

**Issuance Date:** Monday, August 9, 2021

**Deadline for Questions:** Monday, August 23, 2021 (10 days from the final RFA's posting)

**Closing Date:** Wednesday, October 27, 2021

**CFDA Number:** 98.007

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

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

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

**Funding Opportunity Number:** 720BHA21RFA00001

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 Mozambique.

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), 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.

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 these requirements and conditions for award.

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

[SECTION I – PROGRAM DESCRIPTION](#)

[SECTION II – FEDERAL AWARD INFORMATION](#)

[SECTION III – ELIGIBILITY INFORMATION](#)

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

[SECTION V – APPLICATION REVIEW INFORMATION](#)

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

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

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[APPENDIX I: Definitions](#)

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

[APPENDIX III: FY 2022 Refine and Implement](#)

[APPENDIX IV: Relevant Maps](#)

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. In the event of any inconsistency between the information posted on [www.grants.gov](http://www.grants.gov) and the BHA website, the information on [www.grants.gov](http://www.grants.gov) takes precedence. 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 an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in [Section IV](#). The registration process may take several 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 Monday, August 23, 2021 (10 business 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 the [BHA Guidance for Monitoring, Evaluation, and Reporting](#) and the [BHA Guidance for RFSAs Operating in COVID-19 Affected Operating Contexts](#), and the [RFA Solicitation Briefing Recording](#).

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

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

In the event of any inconsistency between this RFA and the documents referenced in the RFA, the RFA takes precedence over any referenced documents, **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 F. More specific information on the objectives, interventions, geographic locations targeted within the countries, and/or funding levels and types covered by this RFA may be found in the Program Description section. In addition, BHA posts market analyses, Climate Risk Profiles, and other related resources on the [Country Fact Sheets](#) page of the Bureau for Humanitarian Assistance (BHA) website, as applicable.

The application process may include two phases. The first phase is the submission and review of an initial application (technical application and cost application). Successful first-phase applicants may also receive letters of invitation to present their applications orally or by video teleconference, 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, **additional details on oral presentation format will be provided to applicants invited to provide a presentation.** 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

BHA provides life-saving humanitarian assistance—including food, water, shelter, emergency healthcare, sanitation and hygiene, and critical nutrition services—to the world’s most vulnerable and hardest-to-reach people. BHA is the lead federal coordinator for international disaster assistance, harnessing the expertise and unique capacities of other U.S. government entities to effectively respond to natural disasters and complex crises around the world.

Through BHA, USAID supports multi-year resilience food and nutrition security activities to improve and sustain the food and nutrition security of vulnerable populations. USAID defines resilience as the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth. These activities work at the individual, household, community and institutional levels to address the underlying causes of food insecurity, 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 2 and pregnant and lactating women; and reducing and mitigating disaster impact

through early warning and community capacity building and preparedness activities. BHA Title II RFSAs are intended to strengthen resilience in populations vulnerable to both acute and chronic hunger, malnutrition and recurrent shocks, stresses and crises, and to reduce future need for ongoing or emergency food assistance. These activities are increasingly integrated with other USAID efforts to promote resilience and reduce extreme poverty.

Since Fiscal Year (FY) 2016, Food for Peace (now part of BHA), has awarded resilience activities under a post-award co-creation model known as Refine and Implement (R&I), which is intended to improve the activity's design, fit to context, and implementation planning. R&I includes multiple stages.

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, particularly building a refined understanding of how the available evidence applies to the local context;
- Activities explicitly designed to both understand the complexity of behaviors the activity will address and inform their prioritization;
- Small-scale operational research, piloting promising 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>1</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 refined 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.

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.

See APPENDIX III: FY 2022 Refine and Implement for more detail on the R&I approach.

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<sup>1</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 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 Office of U.S. Foreign Disaster Assistance (OFDA) and the Office of Food for Peace (FFP) - each with more than half a century of experience - into one influential voice on humanitarian assistance, enabling USAID 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, Public International Organizations, local and international nongovernmental organizations (NGOs), and the private sector.

- **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.

Through RFSAs, BHA is also committed to supporting USAID's Journey to Self-Reliance through early recovery, risk reduction, and resilience to complement humanitarian assistance. BHA focuses its early recovery, risk reduction, and resilience efforts where it can leverage existing humanitarian and development 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 is committed to responding to and mitigating the effects of natural disasters 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 brings together responsibilities of the former OFDA and FFP. While the BHA strategy is being 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 legacy OFDA and FFP strategies and policies such as 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 Women's 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 "non-emergency" 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.

BHA considers early recovery, risk reduction, and resilience (ER4) to be an integral component of humanitarian assistance and is in the process of finalizing its ER4 Strategic Framework. The document will articulate BHA's approach to ER4, describing BHA's Goal and Strategic Objectives within ER4, and its commitments and guiding principles. Descriptions and definitions of ER4 categories, as well as linkages and alignment with broader USAID policies and strategies and international frameworks, will be detailed to reflect BHA's priorities. The ER4 Strategic Framework will also provide parameters and criteria for ER4 programming and operational details to guide BHA planning and programming.

- **USAID Mozambique Country Development Cooperation Strategy (CDCS)**

USAID Mozambique has recently completed the CDCS process. One of the three Development Objectives (DO 3) focuses on vulnerable populations in northern and central Mozambique and on the specific shocks/stresses of natural disasters, food insecurity, and violent extremism. DO 3 contributes to the overall CDCS goal of a Mozambique whose overall economy, governance systems, and ability to finance self-reliance are more resilient to a broad range of shocks. This activity will support DO 3, and specifically, Immediate Result (IR) One, which seeks to increase household food security and nutrition. This activity will also play an important role in the entirety of the CDCS, across DO's, as the Mission seeks to integrate social accountability, improved governance, improved health and well-being, and focus on the most vulnerable populations, including women and youth. Given the strong linkages between health, agriculture, food security, nutrition, and Water, Sanitation and Hygiene (WASH), DO 3 activities will be coordinated and, where appropriate, layered and sequenced with health and education activities under DO 1 and agriculture and local governance activities under DO 2.

Under DO 3, with an express focus on the Journey to Self Reliance, USAID Mozambique will target resilience programming through intentional sequencing, layering, and integration, which will build capacity at the household, community, and systems level to withstand key shocks. Building on lessons learned, USAID's efforts will concentrate on building resilience tools and capacities in the areas of household food security and nutrition, access to clean water and sanitation, sustainable natural resources management, resistance to conflict and violent extremism, and natural disaster preparedness.

Within targeted vulnerable communities and households, USAID will prioritize building resilience for women and young people, who often have lower incomes, fewer assets, poorer nutrition, and less social capital from which to draw in the event of a shock. Women in Mozambique—and particularly in the Northern and Central regions—generally marry young, and give birth to an average of five children who face an uphill battle for survival due to poverty, poor nutrition, and lack of clean water. Given these challenges, USAID will prioritize activities that reduce vulnerability gaps between men and women at the household, community, and system levels. This will include supporting women to increase household income through sustainable intensification of natural resource-based livelihoods, as well as improving the health and nutrition of their families through access to diverse diets, clean water, and sanitation. Together these investments will increase women's incomes, access to resources, decision-making opportunities, and protection from violence and exploitation.

- **Key Government of Mozambique Policies and Programs**

The Government of Mozambique (GRM) has a number of key policy objectives that are pertinent to this solicitation. This activity supports plans and priorities of the GRM as articulated by key national health, social protection, and food security strategies. They include:

**Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC)**

PAMRDC is a master document in the implementation of nutrition-sensitive and nutrition-specific interventions in Mozambique. It was approved in 2010 with the commitment of key ministries that would provide an enabling environment for appropriate nutritional intake of Mozambican populations.

**Food and Nutrition Security Strategy (ESAN III)**

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



## **Scaling Up Nutrition Movement (SUN Movement)**

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

## **The Investment Case for Reproductive, Maternal, Neonatal, Child and Adolescent Health (RMNCAH), supported by the Global Financing Facility (GFF)**

To accelerate progress on RMNCAH in Mozambique, the Ministry of Health (MOH) developed an RMNCAH Investment Case to be funded by the Global Financing Facility, also supported by USAID. Adopted by the MOH as the leading strategic document to guide sector-wide programming and investment in the areas of reproductive, maternal, neonatal, child, and adolescent health, the National Strategy for the Improvement of Quality and Humanization of Health Services, 2017-2023 lays out the GRM's strategic vision for establishing a national system to improve the quality of health services, focusing on both clinical quality as well as the patient-centered aspects of "Humanization." While the strategy is focused at the health facility level, improving the quality and humanization of health care services within clinics and those provided by community health workers, it will be important that critical changes in behavior are also made by Mozambicans in the realms of RMNCAH.

## **SUSTENTA**

The Ministry of Agriculture and Rural Development (MADER)'s SUSTENTA aims to improve the quality of life of rural households by promoting sustainable agriculture (social, economic and environmental). SUSTENTA is a national policy for the integration of family farming in productive value chains. SUSTENTA's actions are in line with the five major priorities guidance from the MADER: food security, family income, employment, social inclusion, and production, and productivity. SUSTENTA establishes the links between other actors in value chains, namely those who provide inputs and create market and market linkage opportunities.

## **Social Protection and Cash Transfers:**

The Ministry of Gender, Children and Social Action (MGCAS) and the National Institute of Social Action (INAS), which respectively are responsible for policy and implementation of non-contributory social protection. They are also responsible for the design, implementation, supervision, and collaboration on a number of different multi-purpose cash transfer activities, including the Basic Social Subsidy Programme (PSSB), Direct Social Support Programme (PASD), Direct Social Support Programme in Emergencies (PASD-PE), a Child Grant Program with UNICEF, COVID-19 support to impacted HHs, and others. Assistance to particularly vulnerable households is a key priority of the Government.

### 3. Goal and Objectives

BHA intends to award one cooperative agreement in Zambezia Livelihood Zone (LHZ) 5. This LHZ is part of USAID Mozambique’s Resilience Focus Zone, and the objectives of this RFA will contribute to the Mission’s CDCS in partnership with other Mission activities. This RFA covers the following districts within Zambezia Province: Alto Molócuè, Derre, Gilé, Gurué, Ile, Lugela, Mocuba, Morrumbala, Mulevala and Namarroi. While the aforementioned districts are the primary focus of the activity, during the seven months of the refinement period process, if the awardee, in consultation with BHA and the Mission, determines the need to expand the geographic scope to contiguous districts in Zambezia and Nampula to tailor the activity and resources to the context, a request will need to be submitted for USAID/BHA review and Agreement Officer approval in accordance with [BHA Functional Policy 20-02](#).

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.** Applicants must only request from commodities BHA defines as specialized nutritious foods (SNFs) in the table below. **In order to make CSB+ a complete specialized nutritious food, applicants will need to program it with fortified vegetable oil that is purchased locally. Applicants should not plan to import vegetable oil.**

Ready to Use Foods (RUFs)	Fortified Blended Flours (FBFs)
Medium Quantity - Lipid Nutrient Supplements for Pregnant and Lactating Women (PLW) - (MQ-LNS)	Corn soy blend plus (CSB+)
Small Quantity - SQ-LNS for PLW	Corn soy blend plus plus (CSB++)
SQ-LNS for children	

BHA’s most recent list of Title II commodities can be found in the [BHA Fiscal Year 2021 Commodity and Ocean Freight Price Estimates](#) document. Note that BHA does not intend to prescribe the amount of in-kind Title II commodities applicants must propose or the time frame during which they must be programmed. These decisions will depend upon each applicant’s activity design. **Applicants may also request up to 50 percent Title II Section 202(e) funding to support local and/or regional procurement of food commodities, cash transfers, food vouchers and/or other allowable 202e expenses.** Uses of Section 202(e) funding fall into two general categories: 202(e) and 202(e) Enhanced. Internal Transport, Storage, and Handling (ITSH) funds can only be programmed in conjunction with commodities sourced from the United States. ITSH funds cannot support costs associated with commodities procured locally, regionally and/or internationally. Other types of funding and monetization are not authorized. All resource requests must be appropriately justified.

### **Background:**

In Mozambique, chronic malnutrition rates are very high among children under 5 years of age. In Zambezia, the chronic malnutrition rate is 45 percent, above the national average of 43 percent.<sup>2</sup> These rates are higher nationally in rural areas (46 percent) compared to urban areas (35 percent). These numbers indicate that approximately half of the children in Zambezia have stunted linear growth which is associated with a host of negative outcomes, including higher morbidity and mortality, impaired child development, and decreased work capacity and eventual earnings, amongst others. Poor nutrition in early childhood has long-term consequences for the economic and social development of households and communities in Mozambique. According to “The Cost of Hunger in Africa”, Mozambique loses more than 10.9 percent of its annual GDP (1.6 billion USD) due to chronic malnutrition.<sup>3</sup>

A number of factors contribute to higher stunting rates in Zambezia, including:

### **Sub-optimal maternal nutrition:**

- 14 percent of women with Body Mass Index (BMI) < 18.5 (highest in Mozambique)
- 61.7 percent of women with anemia (highest in Mozambique)<sup>4</sup>

### **Sub-optimal infant and young child feeding practices:**

- Established cultural norm of breastfeeding (20.4 month median duration), but only 1.4 month average duration of exclusive breastfeeding
- Minimum acceptable diet (MAD) achieved by 30.9 percent of children
- Minimum meal frequency (MMF) achieved by 56.2 percent of children
- Minimum dietary diversity (MDD) achieved by 42.2 percent of children<sup>5</sup>

The total fertility rate in Mozambique is 5.4 with only 25.3 percent of women using a modern form of contraception. The median age at first sex is 16.8 years and age of their first marriage is 18.2 years of age<sup>6</sup>. The HIV prevalence rate in Mozambique is 12.7 percent with cases more heavily centered in urban areas<sup>7</sup>. Mozambique’s maternal mortality ratio stands at 443 per 100,000 live births, one of the 20 highest in the world. Just over half of women attend more than four ante-natal clinic visits, are attended by a skilled birth practitioner, and give birth in a formal health facility, but these numbers have stagnated over time and vary widely between urban and rural populations<sup>8</sup>. The most significant barriers to institutional delivery in Zambezia Province are delays in reaching care as well as delays in seeking care (due to gender/cultural

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<sup>2</sup> <https://www.usaid.gov/sites/default/files/documents/1864/Mozambique-Nutrition-Profile-Mar2018-508.pdf>

<sup>3</sup> <https://scalingupnutrition.org/news/mozambique-losses-due-to-chronic-malnutrition/>

<sup>4</sup> Inquérito Populacional de Base para avaliar o programa: "Melhorando o Estado Nutricional das crianças (0-59 meses de idade) nas províncias de Zambézia e Nampula" UNICEF, 2020.

<sup>5</sup> Inquérito Populacional de Base para avaliar o programa: "Melhorando o Estado Nutricional das crianças (0-59 meses de idade) nas províncias de Zambézia e Nampula" UNICEF, 2020.

<sup>6</sup> [https://www.dhsprogram.com/countries/Country-Main.cfm?ctry\\_id=61&c=Mozambique](https://www.dhsprogram.com/countries/Country-Main.cfm?ctry_id=61&c=Mozambique)

<sup>7</sup> <https://www.unaids.org/en/regionscountries/countries/mozambique>

<sup>8</sup> [https://www.dhsprogram.com/countries/Country-Main.cfm?ctry\\_id=61&c=Mozambique](https://www.dhsprogram.com/countries/Country-Main.cfm?ctry_id=61&c=Mozambique)

barriers). Zambezia also has the highest infant mortality rate in the country at 64 per 1,000 live births and has some of the worst maternal and child health outcomes overall. Poor availability of health services, distances to the services, and low quality of care also drive a spectrum of poor outcomes. Infant mortality stands at 64 and child mortality at 95, both at per 1,000 live births<sup>9</sup>. Both indicators dropping steadily over time, surely in no small part due to improvements in malaria prevention, control, and prompt treatment. While progress in Zambezia has not been ideal, nationally, major progress has been made in children sleeping under a mosquito net with 73 percent of children reporting sleeping under a bednet the previous night. This data is also in keeping with a drop in the prevalence of fever and a remarkable uptick in the prompt treatment of fever. However, malaria continues to be a challenge. In the last Malaria Indicator Survey, 44 percent of children aged 6-59 months tested positive for malaria in Zambezia, the fourth highest in the country<sup>10</sup>.

Approximately 62 percent of the population in Zambezia lives in poverty, and according to SETSAN, between 6-10 percent of households face acute food insecurity.<sup>11</sup> The main determinants of wealth in [Livelihood Zone 5 \(LHZ 5\)](#) are the size of land cultivated, area under cash crops, and livestock ownership. Poorer and less educated households also have poorer health outcomes, including stunting. Fifty-one percent of children from the poorest households experienced stunting. However, even households in the highest wealth quintile have 24 percent of children still experienced stunting.<sup>12</sup>

Within LHZ 5, typical households earn a small amount of supplemental income selling a portion of their staple crop and, to a lesser extent, sale of various small scale cash crop production. Households within LHZ 5 are largely dependent on rainfed agriculture for their own consumption, as a source of income from crop sales, and labor demand.<sup>13</sup> The production system is heavily based on maize and cassava, limiting options to ensure nutrient-dense, diverse diets from their own production. Maize constitutes the majority of poor households diets, with variable and limited consumption of other food groups, such as oils/fats and green leafy vegetables, which are consumed as infrequently as 2-3 days per week, resulting in insufficient micronutrient intake.<sup>14</sup> While productivity is low in Zambezia, staple crop production in Zambezia is still generally adequate to meet minimum daily energy requirements. However, a typical household does not produce or is not able to afford a nutritious diet.<sup>15</sup> The situation is acute in Zambezia, where a nutritious diet is almost three times the cost of an energy-centric diet.<sup>16</sup> Further, the most vulnerable households in Zambezia fail to produce a

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<sup>9</sup> [https://www.dhsprogram.com/countries/Country-Main.cfm?ctry\\_id=61&c=Mozambique](https://www.dhsprogram.com/countries/Country-Main.cfm?ctry_id=61&c=Mozambique)

<sup>10</sup> <https://www.pmi.gov/docs/default-source/default-document-library/malaria-operational-plans/fy20/fy-2020-mozambique-malaria-operational-plan.pdf?sfvrsn=6>

<sup>11</sup> World Bank Poverty Assessment, April 2018

<sup>12</sup> <https://www.usaid.gov/sites/default/files/documents/1864/Mozambique-Nutrition-Profile-Mar2018-508.pdf>

<sup>13</sup> <https://fews.net/sites/default/files/documents/reports/MZ%20LHDescriptions%20August%202013%20en3.pdf>

<sup>14</sup> <https://www.usaid.gov/sites/default/files/documents/1864/Mozambique-Nutrition-Profile-Mar2018-508.pdf>

<sup>15</sup> [https://docs.wfp.org/api/documents/WFP-0000100126/download/?\\_ga=2.164917439.1094842950.1604041652-1301212854.1599814319](https://docs.wfp.org/api/documents/WFP-0000100126/download/?_ga=2.164917439.1094842950.1604041652-1301212854.1599814319)

<sup>16</sup> [https://docs.wfp.org/api/documents/WFP-0000100126/download/?\\_ga=2.164917439.1094842950.1604041652-1301212854.1599814319](https://docs.wfp.org/api/documents/WFP-0000100126/download/?_ga=2.164917439.1094842950.1604041652-1301212854.1599814319)

sufficient variety of foods to meet even their food security requirements. Improving rainfed staple crop production is inhibited by numerous structural and systemic barriers, beyond what is possible to sustainably address in this activity.

Nationally, only 24 percent of Mozambican households have access to basic sanitation, and in rural areas almost half of the population (47 percent) practices open defecation. In Zambezia, 72 percent of the population practices open defecation.<sup>17</sup> Only 30.6 percent have access to safe water.<sup>18</sup> The hygiene situation is also quite poor, with only 12 percent of the population having basic access, defined as having soap and water available on their premises.<sup>19</sup> Further, 78 percent of households had the presence of animal feces on the ground around homes; 63 percent of children 12-23 months observed eating dirt<sup>20</sup>; and a 15 percent prevalence of diarrhea (0-5 years old)<sup>21</sup>. In addition to a high prevalence of poverty, stunting, and chronic food insecurity, many households in Zambezia rely on unsafe water sources.

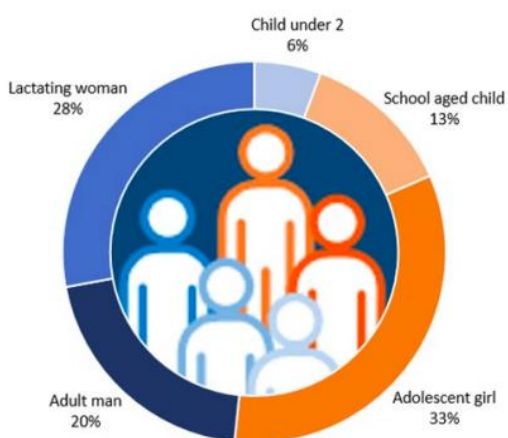


Figure 1: Percentage of the total cost of the nutritious diet for each household member (national average). Source: <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000100126.pdf>

Gender, age, and other diversity factors play a key role in understanding Zambezia's high rates of chronic malnutrition. Gender inequalities and social norms have consistently been found as a barrier to progress. For example, intra-household food allocation often means that women and children do not have access to key nutritious food, including proteins, on a regular basis. The nutritional requirements of an adolescent girl are the most expensive for a household to meet, averaging about 33 percent of a household's total budget; pregnant and lactating women

<sup>17</sup> WHO/UNICEF JMP 2015. <https://washdata.org/data>.

<sup>18</sup> <https://www.unicef.org/mozambique/en/water-sanitation-and-hygiene-wash>.

<sup>19</sup> <https://washdata.org/data#!/dashboard/872>

<sup>20</sup> <https://washdata.org/data#!/dashboard/872>

<sup>21</sup> Mozambique DHS, 2011

are the second most expensive family member to feed (figure 1)<sup>22</sup> and 46 percent of Mozambican adolescents become pregnant before reaching adulthood.<sup>23 24</sup>

Given long-held gender norms and the lack of progress in advancing conversations on household decision-making, the majority of adolescent girls are under-nourished. Other drivers of poor nutrition for children, adolescents, and young women include: poor secondary education and livelihood opportunities; early marriage and pregnancy, poor access to and control of resources, limited autonomy, and high rates of gender-based violence (GBV) and other protection risks. HIV prevalence among youth is also a factor, further exacerbating time and unpaid care burdens for women and girls in particular.

### **Goal: Improve Nutrition Outcomes for Children under 2 Years of Age in Zambezia Livelihood Zone (LHZ) 5**

USAID is not only looking to improve suboptimal food intake, but also the measurable health outcomes related to growth and development. Accordingly, this RFA presents two initial primary objectives for applicants to address. Equally important, through “Additional Objective(s) To Be Proposed by Applicants” the RFA provides space for applicants to conduct assessments and suggest additional objective(s) that will complete a theory of change and strengthen the sustainability of program outcomes. This framing is intended to maintain a focused program, while ensuring that key constraints identified through deep contextual analysis may be addressed holistically.

The first objective focuses on addressing the intergenerational nature of stunted linear growth combined with the unique vulnerability by lifestage. The cyclical pattern whereby stunted children grow into adolescents and young women who are more likely to have stunted children themselves is a distinct development challenge posed in this RFA. The available evidence supports intervening meaningfully by using a life cycle approach, focusing on critical windows of time. Research from neighboring Malawi quantified the cumulative difference in stature between Malawian children and the World Health Organization (WHO) growth standard median, attributing 20 percent of the difference in stature to growth (or lack thereof) in utero, 20 percent in the first six months after birth, 50 percent during the 6-24 month complementary feeding period and some 10 percent thereafter.<sup>25</sup> This is a stubborn cycle to disrupt, and with finite reach and resources, it demands a thoughtful, strategic approach that looks as much at *when* to intervene in addition to *how*.

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<sup>22</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000100126.pdf>

<sup>23</sup> <https://docs.wfp.org/api/documents/WFP-0000100126/download/? ga=2.164917439.1094842950.1604041652-1301212854.1599814319>

<sup>24</sup> 2015 Malaria Survey (IMASIDA)

<sup>25</sup> Dewey KG & Huffman SL. Maternal, infant, and young child nutrition: combining efforts to maximize impacts on child growth and micronutrient status. Food and Nutrition Bulletin, 2009, vol.30, (pg. S187-S189)

The second objective for applicants to incorporate is the appreciation that growth and development are impacted by the host's environment and only a part of that environment pertains to how they are fed and cared for. A child's relative capacity to utilize the nutrients biologically available to their body for growth and development is impacted by a confluence of factors specific to their context and environment. Similarly, a household's capacity to provide care and feeding in a way that supports the health of the child can be impaired by a host of factors. Applicants are challenged to maintain the focus of their activities upon the goal at hand while appreciating the complexity of a child's environment to seek a mix of nutrition specific and nutrition sensitive activities that look to maximize the resources available.

In assessing the unique biological, social, environmental, and cultural factors that challenge improvements in nutritional outcomes, applicants will find that additional objective(s) are necessary to address the most limiting factors holistically and sustainably. A complementary mix of nutrition-specific and nutrition-sensitive programming will be necessary and sufficient to ensure sustainable programmatic outcomes. Proposed objective(s) must maintain the activity's focus on sustainably improving nutrition outcomes for children under two years of age in LHZ 5.

### **Objective I: Sustainably improve women's nutrition including in the face of shocks**

Based upon an established independent relationship between fetal growth restriction (FGR) and stunting and wasting across regions, and the link between fetal life and child growth and nutritional status, successful applicants will focus on improving women's nutrition as a key lifecycle approach to disrupting the cycle of undernutrition.<sup>26</sup> A mix of biology, economic, social and cultural norms combine to disproportionately raise the vulnerability of women to nutritional deficits, making the improvement of women's nutrition a priority for work in Zambezia's LHZ 5.

Disparate nutritional demands by lifecycle stage, and how those demands might be met, must be understood within the social and cultural norms in a community. Paradoxically, adolescent girls and women have some of the most elevated nutrient needs as compared with other demographic groups, and yet, they frequently receive a disproportionately low share of nutrient dense foods within a household compared with other family members. This appears to hold true across Zambezia LHZ 5. From a biological perspective, women's need for specific vitamins and minerals as well as macronutrients accelerate when they begin menstruation and during their adolescent growth period, but also if and when they become pregnant and the needs of the rapid growth and development of the fetus become their own. These heightened needs are not unique or confined to a period of adolescence, however, and persist through childbearing years. Interventions designed to improve nutrition during pregnancy have the potential to positively impact women's nutrition status, reduce low birth weight (LBW), reduced

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<sup>26</sup> Christian P, et al. Risk of childhood undernutrition related to small-for-gestational age and preterm birth in low- and middle-income countries, *International Journal of Epidemiology*, 2013, vol. 42, (pg. 1340-1355)

incidences of small for gestational age (SGA), and preterm birth (PTB).<sup>27</sup> A growing body of evidence supports the importance of mitigating these adverse outcomes as a means to disrupting the intergenerational cycle of malnutrition. Meta analyses on supplementation programs during pregnancy, both multiple micronutrient supplementation as well as supplementary feeding programs<sup>28</sup>, have shown the ability to substantially reduce the risk of SGA and in some cases reduce stunting in children born to mothers of those programs.<sup>29</sup> Successful applicants will demonstrate a strong grasp of the available evidence in this domain as well as the translation of that evidence into programming activities that can reasonably be expected to have success in Zambezia's LHZ 5 communities.

Applicants are strongly encouraged to demonstrate understanding of the ability or inability of the normative behavior in Zambezia LHZ 5 to account for pregnant and lactating women's increasing needs and to think through approaches to close gaps in consumption. Appreciation for sociological components are key to creating meaningful and sustainable change, and applicants are encouraged to work to promote lasting social change that appreciates the constructs of gender, age and other factors that contribute to identity within a community in addition to the behaviors at individual and household level.

As a pregnant woman transitions to become a mother of a newborn, assuming that she commits to breastfeeding, her body's demand for micro and macronutrients accelerate to support the demands of lactation. Her capacity to maintain her own health as well as her milk production necessitate significant increases in food consumption. Both the quality and quantity of consumption at this stage are important to promote health of the mother-child dyad. Applicants are encouraged to program with this "dyad" mentality in mind as the necessary point at which singular interventions can work synergistically to push progress on both objectives and to strategically work in harmony with the lifestage or lifecycle approach to addressing undernutrition.

There is significant evidence that certain characteristics such as maternal height and body mass index (BMI) prior to a pregnancy serve as important determinants of both SGA and LBW<sup>30</sup> and pooled DHS data has demonstrated an inverse relationship between maternal height and child stunting.<sup>31</sup> This evidence underscores the priority that must be placed on adolescent girls as a key target group for improved nutrition. It also suggests that the improvement of women's nutrition is in and of itself a worthy development outcome, but as an intermediate outcome to

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<sup>27</sup> da Silva Lopes K, Ota E, Shakya P, et al. Effects of nutrition interventions during pregnancy on low birth weight: an overview of systematic reviews, *BMJ Global Health*, 2017, vol. 2, issue 3

<sup>28</sup> Imdad A, Bhutta ZA. Maternal nutrition and birth outcomes. Effect of balanced protein-energy supplementation, *Paediatric Perinatal Epidemiology*, 2012, vol.26 (pg. 178-90)

<sup>29</sup> Khan AI, Kabir I, Ekstrom E-C, et al. Effects of prenatal food and micronutrient supplementation on child growth from birth to 54 months of age: a randomized trial in Bangladesh, *Nutr J*, 2011, vol. 10 pg. 134

<sup>30</sup> Kramer MS. The epidemiology of adverse pregnancy outcomes: an overview. *J Nutr*, 2003, vol. 133 (pg. 1592S-96S)

<sup>31</sup> Ozatlin E, Hill K, Subramanian SV. Association of maternal stature with offspring mortality, underweight, and stunting in low- to middle-income countries, *JAMA*, 2010, vol. 303 (pg. 1507-16)



achieve the goal of improved children's nutritional status as measured by linear growth, it is necessary yet insufficient.

Designing interventions to improve health and nutrition for the preconception period, the indiscriminate period of time prior to pregnancy, presents obvious challenges based on inherent uncertainties. However, a focus on improving nutrition through normative change that elevates the prioritization of adolescent girls and women in intra-household allocation of food is seen as a fundamental social marker of progress. Within Zambezia and LHZ 5, barriers to improving women's nutrition are due to a mix of factors, including but not limited to: economic factors, cultural practices, norms, and food insecurity. Successful applicants will demonstrate a robust understanding of those specific barriers and propose a meaningful approach with a focus on interventions that will contribute to sustained activity outcomes. Applicants will have the opportunity to refine their understanding and approach during an R&I period, as well as propose activities or a mix of activities designed to enable and empower individuals, households, and communities to improve women's nutrition in a meaningful and sustainable way.

## **Objective II: Improve infant and young child feeding**

Objective I stresses the importance of intervention before a child is born due to the rapid growth and development and unique vulnerability of the fetus in utero. The growth and development that follow birth are highly sensitive to the care and feeding practices that children receive with the two primary stages of development 0-6 months and 6-24 months being uniquely important for determining a child's risk of growth faltering.

Though posed as stages, the notion of the mother-child dyad presented in the first objective should be continued in development of activities that seek to achieve the objective of improved infant and young child feeding. For instance, complementary feeding includes a myriad of interrelated behaviors and factors, including timing of introducing different foods; density of food and general preparation; diversity of foods; responsive feeding actions; meal frequency; serving size and food safety in preparation; and storage. But this complex mix of behaviors must occur in coordination with the promotion of breastfeeding (exclusively so over the first six months) and thus women's nutrition to continue to support her. The period 0-6 months, which the collective evidence points to exclusivity of breastfeeding, programming to empower women to commit to optimally breastfeeding their child requires supporting the mother, calorically and otherwise.<sup>32 33 34</sup>

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<sup>32</sup> Kramer MS, Kakuma R. The Optimal Duration of Exclusive Breastfeeding: A systematic review. WHO 2002

<sup>33</sup> WHO Collaborative Study Team on the Role of Breastfeeding on the Prevention of Infant Mortality. Effect of breastfeeding on infant and child mortality due to infectious diseases in less developed countries: a pooled analysis. *Lancet* 2001, pg. 355, 451-455

<sup>34</sup> Eidelman AI, Schanler RJ, Johnston M, et al. Breastfeeding and the use of human milk. *Pediatrics*. 2012, vol.129 pg. 827-41.

Median duration of exclusive breastfeeding during the last Demographic and Health Survey (DHS) for Zambezia was approximately one and a half months, far short of the six months that is recommended, though the median duration for continued breastfeeding (not exclusive) was 19.5 months, much closer to the recommendation of 24 months and beyond.<sup>35</sup> The Global Nutrition Report of 2019 (based on 2013 data) cites a national exclusive breastfeeding rate for all children under 6 months of age of 41 percent and that number is nearly halved (22 percent) by the time children reach 4 months of age.<sup>36</sup> These data, both due to the length of time since the surveys took place as well as the major shock from COVID-19, suggest that a successful applicant will have a refined understanding of the problem at hand. Nonetheless, historical data suggest that many children in Zambezia are unable to take full advantage of health benefits associated with exclusive breastfeeding through the first 6 months of age.

Successful applicants will treat improvement in breastfeeding practices, whether exclusive breastfeeding of children less than 6 months or continued breastfeeding, as a more nuanced problem than simply a lack of simple education or awareness. Education is anticipated to be part of a robust program, but not the entirety of the program. Supporting households generally, and women specifically, to optimally breastfeed may be more successful if it is predictable, adheres to an anticipated schedule, and involves a variety of supportive professionals, volunteers, peers or family members.<sup>37</sup> Zambezia presents its own unique blend of challenges and opportunities, and applicants are encouraged to account for these in their proposed interventions to achieve positive, sustained change. But this begs for intentional layering of contact points for mothers and households, which will require coordination and consistent messages and approaches across those layers. Similarly, avoidance of an overly simplistic understanding of breastfeeding is necessary to inform the intervention strategies. Applicants should go beyond the analysis of binary variables, such as exclusively breastfed/not exclusively breastfed, and understand issues related to duration of (exclusive and continued) breastfeeding and be cognizant of mental health and its relationship to the breastfeeding experience. Applicants should design interventions that empower women and their households to emphasize quality breastfeeds all as parts of a coherent strategy to create normative change for breastfeeding behaviors.

Breastfeeding, particularly exclusive breastfeeding, over the period from 0-6 months, is important due to human milk composition and its ability to meet nutritional needs over that period, and also for the protective effect of breastfeeding. Breastfeeding facilitates the transfer of immunological properties from mother to child and can reduce disease transmission through the oral pathway by delaying when children begin eating other foods. Suboptimal

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<sup>35</sup> Minsterio da Saude (MISAU), Instituto Nacional de Estatistica (INE) e ICF International (ICFI). Mocambique Inquerito Demografico e de Saude, 2011, pg. 160-4

<sup>36</sup> Global Nutrition Report. 2019. [www.globalnutritionreport.org/media/profiles/3.0.3/pdfs/mozambique.pdf](http://www.globalnutritionreport.org/media/profiles/3.0.3/pdfs/mozambique.pdf)

<sup>37</sup> McFadden A, Gavine A, Renfrew MJ, et al. Support for healthy breastfeeding mothers with healthy term babies. Cochrane Database of Systematic Reviews. 2017

breastfeeding practices, through increased risk of child morbidity, can lead to stunted growth.<sup>38</sup>  
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With the mother-infant dyad as the programming focus, it is important to note the significantly increased maternal nutrient demands, both in terms of micro and macronutrients, during lactation. Consideration of cultural and behavioral barriers as well as other barriers, including food insecurity and poor access to nutrient dense foods in terms of meeting those demands, is required for a sustainable strategy.

National Infant and Young Child Feeding (IYCF) data for Mozambique demonstrate only marginal differences from the lowest to the highest wealth quintiles when it comes to minimum acceptable diet (MAD), minimum dietary diversity (MDD) and minimum meal frequency (MMF).<sup>41</sup> These indicators are low and indicative of sub-optimal complementary feeding that largely transcends wealth. The World Food Program's (WFP's) Fill the Nutrient Gap summary report highlights the high cost of a nutritious diet. Applicants must conduct analyses to better understand the constraints for complementary feeding and make informed use of any transfers that seek to improve access to foods. Transfers alone cannot change behaviors. Applicants should consider additional interventions and strategic partnerships that will be a part of a holistic strategy to create sustained change. These national-level data need to be reassessed at the level of the targeted geography in Zambezia, but unless fundamentally distinct, this guidance holds.

The complexity of complementary feeding behaviors will require applicants to understand a number of dimensions and how the culture and local conditions facilitate or hinder certain behaviors. The importance of this period for differentiation of growth trajectories is well established and has served as a primary underpinning of the 1000 Days advocacy work. But the challenges of feeding young children at this stage are substantial. There is no single, fixed way to optimally achieve this, as even within the same household, different children may require nuanced foods and feeding strategies from caregivers. As such, programming interventions should be designed to empower households and caregivers to apply skills to their own unique problem set rather than mechanically embrace monolithic approaches. That said, there is strong evidence for provision of food supplements to positively impact child undernutrition, particularly where households have insufficient access to nutrient dense food.<sup>42</sup> Specialized nutritious foods (SNFs), including fortified blended flours and lipid-based nutrient supplements (LNS) have shown in meta analyses to decrease the risk of stunting, with recent analyses of LNS

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<sup>38</sup> Black RE, Allen LH, Bhutta ZA, et al. Maternal and child undernutrition: global and regional exposures and health consequences. *The Lancet*. 2008, vol. 371, pg. 243-260

<sup>39</sup> Engabetsen IM, Tylleskar T, Wamani H, et al. Determinants of infant growth in Eastern Uganda: a community-based cross-sectional study. *BMC Public Health*. 2008, vol. 8, pg. 418

<sup>40</sup> Onyango AW, Esrey SA, & Kramer MS. Continued breastfeeding and child growth in the second year of life: a prospective cohort study in western Kenya. *The Lancet*. 1999, vol. 354, pg. 2041-45

<sup>41</sup> Global Nutrition Report. 2019. [www.globalnutritionreport.org/media/profiles/3.0.3/pdfs/mozambique.pdf](http://www.globalnutritionreport.org/media/profiles/3.0.3/pdfs/mozambique.pdf)

<sup>42</sup> Bhutta ZA, Ahmed T, Black RE, et al. What works? Interventions for maternal and child undernutrition and survival. *The Lancet*. 2008, vol. 371/9610, pg. 417-440

interventions demonstrating compelling evidence of effectiveness.<sup>43 44 45</sup> Similarly, meta-analysis of micronutrient supplementation program data has demonstrated reductions in risk of stunting and improved height for age Z-scores (HAZ).<sup>46</sup> Finally, evidence on the effectiveness of cash transfers to improve nutrition outcomes is relatively mixed, lending to an appreciation for the complexity of these schemes that have to account for conditionality, targeting, size of transfer, duration of transfer, etc. Successful applicants will make informed decisions around any use of modality<sup>47</sup> to address issues of access to nutrient-dense foods based on a solid understanding of the available literature and their own design that will account for the challenges posed in the Zambezia context and will seek to meet an established nutrient gap.

Finally, feeding practices for children during times of illness or infection must be a key part of a strategy to improve both breastfeeding and complementary feeding behaviors. The challenges of feeding healthy children during this age are real, and they become that much more exaggerated in times of illness when the appetite can be suppressed and the body may experience nutrient diversion or loss, and the infection can even compromise nutrient absorption. Malaria and other infections can greatly affect care and feeding practice routines and require their own unique sets of behavior. Both as part of the work conducted under the “Additional Objective(s) To Be Proposed by Applicants,” but also herein as it impacts care and feeding directly. Successful applicants will work to improve feeding practices specifically during times of illness and/or infection.

### **Additional Objective(s) To Be Proposed by Applicants**

The determinants of malnutrition are complex, multi-sectoral, and context specific. Applicants should recognize that nutrition outcomes must be addressed by an integrated, holistic, and sustainable programming approach, with a focus on the factor(s) that most inhibit the achievement of the goal above and are most aptly within the manageable interest of the applicant. USAID recognizes the need to prioritize resources, and applicants are encouraged to identify, through a situational analysis, the most limiting, context specific factor(s) and propose additional objective(s) that would support the goal of improved nutritional outcomes for children under 2 years of age. This approach is intended to provide an opportunity for applicants to develop a contextually-informed pathway to improve nutrition outcomes, while

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<sup>43</sup> Adu-Afarwuah S, Larty A, Okronipa H, et al. Small-quantity, lipid-based nutrient supplements provided to women during pregnancy and 6 mo postpartum and to their infants from 6 mo of age increase the mean attained length of 18-mo-old children in semi-urban Ghana: a randomized controlled trial. *American Journal of Clinical Nutrition*. 2016, vol. 104, pg. 797-808

<sup>44</sup> Hess, SY, Abbeddou S, Jimenez EY, et al. Small-quantity lipid-based nutrient supplements, regardless of their zinc content, increase growth and reduce the prevalence of stunting and wasting in young burkinabe children: a cluster-randomized trial. *PLoS One*. 2015, vol. 10

<sup>45</sup> Das JK, Salam RA, Hadi YB, et al. Preventive lipid-based nutrient supplements given with complementary foods to infants and young children 6-23 months of age for health, nutrition, and developmental outcomes. *Cochrane Database of Systematic Reviews*. 2019, Issue 4, Art.No. CD012611

<sup>46</sup> Park JJH, Harari O, Siden E, et al. Interventions to improve linear growth during complementary feeding period for children aged 6-24 months living in low- and middle-income countries: a systematic review and network meta-analysis. *Gates Open Res*. 2019, vol. 3, 1660

<sup>47</sup> <https://www.usaid.gov/sites/default/files/documents/1866/ModalityDecisionTool.pdf>

maintaining focus on prioritized outcomes. Applicants are welcome to propose additional objectives that incorporate sectors that are suitable to meet the program objectives. However, applicants are not expected to use the additional objectives to comprehensively broaden the activity design.

Activities proposed under this section should support and complement the other two objectives. Applicants should consider how additional objective(s) would support an integrated approach and ensure sustainability as a whole-of-project priority. Applicants should also take into account other USAID programs in the targeted area that may be leveraged and sequenced to amplify progress toward the goal (see Section IV, Technical Approach, Layering, Sequencing, and Integration of Interventions and APPENDIX III: Relevant Maps).

USAID seeks to provide opportunities for a mix of proven, evidence-based approaches and space for expanding innovative approaches that have shown potential at a smaller scale or in a different context. USAID encourages combining interventions in new ways to amplify impact. Applicants should provide justification and evidence for new models and approaches, and have a robust learning and evaluation model built into the design.

#### **4. Programming Principles**

- **Prioritization and Focus**

A highly complex set of determinants affects nutrition outcomes, including vulnerability to food insecurity, care and feeding practices for infants and children, exposure to risks that threaten child health and nutrition status, and women's agency and decision-making autonomy. In low resource environments, the full range of context-specific needs and opportunities can easily exceed the capacity of any one activity to respond comprehensively and effectively. There are also limits to the level of change in knowledge, attitudes, and practices that individuals, households, and communities can absorb. Effective programming will identify leverage points and factors that address key drivers of nutrition insecurity and seek to prioritize and sequence a limited number of the most efficacious interventions. Analysis and prioritization of factors must be completed for each system and objective. The most limiting factor within the manageable interests of the intervention should be highest priority, the second most limiting factor should be second priority, etc. This will ensure responses are feasible, catalytic in nature, and tailored to the needs of each subpopulation, while also ensuring they can be implemented with a high degree of quality and impact.

- **Design for People-Centered Approaches**

Working with communities and institutions is a pathway to addressing root causes and drivers of nutrition insecurity. The work is done 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 nutrition 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.

- **Strive for Sustainability**

BHA is committed to investing in improved nutrition 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, public and private, to increase the potential for sustained motivation, capacity, resources, and linkages in support of continued nutrition impacts. See Section 4: Technical Approach for additional sustainability and exit strategy related information and guidance.

- **Leverage Collaboration to Achieve Collective Impact**

BHA anticipates activities will strategically and operationally work in line with relevant national and local government policies and systems, leverage and link with other stakeholders working to address the drivers of nutrition insecurity to achieve more effective and lasting results through collective impact. This requires coordination, joint planning, strategic alignment, and shared accountability among partners. Operationally layering, integrating, and sequencing activities and interventions with other development and humanitarian actors will ensure more holistic, impactful, and sustainable outcomes.

- **Social Inclusion and Local Governance to Strengthen Local Systems**

Nutrition insecurity is a multi-dimensional challenge requiring a thorough understanding of contributing factors, potential drivers, potential change agents, and existing bottlenecks down to the community and household 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 and formal and informal institutions—in 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 community-level governance.<sup>48</sup> Applicants should consider the distinctive elements of social capital (bonding, bridging, linking), which increases the potential that resilience programming will be successful.

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

BHA activities should leverage learning from past and ongoing nutrition security programming to ensure advances in program quality and capacity, applying what has been learned from the past against a holistic understanding of the context-specific social, political, economic, and climatic factors that affect stability, resilience, and growth. Effective program learning approaches should also work to anticipate context-specific shocks and stressors before they occur, and uncover unanticipated consequences of interventions at the household and community level by applying data and experiential learning. Given the complex and context specific idiosyncrasies to successfully address nutrition insecurity, BHA encourages innovative, evidence-based, and adaptive approaches that continually engage community members to move populations suffering from or at risk of chronic malnutrition on a path towards sustainable change.

- **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 well-being of partner staff, and those populations we serve. For more information, please refer to [Guidance](#)

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<sup>48</sup>[https://www.google.com/url?q=https://usaidlearninglab.org/sites/default/files/resource/files/5rs\\_techncial\\_note\\_ver\\_2\\_1\\_final.pdf&sa=D&ust=1597861105092000&usg=AFQjCNFfDQxXHEhYI0W0ZKDx86gbfzbuFpw](https://www.google.com/url?q=https://usaidlearninglab.org/sites/default/files/resource/files/5rs_techncial_note_ver_2_1_final.pdf&sa=D&ust=1597861105092000&usg=AFQjCNFfDQxXHEhYI0W0ZKDx86gbfzbuFpw)

[For BHA Development Food Security Activity Partners Working In Covid-19 Affected Operating Environments.](#)

## **5. Authorizing Legislation**

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

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

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

## **6. Activity Eligibility Requirements**

Any proposed direct distribution of Title II, locally, regionally, internationally procured (LRIP) commodities, cash transfer, and/or food voucher must clearly support interventions that sustainably<sup>49</sup> reduce vulnerability to food and nutrition insecurity. This includes increasing the availability of and access to nutritious food, building incomes/assets to increase yearlong access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

## **7. Award Administration**

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

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<sup>49</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.



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

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

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

Subject to the availability of funds under this RFA, BHA plans to make one award. As described in the Program Description section, BHA intends to award one cooperative agreement of approximately up to \$75 million for interventions in Mozambique. BHA will fund the award with Title II resources for a five-year period, contingent on available funding and award 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 successful applicants of any changes or updates accordingly.

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

The anticipated start date of the new award(s) will be the beginning of calendar year 2022. The award(s) will be issued for a performance period of five years during which the applicant will refine the activity design during an initial refinement, implementation, and piloting period; and implement the activity with robust adaptive management and learning following the initial refinement. BHA anticipates the Mozambique FY 2022 RFSA(s) will use the R&I model to continue co-creation throughout the award. ([See Appendix III.](#))

### **3. Substantial Involvement**

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

- Approval of the recipient's implementation plans during performance.
- Ability to immediately halt an activity if the recipient does not meet detailed performance specifications (for example, construction specifications).
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.

- Review and approval of substantive provisions of proposed sub-awards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement.
- Approval of key recipient personnel.
- USAID monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities.
- Direct USAID operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds USAID's role that is normally part of the general statutory requirements understood in advance of the award.
- Highly prescriptive USAID requirements established prior to award that limit the recipient's discretion with respect to the scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.

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

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

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

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

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

#### **6. Assistance Awards**

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

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

## **Section III – Eligibility Information**

### **1. Eligible Applicants**

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

In the case of a consortium, the applicant must be the consortium lead and must identify any other members of the consortium or individuals tied to the implementation of the activity as described in the application, along with all sub-awardees. Each application will have one consortium lead who is responsible and accountable for the award. The respective roles of any other members of the consortium or individuals will be contractually defined as sub-awardees and must be described and attached in separate detailed budgets for each; any changes post award to consortium members/sub awardees will require USAID approval. For more information, see [Section IV](#).

### **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 for prospective recipients that have never had a USAID grant, cooperative agreement, or contract OR for organizations that have not received an award from any Federal agency within the last five years, USAID will make a responsibility determination based on financial and organizational standing. USAID may conduct a formal pre-award survey of your organization per ADS 303.3.9.1.

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

### **3. Cost Share**

Cost share is not required. However, if an applicant proposes cost share and receives an award, cost share will be incorporated into the award budget. (Note that since cost share is not required, in accordance with 2 CFR 200.306, it will not be used as a separate factor during the merit review of applications). However, if the applicant decides to include cost share, the application must provide specifics on details, including the amount of matching funds and in-kind contributions, in USD and not percentages ([2 CFR 200.306](#), [2 CFR 700.10](#), [ADS Chapter 303](#)).

#### **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 [fy22.rfsa.rfa.mozambique@usaid.gov](mailto:fy22.rfsa.rfa.mozambique@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 at a later stage 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 applicant's organization;

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

<b>Number of Activity Participants</b>	
Total Direct Activity Participants	
Total Direct Activity Participating Households	

- Total Direct Activity Participants: The number of unique individuals who will directly participate in activity interventions during the period of performance (if someone participates in more than one intervention, only count them once).
- Total Direct Activity Participating Households<sup>50</sup>: The number of unique households targeted by the project.

**Direct Activity Participants by BHA Sector**

<b>BHA Sector</b> (These are illustrative examples.)	<b>a. Participant Numbers</b>	<b>b. Number of Households</b>	<b>c. Proportion of total households in the target area</b>
Maternal and Child Health			
Nutrition			
Agriculture			
Disaster Risk Reduction Policy and Practice'			

<sup>50</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.

- a. Participant Numbers: Unlike the total direct activity participants, participant numbers are not unique. The total number of participants for each BHA sector 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 BHA sector, they must only be counted once in this table, under that BHA sector.
- b. Number of Households: The number of households within each BHA sector during the period of performance is unique but can be double counted across BHA sectors. 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 BHA sector by the total number of households in the target area.

BHA Sector: these definitions come from the [BHA Emergency Guidelines](#) with further explanation in [Annex A](#). The examples in the table are illustrative.

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

The executive summary must include:

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

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

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

Applicants must present an integrated narrative that details:

- The context of the participants and intervention area;
- The conceptual framework that describes the theory of how the application will lead to the desired change;
- The methodology and strategy used for targeting;
- The technical approach that lays out the details of why select interventions are being selected, 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. 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 state of chronic malnutrition, including food security context.
- A description of socio-economic, political, environmental, and climatic context; status of infrastructure, and market; and safety and security that may positively or negatively influence the implementation of the activity and anticipated outcomes.
- A description of the history of conflict affecting the target areas and any unresolved sources of tension/grievance that may impact social cohesion and undermine efforts toward building resilience.
- A thorough and clear analysis of the underlying causes of food insecurity and malnutrition and barriers to improving nutritional outcomes.
- 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.
- A description of how COVID-19 has affected the targeted region and what additional impacts may be expected.

## 2. Conceptual Framework

- **Theory of Change:** A TOC is the conceptual foundation of an activity's design. Before designing interventions, the applicant must develop a TOC that maps out the hypothesized series of changes expected to occur to a specific target population in a given context as the result of specific interventions. BHA requires a TOC diagram accompanied by a TOC narrative. The narrative must provide evidence to support the hypothesized change. The narrative must also describe the contribution of other activities (outside of the proposed activity), the basis of the key assumptions, and the pathways to achieve sustainability of outcomes. The information can be presented in the narrative form or in a matrix format. The TOC must be developed based on

evidence, independently confirmed, and not strictly based on project reports. A few common research repositories include [3ie Impact Evaluation Repository](#) and [J-PAL's library of randomized evaluations](#). Papers published in peer-reviewed journals could also be used as sources. For more information, please see the [BHA Guidance for Monitoring, Evaluation, and Reporting](#) and [TOPS' TOC Curriculum](#). As described in the Program Principles, applicants are encouraged to prioritize a limited number of pathways that are most relevant to achieving the activity goal. Applicants will include their TOC in Annex 6. However, applicants may include elements of the TOC in the Activity Design narrative to explain their technical approach.

- **Logical Framework:** All applicants must submit a brief Logical Framework (LogFrame) in their application and a detailed LogFrame matrix as an annex. For more information, please see the [BHA Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities \(RFSA\)](#).

An applicant's LogFrame will include indicators to monitor and evaluate the performance of the activity. Applicants should include indicators that are most appropriate given the activity's objectives. Applicants must keep in mind that BHA has a list of required and required if applicable [performance indicators](#). These should be reviewed carefully during the development of an applicant's LogFrame. In general, only outcome indicators are required for the LogFrame submitted with the application; however, if an applicant chooses to include output indicators, the use of BHA output indicators is preferred. BHA requires the successful applicant to submit a comprehensive LogFrame with all relevant indicators as outlined in the [BHA Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities \(RFSA\)](#) with the Monitoring and Evaluation (M&E) Plan.

For target setting, applicants are only required to establish targets for higher level impacts—usually key baseline indicators. All life of award targets must be ambitious yet achievable and consider the type of survey (i.e. randomized control trial, population based), activity objectives, and status of the intended participants and populations. **Note:** BHA does not require applicants to submit an Indicator Performance Tracking Table (IPTT) as part of their application. Successful applicants develop this tool during and after the M&E workshop. The M&E workshop typically takes place within two months after the inception workshop.

### 3. Targeting

To improve and sustain nutrition security of women and children under 2 years of age, it is important that BHA activities target these populations that are at risk of chronic malnutrition. It is also important to recognize that these participants are part of larger communities and that all members of these communities must be considered when designing approaches that can foster social cohesion and provide safety nets and opportunities to increase resilience. BHA requests applicants to present a targeting strategy that considers inclusion of the following:

- Households with women, adolescent girls, and children at risk of or experiencing chronic malnutrition to improve nutritional outcomes of both mother and child and improve



infant and young child feeding practices; in particular, pregnant and lactating mothers, adolescent girls of childbearing age, caretakers of infants and young children to minimize the risk of chronic malnutrition. Targeting should also include key influencers and community engagement efforts to tackle underlying barriers to change,

- It is important to recognize that participants are part of larger communities and that all members of these communities must be considered when designing approaches that can foster social cohesion; provide safety nets and opportunities to increase resilience; and work to interrupt fecal-oral contamination through water, sanitation, and hygiene programming. Therefore, if proposed, water, sanitation, and hygiene interventions must target the whole of the community.
- 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, diversify their diets, access timely health care and have little chance of improving their nutrition outcomes without some form of assistance.
- Chronically vulnerable households (living at or above the poverty line) that are not extremely poor, but could slide down to abject poverty with either predictable or unpredictable shocks, such as extreme weather events, food price changes, etc. and fail to achieve sustainable nutrition security.

Applicants must propose an appropriate targeting methodology that will ensure inclusion of extremely poor households that are at risk of poor nutrition outcomes. It is BHA's intention to ensure that applicants prioritize extremely poor households and include chronically vulnerable households to address their specific nutrition security needs, and include those needs in sustainability plans. While it may be appropriate to target primarily extremely poor households with some nutrition specific interventions, such as the distribution of targeted, specialized nutritious food transfers, other activities may need to be more broadly targeted to foster social cohesion, mitigate conflict, and strengthen community and household resilience. Applicants must 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 nutrition and food insecurity, poverty, and vulnerability in the context of using targeting approaches that currently may not be sensitive enough to capture this dynamic change and how they will balance the competing needs of identifying and targeting extremely poor and chronically vulnerable households with the need to strengthen social cohesion and trust, given how rapidly shocks and stresses can adversely impact and precipitate household vulnerability and nutrition and food insecurity.

Applicants must propose intervention appropriate targeting criteria. The targeting approach must recognize that working with heterogeneous socio-economic groups enhances opportunities and fosters social cohesion, but prioritizes the most vulnerable for interventions. Applicants must consider and describe how different targeting approaches for various interventions might influence the ability of communities to cooperate on activities and put strategies in place to strengthen social cohesion through this process. Overall, the targeting approach must seek to ensure that extremely poor people and chronically vulnerable

households with populations at high risk of chronic malnutrition are the primary participants of the activity.

In developing the targeting strategy, applicants must examine how gender, age, and social dynamics influence the targeted population's nutrition security. Building an equitable, nutrition-secure future requires identifying and understanding the different experiences, needs, capacities, and conflict sensitivities of women, men, girls, and boys, and marginalized groups, including ethnic and religious minorities and people with disabilities. The application must deliberately address the needs of the targeted population and their unique role within their households and communities.

BHA also seeks to spotlight the contributions that youth and young adults can make toward building a nutrition secure future, and calls on applicants to incorporate youth and Positive Youth Development approaches in developing its targeting strategy.

#### **4. Technical Approach**

##### **Technical Sectors and Interventions:**

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

**Please note that the guidance below on construction activities and the participant financial analysis are required if applicable to the proposed interventions. If construction or income generating interventions are not included in the proposed approach then those sections can be omitted noting that they aren't applicable. However, if the awardee decides, during the implementation of the award, to undertake construction activities, the below information will need to be submitted to BHA at that time for review and approval.**

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 must be provided in Annex 19 - Interventions Table.

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

**BHA does not expect applicants to invest in each sector equally. Rather, applicants must target investments toward integrated and focused programming where the activity can realistically achieve transformational and sustainable improvements in nutritional outcomes for children under 2.** Priority must be placed on those interventions that specifically target the factors that are most limiting to sustainably improving long-term nutrition security for each targeted sub-population, rather than targeting every single factor identically without regard to how limiting that factor is. Applicants must explain, in their review of the context and development of their TOC, how their organizational strengths are well suited to interventions that address the most limiting factors of each desired outcome, and which will most effectively reach the activity’s intended outcomes as described in their TOC.

Proposed interventions must align with the 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 may review the legacy-FFP [Technical References](#).<sup>51</sup> Technical approaches proposed must be evidence-based and adhere to the Program Principles section. The technical approach must include, at a minimum, the following:

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

Please note that past BHA programmatic experience and existing evidence demonstrate that

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<sup>51</sup> This reference document is undergoing revisions and updates reflective of BHA but remains a helpful resource in the interim. Please note USAID policy references in this legacy document may not reflect the most recent iteration and applicants should refer to updated policy links provided in the RFA.

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;
- 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. If lead mothers or lead farmers are included, then efforts must be included to take account and address time poverty and other unpaid responsibilities, especially, but not solely, of women;
- 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 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:

1. 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 risks identified in the [FY22 BHA RFA-level Initial Environmental Examination \(RFA-IEE\)](#)) 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;
2. 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);
3. 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;
4. 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 **Participant Financial Analysis** for on-farm and off-farm livelihood interventions, where the primary purpose is to increase income. This analysis is required to justify that each proposed intervention is expected to increase the incomes for the intervention participants.

This Participant Financial Analysis is done from the perspective of the typical type(s) of RFSA farmer(s), for on-farm interventions, and the worker(s) or entrepreneur(s), for off-farm interventions. Please try to use reasonable cost and revenue estimates that are representative of the type(s) of participant the applicant intends to work with. The minimum requirements are outlined below, and a guidance document located here is available should the applicant need further information to complete this analysis. The Participant Financial Analysis annex will be a maximum of 20 pages.

The Participant Financial Analysis must estimate two pieces of information for targeted type(s) of activity participants:

1. **Investment Costs:** What are the initial investment costs likely to be for the farmer or worker/entrepreneur?
  - Please consider all investment costs made by the participants such as time spent in training, investing in new equipment, and other start-up costs.
2. **Incremental Analysis:** What is the incremental impact of the interventions on their income, or how much more will they earn compared to their income using current practices in a typical year?
  - The applicant only needs to consider the costs and revenues that will change as a result of the intervention. The applicant does not need to calculate a gross margin. For example, if a crop intervention will not affect the amount of fertilizer used, then these costs are not needed in this analysis.
  - Time Period - This calculation is only required for a typical year of operation or typical growing season. A “typical” year would be one in which the changes from the intervention are fully realized (all expected behaviors have been adopted and access to resources and markets fully realized). This may be years after the intervention; if this is the case, please be sure to mention in the application how many years it will take for this investment to produce the full benefits for the participants.
  - Revenues - For on-farm interventions, the revenues will likely come from crop or animal production. Revenues include anything consumed by the household or sold on the market. On-farm revenues can change due to increased production, higher market prices, reduced crop loss or animal mortality, etc. Off-farm revenue will come from the products they sell (e.g., petty trading, small enterprise sales) or the services they provide (e.g., self-employment or wage labor activities).
  - Costs - Please include all costs by the participant for inputs that are expected to change. All costs should be valued based on what the farmer or worker/entrepreneur pays. If there are any inputs that are directly provided to the participant or subsidized, please only include the costs that the farmer or worker/entrepreneur pays, not the full cost of the item. The value, or opportunity cost, of labor needs to be included, even if it is unpaid or family labor. However, for off-farm interventions that promote wage labor (e.g., babysitters, cleaners, migration for employment), IPs do not need to value their labor as an input/cost.

Please report the results of the incremental analysis with an estimate of the net incremental revenue. To estimate the incremental analysis, applicants must include at a

minimum the following information (though it does not need to be presented in the following format):

	<b>Scenario With Current Practices</b>	<b>Scenario With the Intervention</b>
<b>Revenue</b>	<b>A</b> - The value of yields or animal production (for on-farm interventions) or the current income or sales per participant (for off-farm interventions).	<b>C</b> - The value of yields or animal production (for on-farm interventions) or the income or sales per participant (for off-farm interventions).
<b>Cost</b>	<b>B</b> - Costs for all inputs that are relevant to the intervention (e.g. those that are expected to change as a result of the intervention)	<b>D</b> - Costs for all inputs that are expected to change as a result of the intervention.
<b>Net Incremental Revenue = (C-A) - (D-B)</b>		

The net incremental revenue should be a positive number. If it is negative, please provide a justification for why it is being proposed.

Please complete this analysis in U.S. Dollars, using recent market prices and exchange rates. Please explain all major assumptions that go into this analysis. Most importantly, please explain by how much yields or sales are expected to increase as a result of the intervention and the justification for this assumption.

Additionally, the Participant Financial Analysis must also consider the following **three key questions**. There is no need to do additional calculations to answer these questions:

1. Are the incremental costs or revenues expected to change over time? Is there a ramp-up period once the farmer or worker participates in the intervention?
  - o The net incremental revenue calculation is calculated for a “typical” year following the intervention. However, it is entirely possible that there may be a ramp-up period between the initial investment and when participants experience this typical year. There may also be irregular payments in certain years that are important to consider.
2. If there is an investment required by the farmer or worker (in time or in cash), how will they afford it?

- Not all of the interventions will require large upfront investments by the farmer or worker/entrepreneur. However, for those that do, it would be valuable to know how the IP anticipates this will be financed.
3. What risks are there to the intervention's success (e.g. shocks, pests, weather or environmental trends, availability of inputs, market demand, market prices)? How does adoption increase or decrease household vulnerability?

There are many plausible risks to all interventions and some risks will jeopardize any intervention. In this question, however, it is best to focus on the risks that are specific to each proposed intervention. IPs do not need to explain how they plan to mitigate these risks. IPs only need to characterize what risks may exist in this intervention.

**Use of Resource Transfers:**

Please indicate how resource transfers are anticipated to contribute to the award's objectives. Please provide justification for the proposed modalities (in-kind, cash, and/or voucher) or a combination thereof demonstrating that the chosen modalities will 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 must provide details on the transfer and/or ration amount, how this amount was derived and frequency of transfers. When either conditional or unconditional cash transfers are proposed, applicants should provide details outlining how work norms and transfer value will be structured to ensure compensation is sufficient to address the consumption gap based on local market prices. Partners are encouraged to justify modality and resource transfers in alignment with the [U.S. Government Modality Decision Tool](#).

**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 participants within 1,000 day window of opportunity within communities. These participants include individuals who are most vulnerable to malnutrition within a given household, including pregnant and lactating women, children under 2 and adolescent girls. BHA requests that applicants address the individual, social and structural determinants of malnutrition holistically, offering a multi-sectoral package of nutrition-sensitive and nutrition-specific interventions.<sup>52</sup> While each individual RFSA TOC will vary depending on the context and presence of other partners, BHA expects applicants to consider both nutrition-specific and nutrition-sensitive approaches to address immediate and underlying causes as well as basic drivers of malnutrition:

- High quality, intensive Social Behavior Change (SBC) interventions addressing a prioritized set of behaviors which have the greatest potential to contribute to improvements in nutritional status (see SBC section below);

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<sup>52</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.



- Promote consumption of high quality, diverse, and safe and nutritious foods to meet micro and macronutrient gaps for pregnant and lactating women, children under 2, and adolescent girls—this may prioritize increased availability of or access to foods through market based approaches or direct transfers; and
- Integration of nutrition-sensitive interventions across applicable sectors, including WASH, Health, Gender and Youth, Agriculture, Livelihoods and Governance that will contribute to improved nutritional outcomes.

With regards to improving availability, access, and consumption of nutritious foods for 1,000 day participants, a variety of options may be considered by RFSA applicants. Notably, applicants may consider conditional or unconditional supplementary food transfers, where appropriate. Cash, food or voucher transfer amounts/items must be designed specifically to address established nutrient gaps.

**Water, Sanitation, and Hygiene (WASH):** Food and nutrition security gains are regressed if the vulnerable household's environment is unhygienic or access to potable water is not available. In addition to addressing nutrition objectives, applicants should consider ways to design context-specific WASH programming that prioritizes the key pathways and limiting factors, including focuses on:

- Implementing area-wide or community WASH approaches because WASH interventions only focused on a small subset of the community and have demonstrated no impact<sup>53</sup>, specially ensuring whole-of-community targeting for water, sanitation, and hygiene interventions;
- Interrupting prioritized and targeted fecal-oral pathways of concern, such as water quality, food hygiene, limiting soil ingestion by children, and reducing environmental contamination from animals; and
- Reducing barriers to social and behavior change, which includes, but is not limited to aspirational sanitation and hygiene products, improving supply in markets, and making hygiene behavioral changes less dependent on the limitations of household resources.
- Leveraging existing resources and programs in the targeted area and managing adaptively should planned initiatives not come to fruition.

**Gender Equality and Integration:** Applicants must integrate and mainstream gender and age considerations throughout the activity design, ensuring that it is responsive to these issues through all stages of the RFSA program cycle. Integration of a gender informed and responsive approach must be context-appropriate and reflected throughout the activity. Female empowerment—promoting women and girls' self-determination—and transforming gender relations for the better are equally vital for attaining equitable nutrition security that will be sustained over time.

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

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<sup>53</sup> Pickering AJ, Null C, et al. The WASH benefits and SHINE trials: interpretation of WASH intervention effects on linear growth and diarrhoea. *Lancet Glob Health*. 2019;7(8):e1139–46.

- Examples of how gender and age dynamics, roles, and responsibilities affect nutrition and food security and could impact interventions and outcomes at key steps in the proposed TOC;
- Recognition of the potential impact—positive or negative—of interventions on girls, boys, women, and/or men, and how any negative consequences will be avoided or mitigated;
- Consideration of how proposed interventions could affect women and girls' time use, autonomy, safety, or authority, and how this will be taken into account in planning interventions (e.g., mothers' participation resulting in less time for child care or farming);
- Identification of the intersection of gender and age with social cohesion (e.g., gender and age in the context of social hierarchies and dynamics within households, including polygamous households where relevant, 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;
- How the applicant will analyze GBV-specific risks, and take action to mitigate any unintended GBV risks or consequences as a result of their program intervention.
- Identify and anticipate how RFSA interventions could lead to, exacerbate, or amplify protection risks such as GBV, sexual exploitation and abuse (SEA), or compromised access to resources or assistance.
- What measures or actions applicants will implement to mitigate unintended risks (such as those referenced above), and what protocols will be in place to ensure safe and accessible referral protocols are in place to respond and address risks when they do occur.
- How the applicant will track interventions over time to ascertain any unintended consequences related to gender inequality and GBV, and to ensure referral protocols are in place to ensure safe access to support, and
- Efforts to target and engage key influencers and change agents in targeted communities, to build social cohesion and transform gender norms and relationships aligned with program objectives

The applicant must describe how the gender analysis results will be integrated into the activity theory of change and interventions and how gender changes, including unanticipated outcomes, will be tracked over time. Applicants will be required to conduct a gender analysis within the first year of implementation, to further inform and contextualize program design and implementation. This effort will be complemented by a BHA-facilitated workshop focused on gender integration. For additional information, applicants may review the legacy-FFP [Technical Reference on Gender](#).<sup>54</sup>

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<sup>54</sup> This reference document is undergoing revisions and updates reflective of BHA but remains a helpful resource in the interim. Please note USAID policy references in this legacy document may not reflect the most recent iteration and applicants should refer to updated policy links provided in the RFA.

**Positive Youth Development:** In line with USAID's [Youth in Development](#) policy objectives, BHA promotes a focus on young people as positive change agents who bring creativity, energy, commitment, and novel perspectives to understanding and addressing nutrition insecurity in their communities. Applicants are encouraged to pursue inclusive and [Positive Youth Development \(PYD\) strategies](#) that view young people as key partners in all development efforts, from nutritional programming to strengthening agricultural markets to building food secure communities.

Recognizing the RFSA's focus on young women, notably adolescents and women of reproductive age, BHA proposes PYD approaches to activity design and implementation. Applicants must take into account the unique challenges, tensions, and expectations that young people face; disparities and constraints faced by the different youth cohorts related to different age segments; youth's participation in the agriculture/food system; marital status or parentage; as well as the differing nutritional needs by sex, age, and life situation in program activities. Applicants must also consider the unique opportunities the various youth cohorts bring to the program. In particular, applicants must consider approaches that aim to:

- Promote active engagement of young people in the activity;
- Empower young women without disenfranchising young men;
- Strengthen relations and build ties among youth across identities and socio-economic distinctions;
- Recognize that youth are not all the same. Applicants must 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;
- Identify critical life stages in targeting approaches and outreach, including critical engagement points for social and behavior change communication (SBCC) messaging (marriage, childbirth, education, employment, etc.)
- Engage youth and their families, communities, and/or informal and formal institutions, given their influential role on adolescent nutrition, gender norms, identity and social behavior, and decision-making;
- Respect the agency and aspirations of youth and young adults;
- Engage and invest in opportunities for youth and youth-led organizations to promote development and community-wide engagement to address barriers to doing so; and
- Give thought to the increased risk of exploitation for the young, and advocate for their fair compensation and safe working conditions.

Given the high HIV prevalence in Zambezia and its disproportionate impact on young persons, notably young women and adolescent girls, applicants should ensure that programming adequately identifies and addresses the unique needs of this population, including orphans and vulnerable children (OVCs) and caregivers. Similarly, programming should ensure that special

accommodations are made for targeted households impacted by HIV or disability (e.g., care burden and time poverty, For Work accommodations, etc.).

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 program activities. 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, see [Climate Risk Profile](#)), 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 populations (including but not limited to the poor, women, children, food-insecure families, elders, persons with disabilities and marginalized people); 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, reducing 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 people's ability to handle future crises, particularly as it pertains to nutrition security. At minimum, applicants should, where applicable:

- Explain how this intervention will serve to strengthen disaster risk management capacities, policies, plans, or lead to strategies on any/all levels
- Describe how the RFSAs will integrate relevant governmental and disaster management agencies into the activity and contribute to the government national risk reduction framework, promoting DRR institutionalization in the community
- Describe how the RFSAs will ensure participation from communities and stakeholders in developing DRR interventions and encouraging ownership for sustainability of intervention.

**Natural Resources Management (NRM):** Natural resources, which include land, water, soil, plants, and animals, are essential for food security. Their unsustainable use degrades ecosystem services, negatively impacts livelihoods, drives conflict, and creates further exposure and

vulnerability to natural disasters. BHA aligns with USAID's Environmental and Natural Resources Management (ENRM) Framework, supporting NRM for sustainable human use, and recognizes that NRM interventions are integrated throughout food security activities. Applicants proposing NRM interventions should provide evidence-based strategies and interventions as well as creative and novel approaches to restore, improve, and protect natural resources. If applicable, at minimum, applicants must:

- Demonstrate an understanding of Mozambique's NRM and water-related policies and strategies as well as opportunities for stakeholder coordination;
- Address how the RFSAs will layer and sequence NRM interventions to address the overarching nutrition and 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;
- Describe the implementer's capacity to address NRM issues and interventions, including citation of organizational policies, strategies, and tools;
- Explain successful NRM practices as well as those to be avoided in the target area; and
- Propose structural (hard, soft, and nature-based) and non-structural (user groups, planning, policy implementation) interventions. This includes consideration for multiple stakeholder NRM-based conflict mitigation and dispute resolution.

**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 the RFSAs. Applicants must develop SBC programming through an evidence-based, gender-sensitive, and participant-centered process. This process will include, at minimum, a behavior-focused element and a social change element. The behavior element must include the identification of a *manageable* number of key behaviors and audiences (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. The social change element must build on local knowledge and facilitate community problem-solving engaging local stakeholders and multi-disciplinary local expertise. SBC interventions must 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 (formerly Food for Peace) funded the Food and Nutrition Technical Assistance (FANTA) project to conduct a review<sup>55</sup> of SBC approaches and methods in 11 DFSAs to identify which approaches were used by current and recent RFSAs and the common strengths and weaknesses in the implementation of the SBC activities, as well as the quality of implementation. Among the key findings, FANTA noted a heavy focus on delivering messages rather than engaging people in a process of learning to solve problems or develop new skills, and had limited attention on adult-learning and dialogic techniques. 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 deteriorated at the community level and was the most notable weakness of RFSAs, 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:** To transform the nutrition outcomes of an individual or household, or at the community level, applicants must consider the multiple, interrelated barriers to creating sustainable change through the program activity and tailor activities to the needs of the community it aims to support through a package of interventions. Applicants should include a description of how the proposed activity will: leverage existing public, private, and donor investments to achieve the goal; complement the activities of the local government and donor-facilitated health, nutrition, agriculture, natural resources management, and disaster risk reduction, Climate Risk Management (CRM) interventions; and support proposed strategies to leverage the U.S. Government [Feed the Future](#) Initiative or other USAID investments in the region to reduce hunger and extreme poverty in vulnerable populations.

Applicants must propose a targeted, participant-centered intervention strategy tailored to individuals' needs and strengths, and help deliver multiple types of support to each household based on the TOC. As mentioned, applicants must design a package of prioritized and focused interventions that will work together to address the most critical needs through both direct service provision and strengthening the capacities of systems that support the participants and the communities.

Applicants must describe how they will approach collaborating with existing USAID activities to leverage U.S. taxpayer investments. While a number of activities are still under design, there are current activities on the ground in LHZ 5 (see APPENDIX III: Relevant Maps), which will be important entry points for the Applicant to consider, they are:

- **Last Mile Supply Chain Project, 2018-2023**

This five-year cooperative agreement will support the development of a more streamlined and effective distribution system to address chronic logistics and transport challenges at the local

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<sup>55</sup> FANTA Project (2018) [Report on a Review of Social and Behavior Change Methods and Approaches within Food for Peace Resilience Food Security Activities.](#)

level. Working in partnership with the MOH and technical partners to improve the transport and logistics systems to primary health facilities, this activity strengthens the ability to meet health and development objectives including HIV prevention and treatment goals.

- **Integrated Malaria Program (IMaP), 2018-2023:**

IMaP supports Mozambique's National Malaria Control Program to reduce malaria mortality, which accounts for 42 percent of deaths among children under 5 years old in Mozambique. IMaP supports the MOH to improve malaria programming at the national, provincial, and district levels, and enhancing malaria interventions in high burden malaria provinces, including Zambezia. Through IMaP, Mozambique is strengthening malaria service delivery in health facilities and at the community level.

- **LOGOS, 2021-2025:**

The proposed activity will seek to strengthen local governance in select municipalities and districts in Zambezia. Activities will strengthen planning, financial management, and audit systems; improve sector service delivery via strengthened accountability and inspection mechanisms in health, education and WASH; and encourage increased local-level economic activity by strengthening land registration and taxation systems and ease-of-doing-business reforms with a particular focus on the agricultural sector and women.

- **WASH in Health Facilities, 2018-2022:**

This activity will improve WASH infrastructure in approximately 70 health facilities settings across three provinces, including Zambezia, and develop a number of small water systems in a few towns.

- **N'weti - Community HIV Activity in Zambezia, 2019-2024:**

The overall goal is to reduce the risk of HIV transmission and improve health outcomes of people and families affected by HIV in Mozambique by increasing coverage of high-impact, evidence-based community HIV services. The program implements the Determined, Resilient, Empowered, AIDS-free, Mentored and Safe (DREAMS) initiatives (focusing on adolescent girls and young women, OVC preventive and comprehensive care and support, HIV community counseling and testing using case index and people living with HIV defaulters tracing).

- **Improved Seeds for Better Agriculture (SEMEAR), 2015-2021:**

The activity aims to increase the production and supply of breeder, pre-basic and certified seeds of pulses and oilseeds and to scale-up improved technologies, income, and food security of smallholder farmers in the Feed the Future zone of influence with nationwide impact.

- **Integrated Land and Resources Governance:**

Use Mobile Applications to Secure Tenure (MAST) approaches for certification and documentation of land and resource rights through decentralized and inclusive mapping processes, supporting implementation of Mozambique’s land laws. Integrated Land and Resource Governance (ILRG) partners with private sector companies and communities to demonstrate how clarifying property rights can support responsible investment (and disinvestment) as well as improved planning for and responsiveness to natural disasters.

- **Agricultural Innovations (INOVA):**

USAID/Mozambique actively supports distribution of agricultural inputs (improved seed varieties, fertilizer, agricultural technologies, etc.) through a variety of programs. The INOVA activity uses a market-based approach to find innovative ways to get new technologies out to farmers, with a focus on the “last mile” and hard-to-reach smallholders. The activity also assists farmers to gain access to information on good agricultural practices, and provides technical assistance and information to help farmers link to markets.

- **SPEED+:**

USAID/Mozambique also has a strong policy reform program that engages with government counterparts at the national level on a variety of agricultural, nutrition, trade, and economic growth issues. Policy focus areas of relevance that could complement a BHA program include: land administration reform and land tenure security; support for cashew sector reform to aid 1.4 million cashew producing households; supporting fiscal policy impact assessment for the agriculture and land sector; supporting the Agriculture Research Institute (IIAM) and its Basic Seed Unit (USEBA) to explore transformation of USEBA into a private sector, commercially-oriented institution; and supporting the Ministry of Agriculture and Food Security (MASA) to improve the Agriculture Market Information System (SIMA) to become more efficient and comprehensive through the use of improved technologies and increased geographic coverage.

Applicants must describe how the package of interventions will be strategically layered with interventions implemented by another project or organization in the same area, integrated with other interventions to overcome multiple barriers to nutrition security, and/or sequenced within the activity to ensure appropriate and sustainable uptake and utilization of the services provided. Applicants should consider and, where applicable, explicitly identify work being done by the host country government, implementing partners, and other donors including USAID and other entities of the U.S. Government. (Please note that USAID/Mozambique has a Provincial Advisor based in Quelimane and an Monitoring, Evaluation and Learning (MEL) institutional contractor, who play key roles in coordination and learning across the Mission).

Designing these processes appropriately will thus create longer-term potential for success. Other considerations involve various sector-based interventions, which include household and participant absorptive capacity. The various participant types (e.g., extremely poor, chronically vulnerable, and vulnerable women and children) must be factored into how interventions will be designed, integrated, and sequenced to ensure full and sustainable uptake. Furthermore, the end goal must be a sustainable intervention—self-sustaining and reinforcing—such that the



desired change creates a positive feedback loop. A strong component of this will be SBC strategies geared specifically to the various participant types.

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

Applicants are encouraged to identify existing platforms (such as national ID systems), where available, and single registry systems or propose a cost-effective and efficient participant registration and tracking system that will enable cross-sectoral coordination at the participant level and verification of service delivery throughout the life of the award. This system must also track 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 must develop and present thorough and realistic sustainability and exit strategies that will result in lasting change. In drawing up the sustainability strategy, Partners must consider how beneficiary populations will continue to access nutritious foods after the activity has been concluded. The strategy must include how women and adolescent girls will remain motivated to practice behaviors promoted by the activity as well as access and utilize any available services that support and reinforce such behaviors.

Applicants are requested to integrate the sustainability strategy with the technical approach instead of presenting a separate, stand-alone strategy. The sustainability strategy must identify the outcomes to be sustained, critical services and systems that are necessary to sustain them, and strategies to strengthen the service delivery systems to ensure that they continue into the future.

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 that are critical to sustain service delivery, access to services, and demand for services that contribute to sustained behavioral outcomes. The four factors include: resources, capacities, motivation, and linkages. The study highlights the importance of the linkage between community-based organizations and existing public and/or private institutions to access capacity strengthening support.

The sustainability and exit strategy must include interventions to build capacity of host country entities, whether private or public. This is to ensure that needed goods and services, as defined by the applicant's TOC, continue to be available to and affordable by the targeted participants,

and others, after the end of the award. Applicants must demonstrate an understanding of the local, regional, and national systems, and identify possible areas where the activity will invest resources to produce the desired outcomes and encourage sustainability. Applicants must use their TOC to map out the interventions and outcomes, not only to show how the outcome level changes will be achieved, but also the interventions to sustain them.

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

Applicants should plan this gradual transition with the aim of having fully transferred service delivery during the fourth year of the award, and take on a facilitative role with the previously identified private sector, community based organizations and/or other service providers. This facilitation role will build the capacity of the service providers and ensure they are linked to the future 'consumers' of their services, while also keeping with the BHA-funded Exit Strategies research focus on the capacity, motivation, resources and linkages of the providers. The applicant's staff will then step back and allow the service providers to work on their own. The role of applicant's staff will shift to monitor the progress, effectiveness, and challenges the service providers face and then introduce improvements and/or solutions to problems that are experienced by the service providers in an iterative fashion. By the end of the award, service providers will be empowered to sustainably provide services to consumers without assistance from the applicant or USAID.

BHA expects that during the fourth year of the award significant changes to implementation approaches and staffing requirements will be required to achieve the direct delivery to sustainability transition. 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, similar to the one below, should be included together with the sustainability narrative in Annex 18. The table should:

- List each outcome separately (column A) that needs to be sustained;
- Identify the necessary services and inputs that must be available and accessible to the communities for each outcome (column B);

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

Table: Illustrative ‘Sustained Outcomes’ Table

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

If volunteers are included as service providers, applicants must include an outline of how they will address the motivation of volunteers to deliver high-quality services to the target communities or households through the life of the award and after, as well as provide evidence of how the proposed approach has proven effective and sustainable in similar contexts. If including volunteers, the application must also address gender concerns, understanding that

women volunteers may already be marginalized and the impact of any additional unpaid work, and that women's time burden can be negatively impacted by reliance on volunteer labor for crucial service delivery.

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

**Addressing Resilience Challenges:** BHA is committed to building resilience so individuals, households, communities, and systems can mitigate, adapt to, and recover from shocks and stresses. Applicants must (1) identify the underlying causes (stresses) that impede recovery; (2) propose strategies to enhance human and social capital, protect and/or improve natural resources, mitigate risks in a climate-sensitive manner, increase assets and access to financial services, and promote financial inclusion; and (3) articulate which activities will contribute to resilience and disaster risk reduction, how those activities will be rolled out, and how improvements will be measured and reported. Special attention must be paid to risks stemming from agricultural and man-made stressors (e.g., market price volatility, pests, and resource constraints) and from geological or climate-related shocks and stressors.<sup>56</sup> Applicants must include a discussion of how the activity will strengthen absorptive capacity, adaptive capacity, and transformative capacity,<sup>57</sup> and identify risks of maladaptation. Applicants are encouraged to consider additional resilience related resources provided by [USAID's Center for Resilience](#).

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

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

- Needs, priorities, and opportunities and aspirations at the community level;

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<sup>56</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>57</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\\_W38FzbjNaXgGlbYlwHMu5NJ/view](https://drive.google.com/file/d/1LWqjleCU_W38FzbjNaXgGlbYlwHMu5NJ/view)) and the reference materials cited in this document.

- Community norms and individual and household behaviors;
- The nature of shocks and stressors and their potential to impact household and community level food and nutrition security;
- Capacities and gaps in local formal and informal institutions, and the power dynamics surrounding them;
- The viability and local contextualization of specific approaches;
- Opportunities for complementarities with other actors, specifically other co-located Mozambique Mission activities working toward sustainable improvements in food and nutrition security for the most vulnerable;
- 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, such as COVID-19 or other shocks and stressors.

In this section, applicants should summarize known evidence gaps and lines of inquiry to be explored during the refinement period, 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 must 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).

#### **6. Scenario Planning for COVID-19**

As part of the application, applicants must address how COVID-19 may affect activity design and implementation. BHA requests that applicants present a full-activity design and provide plans for adaptive measures that may be taken if levels of vulnerability to COVID-19 change over time. Applicants should consider how COVID-19 could affect their program implementation and build a scalable set of adaptive measures into their design should COVID-19 negatively impact the health system, disrupt the supply chain and food markets, or require restrictions on movement. For more information, please refer to [Guidance For BHA Development Food Security Activity Partners Working In Covid-19 Affected Operating Environments.](#)

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

The management section of applications must include the following:

##### **1. Management Structure and Institutional Capacity**

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

the management structure presented in the organizational chart; personnel management of expatriate and local staff; and lines of authority and communication between organizations and staff.

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

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

## **2. Management Approach**

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

This must include a description of:

- Planned consortium management approaches and processes that will foster integrated activity planning, implementation, and coordination within the proposed award. The applicant must also describe approaches to collaboration with other USAID-funded activities, especially resilience focused activities, working in Mozambique, 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 activity responses to anticipated shocks including COVID-19 and/or changes in the political, social, environmental, and/or market context. The applicant must describe the management processes that will enable the application of analysis and learning in adjustments to the TOC and other design elements, adaptations to ongoing implementation and management strategies, and updates to learning strategies

and plans. These processes are expected to be carried out intensively during initial refinement and continue throughout the life of the award. The summary description in the main application text may be further detailed in the 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.; and

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

Applicants must provide a comprehensive, diverse, and inclusive 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 and nutrition 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/or 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 work collaboratively across teams; and
- How R&I will be supported with the appropriate authority and 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**

Six Key Personnel for Mozambique are envisioned under the RFA, which represents less than five percent of the anticipated number of employees in each award, based on an analysis of comparable current awards. Within this RFA the Key Personnel include: Chief of Party (COP); Gender, Youth, and Social Inclusion (GYSI) Lead; Monitoring and Evaluation Lead; Strategic Learning Advisor (SLA); Nutrition Technical Lead, and Social and Behavior Change Lead. Each key personnel position requires USAID approval as noted in the substantial involvement provision in Section II—Federal Award Information, 5. Substantial Involvement. All key personnel must be full-time positions (40-hour workweek) throughout the life of the award.

Required attributes for all key personnel include strong management and interpersonal skills, excellent oral and written communication skills in English, and other language(s) as required, mentoring and facilitation skills, the ability to network and communicate with a wide range of stakeholders, and field experience in low-resource environments. Fluency in English is required for all Key Personnel. Candidates also fluent in Portuguese and one other dominant language found in the LZ are strongly preferred.

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 involving implementation by 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 Africa, 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 must understand and demonstrate commitment to the importance of gender and youth dynamics in food security programming and within staff and management of the activity. Demonstrated experience in adaptive management and learning techniques is highly encouraged. Proven success serving in a leadership role for a project addressing issues related to resilience, agriculture, natural resource management, agribusiness, or similar, preferably in Region. A master's degree in development studies, international relations, agriculture, nutrition, public health, business administration, or a related field combined with a minimum of seven years of progressively increasing management responsibility in international development projects, at least five years of which must be in the field, is required. Three years of applicable experience can substitute for a master's degree.

Nutrition Technical Lead : The Nutrition Technical Lead should have an advanced degree (Master's) in Public Health, Human Nutrition, or related discipline, and a minimum of 8 years of experience in the prevention of malnutrition among children, adolescents, and young women. The ideal candidate will draw upon experience of technical and thought leadership on interdisciplinary programs focused on maternal and child health generally and nutrition outcomes. They will have demonstrable experience working across sectors to influence the nutrition-sensitivity of those programs. Their background will demonstrate the ability to lead their organization or program in the uptake of current evidence and the capacity to serve as a resource to sector leads elsewhere in their organization or program who seek guidance on how to make their work more nutrition-sensitive. The candidate should have a proven track record of providing technical leadership/support to decentralized governmental structures and have specialized knowledge and demonstrated expertise in coordinating with the Government, other partners working in the geographic zone, and Mission partners. The candidate should speak



English and Portuguese at a minimum, with a strong preference for a candidate who also speaks Elomwe.

**Social and Behavior Change Lead:** The SBC Lead will oversee SBC activities' design, planning, and implementation. S/he will be responsible for supporting SBC interventions across the activity by playing a lead role in guiding formative research; developing a SBC strategy and implementation plan; supporting the development of tools; and monitoring the progress of activities to ensure a consistent and coherent execution of interventions. Engaging communities is an important part of social and behavioral change as it ensures local knowledge and context is combined with key "outside" information for solutions that last. The SBC Lead will have a demonstrated understanding of a range of SBC approaches that address change in social norms and structures as well as individual behaviors, and that go beyond messaging to catalyzing community action. USAID has a strong preference for someone familiar with local cultural practices, social networks, gender and age dynamics and speaks Portuguese. A master's degree (or higher) in a social science discipline with a minimum of seven years of progressively increasing technical responsibility leading to a senior level of expertise in SBC is required, with demonstrable time and experience working on maternal and child health or nutrition programming required. Two years of applicable experience can substitute for a master's degree.

**Gender, Youth, and Social Inclusion Lead:** The GYSI Lead will ensure that the social dimensions of food security and community resilience are effectively addressed across all activity components and at all levels throughout the entire award period. Attention to social dynamics—in particular, gender and youth integration—is critical to realizing BHA intended outcomes. The GYSI 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 GYSI Lead must also have: skills in participatory learning and action and facilitating collaborative problem-solving; the ability to foster commitment and build capacity among activity staff and in-country actors to ensure gender and youth integration and empowerment; and an in-depth understanding of food security programming. A bachelor's degree in a relevant academic area—e.g., a social science discipline—plus seven years of field experience at the community level is required.

**Monitoring and Evaluation Lead:** The M&E Lead will provide technical expertise and leadership to generate and analyze quality evidence and data through monitoring, assessments, and evaluations. The M&E Lead is a technician with demonstrated experience in building or strengthening monitoring systems, quantitative and qualitative analysis, survey and sample design, and effectively promoting evidence-based program management. A master's degree or above in a quantitative field (economics, agricultural/development economics, statistics, biostatistics, nutrition, applied sociology, anthropology, or other relevant subject) with significant training in quantitative methods plus seven years relevant experience is required. Additional qualifications are required including demonstrated experience in leading the M&E of a large award; knowledge about TOCs, logic models, food and nutrition security indicators,

M&E plans, data quality assurance, data utilization, and gender and youth integration into M&E; and experience and expertise in developing and operationalizing a comprehensive M&E plan (please see the [BHA Guidance for Monitoring, Evaluation, and Reporting](#) 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 ensure the activity includes active, intentional and adaptive learning within and across interventions, and will play a critical role in incorporating refinement activities and learning into implementation. Additionally, the SLA Lead 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 ensure appropriate and continued coordination and joint-planning with other USAID and other donor activities (specifically the USAID food security and resilience portfolio), host-government initiatives, and private sector engagement. Given the significant number of humanitarian and resilience activities planned and ongoing in the targeted geographic area, USAID expects significant time and expertise to be dedicated to coordination of activities. Demonstrated experience in facilitating learning and knowledge sharing processes, in establishing and managing dynamic feedback systems to capture experiential learning and unintended consequences, and fostering collaboration across teams or organizations is required. An advanced degree (PhD or Master's) plus a minimum of three years relevant work experience or a Bachelor's degree and a minimum of five years relevant experience is required.

#### **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 content, and the intended source and origin for the respective commodities.

Applicants must address commodity-related issues concerning direct distribution. This includes, but is not limited to, commodity requests, commodity substitutions (if select planned commodities are not available from the U.S. or through LRIP), certifying commodities meet programmatic and/or contractual specifications and requirements, port/warehouse/road/rail

infrastructure, commodity management, including fumigation, and commodity transportation (including inland and internal transport).

The applicant must include an [Annual Estimate of Requirements and Executive Summary Table](#) in the application. Apparently Successful Applicants or applicants that receive issues letters may be required to submit a Resource Pipeline. Regarding Title II commodities for landlocked countries, applicants must note the designated points of entry (limited to four), and for special procurement or shipping requests, such as containerization or through-bills of lading, a detailed justification must be provided. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time awards are made. In addition, LRIP interventions must describe the proposed procurement process (including relevant source and origin information), safety and quality assurance, and a guarantee that the 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 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 that may result from distributing U.S. or LRIP in-kind commodities and/or cash/vouchers. Additionally, applicants must complete an assessment of risk as it relates to the proposed modalities and physical security of participants and relevant mitigation measures. Specifically, the assessment must examine potential risk related to fraud, corruption, and mismanagement. Applicants must demonstrate that due consideration has been given to ensuring the security and protection of all participants, especially with respect to: timing and location of distributions; amount of food or cash transfers or value of food vouchers of which participants will take possession; person(s) responsible for pickup; distance to distribution sites, etc. This assessment will be included as Annex 11. A sample risk matrix from The Remote Cash Project can be found on the [CALP website](#). Additionally, the USAID Office of Inspector General has a [fraud prevention and compliance guide](#).

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

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

The cost application must be emailed to [fy22.rfsa.rfa.mozambique@usaid.gov](mailto:fy22.rfsa.rfa.mozambique@usaid.gov) with the technical application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The cost application must illustrate the entire period of performance, using the budget format shown in the SF-424A, and include a comprehensive budget, detailed budget, and budget narrative. Standard Forms, including the SF-424, SF-424A, and SF-424B, can be accessed electronically at

[www.grants.gov](http://www.grants.gov). Failure to accurately complete these forms could result in the rejection of the application.

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

**Cash, Voucher, and LRIP information** must be emailed to [fy22.rfsa.rfa.mozambique@usaid.gov](mailto:fy22.rfsa.rfa.mozambique@usaid.gov). Please note, for applications requesting enhanced Section 202(e), the following information is required: month, country, total request amount, BHA sector, 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 [RFA-IEE](#), which describes the overall compliance strategy for both pre-award (i.e., during applicant activity design) and post-award for RFSA. Climate risks to food security and key sectors of BHA support in LHZ 5 are described in detail in the [Mozambique Climate Risk Profile](#).

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

#### **g) Annexes**

The following is a list of annexes that must be included with the application. Any additional information provided in an annex will be considered supplemental and not considered in the

scoring of the application. Please note, applicants may submit additional annexes as supporting documentation.

<b>Annex Type</b>
1. Executive Summary Table and Annual Estimate of Requirements for the Award
2. Comprehensive Budget
3. Detailed Budget
4. Budget Narrative <ul style="list-style-type: none"> <li>● Motor Vehicle Procurement Table</li> </ul>
5. Negotiated Indirect Cost Rate Agreement (NICRA)
6. LogFrame, TOC graphic, and TOC narrative - six page maximum for TOC narrative
7. Gender Analysis Summary <u>four pages maximum</u>
8. Environmental Safeguards Plan <u>four pages maximum</u>
9. Monitoring & Evaluation Plan <u>five pages maximum</u>
10. Activity Learning Plan <u>five pages maximum</u>
11. Risk Assessment and Mitigation Plan
12. Intervention Area Map(s)
13. Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)
14. CVs for Chief of Party, GYSI Lead, M&E Lead, Nutrition Technical Lead, SLA Lead, and SBC Lead
15. Letter(s) of Commitment, if applicable
16. Glossary and List of Acronyms
17. Participant Financial Analysis
18. Sustainability Transition Plan
19. Interventions Table
20. Local Subrecipient(s) Capacity Development Plan

**Annex 1. Executive Summary Table and Annual Estimate of Requirements:** Separate from the Executive Summary, an Executive Summary Table and Annual Estimate of Requirements must be included in the submission of the application. It captures U.S. dollar amounts of the proposed Title II commodity resources, if any, and various funding for the life of the award. Apparently Successful Applicant 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 type (funding source) for each year of the activity. Object class categories are logical groupings of costs, such as staff salaries, fringe benefits, non-employee labor, travel and transport, overseas allowances, supplies, staff training, equipment, USAID branding and marking, sub-awards, contracts, audits, construction, other direct costs, total direct costs, and indirect costs. Please see the [suggested budget format](#) available on the BHA website. The comprehensive budget must list funding types for each BHA sector 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](#). If reimbursement for inland transport charges will be requested, include in the detailed budget an estimate of total U.S. dollars needed for inland transport. If this information is not yet available, please include the estimate and state in the budget narrative when the information will be submitted to BHA. Please note that, per ADS303maw ([USAID Implementation of Construction Activities](#)), construction activities must be detailed as an explicit section within the budget and budget narrative. See Section V. Application Review 2. Review of Cost Application m) Construction, for more details on construction requirements under cooperative agreements. Note that per ADS 312, for restricted goods, the applicant must ensure that they are identified in each budget and follow up with any approvals, as required.

**Annex 4. Budget Narrative:** The budget narrative justifies proposed expenses and explains how costs were estimated ([sample budget narrative](#)). Applicants must provide their rationale for cost development, such as the methodology and assumptions used to determine individual costs. For ease of review, budget narratives must follow the order of line items in the detailed budget and must contain clear explanations. The budget narrative must include the motor vehicle procurement table, which must cover the information listed in Section VIII, paragraph 3.

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

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

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

- b) Assumptions: The conditions external to the proposed activity but necessary to achieve results; contextual environment, and key external factors critical to success;
- c) Indicators with targets: How the activity's achievements will be monitored and evaluated. In identifying indicators, applicants must review the [BHA Indicators](#). Only *outcome* indicators are required for the LogFrame with the application; however, if an applicant chooses to include *output* indicators, the use of BHA output indicators is preferred. Applicants must provide targets only for baseline/evaluation indicators. These targets must be linked to the context, food security, and nutritional analyses, and the TOC. Applicants' targets have to be ambitious yet achievable and linked to BHA's targets; BHA aims to achieve a minimum four (4) percentage annual reduction of depth-of-poverty and two (2) percentage point annual reduction of stunting. For all other indicators, targets must be ambitious yet achievable.
- d) Data sources: Where the indicator data will come from and when it will be collected.

**Annex 7. Gender Analysis Summary:** Consistent with USAID's Gender Equality and Female Empowerment Policy (USAID 2012), all BHA multi-year development food security activities are required to complete a gender analysis within the first year to inform design and strengthen programming. In this summary, the applicant must discuss illustrative points (three to four) along the proposed TOC where the applicant anticipates existing gender norms or gender relations could facilitate or impede progress towards results, and provide examples of information to be collected in order to clarify the issues identified. Applicants are encouraged to take into consideration the interplay of gender and other social dimensions such as age, ethnicity, and origin that play a role in determining both opportunities and constraints for women, men, girls, and boys. The summary must also identify the team that will conduct the gender analysis, discuss the tools they will use for data collection, provide an estimated budget, and identify the process for incorporating analysis findings into the TOC and implementation plan.

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

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

Refer to [ADS 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle](#) and the legacy-FFP [Technical References on Gender](#)<sup>58</sup> 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

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<sup>58</sup> Please note this document is in the process of being updated but remains a helpful resource in the interim.



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 GYSI 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.

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 systems<sup>59</sup>;
4. How staffing capacity for oversight of environmental compliance and climate risk management requirements will be ensured over the life of the activity, and how those staff will coordinate and integrate with broader project management.

The [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 resilience activities.

For successful applicants, a series of carefully thought out requirements ("Conditions" in the RFA-IEE) will be the responsibility of the awardee to ensure sufficient capacity to meet the demands. New applicants are encouraged to understand the full suite of responsibilities upon award, and to put careful attention to the various Conditions of the RFA-IEE.

One of the requirements described in the RFA-IEE will be to conduct a Supplemental IEE that assesses environmental impacts and opportunities that are specific to the particular

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<sup>59</sup> [USAID BHA Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities](#), Section 2.4, Performance Indicator Reference Sheets, Page 36.



geographical zone of influence of the food security activity. An element of the Supplemental IEE will be a CRM screening in accordance with [ADS 201mal](#). These analyses are only required for successful applicants.

**Annex 9. Monitoring & Evaluation Plan:** Applicants must submit an abridged M&E plan that describes the applicant's planned M&E approach. Building upon the TOC and LogFrame included earlier in the activity design, the M&E plan must illustrate:

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

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 a cost effective, and existing, open source or widely available platforms (such as Google or Microsoft) to develop such a database. BHA may not approve developing a database/Management Information System (MIS) using proprietary codes. BHA plans to conduct either an impact evaluation using an experimental or quasi-experimental design, or a performance evaluation. BHA will contract and manage a third-party firm to conduct the activity's impact evaluation or population-based baseline study and final evaluations. Partners are not expected to budget for the impact evaluation or population-based baseline study and final evaluation. Because of this, BHA is not likely to support any other population-based surveys. The applicant must budget for a midterm evaluation. A description of required elements related to the M&E plan can be found in the [USAID BHA Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities](#).

As an impact evaluation for this RFSA may be designed as a randomized control trial, the applicant must identify twice as many potential villages/sub-catchment areas as it plans to target in order to allow for randomization. BHA will work with successful applicant(s) to refine and finalize the evaluation design taking local context into account. Where the context would potentially prohibit randomization, the applicant must highlight these potential limitations within the application for BHA's consideration. By submitting an application for this RFA, applicants agree to partner with and assist a research institution of USAID's choice for implementing the impact evaluation, including potentially randomizing implementation areas (villages/sub-catchments).

**Annex 10. Activity Learning Plan (Collaborating, Learning and Adapting):** Applicants must develop an activity learning plan that identifies how the activity will ensure 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 must elaborate on

management approaches to support collaborating, learning, and adaptive management. This annex must link to key sections of the Design Approach to articulate clear planning for:

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

The activity 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 ensuring the security and protection of all participants, dependent on the intervention proposed.

**Annex 12. Intervention Area Maps:** These maps must show any proposed areas of implementation and ongoing activity areas at the Administrative Level 2 (i.e. Provincial level or local equivalent) by the applicant, consortium members, or others if applicable. They must clarify who is expected to implement in the areas. The implementation area identification should take into account the requirements of experimental evaluation design and the intervention area map should include double the area the intervention plans to cover in order to allow for possible randomization.

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

**Annex 14. Curriculum Vitae of Key Personnel:** The application must include curriculum vitae of key personnel including the COP, GYSI Lead, M&E Lead, SLA Lead, Nutrition Technical Lead, and SBC Lead mentioned in the RFA, 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. Participant Financial 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 will 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 will be no more than 1-2 pages in length. Please see Section 4: Technical Approach of this RFA for additional information about including an illustrative table.

**Annex 20. Local Subrecipient(s) Capacity Development Plan:** Applicants must submit a detailed plan to develop the capacity of one or more local subrecipients and track the capacity development progress towards meeting the criteria for a USAID transition award.

## **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 will 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 **Wednesday, October 27, 2021 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 [fy22.rfsa.rfa.mozambique@usaid.gov](mailto:fy22.rfsa.rfa.mozambique@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 will 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 will be submitted as Adobe PDF files, with one-inch margins;
- Faxed or hard copy applications are not accepted.

If any of the necessary documents listed in the RFA are not submitted according to the format and/or deadline referenced in the RFA, 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 **(applied to all phases of technical review)**

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

#### **a) Activity Design**

Seventy (70) points are dedicated to activity design, of which 40 merit review points of this section have been specifically dedicated to three sub-categories as essential elements of a strong activity design: Goal Focused, Strategic Targeting (10 points), Sustainability and Exit Strategies (15 points), and Gender, Youth and Social Dynamics and Integration (15 points). Additional information regarding these subcategories is set forth below. The remaining 30 points will be ascribed based on the overall quality of the technical approach, which will include: application's adherence to the specific goals and priority outcomes outlined in this RFA, Programming Principles and the criteria and themes listed under *Section IV. Application and Submission Information, 1. Application Format, c) Activity Design*. Per *Section IV*, the technical approach must include:

- A context analysis demonstrating a deep understanding of the economic and social landscape, opportunities, strengths, and needs of the targeted participants and their

communities and the constraints they face in sustainably improving nutritional outcomes for women and children under 2.

- Identification of the key limiting factors of each desired outcome, analysis of why these were incorporated and how limiting factors were prioritized in the application.
- A conceptual framework demonstrating the linkages between the underlying causes and influencing factors of malnutrition specific to the target area and reflecting guidance in the Goal and Objectives section. It must include a preliminary TOC that provides clear, logical steps showing how the proposed set of interventions and interactions by other actors, will produce all the necessary and sufficient outcomes/conditions to achieve the stated goal based on evidence and plausible reasoning.
- An holistic and integrated approach to work on additional limiting factors as they relate to the goal of improved nutritional outcomes for children under two years of age and objectives of improved women's nutrition and improved infant and young child feeding. Applications will be scored based on their ability to articulate the details of context specific obstacles that inhibit the realization of the aforementioned goal and objectives and demonstrate an approach that can reasonably mitigate those obstacles. These efforts should be within the manageable interest of the project and contribute to the sustainability of the activity design.
- Focused and prioritized technical interventions, potentially including resource transfers, that will bring transformative change to the nutrition security of the targeted population, ensure sustainable anticipated outcomes, and strengthen participant capacity to withstand shocks, supported with a clear evidence base and 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 activity and with other U.S. Government and other donor investments, as relevant and appropriate, to achieve the goal.
- Identified knowledge gaps for a refinement year learning agenda and how closing these knowledge gaps could impact possible changes to the TOC, the package of technical interventions, and implementation planning.

### **Goal-Focused, Strategic Targeting**

Applicants will be evaluated on the potential of their targeting strategy to meaningfully engage households in a timely and strategic fashion. Embracing a life-cycle approach the overall program will be judged on its capacity to engage different households and community members at different times through strategically varied means. Generic strategies targeting women often fall short of achieving meaningful adolescent girl and young women participation. Paramount to achieving a favorable rating in this category will be a demonstration of the importance of specific and tailored outreach to adolescent girls and their meaningful inclusion in the overall program.

### **Sustainability and Exit Strategies**

Applicants will be evaluated on their well-conceived sustainability plan, see Sustainability and Exit Strategies section above, which reflects their TOC, and describes, based on realistic

assumptions, the resources, technical and managerial capacities, motivation, and linkages that will sustain activity outcomes and/or interventions after the activity ends. Applicants will be scored on their design's capacity to make sustainability a whole-of-project priority and not part of project closeout. Any strategy that requires a transition from an activity-financed service delivery system to a market-based or public service delivery system must include concrete timelines and benchmarks.

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

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

### **Management and Staffing**

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

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

### **Local Capacity Engagement**

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

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

BHA requires applicants to incorporate a plan to develop the capacity of one or more local subrecipients to receive a direct assistance award from USAID or other donors and track the capacity development progress towards meeting the criteria for a USAID transition award. During the RFSA Refinement phase, the awardee will identify, in consultation with BHA, potential local subrecipient(s) who have not previously received a direct award from USAID and whose capacity could be built during implementation of the award such that they would qualify to receive a USAID transition award, in accordance with the [Automated Directive System 303 Mandatory Reference 303 mbb](#). The awardee must provide the local subrecipient(s), a sub-award to carry out a distinct portion of the work in the RFSA program description. Local subrecipients must be able to meet the definition of “subrecipient” in 2 CFR 200, which excludes beneficiaries, in order to qualify as a potential USAID 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. The awardee will need to conduct an operational and risk assessment of the local subrecipient or conduct a baseline capacity assessment at the time any subaward is made to a potential transition award recipient, with a follow-up assessment prior to recommending a local subrecipient to BHA for a transition award depending. The awardee 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 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.

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

The cost application will be reviewed separately from the technical application. The review



of the cost application will determine if the level of resources is appropriate for the number of participants and the degree of change being proposed. Aspects to be considered under this criterion include the justification for activity costs: if they are reasonable, are allowed under the cost principles and according to [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 activity according to costs of headquarters, regional and/or country offices, as applicable;
- The breakdown of all costs according to each partner organization or sub-contractor/sub-awardee involved in the activity;
- The costs associated with external, expatriate technical assistance, and those associated with local in-country technical assistance;
- The costs associated with robust monitoring and evaluation;
- The total activity costs including a breakdown of the financial and in-kind contributions of all organizations involved in implementing the proposed activity;
- Potential contributions of non-USAID or private commercial donors to this proposed activity; and
- A procurement plan for equipment and other restricted items as defined by 2 CFR 200.34 and ADS 312 (may be incorporated into an existing or new annex in the cost application).

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

**a) Personnel**

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

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

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

**b) Fringe Benefits**

Applicants must specify the fringe benefit rate used and the base of application for each rate that has been approved by a U.S. federal agency. Applicants must submit the most recent NICRA as evidence of rate approval. If the fringe benefit rate has not been approved, the applicant must propose a rate and explain how the rate was determined. If the latter is used, the budget narrative must include a detailed explanation/breakdown 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 are short-term employee. Applicants must provide the following details for Non-Employee Labor: rate of pay (daily rate), hours worked in a day and length of employment

**d) Travel and Transport**

The applicant must:

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

**e) Overseas Allowances**

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

### ***f) Equipment***

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

The applicant must:

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

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

### ***g) Supplies***

In accordance with 2 CFR 200.1, “supplies” means tangible 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 200.1 and [2 CFR 200.331](#), “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 activities and explicit implementation plans that will be developed during the refinement year. Applicants that propose construction activities must describe, in the sustainability narrative in Annex 18, plans for how sustainability of infrastructure operations and maintenance will be achieved after the 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 risks identified in the [RFA-IEE](#)),
- (2) an environmental analyses, environmental determinations, and climate risk management screening as described in the [RFA IEE](#)
- (3) the estimated cost of construction activities at each site;
- (4) the total estimated cost of construction activities under the award;
- (5) geographic location of proposed construction site(s) (either as GPS coordinates or at the village level);
- (6) 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
- (7) a plan for operations and maintenance (O&M) of the investment, focusing on linkages to local systems for sustainability.

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

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

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

The applicant must:

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

#### ***o) Indirect Costs***

The applicant must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a NICRA, or with sufficient information for USAID to determine the

reasonableness of the rates. For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc. The applicant must:

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

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

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

All budgeting for climate and environmental safeguards can follow the framework established through the [FSN consultation](#) for the [environmental budgeting toolkit](#). 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 or its appendices must be submitted in writing within 10 business days of the final RFA's posting to [fy22.rfsa.rfa.mozambique@usaid.gov](mailto:fy22.rfsa.rfa.mozambique@usaid.gov) and "FY 2022 Mozambique RFA" in the subject line.

## SECTION VIII – OTHER INFORMATION

### 1. Host Country Agreement (HCA)

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 awardee's HCA negotiations and anticipated receipt of a signed HCA.**

## 2. Motor Vehicle Procurement Table

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

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

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

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

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



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

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

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

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

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

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

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

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

Under very limited circumstances USAID approved Marking Plans may be waived for purposes of safety and security.

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 Mozambique 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 RFSA's.

As reflected in Annex 9 (M&E), applicants for the Mozambique 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 Mozambique 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 Pipeline and Resource Estimate Proposals (PREPs) and M&E planning.

1. Activity and Intervention Location Data: This refers to data that records the RFSA intervention locations, and including village-level (formal or informal) GPS coordinates for individual sector based interventions. Personally identifiable information (PII, i.e. identify individuals in data submissions) must not be submitted.

2. Thematic Data: This applies to USAID awardees to create or acquire data sets on demographic and health indicators, land use land cover, hydrology, and transportation infrastructure using USAID funds.
3. Activity Specific Geographic Data: This refers to the outputs that are produced when the USAID partner conducts geospatial analysis while implementing an Activity (e.g., geographic analysis of school feeding status).

## 5. **Code of Conduct**

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

Applicants 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**

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

- How the applicant trains or make employees aware of the Code of Conduct;
- How the applicant makes 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 TARGETED POPULATIONS**

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

Applicants 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 the applicants will track feedback and respond in a timely manner;
- How the applicants will incorporate beneficiary feedback into activity implementation, monitoring and evaluation of progress, and designing course corrections as needed;
- How the applicants will ensure that feedback and information mechanisms are safe, accessible, and the preferred mechanism for beneficiaries, especially marginalized or vulnerable populations; and
- How the applicants 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. Note that all recipients are participants, but not all participants are necessarily food ration recipients.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Recipient:** A recipient is a direct receiver of a food assistance ration. Each activity recipient must be counted once, regardless of the number of months they will receive food assistance. 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 2022 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 2022 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, including:

- Pre-implementation formative research and analysis that addresses evidence and knowledge gaps, substantiates requests for expanding geographic targeting and 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 RFSA understanding of local needs, opportunities and aspirations, and 3) ensure mutual accountability, including in decision making processes.<sup>60</sup>
- Participatory stakeholder engagement for strengthened local partnerships, capacity development and coordination;
- Collaborating and planning with relevant Mozambique Mission activities to 1) identify areas for strategic collaboration, (2) effectively layer and leverage other USAID programming, (3) create lines of communication with other activities;
- Refining the TOC and implementation plans (including with other Mission partners in the districts of engagement); 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 refined TOC and implementation plans and on the activity social and behavior change strategy. The Recipient will continue employing principles of adaptive management and 'refinement' approaches throughout the life of the award (e.g. identifying and closing knowledge gaps, scenario

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<sup>60</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.

planning, refining implementation plans, testing and piloting innovative approaches, updating the conceptual framework, engaging communities and other stakeholders, and coordinating with other relevant actors).

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

The Recipient will interact with BHA staff and external support mechanisms [such as Implementer-Led Design, Evidence, Analysis and Learning (IDEAL), Program Cycle Support, IDEAL, Practices, Research and Operations in Water, Sanitation and Hygiene (PRO-WASH), Strengthening Capacity in Agriculture Livelihoods and Environment (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: 2-3 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 GYSI and Inception workshops
- Location: In country or virtual
- Timing: six - eight weeks prior to the GYSI Consultation and Inception Workshop

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

- Format: five-day in-person meeting, in two parts
- Attendees:
  - Part 1 (3 days): Recipient senior management, GYSI advisors, purpose-level activity leads/technical advisors and field staff; USAID Mission and BHA staff; BHA support mechanisms
  - Part 2 (2 days): Recipients' dedicated GYSI technical advisors and senior management working on the activity's TOC and gender analysis SOW; BHA and support mechanism staff who focus on GYSI issues
- Purpose: Ensure gender, age/youth and social dynamics considerations are adequately incorporated into the activity's design and establishing 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 GYSI 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 - 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 10-12 months after 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 12-14 months after award



