet critical needs;
- Preparation for implementation through hiring, local capacity building, procurement of goods and services, etc.;
- Pre-implementation efforts (studies, assessments) to address evidence and knowledge gaps and strengthen understanding of local context;
- Implementation research (pilots) of new approaches and implementation strategies;
- Refining the staffing pattern to fit the programmatic needs; and
- Refining the RFSa Theory of Change (ToC) and related documents.

Please note this is far from an exhaustive list, and partners are encouraged to undertake other efforts to ground-truth the RFSa design and consider appropriate adjustments.

At the end of the initial refinement period, the implementation team may revise the Theory of Change (ToC) and related documents in consultation with BHA. BHA expects that throughout the award, as a matter of strong adaptive management and continued 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 continuously engage and coordinate with relevant stakeholders. Applicants should summarize known evidence gaps and lines of inquiry to explore during the refinement period and explain how these questions link to the ToC and how they may influence changes to targeting and the overall technical approach. Management processes to support R&I should 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).

### **Assume Shocks and Stressors:**

Given Haiti's vulnerability to rapid, slow onset and man made disasters, applicants should plan for and anticipate context-specific shocks and stressors, and enable pivoting and/or mitigation of negative effects through response planning at the activity level and strengthening of relevant resilience capacities within the local system and relevant local partners. Applicants should consider approaches that integrate flexibility and adaptability to respond quickly to the impact of shocks.

### **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 an application proposes sub-awardees or a consortium management model, applicants need to describe how the partnerships will be organized and managed to use complementary capabilities most effectively. Applicants must specify the following:

- 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.
- 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.

Applicants should 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 facilitate a holistic, integrated, and adaptive management.

This should include a description of:

- Planned consortium management approaches and processes that will foster integrated planning, implementation, and coordination of interventions within the proposed award. Applicants must also describe approaches to collaboration with other USAID funded activities, especially resilience focused activities, working in Haiti, 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 at all levels of staffing including field agents, that will enable feedback cycles that foster experiential learning and utilization of data from assessments, surveys, research, and routine monitoring. This should include planned approaches to identify and address unintended consequences as well as scenario planning around RFSa responses to shocks and changes in the political, social, environmental and market context. The summary description in the main application text may be further detailed in the Annex 10: Activity Learning Plan.
- 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.
- 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.

## **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 should include adaptive management,

integration and coordination, stakeholder engagement, community level governance and planning, SBC, facilitation, and conflict mitigation.

- Planning for recruitment and training of field agents to ensure skills in community level engagement, adaptive management, and working along feedback cycles.
- How staff, and consultants as required, will be encouraged to work collaboratively across teams.
- 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 Haiti are envisioned under the RFA. Within this RFA the Key Personnel include:

1. Chief of Party (COP);
2. Gender, Youth, and Social Dynamics (GYSD) Lead;
3. Monitoring and Evaluation (M&E) Lead;
4. Strategic Learning Advisor (SLA); and
5. Resilience and Sustainability Senior Advisor (RSSA).

Each key personnel position requires USAID approval as noted in the substantial involvement provision in [Section II – Federal Award Information, 5. Substantial Involvement](#).

Applicants are expected to identify and propose two additional key personnel at the Initial Application stage that reflect the proposed design, activity objectives, and approach (i.e., Institutional and local systems strengthening and sustainability, Food Security, Environmental Safeguards, Operations, Resource Management, Livelihoods, Logistics/Commodity Management, and Social and Behavior Change). The two additional key personnel positions will be evaluated based on demonstration of core competencies and clear experience that relates directly to the proposed Activity Design and Management and Staffing Approach. Applicants must include CVs for all seven Key Personnel as part of the Application.

All key personnel must be full-time positions (40-hour work-week) 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, mentoring and facilitation skills, the ability to network and communicate with a wide range of stakeholders, substantial humanitarian and or development experience working in Haiti, and field experience in low-resource environments. Most Key Personnel would also be expected to speak French and/or Haitian Creole.

**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 facing complex, volatile, and uncertain contexts. The COP must have prior experience effectively managing USAID resilience activities with multiple sub-awardees. The COP must have demonstrated technical expertise in food security and nutrition sectors and experience in managing program implementation and financial reporting. The COP must demonstrate experience in recruiting, developing, and managing staff. As the person responsible for the representation of the activity, the COP must have prior experience working in Latin America and/or the Caribbean, familiarity with the country's social, political, economic, and cultural landscape, and demonstrated ability to build and maintain relationships with host governments, donors, other donor-funded projects and stakeholders, local organizations, and partners.

The COP should understand and demonstrate commitment to the importance of gender and youth dynamics in food security programming and within staff and management of the activity. BHA would also expect the COP to have experience in adaptive management and learning techniques and proven success serving in a leadership role for a project addressing issues related to resilience, agriculture, natural resource management, agribusiness, or similar, preferably in Latin America and the Caribbean. Fluency in English is required. Professional proficiency in French and Haitian Creole highly desired. Understanding and knowledge of USAID and U.S. Government regulations and program administration, management, and reporting procedures and systems is preferred. A master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or a related field combined with a minimum of ten years of progressively increasing management responsibility in international development projects, at least five years of which must be in the field, is required. Three years of applicable experience can substitute for a master's degree.

Gender, Youth, and Social Dynamics Lead: The GYSD Lead will work to have the social dimensions of food security and community resilience effectively addressed across all RFSA components and at all levels throughout the entire award period. Attention to social dynamics—in particular, gender and youth integration—is critical to realizing BHA 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 facilitating collaborative problem-solving; the ability to foster commitment and build capacity among RFSA staff and in-country actors to promote gender and youth integration and empowerment; and an in-depth understanding of food security programming. Additionally, the GYSD should have demonstrated experience in participatory community governance, local advocacy, local capacity building, and/or management and use of grassroots level-generated data. A master'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.

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 M&E experience is required. The M&E Lead should have demonstrated experience in participatory community governance, local advocacy, local capacity building, and/or management and use of grassroots level-generated data. Additionally, the M&E Lead should have demonstrated experience in leading an M&E team of a large award; knowledge about ToCs, and logic models, food and nutrition security indicators, 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 [Office of Food for Peace Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities V2.0](#) for the components of an M&E plan).

Strategic Learning Advisor (SLA): The SLA will work closely with all staff, to ensure principles of collaboration, learning, and adapting (CLA) are recognized and acted on as core elements of RFSA operations. This staff member will promote active, intentional, and adaptive learning within and across interventions, and the SLA will play a critical role in incorporating refinement activities and learning into implementation. Additionally, the SLA will improve community engagement, 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 SLA, working with the COP and technical staff, will also be expected to promote 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, development, and resilience activities planned and ongoing in the targeted geographic areas, USAID expects significant time and expertise to be dedicated to coordination of activities. Demonstrated experience in facilitating learning and knowledge sharing processes, establishing and managing dynamic feedback systems to capture experiential learning and unintended consequences, and fostering collaboration across teams or organizations is required. Additionally, the SLA should have demonstrated experience in participatory community governance, local advocacy, local capacity building, and/or management and use of grassroots level-generated data. An advanced degree (Master's or PhD) plus a minimum of eight years relevant work experience or a Bachelor's degree and a minimum of ten years relevant experience is required.

Resilience and Sustainability Senior Advisor (RSSA): The RSSA will provide strategic vision and leadership, and ensure accountability for promoting and achieving RFSA resilience and sustainability goals. The RSSA will also be responsible for establishing and managing systems to ensure resilience and sustainability and ensure that the technical RFSA sectors and support functions work together to create multiplier effects. The RSSA will ensure resilience and sustainability results are delivered, including the development and achievement of resilience and sustainability metrics, phase out plans, exit strategies, etc. The RSSA acts as a specialist in

resilience and sustainability and maintains a depth of understanding of local, departmental, and national policies and guidance related to resilience and sustainability. The RSSA should also promote appropriate integration, layering, and sequencing of technical interventions within the RFSA and USAID Mission investments to amplify sustained impact. The RSSA will also be responsible for providing vision and leadership in fostering effective community engagement and development strategies and approaches and identifying local solutions that will ensure buy-in and ownership of the communities' own development, and contribute to the durability of RFSA investments after the completion of the program. As such, the RSSA should have demonstrated experience in participatory community governance, local advocacy, local capacity building, and/or management and use of grassroots level-generated data. The RSSA will help maintain overall strategic coherence, coordination, including stakeholder engagement and communications with Haiti Mission teams, the international donor community, Government of Haiti (at the local, departmental, and national levels), and other stakeholders. The RSSA will report directly to the COP and be highly experienced in a broad spectrum of food security technical focus areas and possess extensive experience with capacity building and multi-stakeholder coordination. An advanced degree (Master's or PhD) 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 eight years of which must be in the field, is required. Ten years of applicable experience can substitute for an advanced degree.

Additional Proposed Key Personnel: Applicants must submit short (one paragraph) position descriptions for the additional two key personnel proposed. Applicants must submit CVs for the additional key personnel that demonstrate academic qualifications and experience that reflects the specific position description. An advanced degree (Master's or PhD) plus a minimum of eight years relevant work experience, or a Bachelor's degree and a minimum of ten years relevant experience, are highly preferred.

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

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

For all resource transfers:

Applicants must provide details on the respective delivery mechanisms per modality including how they have considered and will manage respective risks. Specific consideration must be given to proximity of distribution sites (including retailers or cash outlets) and adequate staffing to support technical delivery of resource transfers.

In-kind resource transfers: Applicants must provide a description of the ration including the amount (in grams) of the commodities, the associated kilocalorie, and protein content.

Applicants should include potential commodity substitutions (in the event the proposed commodities are not available), and applicants should plan for other tasks and considerations

related to in-kind commodities such as certifications, contractual specifications and requirements, port/warehouse/road/rail infrastructure, and necessary commodity management measures such as fumigation and commodity transportation. The applicant must include an Annual Estimate of Requirements and Executive Summary Table in the application. BHA may request a Resource Pipeline during the application review and negotiation process. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time awards are made. In addition, if applicable, LRIP interventions must describe the proposed procurement process (including relevant source and origin information), safety and quality assurance, and a guarantee that the BHA LRIP policy will be adhered to. Commodity distributions need to be planned and implemented in accordance with [BHA Functional Policy 20-02](#) Procedure to Complete Market Assessment to Inform USAID's Bureau of Humanitarian Assistance (BHA) Activity Design and Determine Compliance with the Conditions of the Bellmon Amendment.

## **5. Risk Management**

Applicants must discuss the local market factors and potential risks, such as criminal activities, 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 criminal activities, fraud, corruption, and mismanagement. Applicants must demonstrate that due consideration has been given to the security and protection of all participants, especially with respect to: timing and location of distributions; amount of food or cash transfer or value of cash/vouchers; which participants will take possession; person(s) responsible for pickup; distance to distribution sites for participating families; and other logistics of movement of commodities and distribution. Recently there has been an increase in kidnapping; applicants should address specific Haiti threats and dangers. 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 [FY21.RFSA.RFA.Haiti@usaid.gov](mailto:FY21.RFSA.RFA.Haiti@usaid.gov) as part of 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 should seek to minimize their administrative and support costs for managing the activity to maximize the funding available for interventions. More details on the budget annexes can be found in [Section IV. Application and Submission Information 1. Application Format g\) Annexes](#).

**Cash, Voucher, and LRIP information** must be emailed to [FY21.RFSA.RFA.Haiti@usaid.gov](mailto:FY21.RFSA.RFA.Haiti@usaid.gov). Please note, for applications requesting enhanced Section 202(e), the following information is required: month, country, total request amount, program area, 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](#)). BHA requirements for this solicitation are defined in the [FY21 BHA 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 resilience food security activities. Climate risks to food security and key sectors of BHA support are described in detail in the [Haiti Climate Risk Profile](#), also found as an Appendix to this RFA.

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. Please note that per IEE guidance, applicants need to include all environmental compliance costs, including personnel and non-personnel costs 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. Applicants may choose to submit additional annexes as supporting information; however, any additional information that is not a requirement of the RFA will not be considered in the scoring of the application.

<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 <ul style="list-style-type: none"> <li>● Motor Vehicle Procurement Table</li> </ul>
5. Negotiated Indirect Cost Rate Agreement (NICRA)
6. LogFrame, ToC Diagram, and ToC Complementary Documentation - six page maximum for ToC Complementary Documentation
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 (COP), Gender, Youth and Social Dynamics Lead (GYSD), Monitoring and Evaluation Lead (M&E), Strategic Learning Advisor (SLA) and Resilience and Sustainability Senior Advisor (RSSA).
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 and other funding sources 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 BHA website.

**Annex 2. Comprehensive Budget:** The comprehensive budget must incorporate all planned costs by object class category and funding source (202e, ITSH, Cost Share) for each year of the RFSA. 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 BHA 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 BHA 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](#). Please note that, per ADS303maw ([USAID Implementation of Construction Activities](#)), construction activities should 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, applicants must ensure that restricted goods are identified in each budget for explicit approval, 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 should follow the order of line items in the detailed budget and must contain clear explanations. The budget narrative includes the motor vehicle procurement table, which addresses 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. LogFrame, Theory of Change Diagram, and Theory of Change Complementary**

**Documentation:** The LogFrame consists of a matrix with four columns (identified below) and many rows, summarizing the key elements of the activity, namely:

- A. Result Statement: The activity's hierarchy of objectives (Goal, Purpose, Sub-purpose, Intermediate Outcome, and Outputs);
- B. Indicators with targets: For each result statement in the LogFrame, there should be at least one quantitative, monitoring indicator or qualitative monitoring inquiry (qualitative monitoring or qualitative study) articulated in the second column. Please see further information in the [Office of Food for Peace Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities V2.0.](#)

In identifying quantitative indicators, applicants should review the [BHA Indicators](#) list. All required (R) and required if applicable (RiA) indicators should be included and targets must be provided for all baseline (BL) indicators at the Purpose- and Sub-Purpose-level. These targets should be linked to the context, food security and nutritional analyses, and the ToC. Applicants' targets should be ambitious yet achievable and linked to BHA's targets. BHA expects the RFSA to achieve a minimum of four (4) percentage point reduction of depth-of-poverty per year of implementation.

- C. Data method and data collection source: This column should provide a short summary of the data source and data collection method that will be used to measure the indicator. For example, an indicator may be measured by using a questionnaire (data source) which is collected through participant-based survey (data collection method) at baseline and endline or routine monitoring (data collection method). Another example: training events use attendance sheets (data source) and are collected by way of routine monitoring (data collection method). Be as specific as possible, and avoid generic terms like "activity records." The description should provide enough information to guide the reviewers where to look in the M&E Plan for a more detailed description of the methods that will be used.
- D. Assumptions: An assumption describes the contextual or environmental factors or conditions that are outside the control of the activity but have significant influence over the success of the ToC overall or some portion of it, and are necessary for an Outcome or Output to be achieved. This includes the assumptions in the ToC plus all preconditions that are identified in the ToC as being outside the control of the activity. Factors that the activity seeks to influence should not be included as an assumption, including the achievement of intermediate Outcomes.

**Annex 7. Gender Analysis Summary:** Consistent with USAID's Gender Equality and Female Empowerment Policy (USAID 2012), all BHA multi-year resilience 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 includes illustrative examples (three or four) of specific gender norms or dynamics that could facilitate or impede progress towards results within the ToC framework. Applicants should provide examples of information to be collected that will help 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 should 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 funded, but it must be evident from the summary that the applicant has:

- A. An understanding of what a gender analysis entails within the context of a BHA activity;
- B. The capacity to carry out the gender analysis; and
- C. The intention to incorporate the analysis findings into the ToC and RFSAs as appropriate, 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.

BHA will host a gender 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 LogFrame and IPTT in M&E and systems;<sup>22</sup> and
4. How the RFSA will maintain staffing capacity for oversight of environmental compliance and climate risk management requirements over the life of the award, and how those staff will coordinate and integrate with broader project management.

The [FY21 BHA 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 BHA RFSA.

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. USAID encourages new applicants to understand the full suite of responsibilities upon award and carefully review and assess 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 Monitoring and Evaluation (M&E) Plan that describes the applicant’s planned approach for monitoring and anticipated engagement with both the external evaluation contract and the mid-term evaluation. Building upon the Theory of Change (ToC) and LogFrame included earlier in the activity design, the M&E plan should illustrate the applicant’s approach to:

1. Monitoring, including a broad description of monitoring processes, such as how data will be collected, transferred, stored, managed, safeguarded, and used;
2. M&E staffing, including the strategy to strengthen the monitoring and evaluative capacity of activity staff; (with M&E staff included in the organizational chart - see “Management and Staffing” section);
3. An overview of the anticipated evaluations, including design of and timing for the baseline study, midterm evaluation, and interim/final evaluation, and anticipated engagement with the external evaluation team for the design and management of the evaluation which may be a performance evaluation, or an impact evaluation (IE);
4. Demonstrated willingness to participate in and collaborate with the research firm to design the evaluation, identify research questions, and if applicable to accommodate the

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<sup>22</sup> [USAID BHA Policy and Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities](#), Section 2.4, Performance Indicator Reference Sheets, Page 36.

- evaluation design in selecting target communities and/or intervention package treatment arms, and make adjustments to project implementation plans to support an IE; and
5. A summary budget that demonstrates commitment to providing appropriate support to an external evaluation team in the case of an impact evaluation. This may include anticipated costs related to the management of the IE such as, data quality assurance, participant registration, and database design/maintenance.

BHA strongly encourages applicants to develop a database that will allow the activity to identify each participant and link the participant to the household. BHA requests that the applicant use cost-effective and existing open source or widely available platforms (such as Google or Microsoft) to develop such a database. BHA will not approve developing a database/MIS using proprietary codes.

As part of the learning agenda, USAID will separately fund an independent firm to conduct an impact evaluation. BHA may use either an experimental [randomized control trial (RCT)] or quasi experimental design for impact evaluation. The evaluation will be designed based on the activity's goal. The evaluation will also include a cost analysis to measure the long-term cost-effectiveness of interventions. In submitting an application for this activity, applicants agree to partner with a research institution of USAID's choice in the design and implementation of the impact evaluation in order to assess the impact and cost-effectiveness of the intervention package. Should BHA decide to design a RCT, the research firm will randomly select the treatment and control groups. The successful applicant is responsible for the following:

1. Selecting the communities and eligibility criteria within which the randomized selection occurs.
2. Will not implement any individual, household and or community level interventions in the 'ring-fenced' control communities, for the duration of the study.
3. Regardless of the evaluation design, the successful applicant will transparently share costing data with the evaluation team as a part of the study. Because of this, BHA is not likely to support any other population-based surveys. The applicant should budget for a midterm evaluation. A description of required elements related to the M&E plan can be found in the [USAID FFP Policy and Guidance for Monitoring, Evaluation, and Reporting for Development Food Security Activities](#).

**Annex 10. Activity Learning Plan (Collaborating, Learning and Adapting):** Applicants must develop an activity learning plan that identifies how the RFSA will achieve robust cycles of learning, both during the initial refinement period as well as throughout the life of the award. The activity learning 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 should 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 Mission and 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. Clear processes and planning for capturing, sharing, and applying results, lessons learned, reflections, scenario planning, and promising practices;
4. Promoting operationalization of learning 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 learning plan should consolidate planning for the refinement year, outlining a clear learning agenda and timetable of key milestones during the refinement year.

**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 prioritizing the security and protection of all participants, highlighting events in Haiti such as kidnapping and gang activities.

**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.

**Annex 13. Organizational Chart:** The organizational chart includes the structure of the prime, all members of the consortium, and sub-awardees as applicable. If possible, it should 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, Strategic Learning Advisor (SLA), Resilience and Sustainability Senior Advisor (RSSA) and others proposed by the applicant, if applicable.

**Annex 15. Letters of Commitment:** BHA 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 one to two 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.

BHA 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 TBD 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 [FY21.RFSA.RFA.Haiti@usaid.gov](mailto:FY21.RFSA.RFA.Haiti@usaid.gov).

Note: Pre-award contact with any other U.S. Government personnel or BHA'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; and
- 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, BHA will consider the application incomplete. Late or incomplete applications will be considered at BHA'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

Merit Review Criteria	Maximum Possible Points
<b>a) Activity Design</b>	75
<i>Context Analysis, Targeting, and Conceptual Framework</i>	15
<i>Appropriate Design of Interventions coordinated with other Mission Activities</i>	25
<i>Institutional and Local Systems Strengthening, Community Engagement, and Sustainability</i>	20
<i>Local Gender, Youth and Social Dynamics</i>	15
<b>b) Management &amp; Staffing</b>	25
<i>Logistics, Operations, and Staffing</i>	15
<i>Adaptive Management, Learning</i>	10
<b><u>Total Possible Points</u></b>	<b><u>100</u></b>

#### **a) Activity Design (75 points)**

Seventy five (75) points are dedicated to activity design and specifically dedicated to four sub-categories as essential elements of a strong activity design: Context Analysis, Targeting, and Conceptual Framework (20), Appropriate, Innovative Design of Interventions (20), Institutional and Local Systems Strengthening and Sustainability (20 points) and Gender, Youth and Social Dynamics and Integration (15 points). Additional information regarding these subcategories is set forth below.

#### **Context Analysis, Targeting, and Conceptual Framework (15 points)**

Applicants will be evaluated on their adherence to the criteria articulated within [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 social, political, economic, and cultural landscape, opportunities, strengths, and needs of the targeted participants and communities, and the constraints they face.

- Identification of the key limiting factors of each desired outcome, analysis of why these are incorporated and how limiting factors are 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 as appropriate and as described in the Targeting section.
- 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 Theory of Change (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 summary of prioritized technical interventions that will bring transformative change to the food and nutrition security of the targeted population, promote sustainable outcomes with coordination to other Mission activities, and strengthen participant capacity to withstand shocks. The interventions should be 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 BHA RFSA itself and with other stakeholders' (U.S. Government, other donors and stakeholders) projects, 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.
- Demonstrated capability and experience of the Applicant and key personnel to successfully perform the award.
- The level of coordination between government entities and donors and planned indicators and targets to be achieved during implementation.
- A strong monitoring methodology and ability to capture information related to program information and achievements.

### **Appropriate Design of Interventions (25 points)**

Applicants will be evaluated on their ability to identify key areas in their Refinement approach, suggest innovative methods as described in the paragraph below, and explain how they will be rigorously evaluated and adapted.

While BHA expects applicants to utilize proven, evidence-based approaches, there are significant opportunity areas to propose innovative approaches linked to research where evidence is less robust, e.g. identifying alternative livelihood approaches, particularly those that may engage youth. Applicants are encouraged to propose appropriate technological solutions and process improvements which may solve identified problems; applicants should also

consider piloting and testing promising initiatives and bringing proven innovative pilots to scale. Approaches that will move highly vulnerable communities on a path towards sustainable change and out of the existing poverty traps in the targeted areas should be prioritized. BHA understands that a key part of innovating is testing (and sometimes failing), iterating, and refining; therefore, BHA will closely consider how proposed innovations link to learning and adaptive management. Any innovations proposed should be contextually appropriate, evidence-based, and potentially scalable within the GoH's SPP or other local systems, including public or private. Applicants should demonstrate plans for partnerships that will lead to scalability.

Applicants should consistently apply people-centered design principles and actively and continually engage community members. Applicants should work with communities to design interventions prioritized by the communities. BHA supports a community visioning process, where communities come together to discuss food, nutrition, livelihood, and natural resources management challenges (among others) and identify a range of possible context-specific solutions. BHA 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 and capacities needed to address them. The process will allow communities to identify which local interventions they can implement and those that require external support. Applicants should consider the risks and constraints, and leverage local resources, capacities, and opportunities to meet the RFSA objectives.

#### **Institutional and Local Systems Strengthening, Community Engagement, and Sustainability (20 points)**

Applicants will be evaluated on the extent to which local capacity is engaged and built in all areas of the proposed RFSA. 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, and private companies, among other entities. 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 RFSA, and expected to increase over the course of the award. As applicable and appropriate, BHA encourages applicants to partner with local organizations and have local organizations directly manage resources to the extent they have the technical and financial management capacity.

Applicants will also be evaluated on the extent to which the program design includes robust approaches to consistently and genuinely engage the participating communities in the RFSA target areas. People-centered and community-oriented approaches that are designed, implemented, monitored, and adapted with the engagement of local communities are critical for inclusive access and sustainability of planned activities. Such engagement would be in the form of ongoing dialogue (including community visioning), joint continuous learning and adapting, planning, designing interventions, and implementation of interventions between the implementation team and the participating communities, as also described throughout this

solicitation. Such community engagement should be throughout all stages of the RFSAs as the implementation team truly seeks to empower communities to be actors and leaders in their development.

Additionally, USAID will evaluate applicants on their well-conceived sustainability plan which reflects their Theory of Change (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.

BHA requires applicants to incorporate a plan to develop the capacity of local subrecipient(s) to receive a direct assistance award from USAID or other donors and track the capacity development progress towards meeting the criteria for a transition award. During the RFSAs Refinement phase, the awardee will identify, in consultation with BHA, potential local subrecipient(s) whose capacity could be built during implementation of the award such that they would qualify to receive a transition award, in accordance with Automated Directive System 303 Mandatory Reference 303\_mbb. The awardee must provide these local subrecipient(s), who have not previously received a direct award from USAID, a sub-award to carry out a distinct portion of the work in the RFSAs program description. Local subrecipients must be able to meet the definition of “subrecipient” in 2 CFR 200, which excludes beneficiaries, to qualify as a potential transition award recipient.

At the conclusion of the capacity-development process, if applicable, the awardee will notify USAID of local subrecipient(s) that have met the initial award capacity development criteria for a potential transition award. Prior to recommending a local subrecipient to USAID BHA for a transition award, the awardee will need to conduct a risk assessment of the local subrecipient and must demonstrate that the local subrecipient has met the following criteria:

- Is registered in all applicable USG systems (for example, System for Award Management);
- Has demonstrated technical and management experience;
- Has the ability to use relevant IT systems;
- Has demonstrated an ability to maintain relationships with stakeholders;
- Has well-defined indicators of success and the ability to monitor its own program performance in a cost-effective and efficient manner;
- Has the necessary staff with the knowledge, skills, and abilities to carry out a program;
- Has proficiency of financial management systems and internal controls;
- Can address other general areas that would indicate potential success in managing specific technical programmatic areas; and
- Can meet the other pre-award requirements, including the risk assessment, and the required representations and certifications.

There is no guarantee that the USAID BHA will make a transition award and decisions related to issuing a transition award and the selection of transition award recipients are solely within USAID's discretion.

### **Gender, Youth, and Social Dynamics Integration (15 points)**

Applicants will be evaluated on the extent to which gender and age dynamics, as well as youth engagement, are addressed throughout the proposed RFSA. Integration of a gender and youth responsive approach should be context appropriate and reflected at every phase of the RFSA. For example, the community visioning process should 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. 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. This includes consideration of how proposed interventions could affect women's time and how this will be taken into account in planning activities (e.g., mothers' participation in project activities resulting in less time for childcare and other familial demands). Applicants should pursue positive youth development strategies that view young people as key partners in all development efforts, from nutritional programming to strengthening agricultural markets and building food secure communities. At least one gender indicator must be identified for each purpose at either the sub-purpose or immediate outcome level. Applicants should highlight relevant social dynamics and conflict sensitivities.

### ***b) Management and Staffing (25 points)***

#### **Logistics, Operations and Staffing (15 Points)**

The management structure and staffing should reflect efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. Applicants should include relevant information on consortium members and sub-awardees and offer clear planning for refinement year activities and subsequent management and staffing adjustments. The resource management section should include an organizational chart and staffing plan that show the appropriate balance of skills sufficient to achieve program success, while incorporating gender equity.

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

#### **Adaptive Management and Learning (10 Points)**

Applicants will be evaluated on how they propose an adaptive management approach

throughout their design. In doing so, applicants should identify key knowledge gaps, research approaches, and how the results of their analysis will be used to inform change management. Applicants should describe the management processes to apply analysis and learning to the Theory of Change (ToC) and other design elements, adapt ongoing implementation and management strategies, and update learning strategies and plans. These processes are expected to be carried out intensively during initial refinement and continue throughout the life 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 assess 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 [BHAFPs](#), 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 RFSA according to costs of headquarters, regional, and country offices, as applicable;
- The breakdown of all costs according to each partner organization or sub-contractor/sub-awardee involved in the RFSA;
- 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 RFSA costs including a breakdown of the financial and in-kind contributions of all organizations involved in implementing the proposed RFSA;
- Potential contributions of non-USAID or private commercial donors to this proposed RFSA; 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 (Negotiated Indirect Cost Rate Agreement) 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 comprising 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 is for short-term employees. 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.

BHA 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 and explicit implementation plans that will be developed during the refinement year. Applicants that propose construction must describe, in the sustainability narrative in Annex 18, plans for how sustainability of infrastructure operations and maintenance will be achieved after the RFSA 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.

BHA 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;
- 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](#). Please ensure that all such compliance costs, including personnel and non-personnel costs, are identified and described in the detailed budget, Annex 3, and budget narrative, Annex 4.

**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, BHA shall determine whether to accept an application no later than 120 days after receipt of a complete application (subject to availability of funds). BHA 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, BHA will review it based on the RFA evaluation criteria and BHA policies. BHA field offices will collaborate closely with BHA in Washington in the review of applications. Following its review of a complete application, BHA 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 **TBD (10 days from the final RFA's posting)** to [FY21.RFSA.RFA.Haiti@usaid.gov](mailto:FY21.RFSA.RFA.Haiti@usaid.gov) and "FY 2021 Haiti 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, **BHA 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, BHA will include the awardee's explanation for the delay within the award language, along with a timetable for the 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 subsequent applications from previous or expiring BHA activities, applicants must provide in table format:
  - a. The size and condition of the current motor vehicle fleet;
  - b. Age of each motor vehicle;
  - c. Funding source for each motor vehicle;
  - d. Use of motor vehicles by intervention; and
  - e. Plans for maintenance and replacement.
4. 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 Haiti RFSA 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 RFSAs.

As reflected in Annex 9 (M&E), applicants for the Haiti RFSA 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 BHA 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 Haiti RFSA, including the three types of geographic data that the RFSA 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 RFSA intervention locations, 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.**

You must submit a copy of your organization's Code of Conduct, ideally with a dedicated section on PSEA or PSEA Policy, as an annex. Additionally, sub-awardees receiving BHA funds must adopt a Code of Conduct. Awardees will be responsible for ensuring that sub-awardees have a Code of Conduct.

In the event that an implementing partner employee's conduct is not consistent with these standards, our partners must consult/coordinate with the relevant Mission Director and the Agreement or Contracting Officer. 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.

USAID further encourages implementing partners to report credible allegations of sexual exploitation and abuse to the USAID Office of Inspector General. Please see USAID's [Policy on Protection from Sexual Exploitation and Abuse](#) for more information about USAID's approach to this issue.

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](mailto: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. Additional information can be found at [USAID's Fact Sheet: Preventing Sexual Exploitation and Abuse](#).

### **PSEA Code of Conduct Implementation Details**

You must also submit implementation details for the Code of Conduct specific to the country or region of the application. You should submit these details as an annex, not to exceed one page, describing:

- How you train or make employees aware of the Code of Conduct;
- How you make beneficiaries aware of the Code of Conduct and mechanisms to report any violations;

- Describe what systems are in place to prevent, detect, and respond to allegations and instances of sexual exploitation and abuse, and who in the country is responsible for ensuring an appropriate and accountable response; and
- Describe how these systems are safe, accessible, confidential, and survivor-centered.

### **Accountability to Affected Populations**

Accountability to Affected Populations (AAP) involves placing targeted communities, especially the most vulnerable individuals, at the center of our work. BHA requires evidence that you are addressing AAP throughout the program cycle by submitting an AAP plan or framework that is specific to the interventions included in the application.

You must submit the plan or framework as an annex, not to exceed two pages, and describe:

- How the targeted population, including marginalized or vulnerable groups, will participate in and play an active role in decisions related to the activity design and implementation;
- What specific mechanisms are in place to provide timely and accessible information, and to receive and respond to beneficiary feedback throughout the duration of the activity;
- How you will track feedback and respond in a timely manner;
- How you will incorporate beneficiary feedback into activity implementation, monitoring and evaluation of progress, and designing course corrections as needed;
- How you will ensure that feedback and information mechanisms are safe, accessible, and the preferred mechanism for beneficiaries, especially marginalized or vulnerable populations; and
- How you will ensure confidentiality and respond to any critical or sensitive program irregularity or protection issues that arise.

## APPENDIX I: Definitions

### 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 resilience 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. 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). **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).

Sometimes FFW or FFA intervention forms part of a set of interventions in a program area (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.

**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.

**Resilience:** The ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses to food security in a manner that reduces chronic vulnerability and facilitates inclusive growth.

## 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 [AAMP website](#). 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 2021 Refine and Implement**

This appendix expands on the R&I guidance provided in Sections I, II, IV, and V of this RFA. BHA will use the R&I approach, a post-award co-creation process, for the FY 2021 RFSA to ensure the activities are highly focused, tailored to the context, and adaptively managed, thereby increasing overall effectiveness.

The RFSA will begin with a post-award Refinement Period, during which the Recipient will act in partnership with USAID/BHA under the terms of substantial involvement. Together, the Recipient and BHA will further refine and adapt the activity design, technical approaches, and theory of change (ToC) to improve the impact and sustainability of results.

BHA expects the Refinement Period to last approximately 12 months, depending on the needs of the activity, context and Recipient. During this period, Recipients will lead or carry out a number of tasks as discussed in the Technical Approach section “Addressing knowledge gaps in the Refinement year.” An external evaluation will be completed in year four of the RFSA. BHA will consider extending the RFSA for up to five additional years if the evaluation finds the activity has been exceptionally high performing and has substantial potential to make a larger contribution to BHA goals in the extension period.

#### **Illustrative List of Major R&I Events and Interactions**

The Recipient will interact with BHA staff and external support mechanisms (such as IDEAL, Program Cycle Support, PRO-WASH, SCALE, and others) throughout the life of the award to improve activity design, strengthen implementation planning and quality, enhance stakeholder engagement, and be more responsive to local context. The majority of these interactions will take place during the Refinement Period, and they will be customized to the unique needs of the Recipient and local context. The illustrative list below is provided for planning purposes and the interactions do not replace standard start-up events, such as post-award orientations. Final plans will be made after award and communicated to Recipients by the AOR.

##### Award Kickoff Technical Assistance

- Format: two to three days in person or a series of remote meetings
- Attendees: Recipient field and HQ staff; BHA support mechanisms; USAID technical staff
- Purpose: Help Recipient staff prepare for the GYSD and Inception workshops
- Location: In country or virtual
- Timing: six to eight weeks prior to the GYSD Consultation and Inception Workshop

##### Gender, Age/Youth, and Social Dynamics Consultations

- Format: five-day in-person meeting, in two parts
- Attendees:

- Part 1 (3 days): Recipient senior management, GYSD advisors, purpose-level activity leads/technical advisors and field staff; USAID Mission and BHA staff; BHA support mechanisms
- Part 2 (2 days): Recipients' dedicated GYSD technical advisors and senior management working on the activity's ToC and gender analysis SOW; BHA and support mechanism staff who focus on GYSD issues
- Purpose: Ensure gender, age/youth and social dynamics considerations are adequately incorporated into the activity's design and establish a shared understanding of gender analysis and integration requirements
  - Part 1 focuses on USAID/BHA expectations of gender analysis and integration in the ToC
  - Part 2 is a discussion with the core GYSD team to develop a gender analysis scope of work that aligns with the ToC and builds on discussions from Part 1
- Location: TBD
- Timing: Approximately month three of the award

#### R&I Inception Workshop

- Format: five day, in person workshop
- Attendees: Field and HQ staff from each Recipient; USAID Mission and BHA staff; BHA support mechanisms
- Purpose: To develop a shared understanding between USAID and the RFSA consortia regarding R&I expectations, roles and responsibilities, milestones and deliverables
- Location: TBD
- Timing: Approximately month three of the award

#### M&E Workshop

- Format: five day, in person workshop
- Attendees: Recipient M&E staff and all technical leads, including subrecipients; USAID Mission and BHA staff; BHA support mechanisms
- Purpose: Technically-focused training and establishing a shared understanding of M&E requirements
- Location: TBD
- Timing: Approximately month four of the award

#### M&E Technical Assistance

- Format: one-on-one engagement and/or technical consultations
- Attendees: Recipient and BHA M&E staff
- Purpose: direct technical assistance to partners on M&E related topics
- Location: remote or at refinement period events
- Timing: throughout the refinement period

#### Pre-Culmination Technical Assistance

- Format: three to four days in person or a series of remote meetings

- Attendees: Recipient field and headquarter staff; BHA support mechanisms; USAID technical staff
- Purpose: Help Recipient staff prepare for the culmination workshop
- Location: In country or virtual
- Timing: Approximately month 10 to 12 of the award

#### R&I Culmination Workshop

- Format: three-day workshop
- Attendees: Field and HQ staff from each Recipient; USAID Mission and BHA staff; BHA support mechanisms
- Purpose: BHA and Recipient agree on adjustments to design, management, targeting, and staffing approaches based on learning and initial refinement of activities
- Location: In country
- Timing: Approximately month 12 to 14 of the award

#### APPENDIX IV: Essential Supporting Documents

The resources within this Annex are intended to guide applicants to key technical and programmatic resources relevant to the design and objectives of this RSFA.

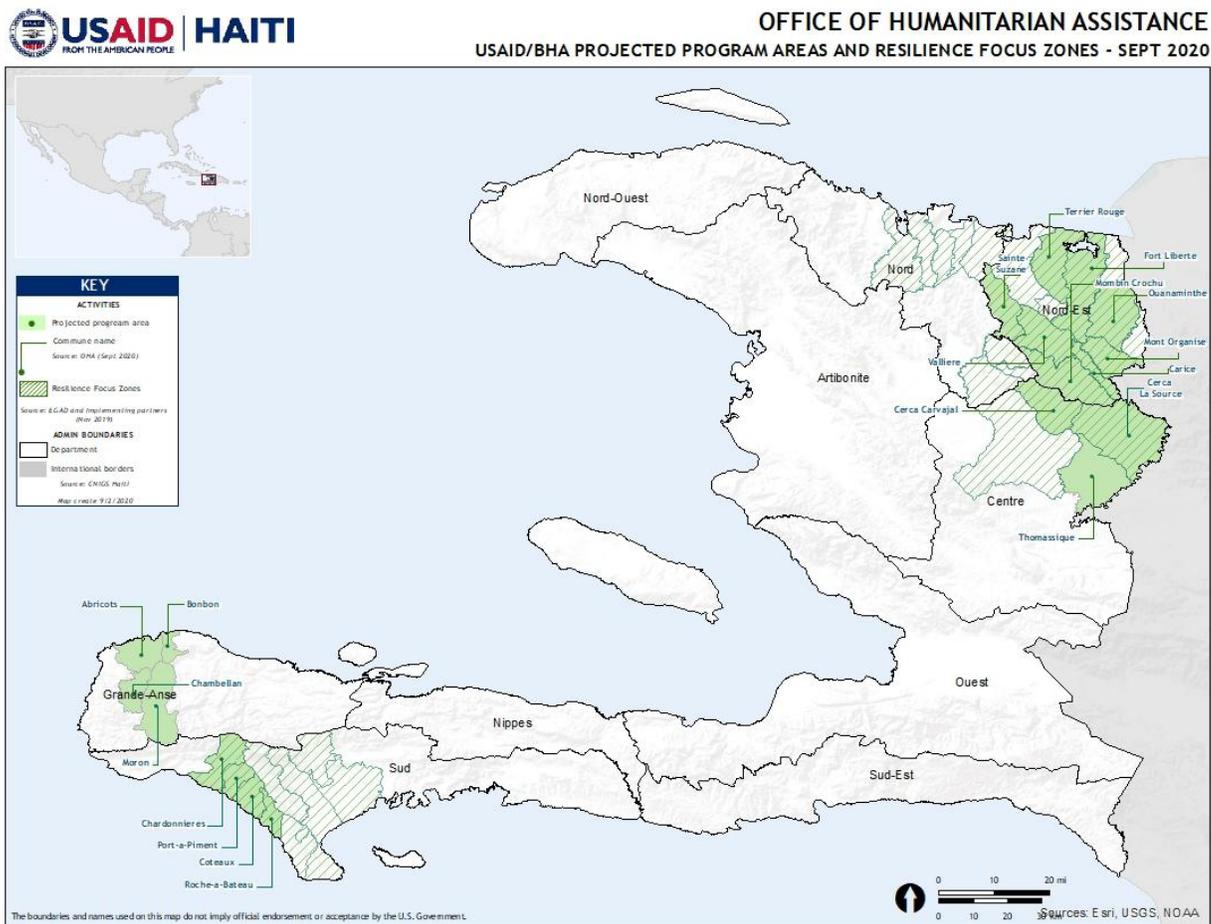
1. Haiti Food Security Desk Review and Data Analysis
2. Haiti Market Analysis
3. Haiti Climate Risk Profile

#### APPENDIX V: Maps of the Mission Resilience Focus Zones, the RFSA Northern and Southern Target Zones of Haiti and Names of Eligible Communes.

A total of 19 Communes across the following Departments will be eligible for applicants to select from in their RFSA design. Both the northern and southern zones must be included in the activity design.

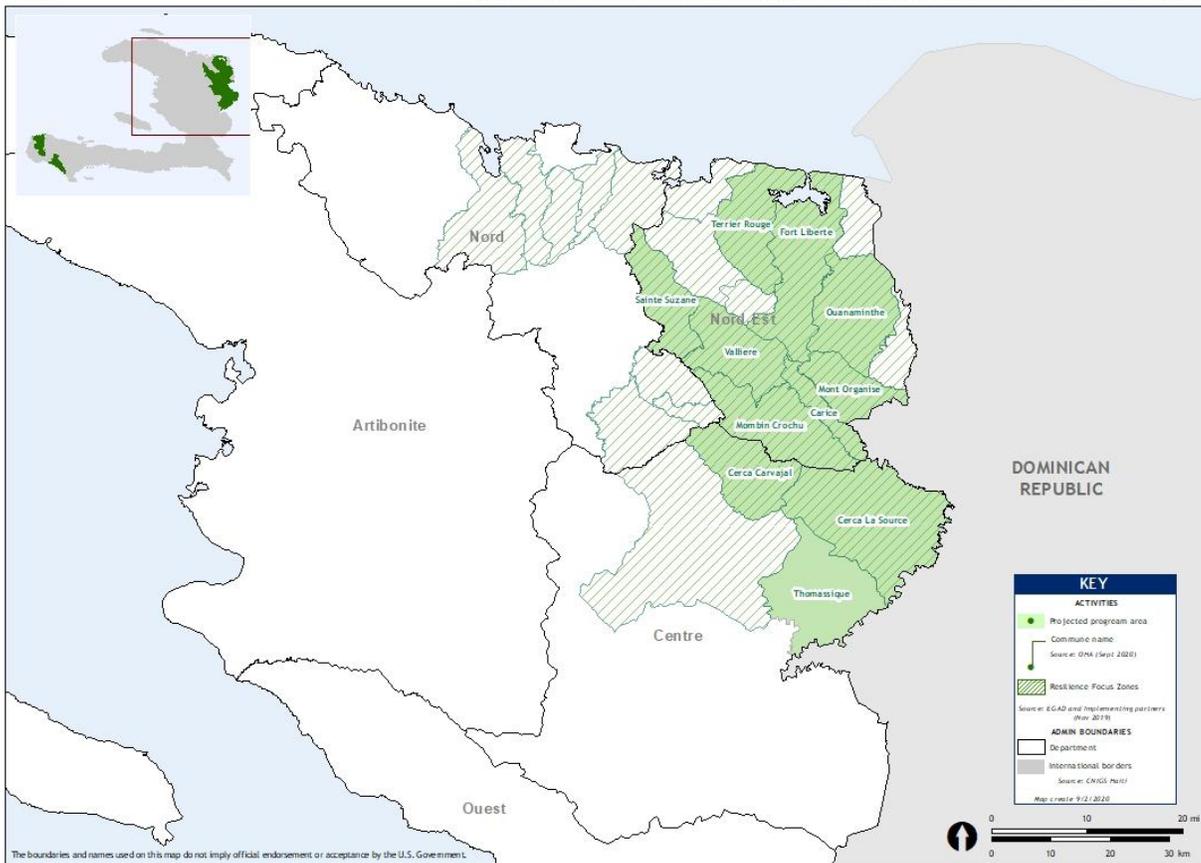
<b>RFSA Northern Target Zone</b>	
<b><u>Northeast Department</u></b>	<b><u>Centre Department</u></b>
<b>Communes:</b> Carice; Ft. Liberte; Mombin Crochu; Mont Organise; Ouanaminthe; Sainte Suzanne; Terrier Rouge; Vallieres	<b>Communes:</b> Cerca Carvajal; Cerca La Source; Thomassique
<b><u>RFSA Southern Target Zone</u></b>	
<b><u>South Department</u></b>	<b><u>Grand Anse Department</u></b>
<b>Communes:</b> Chardonnières; Couteaux; Port-a-Piment; Roche-a-Bateau;	<b>Communes:</b> Abricots; Bonbon; Chambellan; Moron

These maps in this Annex provide an illustration to help applicants visualize the targeted communes for this RFSa and the Haiti Mission resilience focus zones.





NORTHERN DEPARTMENTS  
USAID/BHA PROJECTED PROGRAM AREAS AND RESILIENCE FOCUS ZONES - SEPT 2020





SOUTHERN DEPARTMENTS  
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