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Subject: Round 01 Somalia Resilience Food Security Activity

Program Title: BHA Multi-Year APS: Round 01 Somalia Resilience Food Security Activities (RFSA)

Federal Assistance Listing Number: 720BHA23APS00002-01-SOM

Introduction

Interested Applicants:

PLEASE NOTE: This Notification of Funding is Round One for full applications under existing “Multi-Year Annual Program Statement No. 720BHA23APS00002”.

All interested organizations should carefully review both this Round AND the full Annual Program Statement (APS), which can be found here: <https://grants.gov/search-results-detail/348888>. Important information contained in the full Base APS is not repeated in this specific Round One documentation.

Round One of the Multi-Year Annual Program Statement (MY APS) No. 720BHA23APS0002-01-SOM USAID (referred to as MY APS Round-1, RFSA, or Somalia RFSA) is requesting the submission of applications focused on resilience and food security in Somalia. USAID anticipates issuing up to two (2) awards under this Round. Unless otherwise stated herein, all terms and conditions of the MY APS apply.

Please refer to the Base MY APS for additional information. While this Round is intended to be an elaboration of the information provided in the Base APS, should there be differences between the two, **this MY APS Round-1 will supersede information in the Base APS.** As such, both documents should be read in conjunction to ensure all application requirements are met. Applicants should refer to the RFSA Application Guidance on the [Resilience Food Security Activity section of the BHA website](#), including [Technical References](#) and the Monitoring and Evaluation Policy.

Thank you for your interest in USAID programs.

Sincerely,

Matthew Nims
Agreement Officer, Title II

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SECTION A: Program Description

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961 and the Food for Peace Act of 2018, as amended (See Base APS section B). The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in the Base APS section F. See Base APS section A.1 for background information on the Bureau for Humanitarian Assistance (BHA).

1. Overview

BHA is committed to enhancing the resilience of vulnerable populations around the world. BHA’s resilience programming helps save lives, strengthen livelihoods, and build people’s capacities to better manage shocks and stresses. Using all of these approaches, BHA strengthens capacities of vulnerable populations to combat malnutrition, reduce morbidity and mortality, promote economic growth, minimize disaster risks, improve food security, and adapt to climate change.

USAID intends to award up to two (2) Cooperative Agreements pursuant to this RFSA. Subject to the availability of funds and commodities and at the discretion of the Agency, USAID intends to provide up to a total of \$144 million total for the five-year period of performance - \$109 million from Community Development Funds (CDF) and \$35 million from Title II, section 202(e).

The RFSA will target extremely poor, socially marginalized populations in internally displaced person (IDP) settlements and surrounding host communities in Mogadishu, Afgoye, Jowhar, Baidoa, Hudur, and Kismayo. This RFSA will implement a contextually-adapted version of the graduation approach. This approach includes a strategically sequenced combination of consumption support, coaching, livelihood skill-building, asset transfer, and savings that have been proven to improve the lives and increase the resilience of extremely poor households in many contexts, as detailed in Section A.7.

2. Country Context and Background

Somalia remains one of the poorest countries in Africa, with nearly 70 percent of Somalis living in poverty¹ and per capita annual income estimated at approximately \$315 in 2018 (World Bank 2019).² Poor Somali households face a variety of interconnected barriers, which reduce their resilience to shocks, including low literacy rates and educational attainment, limited labor market opportunities and participation, limited access to health services, and limited access to water and sanitation.³ Up to one-third of Somali households are headed by women,⁴ and according to the Federal Government of Somalia’s (FGS’s) ninth National Development Plan (NDP-9) 2020-2024, women “generate up to 70

¹ World Bank Group. (August 2019). *Somali Poverty and Vulnerability Assessment*.

<https://openknowledge.worldbank.org/entities/publication/2869359f-a8b7-5a1a-ae4-f6ba7177a5ce>

² Directorate of National Statistics, Federal Government of Somalia. *The Somali Health and Demographic Survey 2020*.

³ World Bank. (2022). *Somalia Economic Update: Investing in Social Protection to Boost Resilience for Economic Growth*. Washington, D.C.: World Bank.

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099645010242215445/p17502402429f50e708a6408e3872dbb193>.

⁴ The Somali Health and Demographic Survey 2020 (SHDS). (2020). *Directorate of National Statistics, Ministry of Planning, Investment and Economic Development, Federal Government of Somalia*. Page 22: Separate UNFPA data indicates that one-fourth of households across all age groups are headed by women, including among displaced populations. Retrieved by UNFPA. (December 2019). *Gender Equity: Hit or Miss in the Somali Population*, pages 33-34. As cited in USAID CDCS. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCCS_External-2025.pdf

percent of household income.”⁵ Despite the important role women play in the Somali context, cultural norms and beliefs limit women’s ability to access services, exercise decision-making power at the household and community levels, and pursue economic opportunities.⁶

According to the Internal Displacement Monitoring Centre, at the end of 2022, there were 3.9 million IDPs in Somalia,⁷ nearly 20 percent of the population.⁸ Additionally, an increasing number of rural Somalis are migrating or becoming displaced to urban areas. However, many are unable to productively join urban society as a result of social exclusion, extreme poverty, and limited urban livelihoods.⁹ “IDPs and other disadvantaged groups are largely excluded from influential social networks and have very weak social capital [...]. This directly impinges on their ability to access work, income, and food, as well as humanitarian aid. They are also often removed from the social networks that provide social support in their places of origin.”¹⁰

Because IDPs are dislocated from sources of social support, access to economic-skills training and education that might foster better income-generating opportunities are inaccessible.¹¹ Access to income is shaped by social connections, especially clan-based. This deters both marginalized host communities and IDPs from reliable job opportunities. “Influential clan elders and family relations act as important referees and guarantors for people who aspire to obtain professional jobs, access business credit, and buy and rent land/or enforce their land rights.”¹² These factors, “combined with high prices on largely imported food, results in a reality where food insecurity is the norm for displaced and marginalized peoples.”¹³

At the same time, IDPs in Somalia are also uniquely vulnerable to aid extortion and other abuse, based in part on land tenure and IDP camp management structures.¹⁴ Women and children often move to IDP settlements first, as they are seen as more vulnerable and more likely to receive emergency relief in urban areas. Men usually stay behind to tend to remaining property, but will ultimately join their households in IDP settlements after either losing all livestock and assets or after guarding them has become untenable.¹⁵

“Another core challenge emanates from the interrelated issues of Somalia’s weak (and, in some cases, absent) state, prolonged conflict, and political instability, all of which serve as formidable impediments to economic growth, household resilience, and food security. Overall, these complex issues combine to

⁵ The Federal Government of Somalia. (January 5, 2020). *Somali National Development Plan 9 - 2020 - 2024*.

<https://mop.gov.so/somali-national-development-plan-9-2020-2024/>, page 22. As cited in USAID CDCS

https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

⁶ USAID. *Somalia Country Development and Cooperation Strategy (CDCS)*.

https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

⁷ IOM. (February 28, 2023). *Displacement in Somalia Reaches Record High 3.8 Million: IOM Deputy Director General Calls for Sustainable Solutions*.

<https://www.iom.int/news/displacement-somalia-reaches-record-high-38-million-iom-deputy-director-general-calls-sustainable-solutions>.

⁸ USAID. *Somalia CDCS*. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

⁹ Ibid.

¹⁰ Wicaksono, N., & King, T. 2023. *Somalia Political Economy Analysis to Inform Resilience and Food Security Activities*. West Lafayette, IN: Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine (LASER PULSE).

¹¹ Ibid.

¹² Ibid.

¹³ Ibid.

¹⁴ Bryld, E. (September 28, 2023). *Aid theft in Somalia is not what you think*. The New Humanitarian.

<https://www.thenewhumanitarian.org/opinion/2023/09/28/aid-theft-somalia-extortion-not-what-you-think#:~:text=At%20the%20forefront%20of%20the,extort%20payments%20from%20the%20displaced>

¹⁵ Spencer, J. & Yusuf, B. (August 8, 2023). *Mixed approach to learning consultancy: Understanding livelihood-related urban-rural connections for women from Displacement Affected Communities (DACs) in South-West State of Somalia*. UI.

create multidimensional poverty traps as households face major difficulties overcoming diverse hazards, accumulating assets, and building capabilities.”¹⁶ Additionally, high levels of poverty serve as a barrier for households to access sufficient food. When faced with shocks and stresses, desperate households are more likely to resort to negative coping mechanisms such as liquidating savings and selling off productive assets that have long-term negative consequences. “Food insecurity is thus both a consequence and cause of persistent poverty due to the complex interplay of poverty, conflict, climate vulnerabilities, inadequate infrastructure, and other economic constraints.”¹⁷

Somalia's geography and reliance on rain-fed agriculture make the nation vulnerable to severe climatic events, such as cycles of drought and flooding. These climatic events lead to periodic spikes in acute food insecurity, waterborne diseases, malnutrition, reduced agriculture production, livestock loss, negative coping mechanisms, and displacement - with women disproportionately bearing the heaviest burdens.¹⁸ With approximately 49 percent of the population residing in rural areas and 46 percent of the workforce engaged in agriculture—including crop cultivation, herding, fishing, and related activities—the recurrent onslaught of climate-related shocks intensifies food scarcity, exacerbates poverty, and deepens food insecurity in Somalia.¹⁹ Livestock rearing is a traditional practice with significant social, economic, and political dimensions. Livestock is the backbone of the economy and contributes to 80 percent of the agriculture GDP and nearly one-half of the national GDP. As a result of the drought and conflict, increasing numbers of pastoralists have become displaced.²⁰ Additionally, the 2020-2021 desert locust infestation resulted in substantial damage to crops and grazing lands, severely impacting the livelihoods of farmers and herders.²¹

Economic challenges add yet another layer of complexity to Somalia's food crisis. The nation's reliance on food imports exposes Somalia to volatility in international market prices, making it increasingly arduous for vulnerable populations to access affordable and nutritious sustenance. For example, the ongoing conflict in Ukraine has exacerbated economic challenges, further deepening the multi-faceted humanitarian crisis and heightening the vulnerability of individuals in the affected region.²² Alarming levels of poverty and soaring unemployment rates further erode the purchasing power of the populace, leaving them even more susceptible to food insecurity and deepening multidimensional poverty traps. In addition to these economic challenges, according to Springer et al, as of 2022, “Al Shabaab is considered to be the most powerful market stakeholder, controlling over 80 percent of agricultural land, significant water resources, and movement of people and goods (through armed checkpoints and additional taxation, with the power to exclude certain groups from participating in market activities), and inhibiting infrastructure development.”²³

¹⁶ Satterlee, E., Madden, P., Wicaksono, N., Zhangalova, A., & Miettunen, J. (2023). *BHA/TPQ/SPADe Somalia RFSA Activity Design Project Workplan*. West Lafayette, IN: Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine (LASER PULSE Consortium).

¹⁷ Ibid.

¹⁸ USAID. *Somalia CDCS*. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

¹⁹ World Bank. (2018). *Rebuilding Resilient and Sustainable Agriculture in Somalia*. Washington, D.C.: World Bank. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/781281522164647812/volume-1-main-report>.

²⁰ Wong, M. (August 17, 2023). *Exploring investment opportunities for the livestock sector in Somalia*. <https://www.ilri.org/news/exploring-investment-opportunities-livestock-sector-somalia>

²¹ Satterlee, E., Madden, P., Wicaksono, N., Zhangalova, A., & Miettunen, J. (2023).

²² CARE. (September 2022). *Somalia Food Insecurity Crisis*. <https://www.care.org/our-work/disaster-response/emergencies/somalia-food-insecurity-crisis>.

²³ Springer et al. (2022). *Comparative resilience of Somali (non-producer) grain and livestock market systems in Baidoa and Hudur*. For RTI in partnership with the GEEL project, using the USAID Market Systems Resilience Analysis (MSRA) approach as cited in Spencer, J. & Yusuf, B. (August 8, 2023). *Mixed approach to learning consultancy: Understanding livelihood-related urban-rural connections for women from Displacement Affected Communities (DACs) in South-West State of Somalia*. UI.

In 2022, the food security situation in Somalia deteriorated further, prompting a surge in humanitarian interventions under the US Government's leadership. The sustained distribution of food and cash assistance reached an average of 4.4 million people per month from January to March 2023. Consequently, the rapid scale-up and continuity of humanitarian aid has played a crucial role in mitigating against excess mortality, forestalling a deterioration in food security, and thereby preventing famine outcomes in numerous regions.²⁴ At the same time, humanitarian actors also identified new evidence of aid diversion in IDP camps, including manipulation of participant lists and extortion of cash payments,²⁵ sparking collective efforts to address these issues.

3. US Government Policies and Strategies

By implementing a contextually-adapted version of the graduation approach, this RFSA will align with the following US Government policies and strategies, in addition to those listed in the Base APS:

- The [Strategic Framework for Early Recovery, Risk Reduction, and Resilience \(ER4\)](#) provides guidance on BHA's ER4 programming as humanitarian assistance evolves and adapts to a changing humanitarian landscape, characterized by climate change, global migration, urbanization, and the rise of infectious disease outbreaks and global pandemics. As humanitarian crises grow more protracted and complex, humanitarian and development actors must move beyond responding to sudden-onset disasters and towards addressing chronic vulnerabilities and reducing the overall impact of recurrent shocks and stresses. The graduation approach successfully builds household-level resilience to shocks and stresses, with examples from multiple contexts including Afghanistan, Bangladesh, and South Sudan.^{26, 27}
- [The Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance](#) details approaches to leverage the broad range of our institutional capabilities to implement innovative programmatic approaches to promote resilience. This policy specifically focuses on areas where chronic poverty intersects with shocks and stresses, resulting in recurrent crises that undermine development gains. The policy focuses on women's empowerment to increase women's ability to respond quickly and effectively to new circumstances (adaptive capacity) and improve their ability to address and reduce risk. The graduation approach successfully builds household-level resilience to shocks and stresses for households experiencing chronic, multidimensional poverty.
- The proposed activity is consistent with the objectives of the [Global Food Security Strategy, 2022 – 2026](#); in particular, strengthened resilience among people and systems.

²⁴ Integrated Food Security Phase Classification (IPC) Technical Working Group for Somalia. (April 25, 2023). *Somalia: IPC Food Security & Nutrition Snapshot: March-June 2023*.

<https://reliefweb.int/report/somalia/somalia-ipc-food-security-nutrition-snapshot-march-june-2023-published-april-25-2023>.

²⁵ Lynch, Colum. (September 18, 2023). *Exclusive: UN probes pay-for-aid scam in Somalia*. Devex.com.

<https://www.devex.com/news/exclusive-un-probes-pay-for-aid-scam-in-somalia-106163>

²⁶ Bedoya, G., Belyakova, Y., Coville, A., Escande, T., Isaqzadeh, M., and Ndiaye, A. (2023). *The Enduring Impacts of a Big Push during Multiple Crises: Experimental Evidence from Afghanistan*. World Bank Policy Research Working Paper #10596.

<https://openknowledge.worldbank.org/handle/10986/40577>

Balboni, C., Bandiera, O., Burgess, R., Ghatak, M., and Heil, A. (2021). *Why Do People Stay Poor?* The Quarterly Journal of Economics 137 (2): 785-844. <https://doi.org/10.1093/qje/qiab045>

²⁷ Chowdhury, R., Collins, E., Ligon, E., and Munshi, K. (2016). *Valuing Assets Provided to Low-Income Households in South Sudan*. Working Paper. <https://bracupgi.org/wp-content/uploads/2022/08/Valuing-Assets-Provided-to-Low-Income-Households-in-South-Sudan.pdf>.

4. Alignment with the Somalia Country Development and Cooperation Strategy

The Somalia RFSA will align with Development Objective Two (DO2) of the [Somalia Country Development and Cooperation Strategy \(CDCS\)](#), “Enable marginalized Somalis to more effectively withstand shocks and stresses.” To achieve this, livelihoods of marginalized populations must be strengthened and diversified (CDCS IR 2.2), social capital of marginalized populations must be strengthened (CDCS IR 2.3), and human capital of women must be strengthened (CDCS IR 2.4). DO2 builds the resilience of marginalized households and communities by focusing programming on improving crucial resilience capacities: diversifying livelihoods, strengthening social capital, and enhancing the human capital of women.

5. Programming Principles

BHA expects applicants to design a graduation approach program that aligns with the following value statements:

- **Design for People-Centered Approaches:** BHA is committed to keeping the interests and voices of the people who are most vulnerable at the center of its work, and to funding activities based on the strengths, priorities, risks, and needs of the target population. Integrating diverse voices into program design requires intentional stakeholder engagement and meaningful partnerships to understand community resources and capacities, as well as the broader systems that support them through formal and informal institutions and social dynamics.
- **Prioritization and Focus:** In low resource environments, needs and opportunities can easily exceed an activity’s capacity 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. Thus, prioritization and focus of activities are paramount in order to maximize impact. This RFSA will implement a contextually-appropriate graduation program, focusing resources and attention on a strategically sequenced suite of interventions that have been proven to generate progress toward the three Purposes outlined in section A.8.
- **Sequencing, Layering, and Integrating (SLI):** Applicants are required to utilize SLI in their activity designs, both across BHA programs and other USAID activities as well as programs funded by the FGS and donors across the Humanitarian Development Peace (HDP) nexus, to maximize the impact and sustainability of interventions and create potential for longer-term success. Please see section D.5.c.3 for more information on SLI.
- **Strive for Sustainability:** BHA is committed to supporting long-term and self-perpetuating change and the continued well-being of populations who are vulnerable. This RFSA will achieve sustainability in multiple ways: first, by implementing a specific approach—the graduation approach—whose positive impacts on consumption and assets have been demonstrated to persist for at least seven years after graduation in multiple settings.^{28, 29, 30} Please see Annex 11 for more information on the Sustainability Plan and section D.5.c.3 for more information on SLI.

²⁸ Bandiera, O., Burgess, R., Das, N., Gulesci, S., Rasul, I., & Sulaiman, M. (2017). *Labor Markets and Poverty in Village Economies*. *The Quarterly Journal of Economics*, 132 (2), 811-870. <https://doi.org/10.1093/qje/qjx003>.

²⁹ Banerjee, A., Duflo, E., & Sharma, G. (2021). *Long-Term Effects of Targeting the Ultra Poor Program*. *American Economic Review: Insights*, 3 (4), 471-486. <https://www.aeaweb.org/articles?id=10.1257/aeri.20200667#:~:text=In%20a%20randomized%20controlled%20trial.and%20persist%20until%20year%20ten>.

³⁰ Barker, N., Karlan, D., Udry, C., & Wright, K. (2023). *The Fading Treatment Effects of a Multi-Faceted Asset Transfer Program in Ethiopia*. Northwestern Institute for Policy Research WP-23-14.

- **Localization and Private Sector Engagement (PSE):** BHA is committed to locally led, inclusive, and equitable approaches. To the greatest extent possible, applicants should be guided by the leadership and experience of communities and diverse local actors, including women, persons living with disabilities, youth, Indigenous Peoples, and other individuals who have been marginalized and underrepresented. Likewise, activities are encouraged to link to the private sector, which can offer an opportunity to improve the impacts and sustainability of interventions. Please see section D.5.c.3 for more information on SLI and section D.5.d.1 for more information on management.
- **Climate Adaptation and Disaster Risk Management:** Climate change increases the frequency and intensity of disasters and food insecurity, escalating the need for humanitarian assistance as well as leading to social disruption, displacement, and political instability and thereby exacerbating fragility, conflict, and violent extremism. Disaster Risk Management lays the foundation for resilience and safeguards the success of the graduation approach in the face of shocks and stresses. By reducing the impact of recurrent disasters, households can reduce loss of livelihoods and assets, invest resources for development and bounce back from crises without significant loss of wellbeing gains. The graduation approach improves households' resilience and ability to adapt by increasing savings, assets, and productive skills. Please see section A.8.c for more information on disaster risk management.
- **Use Evidence and Learning for High Quality and Adaptive Management:** BHA is leveraging the learning from past and ongoing programming, and the global body of cost-effectiveness evidence, to improve program quality and apply evidence-based approaches to support communities to move towards sustainable change and out of extreme poverty and chronic vulnerability. Building upon and applying both cost-effectiveness evidence and operational knowledge from past emergency and development activities, especially graduation programs implemented in relevant contexts, fosters a more holistic understanding of the context-specific social, political, economic, cultural, and climatic factors that affect vulnerability, stability, resilience, and growth. Effective learning approaches work to anticipate and mitigate context-specific shocks and stressors and potential unintended consequences of interventions through data utilization, experiential learning, and adaptive management.

6. Operational Principles

The operating environment in Somalia is incredibly complex, and the rent-seeking behavior of gatekeepers and landowners are deeply entrenched in clan dynamics that have developed over decades. Considering complications that past and current programs experienced implementing in Somalia, it is important for organizations to have clearly defined operational principles. These include decentralized decision-making within a consortium, allowing local partners and those implementing the program agency for improved learning, accountability, transparency, and risk management. This also includes allowing for adaptive management, flexible budgeting, and the use of crisis modifiers. For effective adaptive management, evidence-based pivots do not need to be based on complex research, nor do implementers have to wait to fail to decide to adapt programming. Applicants should operationalize adaptive management through proposed management innovations that lower structural barriers to change, incentivize change to take place, and inspire a culture of change through demonstrating what is possible. There should also be a focus on ongoing operational learning to allow for scenario planning and adaptive programming. These principles must balance flexibility and decentralized decision making with ensuring minimum standards for risk management related to mitigating the risk of aid diversion and the

undue influence of gatekeepers on participant targeting across local partners and the implementing agency. Please see section D.5.d.1 on the management plan and Annex 5: Risk Assessment and Management Plan (RAMP).

7. Graduation Approach

The graduation approach combines and carefully sequenced interventions tailored to the challenges faced by the ultra-poor in a particular context. “Working together, these interdependent interventions lead to strong outcomes at the household level including increased or improved assets; food security, particularly food access; savings and financial inclusion; health outcomes; social integration; and productive skills.”³¹ The graduation approach will equip participants to sustainably increase their productive assets, income, and consumption. In turn, improvements in assets, income, and consumption contribute to increased women’s empowerment, social capital, human capital, and psychological well-being.

Before implementation begins, one of the most critical steps is intentional targeting of participants to reach extremely poor and socially marginalized households and to minimize the undue influence of gatekeepers in IDP settlements. See section D.5.c.2 for more information on Participant Targeting.

This section provides illustrative examples of the five core elements implemented by other graduation programs:

- **Consumption support to ensure basic needs are met while starting or expanding livelihoods.** This is typically provided in the form of cash assistance, delivered in installments that generally last 10 to 24 months, and is designed to help participants stabilize food consumption levels until they start earning income from the livelihoods facilitated through other program components. The duration and frequency of the consumption support is contextualized to the specific context. In most graduation programs, the total amount transferred tends to fall within the range of \$10 to \$30 per month, with variations based on local purchasing power, household size, availability of other sources of income, and presence of other high frequency cash transfer programs in which households already participate.
- **Ongoing coaching and mentoring.** Graduation programs provide ongoing support designed to help participants overcome emotional and psychosocial hurdles and knowledge gaps that might prevent them from having resilient livelihoods. In addition to helping participants with business planning, money management, and social support, coaches also provide referrals to health and other services. The coaching and mentoring curriculum supports participants as they develop new or expand existing livelihood opportunities, supports participants to use their increased income in ways that contribute to improved food security, dietary diversity and resilience, and their ability to access and utilize health, WASH and nutrition services. Many graduation programs include weekly household visits from implementing partner staff, delivered for 12-24 months, though some programs provide less frequent (e.g., every 6 weeks) visits, provide visits for a shorter time (e.g., 6-9 months), or deliver coaching to groups instead of one-on-one. The duration and frequency of the coaching support is contextualized to the specific context. In

³¹ Dharmadasa, H., Hashemi, S. M., Samaranyake, S., & Whitehead, L. (2016). *BRAC Propel Toolkit: An implementation guide to the ultra-poor graduation approach*. <https://www.un.org/esa/socdev/egms/docs/2016/Poverty-SDGs/BRAC-PROPEL-Toolkit.pdf>

addition, some programs identify local community volunteers who can fulfill the coaching function, rather than using paid program staff.

- **Improved access to savings or other financial services.** Once their food consumption stabilizes, graduation programs encourage participants to start saving, either by facilitating the creation of informal savings groups (including through Self Help Groups (SHG), village savings and loan associations (VSLA), etc.) or by linking participants to formal financial service providers. Prior implementations of the graduation approach have employed a variety of formal and informal savings and lending services. Examples include: informal savings groups (for example, village savings and loan associations); mobile money (as appropriate and accessible); and formal savings accounts (if local conditions allow) with a local financial institution, coupled with services that enable participants to seamlessly access and use a new formal account.
- **Training on business-related and other skills (e.g., soft skills) to increase economic security.** Participants receive training on the skills (both technical and interpersonal) required to start (or expand) a viable livelihood. Most trainings include a total of 20-40 hours of content, which can be delivered in a concentrated period of 4-5 days, or through shorter weekly sessions delivered over the course of 10-16 weeks. Training is typically delivered immediately before, or shortly after, the transfer of the productive asset, so it will be fresh in participants' minds.
- **Provision of productive assets, typically as a cash grant or mobile money transfer (but in some circumstances, if local market conditions render likely more effective, could be in-kind).** Participants receive an unconditional lump sum cash or asset transfer designed to "jump start" one or more income-generating activities in order to start (or expand) a viable livelihood. In most cases, the assets are provided in the form of a lump-sum cash transfer, but may also be delivered in-kind. The value of the assets typically range from \$100-\$300 per household, again varying based on local purchasing power and the target livelihoods. Some programs deliver business grants to groups of participants, rather than individuals, which can serve as a platform for more efficient delivery of multiple components.

Recognizing that one activity cannot meet all the needs of extremely poor households, linkages are used to connect participants to external actors who can provide necessary services, information, and financial and market opportunities. Linkages should be incorporated within the five components of the graduation approach. Illustrative examples of linkages include:

- **Information to participants during coaching sessions:** As part of Component 2, in the above description of the graduation approach, coaches provide information about how participants can access services offered by other implementers (whether for-profit, nonprofit, or government). Coaches may support participating households to identify and access relevant services, and follow-up with participants to ensure that they have received the expected support from other implementers.
- **Savings groups invite external providers to meetings:** As part of Component 3 detailed above, graduation implementers can inform savings groups of relevant service providers so that savings groups can invite providers to their meetings to learn about their services or information available (at no additional cost).

- **Coordination with service providers:** As part of Component 4, graduation implementers may coordinate with the private sector and invite them to participants' meetings/sessions to introduce the participants as potential business clients and partners.
- **Layer with existing social protection programming:** In areas where social safety net programs exist and are delivered reliably, graduation implementers, as part of Component 1 detailed above, will layer the graduation approach with existing FGS social safety net programming. In doing so, the implementer will provide Components 2 - 5 of the graduation approach while other programs can support consumption smoothing.

In addition to building resilience to shocks and stresses, linkages to existing services, markets, and community support can contribute to a clear exit strategy that enables households to progress after the program ends.

The selection of the graduation approach for this RFSA is motivated by a broad evidence base indicating that graduation programs can be highly cost-effective across settings. Randomized evaluations across 6 countries (Bangladesh, Ethiopia, Ghana, India, Pakistan, and Peru) found impacts on household economic outcomes after both 12 and 36 months: households reported a 5 to 18 percent increase in household consumption, with program costs ranging from about \$800 to \$2,000 per household in 2022 USD.³² These effects are meaningful, and the intervention is cost-effective, relative to effects generated by alternative approaches. Other programs, like one in Afghanistan, found household food insecurity fell by 0.48 points relative to a score of 5.9 in the comparison group, participant's earnings increased by 39 percent, and total savings were six times greater than those in the comparison group; the intervention cost \$1,997 per household in 2022 USD.³³

Another impact evaluation in Afghanistan found that, four years after the end of a graduation program, participating households had higher consumption (16 percent higher), income (32 percent higher), and ability to recover from shocks (53 percent more likely) than those in the comparison group, despite two severe droughts, escalating conflict and insecurity, and the onset of the COVID-19 pandemic in the years following the intervention.³⁴ Other long-run follow-up studies conducted in Bangladesh, Ethiopia, and India, have found that impacts persist or even grow over time (seven, seven, and 10 years, respectively), indicating that the graduation approach generates sustainable improvements in participants' lives.^{35, 36, 37}

In many cases, psychosocial well-being and other outcomes also improve as a result of the graduation approach; indices of physical well-being (which summarize participants' perceptions of their own health, whether they need to miss work, and ability to perform physical tasks) increased by 0.11 standard deviations four years after a graduation program in Bangladesh, and by 0.19 standard deviations ten years after a program in India; these programs cost \$419 and \$463 per household, respectively, in 2022

³² Abdul Latif Jameel Poverty Action Lab (J-PAL) & IPA. (September 2015). Building Stable Livelihoods for the Ultra-Poor. <https://poverty-action.org/sites/default/files/publications/building-stable-livelihoods-ultra-poor.pdf>

³³ Gibbs A., Corboz J., Chirwa E., et al. (2020). *The impacts of combined social and economic empowerment training on intimate partner violence, depression, gender norms and livelihoods among women: an individually randomised controlled trial and qualitative study in Afghanistan*. BMJ Global Health; 5:e001946.

³⁴ Bedoya, G., Belyakova, Y., Coville, A., Escande, T., Isaqzadeh, M., and Ndiaye, A. (2023). *The Enduring Impacts of a Big Push during Multiple Crises: Experimental Evidence from Afghanistan*. World Bank Policy Research Working Paper #10596. <https://doi.org/10.1596/1813-9450-10596>

³⁵ Dizikes, P. (May 10, 2022). *Springing people from the poverty trap*. Massachusetts Institute of Technology (MIT) News. <https://news.mit.edu/2022/poverty-trap-bangladesh-0510>

³⁶ Banerjee, A., Duflo, E., & Sharma, G. (December 2021).

³⁷ Barker, N., Karlan, D., Udry, C., & Wright, K. (May 11, 2023). *The Fading Treatment Effects of a Multi-Faceted Asset Transfer Program in Ethiopia*. Northwestern Institute for Policy Research WP-23-14. <https://www.ipr.northwestern.edu/our-work/working-papers/2023/wp-23-14.html>

USD.^{38,39} Graduation programs have also generated positive impacts on social capital, with programs in Afghanistan and Niger leading to 0.13 to 0.33 standard deviation increases in indices summarizing participants' responses to questions about social connectedness and support; the cost of these programs ranged from \$727 to \$1,997 per household in 2022 USD.^{40,41}

8. Theory of Change

a. Activity Goal

Extremely poor, socially marginalized populations in IDP settlements and surrounding host communities improve and maintain their food security despite shocks and stresses.

b. Activity Purposes and Sub Purposes

- Purpose 1: Social capital strengthened
 - Sub-Purpose 1.1: Existing social capital networks strengthened and expanded
 - Sub-Purpose 1.2: Linkages to new social capital networks established
 - Sub-Purpose 1.3: Linkages between urban and rural communities improved
- Purpose 2: Human capital increased
 - Sub-Purpose 2.1: Psychosocial capacities and well-being increased
 - Sub-Purpose 2.2: Capacities and skills increased
- Purpose 3: Prosperous and resilient livelihoods improved and sustained
 - Sub-Purpose 3.1: Livelihood opportunity access improved
 - Sub-Purpose 3.2: Access to information and market opportunities increased
 - Sub-purpose 3.3: Savings and access to capital to start or expand livelihood access increased

c. Theory of Change Narrative

BHA believes that strengthening and expanding social capital, increasing human capital, and improving and sustaining livelihoods are sufficient for improving food access, the key element of food security influenced by the graduation approach. BHA expects applicants to propose a classical graduation activity with the five components contextualized to the Somalia context and delivered to each participating household. Applicants are expected to focus all resources on the delivery of their graduation activity to achieve the outcomes in the theory of change (Appendix II), without delivering additional interventions outside the scope of the graduation approach.

There is an overwhelming need to increase the extremely poor and socially marginalized populations' ability to improve food security, particularly food access, and maintain these gains even in the face of shocks and stresses. The graduation approach, section A.7, can support participating households in the Somali context by:

³⁸ Bandiera, O., Burgess, R., Das, N., Gulesci, S., Rasul, I., & Sulaiman, M. (March 2017).

³⁹ Banerjee, A., Duflo, E., & Sharma, G. (December 2021). *Long-Term Effects of the Targeting the Ultra Poor Program*. American Economic Review: Insights, 3 (4): 471-486. <https://doi.org/10.1257/aeri.20200667>

⁴⁰ Bedoya, G., Coville, A., Haushofer, J., Isaqzadeh, M., & Shapiro, J. (June 2019).

⁴¹ Bossuroy, T., Goldstein, M., Karmou, B., Karlan, D., Kazianga, H., Pariente, W., Premand, P., Thomas, C. C., Udry, C., Vaillant, J., & Wright, K. A. (April 2022). *Tackling psychosocial and capital constraints to alleviate poverty*. Nature 605, 291–297. <https://doi.org/10.1038/s41586-022-04647-8>.

1. Strengthening social capital including expanding existing social networks, accessing new social networks, and continuing to bolster linkages between rural and urban communities through delivery of the core components of the approach, such as savings groups;
2. Increasing human capacities including self-efficacy, ability to meet basic needs, and livelihood-related skills; and
3. Improving and sustaining prosperous and resilient livelihoods through increased access to diversified livelihood opportunities, increased access to information and market opportunities, and improved access to savings and capital.

Extremely poor and marginalized households in Somalia struggle under the weight of extreme and pervasive poverty. In a complex and shock prone context like Somalia, resilience to shocks and stresses is paramount for long-term well-being. In addition, improvements to social and human capital, which are likely outcomes of the graduation approach, are necessary complements to improved and sustained livelihoods for long-term resilience and food security, particularly food access.

Purpose 1 Narrative: Social capital strengthened

Purpose 1 directly aligns with the CDCS IR 2.3: *Social capital of marginalized population strengthened*. Social capital consists of the benefits an individual gains from their social networks, connections, and groups.⁴² “More than just human relationships, social capital refers to and consists of a range of social factors, including social norms, trust, social identity, and group belonging.”⁴³ In the Somali context, social capital underpins all elements of resilience and food security as the “ability to turn to one’s connections during a crisis plays a pivotal role in households’ capacity to cope and manage the impact of shocks and stresses.”⁴⁴ For example, households report relying on their neighbors, clan, community members, and the diaspora for support in the forms of cash loans, labor, livestock, and credit during periods of flooding, crop failures, and upticks in insecurity. In Somalia, social capital depends on several factors, including a clan or social group’s history of migration, education, urbanization, and emigration. Additionally, “[i]nformal social capital is critical for accessing income, land, food, and humanitarian aid.”⁴⁵

While applicants are expected to target participating households from urban and peri-urban areas, rural-urban linkages are a critical component of social capital. Members of a single household will likely live in different geographic locations including rural, peri-urban,⁴⁶ and urban. These family members are interdependent on one another as part of Somalia's social fabric. Applicants will need to consider rural-urban socio-economic networks that affect the flow of and access to goods, services, money, market actors, livelihood opportunities, and information.⁴⁷

In the context of the graduation approach, some evidence indicates that facilitating interaction among participants can enhance the impacts and cost-effectiveness of the core program. Additionally, the RFSA

⁴² Elsamahi, M., Kim, J., & Scantlan, J. (April 2022). *Resilience in Somalia and Opportunities for Measurement Innovation for the Resilience Population-level Measurement Activity*. Mogadishu, Somalia: Resilience Population-level Measurement (RPM) Activity.

<https://dldocs.mercycorps.org/ResilienceInSomaliaMeasurementInnovationRPM.pdf>

⁴³ ResilienceLinks. *Social Capital*. <https://www.resiliencelinks.org/building-resilience/social-capital>

⁴⁴ Elsamahi, M., Kim, J., & Scantlan, J. (April 2022).

⁴⁵ Wicaksono, N., & King, T. 2023. Somalia Political Economy Analysis to Inform Resilience and Food Security Activities. West Lafayette, IN: Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine (LASER PULSE).

⁴⁶ For the purposes of Round-01, peri-urban means “of or relating to an area immediately surrounding a city or town.”

⁴⁷ Spencer, J., Yusuf, B., Riungu, E., Huburt, G., Alden, S., & Alimasi, M. (December 15, 2023). *Understanding livelihood-related urban-rural connections for women from Displacement Affected Communities (DACs) in South-West State of Somalia: Mapping rural urban linkages*. <https://reliefweb.int/report/somalia/understanding-livelihood-related-urban-rural-connections-women-displacement-affected-communities-dacs-south-west-state-somalia-mapping-rural-urban-linkages>

is likely to generate improvements in social capital by virtue of implementing the graduation approach, which has generated positive impacts on community participation, social cohesion, and community closeness, social support, and risk sharing even when implemented without specific components focused on these outcomes.^{48, 49, 50, 51} For example, in the Graduating to Resilience activity in western Uganda, a group coaching model led to improvements in an index of bridging social capital.⁵² In postwar northern Uganda, adding a short, relatively low-cost training on how to establish SHGs and work together to a graduation-style program increased participants' cooperation and earnings.⁵³ Evidence on SHGs more broadly finds that SHG participation "appears associated with increased community participation and influence."⁵⁴ In Somalia, SHGs have been operationalized in multiple projects, including as part of the Building Resilient Communities in Somalia (BRCiS) program, with more than 30 organizations implementing the model.⁵⁵ Findings from a government-run SHG program in India indicate that formation of higher-level federations of SHGs and SHG-bank linkages can be achieved at a relatively low marginal cost. The program in India only improved social empowerment when implemented at a small scale (200 villages), and failed to generate similar impacts once it had been scaled up (about 540 villages), necessitating attention on program quality when scaled.⁵⁶

Building on this evidence and an understanding of the Somali context, applicants should design the core components of the graduation approach to increase the many forms of social capital; address IDP isolation; and improve access to information and services; for example, including group coaching (rather than individual coaching) coupled with savings groups, establishing linkages to or formation of cooperative associations, and other approaches built on lessons learned from past programming.

Purpose 2 Narrative: Human capital increased

Purpose 2 aligns with CDCS IR 2.4, *human capital of women increased*, and focuses on the marginalized population's ability to make proactive and informed choices by addressing knowledge gaps, improving psychosocial well-being, and supporting access to and use of basic services. By implementing the graduation approach, this Purpose will specifically focus on livelihood skills development and psychosocial functioning and well-being, including aspirations, planning, and self-efficacy. In addition, given that "women's physical health is also a vital factor strengthening human capital,"⁵⁷ this activity will promote good health and hygiene behaviors and practices through either (a) specific, evidence-informed

⁴⁸ Bedoya, G., Coville, A., Haushofer, J., Isaqzadeh, M., & Shapiro, J. P. (June 2019). *No Household Left Behind: Afghanistan Targeting the Ultra Poor Impact Evaluation*. National Bureau of Economic Research Working Paper 25981. <http://www.nber.org/papers/w25981>.

⁴⁹ Bossuroy, T., Goldstein, M., Karimou, B., Karlan, D., Kazianga, H., Pariente, W., Premand, P., Thomas, C. C., Udry, C., Vaillant, J., & Wright, K. A. (2022). *Tackling psychosocial and capital constraints to alleviate poverty*. *Nature* 605, 291-297. <https://doi.org/10.1038/s41586-022-04647-8>

⁵⁰ Blattman, C., Green, E. P., Jamison, J. M., Lehmann, M. C., & Annan, J. (April 2016).

⁵¹ Sedlmayr, R., Shah, A., & Sulaiman, M. (May 2020). *Cash-plus: Poverty impacts of alternative transfer-based approaches*. *Journal of Development Economics* 144, 102418. <https://doi.org/10.1016/j.jdeveco.2019.102418>.

⁵² Technical and Operational Performance Support (TOPS) Uganda Graduation Randomized Control Trial Associate Award. (2022). *Endline Report of the Resilience Food Security Activity Graduating to Resilience in Uganda, Cohort 1*. Washington, DC: The TOPS Program. https://pdf.usaid.gov/pdf_docs/PA00ZNCJ.pdf

⁵³ Blattman, C., Green, E. P., Jamison, J. M., Lehmann, M. C., & Annan, J. (April 2016). *The Returns to Microenterprise Support among the Ultra Poor: A Field Experiment in Postwar Uganda*. *American Economic Journal: Applied*, 8(2), 35-64. <https://www.aeaweb.org/articles?id=10.1257/app.20150023>.

⁵⁴ Gugerty, M.K., Biscaye, P., & Anderson, C.L. (April 2018). *Delivering Development? Evidence on self-help groups as development intermediaries in South Asia and Africa*. *Development Policy Review* 37(1), 129-151. <https://doi.org/10.1111/dpr.12381>.

⁵⁵ Venton, C.C., Clarey, T., Calhoun, N., & Loselben, E. (January 2019). *Self Help Groups and Resilience in Somalia: Supporting and Strengthening the SHG Ecosystem Consultation Report*. <https://static1.squarespace.com/static/5b2110247c93271263b5073a/t/5d115737ec4700001362ce8/1561417529541/Somalia+SHG+Consultation+report+Final+Jan+28+2019.pdf>

⁵⁶ Siwach G, Paul S, de Hoop T. (May 2022). *Economies of scale of large-scale international development interventions: Evidence from self-help groups in India*. *World Dev.*; 153:105839. <https://www.sciencedirect.com/science/article/pii/S0305750X22000298>

⁵⁷ Ibid.

components of the coaching curriculum, or (b) linkages and referrals to existing services such as education, health, nutrition, and WASH.

Maintaining and building human capital requires that households are able to meet their basic needs; by delivering (or coordinating with other actors who deliver) consumption support, this activity will ensure that participating households are able to meet their basic needs while starting or expanding livelihoods. In addition, households may experience improvements in children's education and nutrition outcomes as a result of participating in the graduation approach. In the Democratic Republic of the Congo, for example, implementation of the approach led to a 5 percentage point increase in school enrollment for children of participants,⁵⁸ and a graduation program in Bangladesh integrated customized to health, nutrition, and WASH programming led to large reductions in the likelihood of children under 5 experiencing wasting (12.5 percentage point reduction) and an increase in women's mean calorie intake from 1750 to 2138 per day.⁵⁹

Purpose 3 Narrative: Prosperous and resilient livelihoods improved and sustained

Purpose 3 of the RFSa theory of change aligns with the CDCS IR 2.2: *Livelihoods of marginalized populations are strengthened and diversified*. The graduation approach seeks to build resilience among extremely poor populations and to do so, prosperous and resilient livelihoods, including wage employment⁶⁰, must be started, expanded upon, and sustained.

BHA seeks market-based approaches to addressing food security and resilience-building in Somalia through prosperous livelihoods development. As such, applicants should illustrate knowledge of and address the realities that are present in Somalia including:

- Aspects of daily life which impact livelihoods pursuit (and how);
- Social capital-related dynamics, including clan affiliation and rural-urban socioeconomic networks;
- Locally relevant material (capital, inputs, tools, machinery, and other physical assets) and non-material (knowledge, skills, abilities, social connections, cultural acceptance, and legal access) elements of urban/peri-urban⁶¹ livelihoods;
- Contextually appropriate training and mentorship for livelihood opportunities, which may vary by location and by household; and
- Factors impacting young men and young women's development of employment aspirations and successful pursuit thereof.

Based on the specific geographic area, applications should consider all appropriate livelihood opportunities that specifically prioritize the interests of urban and peri-urban women and youth, including:

- On-farm such as livestock, crop, or fish production, where viable in an urban and peri-urban context;
- Off-farm such as livestock, crop, or fish buying and selling or value addition opportunities; and

⁵⁸ Angelucci, M., Heath, R., & Noble, E. (April 8, 2022). *Graduation Programs Targeting Women: Evidence from the Democratic Republic of Congo*. Journal of Development Economics. <https://drive.google.com/file/d/1PPcrdSjzr12t7C41C8o0hMAnrXL6Rcd0/view>

⁵⁹ Raza, W. A., Van de Poel, E., & Van Oort, T. (2016). *Impact and spill-over effects of an asset transfer program on child undernutrition: Evidence from a Randomized Control Trial in Bangladesh*. Journal of Health Economics 62, 105-120. <https://doi.org/10.1016/j.jhealeco.2018.09.011>.

⁶⁰ Wage employment and vocational support has not been tested as part of the graduation approach, as far as we know.

⁶¹ For the purposes of Round-01, peri-urban means "of or relating to an area immediately surrounding a city or town." Source: Merriam-Webster. (2024). *Peri-urban*. <https://www.merriam-webster.com/dictionary/peri-urban>

- Non-farm livelihoods ranging from self-employment to small business creation to wage earning.

Approaches should promote livelihoods that sustain independently of humanitarian assistance by building on existing socio-economic structures, private sector partners, and make innovative use of resources typically available to targeted participants.

Profitable livelihoods and reliable incomes are crucial for increased and resilient food access. For extremely poor and socially marginalized populations in Somalia, achieving this requires access to livelihood opportunities. This factor overlaps with Purpose 1: *Social capital strengthened* as access to many livelihoods includes economic networks and private sector or market connections that are often out of reach for socially marginalized populations. These include the following livelihood aspects, access to which are often reliant on one's social network in Somalia:

- Accurate and reliable market information and market opportunities to be able to make informed livelihood decisions, buy quality inputs, and sell products for fair market value;
- Savings and capital to start or expand a livelihood;
- Income-generating opportunities that will allow households to maintain a sufficient level of consumption in the face of unexpected setbacks; and
- Diversification of livelihoods across risk portfolios without needing to spread capital so widely that profits of any one income-generating activity are limited (this is often reliant on multiple earners within the immediate or extended kin).

Finally, Purpose 3 is dependent on Purpose 2: *Increased human capital*. Participant households must build livelihood skills and self-efficacy to adapt current livelihoods to the changing environment or to start new and diversified livelihoods that are resilient to shocks and stresses. Start-up capital and savings, when coupled with increased human capital and strengthened social capital, may lead to increased resilience. The graduation approach is designed to address these complex, overlapping features of multidimensional poverty, ultimately enabling participating households to generate sustained improvements in their income, assets, and well-being.

Cross-Cutting Themes

BHA expects RFSA applicants to design locally-adapted, integrated graduation interventions that ensure that target households are supported across all purpose areas and the following cross-cutting themes: 1) disaster risk management; 2) power dynamics; and 3) access to services. Below, we provide specific examples of how the graduation model can be designed taking into account these cross-cutting themes. Applicants should note that applicants are not expected to add additional activity streams to address these themes over and beyond the graduation model, as defined in section A.7.

- **Disaster Risk Management (DRM):** Somalia is at high risk to several recurring hazards and shocks, including drought, floods, cyclones, political violence, civil conflict, climate-related diseases, and epidemics. As a cross-cutting theme, DRM will not be addressed by a standalone intervention, but instead an integrated set of strategies delivered through the above-specified components of the graduation approach. Therefore, applicants are encouraged to use a risk-informed approach to intervention when designing their proposed graduation program by proactively identifying key hazards, vulnerability and exposure, and risk reduction strategies in

each component of the graduation approach. Examples of DRM⁶² activities that may lead to improved food security, and which can be easily incorporated into the graduation approach, include: creation of household disaster management plans or household climate adaptation strategies as part of the coaching and livelihood training components at marginal cost; use of drought-tolerant crops and livestock; income diversification; savings groups; and cash or asset transfers. Interventions should meet immediate needs and also strengthen the ability of people to handle future crises considering systemic risks.

In addition to natural hazards and climatic shocks, chronic conflict must be factored into the applicant's activity design. Conflict-sensitive programming recognizes that all development and resilience programs are impacted by conflict dynamics. Considering the context in the RFZ, applicants should carefully consider how to deliver each component of the graduation approach in order to minimize unintended negative outcomes and increase intentional positive ones, while remaining focused on the RFSA goals and objectives. All RFSA applicants should be sensitive to the local context when proposing targeting approaches and interventions.

- **Power Dynamics:** Power dynamics describes how power affects a relationship between two or more people. Power affects all aspects of social life. Understanding who has power, perceived or real, and who does not, helps explain social dynamics and social norms that implementers must be aware of when interacting with Somali populations. Increasing resilience to shocks and stresses for all vulnerable households requires a thorough understanding of each participant's distinct and intersectional needs, patterns of power, and norms relating to gender, age, disability and other types of social marginalization within households, communities, and local systems, including "gatekeeping." For example, women are systematically excluded from or under-represented at almost all levels of power and decision-making in Somalia. Male clan elders dominate decision-making and politics.⁶³ Young people's ability to access livelihood and civic opportunities is curbed by nepotism, tribalism, and a preference towards elders.⁶⁴ Applicants should take into consideration how power dynamics affect each element of the graduation approach and actively work to ensure equitable, inclusive resilience outcomes. Illustrative examples of how power dynamics should be considered in graduation programming include:
 - **Consumption Support:** In many graduation programs, implementers target female household members as primary participants. Implementers should be aware and prepared to mitigate any unintended negative impacts of a monthly infusion of cash on household gender dynamics and SGBV risks.⁶⁵ While women may be the primary participant, applicants should actively plan to work with all household members to mitigate this risk.
 - **Coaching:** A key element of coaching includes linking activity participants to additional services such as education, health, or agriculture extension workers (see access to

⁶² DRM is the set of activities, behaviors, and decisions that allow individuals, households, and communities to reduce and mitigate the likelihood or severity of a shock and positively cope (without employing negative coping strategies such as productive asset depletion) with shocks, stress, and risk exposure.

⁶³ USAID/Somalia. (December 15, 2020). *Gender Assessment 2020 Final Report*. https://pdf.usaid.gov/pdf_docs/PA00X78Z.pdf

⁶⁴ USAID. (January 2022). *Somalia Youth Assessment*.

<https://2017-2020.usaid.gov/sites/default/files/documents/1860/USAID-Somalia-Youth-Assessment.pdf>

⁶⁵ The Prevention Collaborative. (2019). *Evidence Brief: Cash Transfers and Intimate Partner Violence: Findings from a Review of Quantitative and Qualitative Studies in Low- and Middle-Income Countries*.

<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2020/RESPECT-implementation-guide-Programme-summary-Evidence-brief-cash-transfers-IPV-en.pdf>

services cross-cutting theme below). Linking activity participants to existing services must be done equitably, and applicants should describe how they will overcome current cultural beliefs that result in limited access to services for marginalized populations.

- **Savings and Access to Finance:** In many contexts, marginalized populations have less access to financial services. Barriers such as a lack of identification, distance from bank branches, and low financial capability may constrain access to formal financial services. Meanwhile, social exclusion, norms, and other power dynamics may constrain access to informal financial products. Applicants should detail their approach to understanding and addressing existing barriers to financial products and services, taking into account both formal and societal barriers facing each member of this activity’s target population.
 - **Livelihood Skill Building:** Power dynamics should be considered when applicants are selecting livelihoods for the program as one’s clan, gender, age, immigration status greatly influence ability to enter particular markets. In addition, applicants should detail how they will navigate power dynamics to increase access to economic networks and private sector or market connections for socially marginalized populations.
 - **Asset Transfer:** At its core, the graduation approach provides a lump sum cash transfer (or an in-kind asset selected by the participant) to participating households, empowering them to make important choices for themselves and their families.
- **Access to Services:** Much of the Somali population, especially youth, women, and other marginalized groups, has limited access to education, healthcare, WASH, malnutrition treatment and prevention-related services, veterinary and agriculture extension, and financial services. Where services exist, this RFSA will provide linkages and referrals to those services, increasing participants’ abilities to address all three Purposes detailed above. In addition, as participants increase their income and social capital, they will experience greater access to private services that are either too costly or from which the socially marginalized are currently excluded.

In addition to basic services, access to financial services is a major challenge across the country. Limitations to financial services include: a lack of effective monetary regulation, vulnerability to terrorism financing, and unreliable financial infrastructure. While financial services are difficult to access for most Somalis, “banks have developed relationships with cooperatives and savings groups, which often have savings accounts and sometimes receive group loans.”⁶⁶

Access to services is essential for households to meet their basic needs and underpins all three Purposes detailed above; however, applicants are not encouraged to provide these services directly. Rather, applicants should explore opportunities to link participants to necessary services available in the area of implementation and work to build social capital to reduce exclusion from available services. Linking activity participants to existing services must be done equitably and in-line with their expressed needs and desires. Applicants should describe how they will work with existing cultural beliefs that result in limited access to services for marginalized populations. Linkages to services may include:

- **Consumption Support:** Connecting program participants to trusted mobile money operators.
- **Coaching:** Working with households to co-create a plan for households to reach their goals that may include linking program participants to healthcare, nutrition treatment,

⁶⁶ Spencer, J. & Yusuf, B. (August 8, 2023). *Mixed approach to learning consultancy: Understanding livelihood-related urban-rural connections for women from Displacement Affected Communities (DACs) in South-West State of Somalia*. UI.

education, and WASH services by the government, private sector, or other actors to increase human capital. For example, a graduation program in Afghanistan linked participating households to the national identification card service.⁶⁷

- **Savings and Access to Finance:** Individual participants and/or savings groups/SHGs can be linked to the formal financial sector to increase savings and loan potential.
- **Livelihood Skill Building:** Building livelihood skills is not enough to develop and sustain diverse livelihoods. Depending on the specific livelihoods identified by applicants, program participants need linkages to private sector actors such as agricultural input dealers, wholesale suppliers for petty trade, buyers, transportation providers, etc. Applicants will be expected to clearly identify the necessary access to markets and services required for promoted livelihoods during the Contextualization Period of this award, and to select only those livelihoods that participants will feasibly be able to implement.
- **Asset Transfer:** Depending on the livelihoods identified for this activity, as well as the modality of the asset transfer (i.e., cash vs. in-kind), applicants will need to ensure that participants have access to the services (e.g., veterinary services if viable livelihoods are livestock-based, information about potential employment opportunities if viable livelihoods include wage employment) that will enable them to productively use the assets transferred to them.

9. Modalities

Based on BHA's contextual analysis and in alignment with the [Modality Decision Tool](#), applicants should utilize only a cash transfer modality for consumption support. BHA is open to considering all modalities for the asset transfer component of the graduation approach.

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⁶⁷ Bedoya, G., Coville, A., Haushofer, J., Isaqzadeh, M., & Shapiro, J. P. (June 2019). *No household left behind: Afghanistan targeting the ultra poor impact evaluation* (No. w25981). National Bureau of Economic Research. <http://www.nber.org/papers/w25981>

SECTION B: Federal Award Information

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award up to two (2) Cooperative Agreements pursuant to this RFSA. Subject to funding availability and at the discretion of the Agency, USAID intends to provide a total of \$144 million for the five-year period of performance - \$109 million from Community Development Funds (CDF) and \$35 million from Title II, section 202(e). Each application may not exceed \$72 million: \$54.5 million in CDF and \$17.5 million in Title II, section 202(e). Applicants must select at least two of the target geographies (Mogadishu, Baidoa, Hudur, Afgoye, Jowhar, or Kismayo). Applicants must include Mogadishu or Baidoa as one of their geographic areas. Applicants may include both Mogadishu and Baidoa. Applicants may also include one of the geographies with smaller IDP populations (Kismayo, Hudur, Afgoye, or Jowhar) in conjunction with Mogadishu or Baidoa or both. Prime applicants may only submit one application. Sub-awardees may be listed on more than one application.

2. Start Date and Period of Performance for Federal Awards

The anticipated start date of the new award(s) is on or about October 1, 2024. The anticipated performance period for the award(s) is five (5) years.

3. Substantial Involvement

In addition to the substantial involvement information provided in section B.4 of the Base APS, cooperative agreements awarded through this MY APS Round-1 are expected to require the following elements of substantial involvement:

- AOR review and approval of activity design during the Contextualization Period (section D.5.c.3) before implementation of the graduation approach can begin.
- Bi-Annual Project Management Team (PMT) meetings between recipient and subrecipient Organizations and USAID staff, led by the AOR, to review Activity implementation, performance, and operations (location determined during the Contextualization Period).
- AOR approval of the recipient's monitoring, evaluation, and learning plans.

The AO and AOR will likely be based in DC with the Activity Manager based in Nairobi. USAID reserves the right to change locations post-award.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this prospective award is 935. BHA reserves the right to modify this.

5. Nature of the Relationship between USAID and the Recipient

See Base APS section B.6.

6. Activity Eligibility Requirements

Any proposed direct distribution of cash transfers or, as applicable, in-kind assets or vouchers must clearly support interventions that sustainably 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.

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SECTION C: Eligibility Information

1. Eligible Applicants

See Base APS section C.1 for more information.

2. Cost Share or Matching

Cost share is not required for this RFSA and, 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 detailed information, including the amount of matching funds and in-kind contributions, in U.S. dollars (USD) and not percentages (2 CFR 200.306, 2 CFR 700.10, ADS Chapter 303). The proposed cost share will be incorporated into the award budget.

3. Additional Requirements for New Applicants

See Base APS section C.3.

4. Other

See Base APS section C.4.

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SECTION D: Application and Submission Information

1. Agency Point of Contact

All communications concerning this RFSA, including its appendices and [technical references](#), must be submitted in writing by **04.03.2024 at 12:00 p.m EDT** to: BHA.720BHA23APS00002-01.SOM@usaid.gov.

2. Questions and Answers

Questions regarding this RFSA should be submitted to BHA.720BHA23APS00002-01.SOM@usaid.gov no later than the date and time indicated on the cover letter, or as amended. Any information given to a prospective applicant concerning this RFSA will be furnished promptly to all other prospective applicants as an amendment to this RFSA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

BHA will not consider applications that do not meet the requirements listed in the Base APS as well as information in this RFSA. 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 section D.5.a)
- Executive Summary (2 pages maximum, see requirements in section D.5.b)
- Activity Design (45 pages maximum, see requirements in section D.5.c)
- Management and Staffing (12 pages maximum, see requirements in section D.5.d)
- Cost Application (no page limit, see requirements in section D.6)
- Annexes (see section D.7)

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. All documents must be completed in accordance with the format detailed in the Base APS section D.3.

4. Application Submission Procedures

See the Base APS section D.4 for additional information regarding document submission procedures.

Note that emails including all attachments must not exceed 10 megabytes (MB). Please therefore use multiple emails or zip files if needed. The recipient(s) will be invited to upload their final application documents to the [BHA Application and Award Management Portal \(AAMP\)](#). Applicants must retain proof of timely delivery in the form of confirmation from the receiving office.

5. Technical Application Format

a. Cover Page (1 page maximum)

The cover page must include:

- Name of the organization applying;
- Name and title of the organization’s representative who has signatory authority and authority to submit the application;
- Name, title, and contact information of the organization’s point of contact with whom USAID will coordinate on matters related to the application (if different from the organization’s representative with signatory authority and authority to submit the application). Contact information must include mailing address, email, and telephone number;
- Total funds requested (in U.S. dollars), including Community Development Funds (CDF), Title II, section 202(e), and cost share, if applicable;
- Valid Unique Entity Identifier (UEI) 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:

Table 1: Number of Activity Participants and Households

Total Direct Activity Participants	
Total Direct Activity Participating Households	

- Total Direct Activity Participants: The number of unique individuals who will directly participate in the graduation approach during the period of performance (if someone participates in more than one intervention, only count them once).
- Total Direct Activity Participating Households:⁶⁸ The number of unique households participating in the graduation approach.

b. Executive Summary (2 pages maximum)

The executive summary must include:

- A Problem Statement, including the underlying causes and major determinants of food insecurity to be addressed
- An overview of the theory of how the proposed the graduation program will lead to the desired change

c. Activity Design (45 pages maximum)

The RFSA design presents the vision for reaching the activity’s goals and targets and the strategy that will be taken to reach the described outcomes. In this section, applicants must demonstrate a locally-appropriate version of the graduation approach, as detailed in section A.7, to reach the RFSA’s goals.

Applicants must present an integrated narrative that details:

- The context of the participants and intervention area;

⁶⁸ 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.

- The methodology and strategy used for geographic and participant targeting;
- The technical approach that describes the theory of how the proposed graduation program will lead to the desired change and justifies the selection of the specific, proposed version of the graduation approach, with supporting evidence and lessons learned from related cost-effectiveness evidence, and how the interventions will be implemented; and
- The strategy for answering outstanding knowledge gaps and refining the activity design during the Contextualization Period (section D.5.c.3).

Applicants should arrange their Activity Design by graduation approach component and describe how this will achieve the desired outcomes.

Please refer to the Program Description section above for the RFSA Theory of Change.

1. Context Analysis

Designing and delivering a context-appropriate and effective graduation program requires a deep understanding of targeted participants' communities and their needs, opportunities, and constraints. A description of the context must demonstrate local, contextualized knowledge of the participants and the target area, the livelihood opportunities available, opportunities for linkages and referrals, and availability of preferred cash transfer modalities as well as the larger enabling environment in the country. If only national level data and evidence are available, the applicant must explain how the data can be generalized to understand the relevant subnational geography. Different methods may be required to achieve the same high level purposes in the different target areas based on information contained in the Desk Review and Market Study and other contextual analysis. Elements may include:

- A description of the geographic area of intervention and the profiles of the target participants.
- A well-referenced and data-driven description of the current food security context, including underlying causes of food insecurity.
- A description of socio-economic, political, environmental, and climatic context; status of infrastructure, and market; and safety and security considerations that may positively or negatively influence the implementation of the RFSA and anticipated outcomes.
- A description of promising and market-driven livelihood opportunities for targeted participants to begin or expand their engagement in.
- A description of the other development actors in the target area, including their goals and specific interventions.
- A description of the capacity of the host government's institutions and reach into the targeted areas.
- A description of the availability and quality of public and private extension services and health systems.
- An analysis of the local systems that influence the community's ability to sustainably engage in solutions to food insecurity. This may include a description of dynamics regarding roles, relationships, rules, results, and resources in a local system.

2. Activity Specific Targeting and Participant Selection

Geographic Targeting. The Resilience Focus Zone (RFZ) includes Banadir, most of Southwest State, and extends to limited areas in Hirshabelle State and Jubaland State. At least one-third of Somalia's population live in the geographic focal zone, including the highest density of Somalia's socially marginalized people. Applicants should select their geographic locations based on where they have the

strongest local partners, identification of SLI opportunities, and level of need. Applicants must select at least two of the target geographies (Mogadishu, Baidoa, Hudur, Afgoye, Jowhar, or Kismayo). Applicants must include Mogadishu or Baidoa as one of their geographic areas. Applicants may include both Mogadishu and Baidoa. Applicants may also include one of the geographies with smaller IDP populations (Kismayo, Hudur, Afgoye, or Jowhar) in conjunction with Mogadishu or Baidoa or both. BHA expects applicants to concentrate activity interventions in a manner that improves efficiency and maximizes impact. BHA understands that all six geographies may not be covered by the award(s). See Appendix III for a map of the geographic areas.

Applicants should consider land tenure as a factor when targeting participants as forced evictions are a challenge in IDP settlements. Applicants should also take land tenure into consideration when selecting settlements. As applicable, applicants should link participants to housing, land and property rights actors, and build upon existing housing efforts like the Barwaaqo Model, which is establishing neighborhoods by creating a permanent urban expansion and giving land titles to long-term IDPs.

Participant Targeting. The target population includes extremely poor, socially marginalized populations in IDP settlements and surrounding host communities. The CDCS “DO 2 builds the resilience of marginalized households and communities by focusing programming on improving crucial resilience capacities: good governance, diversifying livelihoods, strengthening social capital, and enhancing the human capital of women.”⁶⁹ Socially marginalized populations are the most likely to fall into the humanitarian caseload because they possess the weakest resilience capacities and because political and social systems fail to provide the required support. This population includes Somalis who are disproportionately affected by recurrent climatic and other shocks and are reliant or likely to become reliant on humanitarian assistance, as well as populations who are vulnerable to recruitment, radicalization, and/or negative influence from violent extremist organizations. While the target participants are living in IDP settlements it may also be important to include extremely poor and socially marginalized households from surrounding host communities for purposes of social cohesion among IDP and host communities and to increase social capital among both groups.

Because this activity is designed to focus exclusively on the graduation approach, applicants are expected to deliver programming at the household level. Applicants should not expend additional resources to deliver any components of the approach to individuals outside of participating households, nor should they deliver additional interventions outside the scope of the graduation approach to either participating households or other community members. Applicants should focus on female household members who have the capacity to be economically active as primary participants since women are critical to family resilience, community cohesion, and national development, but they are excluded from decision making in all aspects of Somali society.⁷⁰ In addition to targeting women, applicants may also target young men and young women who, in general, have limited opportunities for education, training, and employment due to lack of skills and experience; tribalism, nepotism, and corruption; insecurity; and gender discrimination.⁷¹

Applicants must propose the number of households per cohort and how many cohorts they plan to reach throughout the life of the activity. BHA expects applicants to propose a cohort model so as participants in a previous cohort reach a predetermined stage or complete the program, new

⁶⁹ USAID. *Somalia CDCS*. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf.

⁷⁰ Ibid.

⁷¹ USAID. (January 2022). *Somalia Youth Assessment*.

<https://2017-2020.usaid.gov/sites/default/files/documents/1860/USAID-Somalia-Youth-Assessment.pdf>

participating households are engaged. The specifics of the cohort should align with the proposed activity design. Throughout each cohort, certain changes to implementation approaches and staffing requirements may be appropriate to accelerate a transition from direct implementation to self-reliance and resilience.

Applicants are encouraged to reach as many households as possible based on their unique design and the specific context in which they are working. A household will be considered to have participated in the program (and therefore counted toward total “households reached”) only if a member of that household has received both the lump sum cash or asset transfer (designed for productive investment) and consumption support (in the form of recurring, smaller cash transfers designed to enable participants to purchase food and other basic necessities). Participating households should be enrolled in savings groups, livelihood training, and group coaching meetings as part of the program. However, applicants should not treat participation in these components as a condition for receiving consumption support. Applicants must justify the cost per household implied by their total budget and household reach, where cost per household is equal to the total budget (including all management, Contextualization Period (section D.5.c.3), and “overhead” costs) divided by the total number of households the applicant expects to reach.

As part of their description of their approach to participant selection, applicants must create a table detailing:

- The target population proposed;
- Risk profiles, disaggregated by age and sex, including possible hazards - climate-related and human-made, likelihood of exposure, and associated impact of those risks; and
- How the graduation approach will serve to strengthen household resilience capacities to mitigate risks, including but not limited to income diversification, social capital, and access to services.

Applicants should intentionally and consistently account for community social dynamics and seek to enhance social cohesion as part of their research or program design. Applicants should consider and describe how different targeting approaches might influence social cohesion. Overall, the targeting approach should prominently engage those that are the most vulnerable to food insecurity while appropriately engaging other members and sectors of the community, factoring in social dynamics. Applicants should be sensitive to the local context in proposing targeting approaches that promote and protect social cohesion and trust, mitigate conflict at the community level, ameliorate the influence of gatekeepers, and do no harm as a result of who may (or may not) benefit from interventions.

Additionally, in their targeting approach, applicants must provide a detailed plan for mitigating against the influence of gatekeepers in the selection of activity participants and outlining procedures for verification and registration of participants. This plan should detail how the activity will account for the likelihood of participants moving between IDP camps to register in the RFSA multiple times and how they will work with staff to 1) reduce the influence of gatekeepers in the targeting process, 2) prevent Activity participants and staff from feeling threatened by gatekeepers, 3) mitigate against collusion between activity personnel and gatekeepers’, and 4) ensure mechanisms and processes are in place for ensuring accountability to affected populations (AAP) (Annex 13).

Applicants must propose a targeting approach and targeting criteria appropriate for the graduation approach implemented in the given context. Applicants should consider using a multi-step process to

geographically target high-poverty areas with the target geographies outlined in section D.5.c.2. Applicants should also describe their method for household-level targeting, which should include layering quantitative VBT methodologies, such as PMT, with community-based targeting approaches, to populate, select, and verify a final list of participants. Applicants should identify potential risks associated with community-based targeting—such as potential exclusion of socially-marginalized groups or undue influence of local elites— and describe appropriate mitigation measures in their RAMP annex. If applicable, applicants should triangulate targeting methodologies with other sources such as the Unified Social Registry. Applicants are encouraged to consider approaches such as segregating responsibilities within the targeting and verification processes between the implementing agency, local partner, or independent contractor to address some of these risks.

Applicants should aim to deploy a biometric registration system for participant registration and clearly describe the biometric system planned, experience implementing the system, how this system will improve participant targeting, and how they will safeguard participant biometric data. Applicants who are not proposing biometric registration should explain why and should state whether they plan to adopt biometric registration in the future and under what conditions. Additionally, applicants should describe how they will approach sharing participant data and system interoperability for purposes of reducing participant and/or service duplication between different actors, and to improve service referrals. Applicants who have these capabilities should describe their approach, those without should include language committing to exploring options for data sharing agreements and describe how this would be approached during the Contextualization Period (section D.5.c.3).

3. Technical Approach

BHA encourages innovative approaches that actively and continually engage diverse community members, including those who have been marginalized and underrepresented, and incorporate their feedback and solutions into activity design, implementation strategies, management approaches, and monitoring and evaluation. Applicants are encouraged to reference and build on existing and emerging evidence and learning in the relevant sector, target populations, and geographic areas. Applicants should consider findings in the Political Economy Analysis (PEA) linked in Appendix I to understand patterns, causes, dynamics, and consequences of gatekeeping and unequal aid distribution in IDP settlements in the target geographic areas when drafting the activity design.

The technical approach should also include a discussion of the following technical areas: Graduation Approach; Contextualization Period; SLI; Positive Youth Development (PYD); Localization and PSE; and Use of Resource Transfers.

Graduation Approach

This RFSA will implement a contextually-adapted version of the graduation approach. BHA recognizes that applicants may refine the details of their proposed graduation approach as a result of information gathered during the six-month Contextualization Period (section D.5.c.3). However, applicants should provide a detailed overview of:

- how each component of the graduation approach will be implemented along with a rationale;
- how the components of the graduation approach will lead to the desired change within the theory of change and achieve the purposes and sub-purposes;
- how each component of the graduation approach will work together; and
- who within the consortium will implement each component of the graduation approach.

While applicants are no longer required to submit a theory of change with this application, the technical narrative should describe how the activity plans to achieve the theory of change provided in the Program Description (section A.8).

To describe how each component of the graduation approach will be implemented, applicants must include the following details:

- **Unconditional consumption support:** Applicants must describe the value of consumption support that will be provided to each household per transfer (dollars per transfer), the frequency of consumption support transfers that will be delivered (e.g., weekly, monthly), the duration of consumption support transfers (number of transfers that will be made), and the modality of delivery (e.g., cash or electronic transfers), informed by the Desk Review and Market Study (linked in Appendix I) and in alignment with the [Modality Decision Tool](#). Applicants must align with the existing Food Security Cluster (FSC) standard and provide 80 percent of the food-portion of the Minimum Expenditure Basket (MEB). As per the FSC guidance, applicants can vary absolute transfer values across geography in order to accommodate for actual local market commodity prices. Applicants should explain how they arrived at the amount and duration of the proposed consumption support. Applicants should provide a feasible and secure cash transfer delivery plan. BHA recognizes IDPs in Somalia may be coerced or voluntarily offer part of their humanitarian aid entitlements in exchange for services or rent; applicants should still align their consumption support as outlined above to ensure cohesion with other humanitarian actors and FSC guidance, and address this issue through other measures as outlined in the solicitation requirements.

If applicants intend to include households that are receiving consumption support from existing food assistance, multi-purpose cash assistance (MPCA), or social safety net programs, please provide details on what that external program provides and for how long. If the amount is sufficient for households to meet their food security needs, provide a rationale to support this conclusion, including evidence that this external consumption support will be reliably delivered to participating households throughout the duration of the RFSA, and explain how the other elements of the graduation approach will layer on top of this external consumption support.

If the amount is not sufficient to meet households' food consumption needs or the duration does not align with the proposed graduation approach components, provide evidence to support this conclusion and explain how the program will supplement the existing consumption support to ensure households receive an amount equitable to 80 percent of the food-portion of the MEB in the selected geography and how the consumption support will sequence and layer with elements of the graduation approach. The duration of consumption support should align with the timeline of other components of the graduation approach and may vary based on the applicants' approach, but should draw on best practices used by successful graduation programs in relevant contexts.

If applicants propose different amounts for consumption support, they should provide ample rationale to justify their approach.

- **Ongoing coaching and mentoring:** Applicants must describe whether coaching will be delivered via group meetings or one-on-one to participants, the frequency and duration of coaching sessions, the profile of coaches, the content of the coaching and mentoring curriculum, how this

content will contribute to the desired outcomes, the number of participants who will be supported by each coach, and approach to recruiting, training, and monitoring coaches. While there is limited guidance from existing cost-effectiveness evidence on graduation programs, given that coaching is often considered to be one of the most costly elements of graduation programs, applicants are encouraged to explore operational models that deliver coaching in innovative ways that improve program cost-effectiveness. Examples include reduced intensity or group-based coaching. For example, applicants should build upon findings from cohort one of the Graduating to Resilience activity in Uganda where the group coaching arm had similar results to the individual coaching arm and was 13 percent lower in costs, thus performing better in a cost-effectiveness analysis.⁷² Applicants should outline whether any technology-based innovations be (developed and) used to augment (or replace) the coaching and/or mentoring, such as platform-based management of text messaging communications, chat-bots, videos, or AI-driven or facilitated communications. Such innovations could be delivered either to mobile phones (previously owned or granted as part of this program) or tablets, and either to coaches to facilitate in-person participant meetings or directly to participants outside of coaching meetings.⁷³ Applicants must ensure that the design of the coaching curricula and meeting frequency and duration accounts for all aspects of social exclusion that may affect participant's abilities to participate.

- **Improved access to savings or other financial services:** Applicants must provide the strategy to encourage participants to save, including a brief overview of how the strategy will be operationalized (e.g., will the program create informal savings groups or instead build linkages to individual bank accounts at financial institutions). Applicants should detail the structure of the informal savings groups and what is the planned timing of the rollout of the informal savings group relative to the other components of the program. Given the importance of social capital for the Somali context, BHA recommends applicants encourage participants to save through the creation of informal savings groups, which have demonstrated success in improving social capital in some contexts.⁷⁴
- **Identification of potential livelihoods:** Applicants must detail the livelihoods selected for training and the criteria used to identify those livelihoods. Key questions should include: 1) ability to increase productivity of the income-generating activity; 2) existing market conditions; 3) the risk profile of each livelihood, including considerations of participants' access to water and other necessary resources; 4) the anticipated cash and expenditure flows associated with each livelihood; 5) the skills and resources participants need to invest in each livelihood; 6) the potential for market saturation if too many participants select each livelihood; 7) the willingness and ability of participants to engage in each livelihood; and 8) the extent to which the livelihood brings in new economic resources to communities (i.e., are the customers or clients of the livelihood others in the same community or external to the community such as exporters and thus bringing additional revenue into low-income communities); and 9) mitigation of potential environmental degradation as a result of the livelihood. Applicants must ensure that their selection of viable livelihoods accounts for clan dynamics and other aspects of social exclusion

⁷² Technical and Operational Performance Support (TOPS) Uganda Graduation Randomized Control Trial Associate Award. (2022). *Endline Report of the Resilience Food Security Activity Graduating to Resilience in Uganda, Cohort 1*. Washington, DC: The TOPS Program.

<https://www.fsnnetwork.org/resource/endline-report-resilience-food-security-activity-graduating-resilience-uganda-cohort-1>.

⁷³ For example, see Box 4 in Sumanthiran, Shilohni and Keetie Roelen (2023). *Coaching in Economic Inclusion: Learning from Existing Models and Casting a Way Forward*. <https://openknowledge.worldbank.org/handle/10986/40738>.

⁷⁴ Karlan, D., Savonitto, B., Thuysbaert, B., and Udry, C. 2017. *Impact of savings groups on the lives of the poor*. PNAS 114 (12): 3079-3084. <https://doi.org/10.1073/pnas.1611520114>.

that may affect participants' abilities to engage in markets. Part of the assessment and selection of potential livelihoods will be the implications for community-wide natural resource management, including land and water management, and potential for engaging with the private sector. Applicants should ensure that their promoted livelihoods contribute positively to the natural resource environment.

- **Training on business-related and other skills:** Applicants must provide an overview of the training content based on the identification of potential livelihoods, frequency and duration of training sessions, proposed number of participants per training session, and profile of the trainers. Applicants must ensure that the design of training curricula and location accounts for all aspects of social exclusion that may affect participant's abilities to participate in the training or engage in subsequent livelihood.
- **Unconditional Provision of Productive Assets:** Applicants must describe the value of the grant (dollars per household), timing of the grant (e.g., after completion of training, after development of a business plan), modality of disbursement (e.g., cash-in-hand, mobile transfer). If applicants propose delivering the grant as a voucher or in-kind, they must explain why doing so will be more cost-effective and feasible than delivering a lump sum cash or asset transfer. The productive asset should be provided after training on business-related skills, business planning, and money management.

Applicants should detail how they will provide linkages between participating households and services such as healthcare, nutrition, water, and/or livelihoods-related technical assistance. Applicants should also consider linkages necessary for productive livelihood opportunities; for example, connections to quality input dealers, buyers offering fair prices, formal employment, external technical and business skills training, and access to markets. When refining their geographic targeting within the six geographic areas (Mogadishu, Afgoye, Hudur, Baidoa, Kismayo, or Jowhar), to the best of their ability, applicants should ensure that linkages to these services exist, without limiting their ability to provide the five graduation components to extremely poor and marginalized populations.

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. See Base APS section A.3.7 for additional information.

Please see the description of the Graduation Approach in section A.7 for a more detailed description of each component. If applicants cannot provide a contextualized meaningful description of their proposed approach to a component at this point, they must provide a clear description of the approach they will take to addressing current information gaps and solidifying their implementation plan by the end of the six-month Contextualization Period (section D.5.c.3). Applicants should ensure all components of the graduation approach are sequenced and layered to create a multiplier effect across and between components.

Contextualization Period

The Somalia RFSa will deviate from BHA's Refine and Implement (R&I) approach. The recipient(s) will use the six-month post-award period to meaningfully target participants, contextualize the approach, and

identify and confirm opportunities for linkages. BHA will work with the recipient(s) to identify specific Contextualization Period timelines, not to exceed six months, and deliverables appropriate to the design of this award. These requirements will vary based on the information gaps identified by recipients; their implementation and startup timelines; targeting strategy including language committing to exploring options for data sharing agreements, sharing participant data, and system interoperability (Participant Targeting, section D.5.c.2); stakeholder engagement plans; and other relevant factors. Recipient(s) will be required to submit a complete theory of change during the Contextualization Period that includes activities, outputs, intermediate outcomes, rationales, assumptions, and cross-cutting themes that lead to the sub-purposes, purposes, and goal detailed in the Program Description (section A.8). Additionally, the recipient(s) will use the Contextualization Period to engage participating communities to ensure buy-in when validating and refining specifics of the five components. Applicants should also work with communities to identify graduation approach components that may be affected by anticipated shocks and to create a menu of options for adaptation should that shock occur. This should align with the management plan (section D.5.d.1).

As part of their application, applicants should describe how they will work with BHA during the Contextualization Period to validate or adapt the specifics of their targeting strategy and proposed graduation approach. Illustrative examples include validating or adapting the:

- **Amount, frequency, duration, and modality of consumption support:** Applicants should describe how they will use the Contextualization Period to validate or modify the amount and duration of the consumption support depending on contextual factors such as changing HA cash transfer standards in the proposed geographic area. If applicable, applicants should describe how they will confirm consumption support levels provided by Baxnaano or other existing social safety net and HA programs, including confirmation that other transfers will be reliably delivered. Applicants should explain how they will validate whether their proposed “top-ups” are sufficient to meet household food consumption needs, for example ensuring that households receive total consumption support equal to at least 80 percent of the food-portion of the MEB.
- **Content and delivery of coaching and mentoring support:** Applicants should provide details on how they will use the Contextualization Period to validate or modify the coaching and mentoring curriculum.
- **Design of financial services component:** Applicants should describe how they will confirm the most appropriate vehicle to encourage participants to save.
- **Livelihoods to be supported:** Applicants should describe how they will confirm or refine a short list of enterprise **and/or employment** options (usually 6 to 10) from which participants will select their preferred, viable income-generating activities. Applicants should also describe how they will confirm and refine livelihood training and – if the asset transfer is made in-kind – productive assets that will be delivered based on participants’ selections.
- **Modality, size, and timing of productive asset transfer:** Applicants should describe how they will confirm the value of, as well as when and how to deliver, the assets.
- **Opportunities for linkages:** Applicants should describe how they will use the Contextualization Period to further identify and establish relationships for linkages connecting extremely poor and socially marginalized households with the broader systems for sustainable change in food security and related outcomes. Depending on the needs of participating households, the

Contextualization Period may be used to identify meaningful linkages in sectors such as WASH, education, health, legal and financial services; DRM including disaster risk reduction efforts; and social safety nets that will enable participating households to improve and maintain food security, particularly food access, in the face of shocks and stressors. Applicants should also consider linkages necessary for productive livelihood opportunities; for example, connections to quality input dealers, buyers offering fair prices, formal employment, external technical and business skills training, and access to markets. In addition to identifying which institutions, actors, and services are relevant for participants, the applicants should describe *how* they will foster the necessary connections during the Contextualization Period.

Sequencing, Layering, and Integrating (SLI)

In addition to sequencing and layering components of the graduation approach detailed in the Graduation Approach section above, applicants are encouraged to utilize SLI with external actors, including other USG programs, other donors, local government, and the private sector, in their activity design and during the Contextualization Period (section D.5.c.3) to maximize the impact of their proposed graduation approach.

- Sequencing is the intentional order in which activities are implemented and actors are engaged to maximize outcomes and sustainability.
- Layering is when multiple interventions, including those at different levels, intentionally impact the same people to address a range of needs.
- Integrating refers to the intentional interaction between layered interventions, resulting in increased outcomes beyond the sum of what would be achieved if they were implemented in isolation.

Applicants should identify opportunities for SLI with USAID and other donor programs in the areas of WASH, health, governance, peace and stability, market system strengthening, and early warning systems. Meaningful, intentional SLI is critical to the success of the graduation approach. SLI can allow for increased access to services and stronger linkages and can improve overall cost-effectiveness of the graduation approach when RFSA activities are layered on top of consumption smoothing transfers being provided by other actors. SLI approaches will be specific to each geographic area and the other programs implemented in each. For example, should implementers select Hudur, they should explore opportunities to integrate and layer with Baxnaano, the FGS social safety net program which provides cash transfers to targeted poor and vulnerable households; whereas implementation in Baidoa should explore opportunities to integrate and layer with the Barwaaqo Model which seeks to provide long-term solutions to displaced populations through cash assistance, access to land, and property deeds thus reducing the threat of further relocation and evictions. As feasible, applicants must describe how they will layer their graduation approach with existing consumption support transfers provided by other humanitarian assistance and social protection programs. In addition to Baxnaano, illustrative examples of social protection programs include:

- The recently launched Foreign, Commonwealth, and Development Office (FCDO) Social Protection Program.
- The European Union Social Protection, Adaptation and Resilience to Climate Change (SPARCC) program which launched in July 2023.

- The Child Sensitive Social Protection Program (CSSPP), funded by the the German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Development Bank (KfW), and implemented by UNICEF aims to reduce the economic consequences of drought and high food prices for over 27,000 pregnant and lactating women and their families.

Through humanitarian assistance awards, BHA funds implementing partners in each of the six geographic areas to support primary healthcare, training community health workers, malnutrition prevention and treatment, protection programming, and WASH services such as the rehabilitation of water structures and the distribution of hygiene kits. Applicants should describe how they will layer and integrate with existing BHA programs and those implemented by other donors including, but not limited to the:

- Building Resilient Communities in Somalia (BRCiS) consortium
 - Implemented in Mogadishu, Baidoa, and Afgoye
 - This strategic partnership between the UK and US, the second phase of funding to BRCiS, will enable the consortium to address the rapidly increasing drought needs by delivering a package of lifesaving and resilience services, such as health and nutrition treatment, access to water, and emergency food assistance over a 5-month period.
 - The integrated response further aims to accelerate recovery through the adoption of market-based approaches to increase the supply and demand of nutritious foods and to improve sustainable access to water through supply-side interventions with the private sector.
- Inclusive Resilience in Somalia (IRiS) activity
 - Implemented in Mogadishu, Kismayo, Baidoa, and Afgoye
 - Depending on the geographic area, IRiS is promoting climate smart agriculture such as drought resistant seeds, support efforts to diversify livelihoods to less climate dependent options such as fishing and small businesses, and increase access to more affordable basic services such as water and electricity for marginalized communities.
- In addition to these USAID programs, as possible and appropriate, applicants should describe how they will SLI with other donors including, but not limited to FCDO and GIZ who have both planned and existing social protections programs throughout Somalia.
 - Danwadaag Durable Solutions Consortium
 - Implemented in Benadir Regional Administration, South West State, and Jubaland State of Somalia
 - The Consortium works with the Government of Somalia and communities to enhance progress towards durable solutions and (re)integration for targeted displacement affected communities in urban centers.
 - Supporting Inclusive Growth in Somalia (SIGS)
 - SIGS strengthens Somalia’s financial links with the rest of the world, supports the business sectors’ efforts to diversify into higher-value activities and builds the skills and implementation capacity of Somalia’s government to provide an environment supportive of business growth. Running from 2020-2027, SIGS is the UK’s flagship economic development program in Somalia. It has a strong

focus on promoting climate adaptation and resilience, as well as providing access to finance, including remittances, and accelerated support to key micro-small-and medium sized enterprise sectors.

- Green Urban Growth in Somalia
 - The anticipated FCDO-funded Green Urban Growth programme intends to create more inclusive and climate-resilient Somalia cities, to support their capacity to cope with urbanization and harness green growth opportunities that contribute to poverty reduction and stability, while building longer-term resilience for Somalia’s IDPs and the urban poor.

In their applications, applicants should:

- Provide detailed information on the other humanitarian and development programs occurring in the selected geographic area and how they will leverage and link to these programs;
- Detail how they will layer and integrate their graduation approach with existing consumption support transfers provided by other humanitarian assistance and social protection programs (as feasible);
- Detail opportunities for linkages to the private sector (see Localization and Private Sector Engagement, section D.5.c.3);
- Describe how they will maximize impact and sustainability by complementing and building on the work across the HDP nexus;
- Take other programs into consideration for more nuanced geographic targeting within the six areas to ensure linkages to services such as health care and/or water exist; and
- Explain how they will apply lessons learned from existing activities and how they will prevent duplicating efforts if operating in the same geographic area as programs such as the Building Pathway Out of Poverty for Ultra-poor IDPs and Vulnerable Host Communities activity in Baidoa

Positive Youth Development (PYD)

BHA promotes a focus on young people as positive change agents who bring creativity, energy, commitment, and novel perspectives to understanding and addressing food insecurity in their communities. As 80 percent of Somalia’s population are under the age of 35,⁷⁵ applicants are encouraged to pursue inclusive and PYD strategies to target and engage youth in all components of the graduation approach, accounting for and incorporating the different needs of youth in their proposed strategy.⁷⁶ Applicants should take into account the unique challenges, tensions, and expectations that young people face, disparities and constraints faced by the different youth cohorts related to different genders, age segments, youth’s participation in the agriculture/food system, marital status or parentage, as well as the differing lifecycle needs by sex, age, and life situation in the RFSA interventions. In particular, BHA advises applicants to incorporate approaches that aim to:

⁷⁵ The Ministry of Planning, Investment and Economic Development. (2019). *Somalia National Development Plan 2020 to 2024*. <https://mop.gov.so/national-development-plan/>

⁷⁶ YouthPower. *Positive Youth Development*. <https://www.youthpower.org/positive-youth-development>.

- Empower young women without disenfranchising young men;
- Strengthen relations and build ties among youth across identities and socio-economic distinctions through group programming such as group coaching, self-help groups or VSLAs;
- Recognize that youth are not all the same and program activities should be tailored to the participant based on context and overall RFSA goals.
 - Applicants should consider the needs of different youth groups by age and gender and take into account the characteristics of developmental stages such as early/late adolescence and identity factors such as marital status, societal place, ethnicity, economic class, and role in the household;
- Respect the agency and aspirations of youth and young adults and actively seek out this information from youth themselves; and
- Give thought to, and have a plan in place, to address the often increased risk of exploitation for the young and advocate for their fair compensation and safe working conditions.

BHA encourages applicants to use the PYD approach and domains (assets, agency, contribution, and enabling environment) and Participatory Learning and Action tools to guide youth participation in RFSA interventions. Applicants are encouraged to consult BHA's review of youth programming and [USAID's Youth in Development Policy](#) update for more information.

Localization and Private Sector Engagement

Applicants must propose locally-appropriate graduation programs in response to this MY APS Round-1, and successful applicants will work with BHA to confirm or refine their proposed design of each component of the model. Applicants are required to consider regional differences within the design and provide recommendations on how the graduation approach will be adapted in terms of 1) amount, frequency, duration, and modality of consumption support; 2) delivery of coaching and mentoring support; 3) design of the financial services component; 4) livelihoods to be supported; and 5) modality, size, and timing of productive asset transfer for the proposed geographic areas.

Collaboration with local government, community organizations, and the private sector is essential to the success of the activity. It is a priority of USAID to implement programs in partnership with local organizations and to build their organizational and technical capacity so they can help to sustain project results after USAID support ends. USAID anticipates a substantive and meaningful part of the budget will be programmed through sub-awards, and that organizational development support will be provided systematically from the prime implementer to the local sub-awardees. Local organizations in Somalia effectively lead implementation of development and humanitarian assistance activities. In this context, local organizations are able to safely reach affected populations when security concerns and access constraints make it difficult for international organizations to operate. Local organizations have the knowledge, relationships, and political and cultural awareness to adeptly tailor and prioritize assistance on the ground and therefore, understand the very nuanced context, cultural practices, and beliefs. In addition to the localization guidance in the Base APS section A.3.2, BHA encourages applicants to incorporate local partners to the maximum extent possible. Working with and building the capacity of local NGOs is important for sustainability. Applicants should review the Management section for more information on Localization and Private Sector Engagement.

Additionally, recipient(s) should consult with local government actors during the Contextualization Period (section D.5.c.3) and throughout programming. This will ensure the activity design is context appropriate and aligns with FGS strategies and existing programming. While BHA expects recipient(s) to build linkages to government structures. Given the constraints on FGS agencies, BHA expects applicants' sustainability strategies to emphasize community organizations, private sector actors, and market linkages as key elements.

In addition to local organizations, "Somalia has a resilient and dynamic private sector which has adapted through the worst years of the civil war. The private sector has demonstrated success in providing essential services and has been vital to Somalia's socio-economic and political development."⁷⁷ Linkages to the private sector may offer an opportunity to improve the impacts of the graduation approach in Somalia, as the private sector currently provides education, health, and WASH services in Somalia and can bolster economic opportunity for the RFSA target population. This activity aims to explore opportunities for private sector partnership to increase cost-effectiveness and sustainability. For example, community voucher systems resulted in a reduction in the average cost of water per participant to \$0.086 per day compared to \$0.169 under the conventional water trucking.⁷⁸

Use of Resource Transfers (for Title II awards if applicable):

(a) Title II In-Kind Commodity Distributions

No Title-II in-kind commodity distribution will be used for this RFSA.

(b) Cash Transfers

Applicants must provide details on the cash transfer delivery mechanism. This must include details on the transfer and/or ration amount, how this amount was derived, frequency of transfers, and how the applicant will manage respective risks. Applicants should consult the [Modality Decision Tool for Humanitarian Assistance](#) for further guidance. Specific consideration must be given to the proximity of distribution sites (including retailers or cash outlets) and adequate staffing to support technical delivery of resource transfers.

Applicants proposing cash transfers must also provide the following information:

- Average transfer value (USD)
- Frequency of distributions
- Number of distributions
- Number of participants receiving distributions

Applicants should also provide the following:

- Total transfer costs
- Total support and operating costs
- Total modality cost

Conditional cash transfers will not be considered under this MY APS Round-1.

⁷⁷ USAID. *Somalia CDCS*. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

⁷⁸ BRCIS. (August 2022). *BRCIS Community Water Voucher Learning Report*. <https://www.nrc.no/resources/reports/brcis-community-water-voucher-learning-report/>

d. Management and Staffing (12 pages maximum)

1. Management

Applicants should propose a management plan that gives consideration to the unique security challenges in the selected geographic area(s); the complex social relationships and clan dynamics that may affect the effectiveness of the graduation approach in different localities; and the operational principles detailed in section A.6, including decentralizing decision-making and promoting diversity among activity staff.

The management plan should demonstrate the applicant’s capacity to manage a program that will function in an environment that is subject to security challenges, as well as a fluid political context and changing climate. The applicant should detail how they will effectively plan for and manage risk, proposing an integrated risk management framework that will be periodically reviewed and revised accordingly. The applicant is encouraged to address changing circumstances and unanticipated events that impact the achievement of the RFSAs theory of change. This may include disaster preparedness, response and recovery, and taking advantage of new or changing market opportunities or opportunities for SLI. In the management plan, applicants should detail how they may use crisis modifiers, or other tools to address localized crises and to stabilize activity participants during times of shock to preserve resilience gains. Applicants should provide examples of the events that could trigger a crisis modifier, illustrative indicators to determine when a crisis modifier could take effect for each type of event (for example, increase in households in the borderline to poor food consumption score thresholds or decrease in participants’ reported inability to participate in their primary livelihood), the early warning data sources to monitor potential triggers, the possible response actions that could be taken, household prioritization, and the amount of resources shifted. Applicants must describe how much of the total RFSAs funding over the five years will be reserved for crisis modifiers, and outline their plan for ensuring these funds are used to directly help participating households. No crisis modifier percentages are required, applicants should determine the appropriate amount based on their design and the context.

Finally, “[t]here are many indications across the study area that local landlords, camp leaders, and local governments profit from the vulnerability of IDPs,”⁷⁹ and there are many ways that participants are vulnerable to extortion and aid diversion from a variety of actors, including from staff of implementing agencies. As such, applicants must clearly explain their accountability systems, such as their participant accountability framework, to document and respond to participant complaints and feedback, as well as M&E systems to track data and respond accordingly. Applicants should detail how the management plan will mitigate against the risk of aid diversion throughout the program cycle, including the risk of gatekeeper influence and other challenges referenced in the PEA linked in Appendix I.

BHA will give preference to applicants that showcase operational structures, especially innovative consortia, with clearly defined and multiple-lines of transparency and accountability mechanisms beyond just donor-to-lead-to-sub award supervisions. Multiple-lines of transparency means various groups at different levels can scrutinize implementation decisions and outcomes. This may include all consortium members, separate consortium management, non-USAID third-party monitors, learning partners, other donors, local stakeholders, and local institutions. Multiple-lines of accountability allows these same groups to express concerns and have an empowered way to influence timely responses from

⁷⁹ Wicaksono, Nicolas, and Tom King. 2023. *Somalia Political Economy Analysis to Inform Resilience and Food Security Activities*. West Lafayette, IN: Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine (LASER PULSE).

the relevant implementing actors. Such structures are vital to prevent siloed implementation, operationalize AAP, and to address the common challenge where organizations, and those overseeing them, are under intense pressure to showcase success and sidestep hard choices. These mechanisms should improve the flow of information among the applicant and its own constituents, partners, and USAID to strengthen accountability to local constituents for achieving and sustaining results.

Partnerships with local organizations will be essential to the success of the activity. BHA encourages applicants to partner with at least one local organization. BHA encourages applicants to incorporate local partners to the maximum extent possible. Applicants should work with and build the technical and management capacity of local NGOs such that the local partner will be able to implement this type of programming in the future. As part of their management plan, applicants should describe how they will assess the capacity of local organizations and how it would develop and implement a capacity strengthening approach to respond to identified capacity strengthening priorities.

Applicants should include descriptions of the sub-awardee selection and oversight process and provide additional details on risks and associated mitigation measures in the RAMP Annex as detailed in Annex 5. Applicants must demonstrate how they will manage consortium members. The management structure and approach must outline how partnerships will support the Contextualization Period (section D.5.c.3) process, including the possible role of any research partners, if applicable, and how, in the case of major changes to the theory of change, changes to management, staffing, and partnerships will be managed to better address capacity needs under a revised technical approach.

2. Staffing

To achieve the aforementioned management plan, applicants must consider highly qualified teams and adequate personnel with localized experience. In addition, five (5) Key Personnel are required under this RFSA, 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 RFSA, the Key Personnel include: Chief of Party (COP); Graduation Approach (GA) Advisor; Resilience & Livelihoods Technical Advisor (RLTA); Monitoring and Evaluation (M&E) Advisor; and Strategic Learning Advisor (SLA). Each key personnel position requires USAID approval as noted in the substantial involvement provision in the Base APS, section B.4 – Federal Award Information. 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. Applicants must include CVs for all Key Personnel as part of the application (Annex 8).

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 HDP activities involving implementation by multiple sub-awardees and demonstrated experience managing large teams in remote contexts. The COP must have excellent communication skills tailored to diverse audience types, audience sizes, and communication platforms. The COP must have demonstrated technical expertise in food security and livelihoods 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 the Horn of Africa,

familiarity with Somalia'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 the Horn of Africa, is required. The COP is required to have a minimum of 15 years of progressively increasing management responsibility in complex, multi-sectoral international HDP projects, and at least five years experience in fragile or post-conflict states, Somalia preferred. The COP should be based in Somalia a minimum of 50 percent of the time and Nairobi a maximum of 50 percent of the time.

Graduation Approach (GA) Advisor: The GA Advisor will ensure the activity design stays true to the graduation approach as detailed in section A.7. The GA Advisor must have demonstrated experience designing and implementing the five components of the graduation approach and have an in-depth understanding of how gender, age, and other locally relevant socio-cultural factors may play a role in targeting participants. The GA Advisor 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 inclusion—in particular, IDP, marginalized population, gender, and youth integration—is critical to realizing BHA's intended outcomes. The GA Advisor should have a demonstrated capacity to lead the collection, analysis, and utilization of information from a broad range of sources in collaboration with the Monitoring and Evaluation (M&E) Advisor, Strategic Learning Advisor (SLA), and Resilience, and Livelihoods Technical Advisor (RLTA). The GA Advisor will ensure that all components of the graduation approach work together to create multiplier effects across and between components. The GA Advisor will also ensure that overall technical implementation quality remains consistent and of high quality among all of the sub-awardees and implementation locations in the award. The GA Advisor should also ensure technical interventions are integrated, layered, and sequenced appropriately at all levels of implementation within the activity, and with USAID investments, the private sector, other donors, and FGS. Five years experience implementing the graduation approach is required. The GA Advisor should be based in one of the operational areas.

Resilience and Livelihoods Technical Advisor (RLTA): The RLTA will provide technical support regarding the livelihoods skill-building and asset transfer components of the graduation approach. The RLTA must have an in-depth understanding of all components of livelihood development including selection, planning, and management of small businesses; livelihood resilience and diversification strategies; establishment of market linkages; and engagement with the private sector. The RLTA should also have experience with value addition, market systems, and environmental and cultural constraints to livelihoods. This person should demonstrate experience with the development and enhancement of sustainable livelihood skill-building programs including on-farm, off-farm, and/or non-farm livelihoods, from self-employment to small business creation.

S/he will be responsible for working with the GA Advisor to ensure cohesion across all components of the graduation approach and that interventions are sequenced, layered and integrated appropriately at all levels of implementation within the RFSA activity. The RLTA will report directly to the COP and have demonstrated experience in resilience programming in dynamic and uncertain contexts characterized by drought, displacement, and insecurity. The RLTA will have a broad range of technical experience including urban/rural livelihoods, climate change adaptation, gender, and social inclusion. Specific experience on graduation programming is preferred. The RLTA will work directly with the M&E Advisor and SLA to

ensure that M&E and learning feedback loops are properly fed into and utilized by the technical field staff. Six years of relevant experience at the community level in the Horn of Africa is required, with preference for experience working with Somali communities. The RLTA should be based in one of the operational areas.

Monitoring and Evaluation (M&E) Advisor: The M&E Advisor will provide technical expertise and leadership to generate and analyze quality evidence and data through monitoring, assessments, and evaluations. The M&E Advisor 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 or highly-relevant related field (economics, agricultural/development economics, statistics, biostatistics, nutrition, or other relevant subject) with significant training in quantitative methods plus seven years of relevant experience, and five years of field experience, is required. Seven years of experience with M&E for graduation or other multi-sectoral, integrated programs is required. Additional qualifications are required, including demonstrated experience in leading the M&E of a large award; knowledge about theories of change, logic models, food 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). Because this activity builds on evidence from randomized controlled trials (RCTs) and may include an external performance evaluation, the M&E Advisor should have experience with program evaluations, either as a member of an implementing organization whose program was evaluated, or as a member of a research team conducting an evaluation. The M&E Advisor should be based in one of the operational areas.

Strategic Learning Advisor (SLA): Given the significant number of humanitarian and development activities planned and ongoing in the targeted geographic area, USAID expects significant time and expertise to be dedicated to enhancing coordination, complementarity and coherence of activities involving the target population(s), including toward the improvement of linkages across the HDP nexus. The SLA will work closely with all staff to ensure principles of collaboration, learning and adapting (CLA) are applied, including but not limited to scenario planning, theory of change use and refinement, and on-going pause-and-reflect opportunities. This staff member will ensure the activity includes active, intentional, and adaptive learning within and across components of the graduation approach, and will play a critical role in incorporating refinement activities and learning into implementation. The SLA will improve community engagement, peer-to-peer learning, knowledge capture, sharing and application, activity-based capacity strengthening, and evidence and data utilization in support of adaptive management both within and beyond the Contextualization Period (section D.5.c.3). Demonstrated experience in facilitating learning and knowledge sharing processes, establishing and managing dynamic feedback systems to capture experiential learning and unintended consequences, leading participatory learning and action, and facilitating collaborative problem-solving is required. The SLA is required to have a minimum seven years of relevant work experience with multi-sectoral programs and at least five years of which must be in the Horn of Africa, with preference for experience working with Somali communities. The SLA should be based in one of the operational areas.

During the issues letter phase, apparently successful applicants may be requested to identify and provide Curriculum Vitae for additional key technical staff.

6. Cost Application Format

USAID intends to award up to two (2) Cooperative Agreements pursuant to this RFSA. Subject to funding availability and at the discretion of the Agency, USAID intends to provide a total of \$144 million for the five-year period of performance - \$109 million from Community Development Funds (CDF) and \$35 million from Title II, section 202(e). Each application may not exceed \$72 million: \$54.5 million in CDF and \$17.5 million in Title II, section 202(e). Applicants must select at least two of the target geographies (Mogadishu, Baidoa, Hudur, Afgoye, Jowhar, or Kismayo). Applicants must include Mogadishu or Baidoa as one of their geographic areas. Applicants may include both Mogadishu and Baidoa. Applicants may also include one of the geographies with smaller IDP populations (Kismayo, Hudur, Afgoye, or Jowhar) in conjunction with Mogadishu or Baidoa or both. Prime applicants may only submit one application. Sub-awardees may be listed on more than one application. The Cost Application must contain the following sections. For more information, see Base APS, section D.7.

- **Cover page**
For more information, see Base APS, section D.3.
- **SF 424 Form(s)**
For more information, see Base APS, section D.7.b.
- **Required Certifications and Assurances**
For more information, see Base APS, section D.7.c.
- **Comprehensive Budget, Detailed Budget, and Budget Narrative**
Using the [BHA Functional Policy 20-01](#), applicants should provide detail on how the various funding sources will be used. The examples provided in the [BHA Functional Policy 20-02](#) are illustrative in purpose and are neither exhaustive nor prescriptive. Applicants should refer to the [sample budget template](#) on the [RFSA landing page](#) (See Resources - General) for additional guidance. This includes a tab for a Comprehensive and Detailed Year One budget and a tab including instructions. Applicants should also refer to the [budget narrative template](#) on the [RFSA landing page](#). These templates are illustrative, but not required. Applicants may use their own template but are encouraged to follow the style of the sample budget and budget narrative templates on the RFSA landing page. For more information, see Base APS, sections D.7.d.1 - D.7.d.8. For the \$35 million funded by Title II section 202(e), applicants may use either 202(e) or 202(e) Enhanced, as appropriate. As per the [BHA Functional Policy 20-01](#), applicants may allocate CDF to pay for the same types of costs as Title II programs, but for joint CDF and Title II awards, applicants must not allocate CDF in lieu of Title II when paying for the costs of Title II activities.⁸⁰

In addition, recipients will be required to track and report different streams for CDF and Title II funding.

- **Negotiated Indirect Cost Rate Agreement**

⁸⁰ Applicants may allocate CDF to pay for the same types of costs as Title II programs. However, the costs for each activity must come from the same source of funding. For example, Title II-funded cash transfer programs must use Title II to pay for costs associated with implementing the program and may not use CDF to "cover outstanding cash transfer costs." Similarly, CDF-funded cash transfer programs must cover associated costs with CDF.

Applications must include a copy of the organization’s U.S. Government NICRA and the associated disclosed practices for the prime awardee and all sub-awardees, as applicable. If the NICRA was issued by an Agency other than USAID, applicants must provide the contact information for the approving Agency. Additionally, at the Agency’s discretion, a provisional rate may be set forth in the award subject to audit and finalization. Please see [ADS Chapter 303.3.21](#) and [USAID’s Indirect Cost Rate Guide for Non-Profit Organizations](#) for additional information.

- **Prior Approvals in accordance with 2 CR 200.407**
For more information, see Base APS, section D.7.e.
- **Approval of Subawards**
For more information, see Base APS, section D.7.f.
- **Unique Entity Identifier (UEI) and SAM Registration**
For more information, see Base APS section D.7.g.
- **History of Performance**
For more information, see Base APS section D.7.h. **History of performance is not required for this application.**
- **Branding Strategy and Marking Plan**
The apparently successful applicant(s) will be required to submit a Branding Strategy and Marking Plan. For more information, see Base APS section D.7.i.
- **Funding Restrictions**
In addition to funding restrictions found in the Base APS, section D.7.j:
 - Construction is not authorized under this award except where prescribed above (section D.7.d) or as prescribed in a round.
 - Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in section B.4 of Round-01 and must meet the source and nationality requirements set forth in 22 CFR 228.
- **Conflict of Interest Pre-Award Term**
For more information, see Base APS section D.7.k.

7. Annexes

The following table provides a list of annexes that must be included with the application. The column on the far right side of the table indicates where the guidance for each specific annex can be found. Unless otherwise indicated, the references can be found in this MY APS Round-1. Applicants may choose to submit additional annexes as supporting information; however, any additional information that is not a requirement of the APS will not be considered in the scoring of the application.

Table 2: Annex References

No	Annex Title	Page Limit	Reference
	Executive Summary Table and Annual Estimate of Requirements for the Award	Not required for this Round	
	Theory of Change Diagram and Complementary Documentation	Applicants are not required to submit a theory of change for this Round. Instead, in the technical approach section, applicants should clearly describe how the components of the graduation approach will achieve the desired outcomes and contribute to the goal detailed in the Program Description (section A.8). The technical approach section should include documentation of external actors, evidence, rationales, assumptions, and associated risks. Recipient(s) will be required to submit a complete theory of change during the Contextualization Period (section D.5.c.3).	
1	Logframe and Monitoring & Evaluation Plan	Five (5) pages maximum	See Below
2	Collaborating, Learning, and Adapting Plan	Five (5) pages maximum	Section D.6.j - Base APS
3	Gender Analysis Summary	Four (4) pages maximum	Section D.6.b - Base APS
4	Environmental Safeguards Plan	Four (4) pages maximum	Section F.5 - Base APS and Below
5	Risk Assessment and Management Plan	None	Section F.6.c - Base APS and Below
6	Intervention Area Map(s)	None	Section D.6.e - Base APS
7	Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)	None	Section D.6.f - Base APS
8	Curriculum Vitae of Key Personnel	None	See Below
9	Letter(s) of Commitment, if applicable	None	See Below
10	Glossary and List of Acronyms	None	See Below
	Participant Financial Analysis	Not required for this Round	

No	Annex Title	Page Limit	Reference
11	Sustainability Plan	None	See Below
	Interventions Table	Not required for this Round	
12	Safety and Security Plan	None	Section F.6.b - Base APS
13	Accountability to Affected Populations (AAP) Plan or Framework	Two (2) pages maximum	Section D.6.d - Base APS
14	Organization's Code of Conduct	None	Section F.6.a - Base APS
15	PSEA Code of Conduct Implementation Details	One (1) page maximum	Section F.6.a.i - Base APS
16	Other Supporting Documents	None	

Description of Annexes

Annex 1. Logframe and Monitoring & Evaluation Plan

- Logical Framework (see Base APS section D.6.k):** All applicants must submit a brief Logical Framework (LogFrame) as an annex. The brief LogFrame should include at least one indicator for the goal, purposes, and sub-purposes provided in the theory of change provided in the Program Description (section A.8) and may include qualitative inquiries (i.e., qualitative monitoring or qualitative studies) if/where relevant at the application stage. The full logframe will be required post award during the Contextualization Period, including intermediate outcomes and outputs, and the BHA M&E Advisor will work with the successful awardee to select the appropriate indicators for the activity. The indicators to monitor and evaluate the performance of the RFSAs should derive from the list of performance indicators for RFSAs outlined in the Indicator Lists located on [BHA RFSAs webpage](#). Additionally, in the same webpage, applicants may also review the performance indicator reference sheets and M&E information in the following documents: [Indicator Handbook Part 1: Indicators for Baseline and Endline Surveys](#), [Indicator Handbook Part 2: Monitoring Indicators](#), and the [FY23 RFSAs Annual Report Guidance](#) which has some updated information about indicators and reporting. Additional resources for developing the Logical Framework is provided in the [BHA Guidance for Monitoring, Evaluation, and Reporting](#). For target setting, applicants are only required to establish targets for the sub-purposes, purposes, and the goal provided in the Program Description (section A.8) - usually key baseline indicators. All life of award targets should be ambitious yet achievable and indicate the type of survey, activity objectives, and status of the intended participants and populations. For more information on the logframe, see the Base APS section D.6.k.
- Applicants must submit an abridged (5 page maximum) Monitoring and Evaluation (M&E) Plan that describes the applicant's planned approach for monitoring and anticipated engagement

with both the BHA-managed external evaluation(s). The guidance for the required elements related to the M&E plan can be found in the [BHA Guidance for Monitoring, Evaluation, and Reporting](#).

Building upon the theory of change provided in the Program Description and the LogFrame included in Annex 1, the M&E plan should illustrate the applicant's approach to:

1. Monitoring Strategy (see the Base APS section D.6.i)

The overall monitoring strategy should focus on ensuring high-quality delivery of the graduation program. The implementer should use monitoring data to determine fidelity of implementation and whether, for example, field workers are visiting households according to the program design, savings groups are functioning as intended, and whether there are significant variations in participant experience based on their community, livelihood, specific mentor, or membership of a particular group (e.g., whether experiences vary based on gender).

Applicants should provide a clear description of the impacts that they expect to achieve through their proposed graduation program, in-line with what has been proven to be feasible in graduation interventions implemented in relevant contexts. Illustrative examples may include household consumption levels, income or revenue, or value of savings.

The monitoring strategy should include graduation criteria, which define whether a participant has the skills and resources to sustainably meet their needs and cope with future shocks. The specific indicators and thresholds used to determine whether a participant has achieved these outcomes should be determined based on locally-informed benchmarks. Graduation criteria generally include both economic and subjective data on assets, stabilized and diversified income, food security, health, children's education, self-confidence, and self-efficacy and may be a mix of quantitative and qualitative indicators. Applicants must also provide at least one relevant gender indicator for each purpose, and additional gender indicators are highly encouraged. In general, indicators need to be coherent, meaningful, and measurable⁸¹.

Applicants may propose the use of third-party monitors to monitor cohorts who have completed the program. For example, third-party monitors may monitor the first cohort while the recipient(s) is implementing the second cohort, and monitor the second cohort while implementing the third.

The monitoring strategy should include language outlining plans for quarterly program quality reports to the AOR and demonstrate how monitoring efforts are designed to ensure conflict-sensitivity, neutrality, and objectivity in monitoring (e.g., hesitancy to report to persons of certain clans) to improve the detection of fraud, waste, and abuse, including diversion. If the prime implementor is not able to directly access all of the proposed project locations for monitoring purposes, the monitoring strategy should also describe whether the applicant will include third-party monitoring and if not, provide a description of alternate measures the applicant will utilize to undertake to monitor program activities.

BHA recommends applicants to develop a new or existing database/MIS at nominal cost to:

- Facilitate report generation;
- Identify each participant and household;

⁸¹ De Montesquiou, A., Sheldon, T., & Hashemi, S. M. (2018). *From Extreme Poverty to Sustainable Livelihoods: A Technical Guide to the Graduation Approach*. Partnership for Economic Inclusion. https://www.peiglobal.org/sites/pei/files/2020-05/PEI%20Graduation%20Technical%20Guide_%202018%20Edition_0.pdf

- Link each participant and household to each component of the graduation approach they are receiving;
- Ensure data protection; and
- Monitor participant progress towards meeting thresholds of the graduation criteria and other indicators.

This is to avoid double counting as some components are at the participant level (e.g., productive asset transfer, consumption support) while others are delivered in a group setting (e.g., VSLA, training). BHA requests that the applicant use cost-effective and existing open source or widely available platforms (such as Google or Microsoft) to develop such a database. Applicants may propose the use of an existing MIS that uses proprietary codes if the MIS can be tailored to the needs of the RFSA at a nominal cost.

2. Evaluation Plan (see the Base APS section D.6.i)

The evaluation plan is an overview of the anticipated evaluations, including timing and anticipated engagement with the external evaluation team on the design and management of all the evaluative efforts (baseline study, midterm evaluation, and interim/midline/final evaluation as applicable). It should demonstrate the applicant's willingness to participate in and collaborate with the BHA and the external evaluation team in the process of designing an evaluation. This engagement will include sharing the list of communities, the list of participants, and introducing the evaluation firm to the communities.

BHA is not planning to conduct a randomized-control trial for the RFSA awards in Somalia. BHA plans to conduct a performance evaluation. BHA will contract and manage a third-party firm to conduct the evaluation. BHA intends to conduct a cost analysis as part of the evaluation. Regardless of the evaluation design, the recipient(s) agrees to transparently share costing data with the evaluation team.

In submitting an application for this MY APS Round, applicants agree to collaborate with an external evaluation team of USAID's choice in the design and implementation of the evaluation.

3. M&E staffing (see the Base APS section D.6.i)

The M&E staffing plan should include a detailed description of M&E staffing and a basic plan for building capacity of all consortium staff who will participate in any form of data collection, analysis, or use. It is not necessary to provide a complete M&E Staffing and Capacity Development Strategy at the application stage, although this will be required as part of the full M&E Plan submission post-award.

4. M&E budget (see the Base APS section D.6.i)

BHA expects that applicants will allocate 3-5 percent of the total activity budget for program monitoring and the midterm evaluation. The total activity budget comprises the sum of all funds that will be applied to any part of the proposed activity, i.e., funds from Title II section 202(e), CDF, USAID Missions, the recipient(s), and other USAID and non-USAID sources. Applicants are not expected to budget for the performance evaluation (including baseline and endline data collection) as it will be conducted by an external evaluation team contracted by BHA. However, the M&E budget should demonstrate the applicant's commitment to collaborating with the external evaluation team. The applicant should budget for a potential joint mid-term evaluation with BHA (note: midterm evaluations typically cost between \$200,000 and \$300,000).⁸²

⁸² If the joint mid-term evaluation is later determined to not be beneficial given the eventual evaluation design, the funds will be reallocated to other M&E functions based on conversations between the recipient(s) and BHA.

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

Annex 2. Collaborating, Learning and Adapting (CLA) Plan

Applicants will develop an activity-specific Collaborating, Learning, and Adapting Plan to describe how the activity will identify emerging knowledge, opportunities, and unintended consequences — and provide the systems, processes, and resources necessary to adjust design and implementation accordingly. The plan must articulate how the applicant will use learning to inform adaptive management. The CLA plan must elaborate on management approaches to support collaboration, learning, and adaptive management.

Specific CLA plan requirements are outlined in the Base APS section D.6.j. In addition, the CLA plan must contain a consolidated plan for the Contextualization Period (section D.5.c.3), including a clear learning agenda and timetable of key milestones during the Contextualization Period.

Annex 3. Gender Analysis Summary

See Base APS section D.6.b per the table above.

Annex 4. Environmental Safeguards Plan

In accordance with USAID’s Environmental Procedures (22 CFR 216) and Climate Risk Management (ADS 201mal) guidance, BHA programming must properly consider and minimize the potential for environmental impact and susceptibility to climate risks. Applicants are encouraged to build on existing work and/or scale up proven approaches and solutions to address environmental and climate risks that are locally-led, inclusive, and participatory. Applicants may also propose new, innovative approaches for environmental and climate risk reduction that address underlying inequities affecting vulnerable communities. Inclusion of diverse stakeholders, particularly those that are marginalized and/or have historically been underrepresented in decision-making processes, in program design and the environmental and climate assessment processes is key to equitable and sustainable project outcomes. The Environmental Safeguards Plan must thus summarize:

- How strategies to reduce both environmental impacts of the activity and climate risks to the activity have been integrated into activity design;
- How funds for environmental and climate risk management have been allocated in the detailed/comprehensive budgets and described in the budget narrative;
- How staffing for oversight of environmental compliance requirements will be carried out over the life of the activity; and
- How outcomes of the Environmental Mitigation and Monitoring Plan (EMMP) will inform performance as monitored through the Logical Framework and Indicator Performance Tracking Table (IPTT) in M&E systems.

A wealth of analysis and guidance on climate change, environmental degradation, and environmental performance practices are available to inform the development of RFSAs. At minimum, BHA applicants should refer to the applicable BHA RFA-IEE for both pre-award (i.e., Environmental Safeguards Plan) and post-award (e.g., Supplemental IEE, Environmental Status Reports) requirements. The RFA-IEE is a mandatory reference for environmental compliance and climate risk management of RFSAs.

Successful applicants will be required to ensure they have sufficient capacity to address the conditions outlined in the RFA-IEE. USAID encourages new applicants to understand the full suite of responsibilities upon award and carefully review and assess the various conditions of the RFA-IEE.

One of the requirements described in the RFA-IEE will be to conduct a Supplemental IEE drawing from the RFA-level IEE, with the objective of providing a deeper understanding of current environmental impact and degradation issues at the country, regional/watershed, community, and household levels, as well as the environmental threats and opportunities in the project's operating context. An element of the Supplemental IEE will be a climate risk management screening in accordance with ADS 201mal. These analyses are only required for successful applicants.

Annex 5: Risk Assessment and Management Plan

Applicants' RAMP submissions must respond to all questions in this section.

1. Please provide an overview of the operating environment that identifies context-specific risks to programming, including:
 - a. How sanctioned groups, armed forces, other armed groups, criminal gangs, and/or governmental authorities (including central, regional, and local authorities) in the proposed geographic areas operate in relation to humanitarian partners and programming, specifically in relation to the types of activities and/or modalities you propose in your application. Taking into account all available information, including past conduct of bad actors, your response should address, as applicable:
 - i. risks of interference or attempts to interfere with or influence the provision or post-distribution use of supplies, equipment (including vehicles), buildings, warehouses, other forms of shelter, or infrastructure required for program implementation or program participants.
 - ii. risks of interference or attempts to interfere with program activities and services, such as needs assessments, participant and community targeting, distributions, training, focus group discussions, feedback mechanisms, or geographic access to populations in need (including charging of fees/tolls en route by an entity that is not the recognized government of the area).
 - iii. limitations you and/or your consortium partners anticipate or currently face in implementing or monitoring program activities.
2. Please describe your organization's structure and process for assessing and managing the risks that could affect your proposed programming, including those of fraud, waste, abuse, or other misuse of U.S. Government resources, including:
 - a. A summary of the risk management policies and training your organization has in place to mitigate the risks described in the section above, including but not limited to participant selection procedures, conflict of interest policies, whistleblower protections, fraud awareness/ethics training, and separation of responsibilities among staff procurement policies, and quality control mechanisms.

- b. If applicable, a summary of organizational policies and training to prevent assistance benefitting or being used in transactions with sanctioned groups/individuals, Foreign Terrorist Organizations (FTOs), other armed groups, and/or criminal gangs.
 - c. Policies and other measures to ensure that sub-recipients and other entities (e.g., NGOs, government ministries or agencies, or consortia) accepting BHA-funded assistance have the necessary internal controls in place to mitigate the risks you have identified including those of fraud, waste, and abuse or other misuse of U.S. government resources.
 - d. Modalities for the delivery of consumption support and the asset transfer and extent to which your organization will coordinate with other NGOs, public international organizations, central, regional or local government authorities, other humanitarian partners/donors, and/or community leaders to assess the operating environment, manage risk, and implement proposed activities.
 - e. How your organization will respond if you are unable to access proposed areas of operation due to intermittent or persistent insecurity or interference. If a temporary suspension is necessary, how will you ensure safeguarding of program materials and services as well as proper oversight of ongoing activities?
3. Please describe how you will oversee project implementation to mitigate the risks you have identified, including those of fraud, waste, abuse, or other misuse of U.S. government resources in:
- a. Your organization's participant identification, selection, and verification processes.
 - b. Implementation of program activities, including the distribution of resources or commodities such as food, non-food items (shelter, water, hygiene kits), and multi-purpose cash.
 - c. Management of the movement, storage/warehousing, and distribution of equipment, supplies, or other commodities, including procedures to mitigate against tolls and fees enacted by groups other than the recognized government in transit or the diversion or theft of goods during transport.
 - d. Procurement of goods and/or services (i.e., policies for screening and selecting vendors, contractors, and suppliers, including money transfer service providers).
 - e. Staff recruitment (i.e., policies for screening and selecting potential employees, partners, and consultants).
 - f. Claims of reputational benefit (i.e., sanctioned groups and/or FTOs, armed groups, criminal gangs and/or governmental authorities claiming credit publicly (e.g., on social media) for assistance or services provided by your organization).
4. Please describe your organization's risk mitigation measures and other efforts to ensure that program assistance is not diverted following distribution/service provision to participants, including the following:
- a. Your organization's monitoring plan, particularly post-distribution monitoring, to ensure that targeted participants have received the entire amount of assistance for which they are eligible from your program, and are utilizing such assistance free from coercion or influence.

- b. Feedback and complaint mechanisms available to participants to report misuse of USAID assistance, including fraud, waste, abuse, and diversion, safely and anonymously, including how participants are made aware of these mechanisms, effectiveness of these mechanisms, and how your organization is notified of reports and actions taken in response to them.
 - c. Whether or not you use or plan to use independent third-party monitoring (TPM) to observe distributions and/or carry out post-distribution monitoring, to ensure that the quantity of commodities sent and the quantity that arrive at the final destination are verified.
 - d. Applicants should consider community-based targeting methodologies as part of VBT as detailed in the Participant Targeting section (D.5.c.2), as a risk and include appropriate mitigation measures.
 - e. The applicant should detail mitigation measures related to representatives, groups, or other actors that could serve as gatekeepers with undue influence on participant targeting and selection.
 - f. Confirm that the application does not include assistance being handed over to entities for which there is no formal agreement/memorandum of understanding (MoU) in place. BHA requires greater accountability for assistance provided in Somalia.
5. Describe any additional risk management and oversight measures you are implementing for this program, including your headquarters' oversight of your regional and/or country office(s). If proposing to implement with sub-recipient(s), include an assessment of key risks and how you will address those in the selection, management, and oversight of sub-recipients. This should include confirmation that sub-recipients have controls in place to mitigate risks identified by the applicant.

Annexes 6 - 7: Intervention Area Map(s) and Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)

See Base APS section D.6.e per the table above.

Annex 8. Curriculum Vitae of Key Personnel

The application must include curriculum vitae of key personnel including the Chief of Party (COP), Graduation Approach (GA) Advisor, Resilience & Livelihoods Technical Advisor (RLTA), Monitoring and Evaluation (M&E) Advisor; and Strategic Learning Advisor (SLA).

Annex 9. Letters of Commitment

BHA encourages letters of commitment from partners and staff, if applicable.

Annex 10. Glossary and List of Acronyms

BHA requires an annex explaining terms or acronyms unique to an applicant's application.

Annex 11. Sustainability Plan

Applicants should design their proposed intervention with the goal of achieving positive, lasting impacts of program activities beyond the life of the award. Applicants should integrate the sustainability strategy within the graduation approach designed for the specific context and geographic area. In particular, the graduation approach must prioritize productive livelihoods that support participants to develop

income-generating activities that are likely to remain promising economic opportunities beyond the life of the program. BHA expects applicants to include a vision of sustainability and an exit strategy from the inception of the program that addresses resources, capacities, motivation, and linkages. The sustainability strategy should identify the outcomes⁸³ to be sustained, critical capacities that are necessary for participants to sustain them, and an implementation plan designed to ensure that households maintain the capacities needed to continue earning a reliable income into the future--and these should be reflected in the theory of change.

Applicants are expected to demonstrate a clear understanding of the local, regional, and national systems and to explain how the program will leverage existing systems to produce sustainable changes to the desired outcomes, including through linkages to local authorities, service providers, or nearby markets in order to promote sustainable outcomes where possible.

Community visioning and engagement should be incorporated to ensure community members are not only active stakeholders in the design, implementation, monitoring, and adaptation of the graduation approach, but also in contributing to the sustainability of the program's impacts. Successful applicants will describe the methodology by which they will engage with communities in their applications. BHA supports methodologies that are inclusive and demonstrate buy-in and support of RFSA interventions by community members during and after the conclusion of the activity in order to promote sustainability. Applicants should also articulate how their community engagement methodology provides a safe space for the voices of marginalized groups to be both heard and incorporated into plans.

The sustainability and exit strategy should promote host country partners, community actors, including private sector and government entities, and participants to take ownership of their development processes to continue important services and ideally improve upon programmatic outcomes. The graduation approach is a time-bound set of services, meaning that participants in the RFSA will not continue to receive the interventions after achieving the graduation criteria or their cohort ends, BHA encourages applicants to consider potential approaches for transition from direct USAID-funded partner service delivery to one in which local government authorities and/or other actors continue delivering the graduation approach to extremely vulnerable and socially marginalized households in Somalia after this award is over. In addition, BHA encourages applicants to identify local partners, especially government social safety nets, who can provide continued support to any participants who do not experience sustained improvements in their income-generating capacities during the duration of the RFSA.

BHA requests a table or chart, similar to Table 3. The table should include:

- Outcomes to be sustained
- Necessary services and inputs (including staffing structure and staff skills needed) for each outcome
- A brief description of the proposed sustainability approach for each outcome that describes:
 - sources of motivation for the service providers/community groups
 - sources of resources that are necessary for continued service delivery
 - sources of continued capacity strengthening
 - linkages for how inputs will be available and accessible to the target communities

⁸³ As per the [RFSA TOC Guidance](#), outcomes include the goal, purposes, sub-purposes, and intermediate outcomes. In this instance, because we are focusing on the TOC information provided in the program description, applicants should only include the goal, purposes, and sub-purposes in Annex 11.

- Risks or potential obstacles for **sustainability of each outcome as defined in the [RFSA TOC Guidance](#)**
- Remedial actions to take in cases where the original proposed approach is not working as envisioned
- A contingency plan that will be used in the event that the remedial actions fail and a new approach is needed

Table 3: 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 (including staffing structure and skills needed) to be available and accessible for communities	Brief description of the proposed sustainability approach - how these services and inputs will be made available and accessible to the communities	For each input/service describe potential risks/sticking points	For each input/service describe potential remedial plans in case original approach doesn't work	For each input/service describe contingency plan (plan B) in case the original plan (plan A) does not deliver results as predicted

Annex 12. Safety and Security Plan

See Base APS section F.6.b, per the table above.

Annex 13. Accountability to Affected Populations (AAP) Plan or Framework

In addition to the information provided in the Base APS section D.6.d, applicants should specify mechanisms to ensure AAP, and to ensure the provision of assistance reflects the perspectives, needs, and priorities of all members of the community. This should not be a copy and paste from global language, and should provide contextually relevant approaches to issues such as communicating with camps and communities served, describing the steps partners have taken in the Somalia context to incorporate the perspectives of vulnerable and marginalized individuals in program design, and actions that promote safe and accessible feedback opportunities, among other efforts.

Annex 14. Organization’s Code of Conduct

See section F.6.a) of the Base APS. The organization’s code of conduct should ideally (but not required) to include a dedicated section on Protection from Sexual Exploitation and Abuse (PSEA) or PSEA Policy.

Annex 15: PSEA Code of Conduct Implementation Details

In addition to the information provided in Base APS section F.6.a.i, applicants should outline enhanced PSEA measures, focusing on mitigating abuse and exploitation before it occurs. This should not be a copy and paste from global language, and should provide contextually relevant approaches. Applicants should explain to BHA how they ensure reporting mechanisms in Somalia are safe, accessible, and confidential and explain how they will consult with women and girls to identify SEA risks during the Contextualization Period (section D.5.c.3). This annex should be a maximum of one page.

Annex 16: Other Supporting Documents:

a) *Host Country Agreement*

See Base APS section D.6.a for more information.

b) *US Development Open 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, awardees will catalog and spatially map interventions at a village- and/or community-level. The purpose of this requirement is to facilitate purposeful activity monitoring, as well as to improve the use of such data/mapping efforts for learning, planning, and adaptation of RFSAs.

USAID encourages applicants to explore the suite of emerging tools that integrate geospatial data with data collection to facilitate remote monitoring in insecure environments. Such tools enable awardees to highlight needs, progress, successes, and challenges along a spatial and linear path. Additionally, applicants should 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 activity, including the three types of geographic data that USAID expects awardees to provide. Applicants should ensure that they have the necessary technical resources and staffing to adhere to these standards and incorporate relevant data into M&E planning and reporting. Geographic data include:

- Activity and intervention location data
 - This refers to data that records the intervention locations and includes village-level (formal or informal) Global Positioning System coordinates for individual interventions. Personally identifiable information (i.e., that which identifies individuals in data submissions) should not be submitted.
- Thematic data
 - This applies to USAID awardees who create or acquire data sets on demographic and health indicators, land use land cover, hydrology, and transportation infrastructure using USAID funds.
- Activity-specific geographic data

- This refers to the outputs that are produced when the USAID awardee conducts geospatial analysis while implementing an activity (e.g., geographic analysis of market access).

c) Supply Chain Management- Including Restricted Goods

See Base APS section D.6.c for guidance.

d) Motor Vehicle Procurement

See Base APS section D.6.c for guidance.

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SECTION E: Application Review Information

1. Activity Specific Evaluation Criteria

Table 4: Evaluation Criteria

Activity Specific Evaluation Criteria	Maximum Possible Points
a) Activity Design	75
<i>Contextualization of the Graduation Approach</i>	<i>35</i>
<i>Sequencing, Layering, and Integrating (SLI)</i>	<i>15</i>
<i>Gender, Youth, and Social Inclusion</i>	<i>15</i>
<i>Monitoring, Evaluation, and Learning</i>	<i>10</i>
b) Management, Operations, and Staffing	25
Total Possible Points	<u>100</u>

a. Activity Design (75 points)

Seventy five (75) points are dedicated to activity design and specifically dedicated to four sub-categories as essential elements of a strong activity design: Contextualization of the Graduation Approach (35 points); SLI (15 points); and Gender, Youth and Social Inclusion (15 points); Monitoring, Evaluation, and Learning (10 points). Additional information regarding these subcategories is set forth below.

Contextualization of the Graduation Approach (35 points)

The activity design must include a context analysis demonstrating a deep understanding of the social, political, economic, and cultural landscape, opportunities, strengths, and needs of the targeted participants and communities, as well as the constraints they face and challenges implementing the graduation approach in the selected geographic area.

Applicants will be evaluated on their ability to conceptualize the graduation approach (section A.7) in the Somalia context. The application must include a targeting strategy designed to reach extremely poor and socially marginalized households in IDP settlements and surrounding host communities in the applicant's proposed geographic areas as detailed above (section D.5.c.2), building on proven approaches to identify eligible participants for graduation programs.⁸⁴ Applicants must propose the number of households per cohort and how many cohorts they plan to reach throughout the life of the activity. Applicants should also describe their method for household-level targeting, which should include layering quantitative VBT methodologies, such as PMT, with community-based targeting approaches, to populate, select, and verify a final list of participants as detailed in section D.5.c.2. In their targeting approach, applicants must provide a detailed plan for mitigating against the influence of gatekeepers in the selection of activity participants and outlining procedures for verification and registration of participants as described in section D.5.c.2.

Applicants should clearly articulate the design and sequence of all five elements of the graduation approach, as detailed in section A.7. Applicants should also provide extensive detail on how they will adapt the graduation approach for the specific geographic area selected, which should include livelihood selection or integrating lessons-learned from previous programming in Somalia. Applicants should include a discussion of criteria they will employ in order to arrive at a likely list of livelihoods they will

⁸⁴ See Annex 5 of De Montesquiou, Aude, Sheldon, Tony, & Hashemi, Syed M. (2018).

offer participants for training. Applicants should clearly lay out their approach to refining the design during the Contextualization Period, specifically mentioning each of the decisions outlined in section D.5.c.3, as well as any other programming decisions that will require additional research or pilot testing.

Each application must include an estimate of the expected cost-effectiveness (impacts per dollar, e.g., improvement in household consumption per dollar spent by the implementer; improvement in food security, particularly food access, per dollar spent by the implementer) of their proposed graduation program.

The Activity Design section, includes a summary of how the proposed pathways will lead to sustained improvements in food security for extremely poor and socially marginalized IDPs and surrounding host communities in the Somali context, including in the face of shocks and stresses. The elements of the proposed graduation approach should be supported with a clear evidence base, clear description of why they have been chosen, how they are being prioritized in the context of the theory of change, how they will be implemented, and how they will be sequenced, layered, and integrated within the BHA RFSA itself and with other stakeholders' (including the U.S. Government, as well as other donors and stakeholders) projects, as relevant and appropriate, to achieve the goal. Applicants should also include planned indicators and targets to be achieved during implementation.

Sequencing, Layering, and Integrating (15 points)

Effective and meaningful SLI includes PSE, elements of localization, and sustainability.

Applicants should provide a clear description of how they intend to identify opportunities for SLI with USAID and other donor programs, including the resources they will expend to pursue these opportunities, and the opportunity cost in terms of number of participating households who will not be reached as a result of spending these resources on SLI. Applicants should clearly articulate how they intend to assess these tradeoffs between reaching more households with the core program versus pursuing SLI with other programs. SLI can allow for increased access to services, stronger linkages, and improved overall cost-effectiveness of the graduation approach when RFSA activities layer on top of consumption smoothing transfers provided by other actors, or when participants are linked to new market opportunities (e.g., connections to buyers like wholesalers and exporters).

As detailed in the Technical Approach (section D.5.c.3), applicants will be evaluated on the extent to which the graduation approach includes consistent, genuine, and actionable engagement with participating communities in the selected geographic area. Such engagement may take the form of ongoing dialogue (including community visioning), joint continuous learning and adapting, planning, designing interventions, and implementation of interventions between the implementation team and the participating communities, as described throughout this solicitation. Additionally, the private sector in Somalia has demonstrated success in providing essential services and economic opportunities to Somalis.⁸⁵ Applicants will be scored on the identified opportunities to link RFSA participants to the private sector. Finally, USAID will evaluate applicants on their well-conceived sustainability plan which reflects their activity design 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 (as detailed in Annex 11).

⁸⁵ USAID. *Somalia CDCS*. https://www.usaid.gov/sites/default/files/2022-05/Somalia_CDCS_External-2025.pdf

Gender, Youth, and Social Inclusion (15 points)

Applicants will be evaluated on the extent to which gender and age dynamics, as well as youth engagement, are addressed throughout the proposed RFSAs. Additionally, applicants must ensure that other areas of social inclusion, such as those populations who are traditionally marginalized and more vulnerable in Somali society, are also addressed throughout the proposed RFSAs. Integration of a gender and youth responsive approach should be context appropriate, locally embedded, inclusive, technically sound and reflected at every phase of the RFSAs. For example, the community visioning process should take into account different genders, ages, and socio-economic groups, and other inclusion factors of those represented in the communities. The process should also thoroughly review the opportunities available to—and unique constraints affecting—different groups, and identify how these opportunities could benefit all community members, particularly the most vulnerable and potentially invisible groups. Applicants will also be evaluated on their plans for integrating the required gender analysis results as well as a PYD approach into their graduation program during the life of the RFSAs, and on their commitment to tracking and measuring gender- and youth-related dynamics (including unanticipated outcomes) over time. This includes consideration of how proposed interventions could affect women's time use and how this will be taken into account in planning activities (e.g., mothers' participation in project activities resulting in less time for childcare and other familial demands). Applicants should include pursuing positive youth development strategies that view young people as key partners in all development efforts, including livelihood development.

Monitoring, Evaluation, and Learning (10 points)

The monitoring strategy and evaluation plan (Annex 1) will be evaluated based on the applicant's demonstrated understanding of the graduation approach, the inclusion of performance indicators for RFSAs, and a commitment to generating meaningful knowledge relevant for decision-making (including the Collaboration, Learning and Adaptation plan). The monitoring strategy should show contextual understanding of monitoring complex, multi-sectoral programs as well as monitoring programs in fragile or post-conflict states. The applicant should clearly describe how data will be collected, secured, and analyzed to determine achievement of both output and outcome indicators. In turn, a discussion on how those findings will feed back into programming and inform action is important. The applicant should also describe their process for post-distribution monitoring to ensure participants receive cash or asset transfers, the amount was correct, and they were not threatened or bribed by staff or other actors. Additionally, the applicant will be expected to illustrate how data will be captured and protected through the proposed MIS.

The applicants will be scored on their brief LogFrame (Annex 1) and the indicators selected to measure the goal, purposes, and sub-purposes provided in the theory of change provided in the Program Description (section A.8). The indicators to monitor and evaluate the performance of the RFSAs should derive from the list of performance indicators for RFSAs outlined in the Indicator Lists located on [BHA RFSAs webpage](#).

In addition, given the graduation approach, specific indicators and thresholds used to determine whether a participant has graduated should be developed based on locally-informed benchmarks that indicate graduated participants built resilience capacities. Graduation criteria generally include both economic and subjective data on assets, stabilized and diversified income, food security, health, children's education, self-confidence, and self-efficacy and may be a mix of quantitative and qualitative

indicators. In general, indicators need to be coherent, meaningful, and measurable.⁸⁶ Applicants should demonstrate how they will use the criteria to track and inform participants of their progress towards graduation, resilience, and determine household level needs.

The evaluation plan will be assessed based on how clearly the applicant demonstrates a commitment to generating meaningful knowledge that can inform its own programming, USAID programming, and the wider humanitarian and development ecosystem. The applicant must provide a clear overview of priority learning questions and the anticipated evaluations, including details on the timing and anticipated engagement with the external evaluation team (identified by USAID) on the design and management of all the evaluative efforts, as applicable. The evaluation plan must demonstrate the applicant's willingness to participate in and collaborate with the BHA and the external evaluation team in the process of designing a performance evaluation. This engagement will include engaging in thoughtful conversations around the evaluation/research questions of interest, selecting and providing a list of accurate target communities in a timely manner and/or criteria for selecting target communities, regular communication with BHA and the evaluation firm, and a willingness to make adjustments to project implementation plans to advance global learning.

b. Management and Staffing (25 points)

Management, Operations, and Staffing (25 Points)

This management plan should demonstrate the capability and experience of the applicant and key personnel to successfully perform the award. The management structure and staffing should reflect efficient use of resources, as well as effective and adaptive management, strong technical implementation, and administrative support. Applicants should include relevant information on consortium members and sub-awardees and offer clear planning for activities during the Contextualization Period (section D.5.c.3) and subsequent management and staffing adjustments. The management section should include an organizational chart and staffing plan that show the appropriate balance of skills sufficient to achieve program success, while incorporating gender equity. The applicant should outline how it will ensure diversity of staff at all organizational levels, within staff and local partners, to ensure representation of marginalized groups. It should further detail the activity's leadership structures, the lines of transparency and accountability between these structures, and the ways all partner organizations (including sub-partners and other stakeholders) are empowered to hold each other accountable. As detailed in section D.5.d.1, applicants must clearly demonstrate organizational and reporting structures to promote transparency and accountability within the consortium.

Partnerships with local organizations will be essential to the success of the activity. The application should convey an effective and meaningful partnership with local organizations. Applicants will be scored based on the extent to which their management plan details both how they will assess capacity of local organizations and how they will incorporate them throughout the life of the award in a way that is consistent with and strengthens local organizations' capacities, where possible. Applicants must demonstrate how they will manage consortium members, including managing specific risks that may arise in working with different local partners. The management plan should further state the percent of total activity direct and management staff employed through local organizations.

⁸⁶ De Montesquiou, Aude, Sheldon, Tony, & Hashemi, Syed M. (2018). *From Extreme Poverty to Sustainable Livelihoods: A Technical Guide to the Graduation Approach*. Partnership for Economic Inclusion. https://www.peiglobal.org/sites/pei/files/2020-05/PEI%20Graduation%20Technical%20Guide_%202018%20Edition_0.pdf

Applicants should demonstrate a clear understanding of implementation challenges in the selected geographic areas. Applicants should clearly understand gatekeeping and aid diversion concerns in Somalia. As part of the RAMP and the management plan, BHA expects applicants to describe all reasonable efforts to analyze and mitigate the risks of fraud, waste, and abuse. The applicant should include information on the accountability and transparency systems required to mitigate these risks and how they will respond to fraud, waste, and abuse, should it occur. Applicants should justify how staffing and organizational structure will allow for the effective and accountable implementation of any chosen resource transfers. Applicants should take into account security challenges, complex social relationships, and clan dynamics, while also demonstrating the applicant's ability to adapt to contextual changes and how local partners will facilitate these pivots. The management plan should also specify how the applicant will be prepared to mitigate and respond to shocks, including how it has incorporated this into its budget flexibility for mitigatory actions.

2. Review and Selection Process

See Base APS section E.2.

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SECTION F: Federal Award and Administration Information

1. Federal Award Notices

See Base APS section F.1.

2. Administrative & National Policy Requirements

See Base APS section F.2.

3. Reporting Requirements

See Base APS section F.3.

4. Program Income

See Base APS section F.4.

5. Environmental Compliance and Climate Risk Management

As part of USAID's efforts to address and adaptively manage environmental impacts and climate risks, USAID requires both an Environmental Impact Assessment (as codified in 22 CFR 216, Agency Environmental Procedures) and Climate Risk Management assessment for USAID projects and activities (as required by ADS 201mal). A robust and inclusive Environmental Impact Assessment that draws on the voices of diverse stakeholders improves the outcomes of the RFSAs. BHA requirements for this solicitation are defined in the applicable [BHA RFA-level Initial Environmental Examination](#) (RFA IEE). In addition, applicants should reference the [Climate Risk Profile](#) accompanying the RFA IEE to identify climate risks and refer to climatelinks.org/climate-risk-management for additional tools, guidance, and resources for completing the Climate Risk Management assessment.

At the pre-award stage, all applicants must submit a summary of how their proposed activity will meet these requirements in a four-page Environmental Safeguards Plan, as elaborated in Annex 4. Please note that per IEE guidance, applicants need to include all environmental compliance and climate risk management costs, including personnel and non-personnel costs, in the detailed budget, and budget narrative.

See Base APS section F.5 Greening of Humanitarian Assistance for more information.

6. Other Requirements

See Base section F.6.

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SECTION G: Federal Awarding Agency Contact

1. APS Point of Contact

Any questions concerning the Somalia RFSA, its appendices, or [Technical References](#) must be submitted in writing by **04.03.2024** to BHA.720BHA23APS00002-01.SOM@usaid.gov and "FY24 Somalia RFSA" in the subject line.

2. Acquisition and Assistance Ombudsman

See Base APS section G.2.

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SECTION H: Other Information

1. Special Provision

Coordination with the USAID/Somalia Mission will be required. This may include participation in meetings with other USAID implementers to exchange information, share programming lessons, or improve coordination and collaboration. It may also include coordination with entities responsible for designing, managing, monitoring, or evaluating the Mission's CDCS. Awardees may be required to report into relevant Mission and USAID reporting systems including, but not limited to, the Development Information Solution. Collaboration with USAID third-party monitoring (TPM) mechanisms is required, when applicable. Awardees will cooperate fully with TPM by providing full and timely access to information on project activities, locations, and indicators. Awardees will also be expected to facilitate access to project sites and provide project data maintained at headquarters, regional, and/or field offices.

See Base APS section H for additional information.

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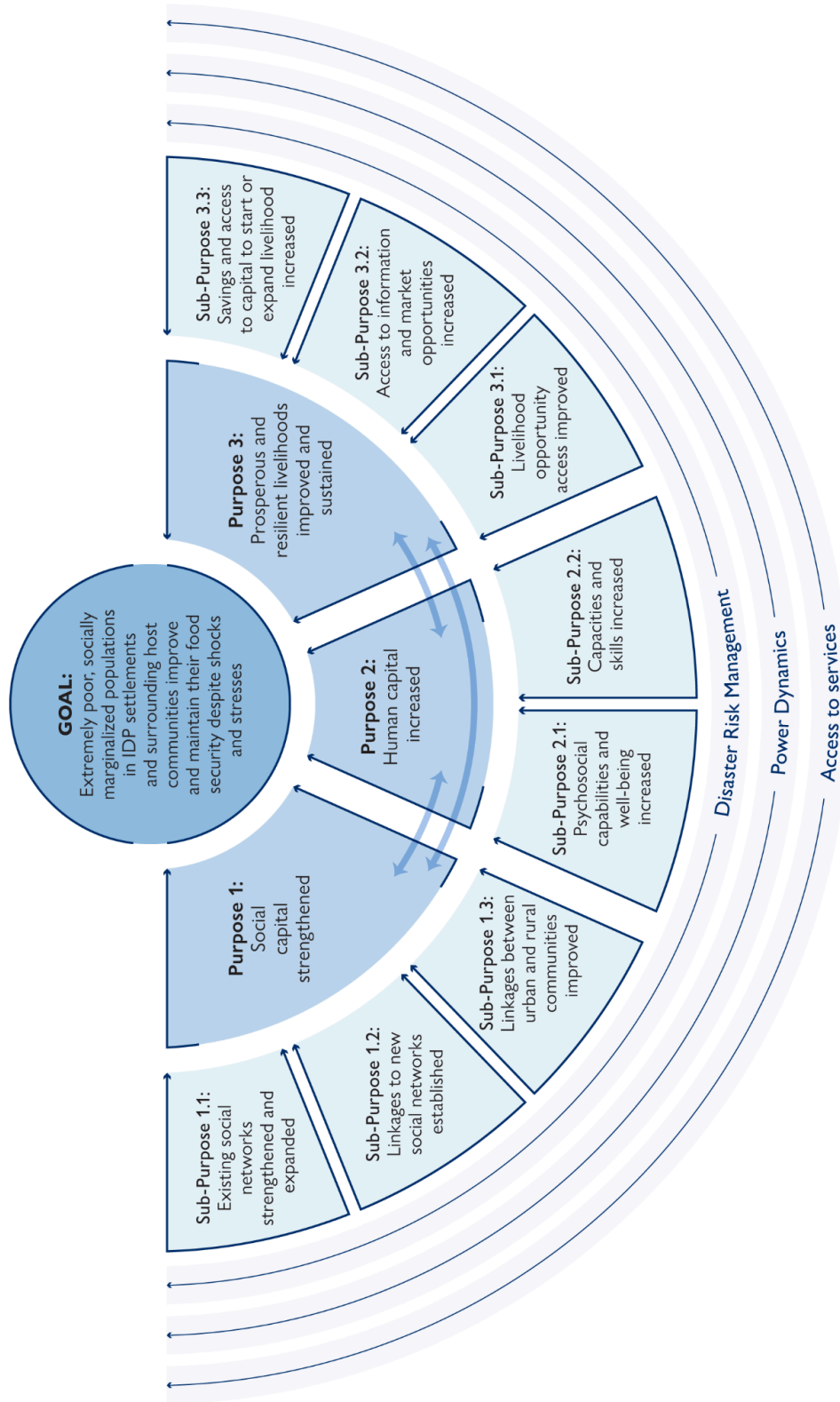
Appendix I: Essential Supporting Documents

The resources within this Appendix are intended to guide applicants to key technical and programmatic resources relevant to the design and objectives of this RSFA. They are also all available on the [RFSA landing page](#) of the USAID website.

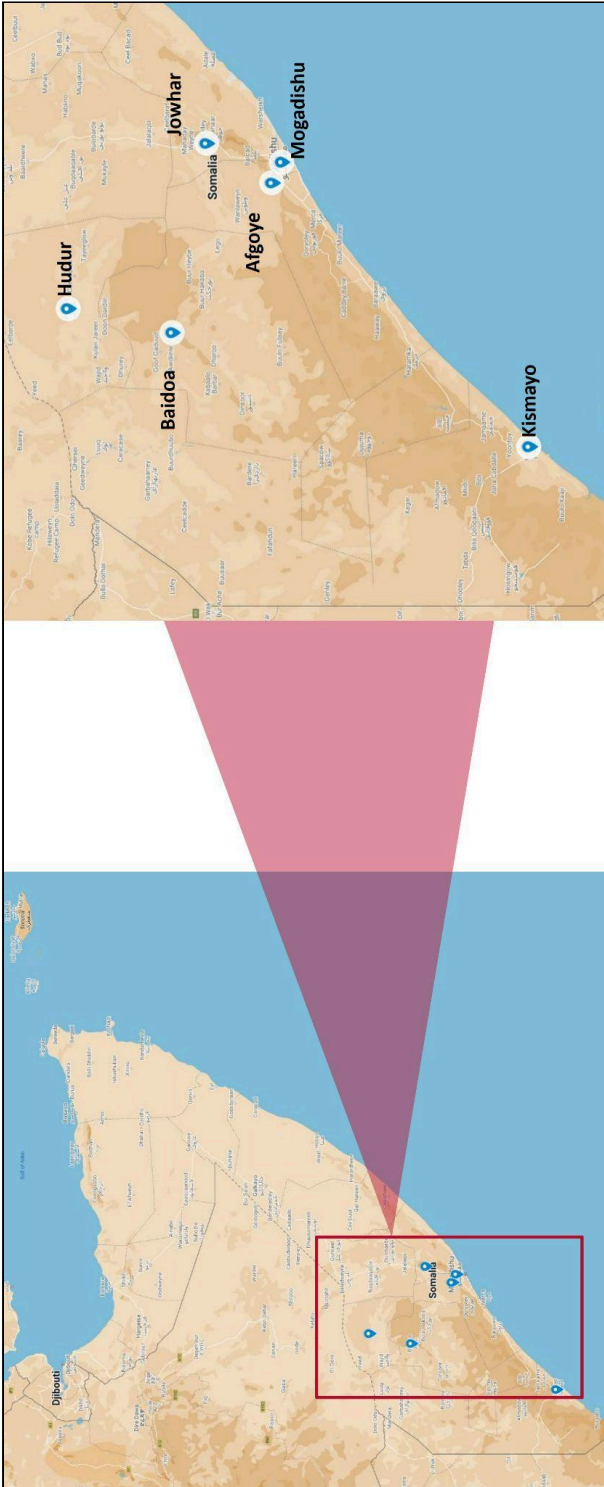
1. [Annotated Bibliography](#)
2. [Desk Review and Market Study](#)
3. [Desk Review and Market Study Data Set](#)
4. [Political Economy Analysis](#)
5. [Climate Risk Profile](#)
6. [Initial Environmental Examination](#)
7. [Technical References](#)

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Appendix II: Theory of Change



Appendix III: Geographic Areas



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87 Consilient Research. (October 31, 2023). *Somalia Resilience, Food, and Nutrition Security Political Economy Analysis (PEA) Initial Findings*. Presentation, USAID, Somalia.