



Issue Date: March 28, 2024
Deadline for Questions: April 11, 2024 at 12:00 p.m., noon (Eastern Daylight Time, EDT)
Closing Date: May 13, 2024

CFDA Number: 98.007
Closing Time: 12:00 p.m., noon (Eastern Daylight Time)

Subject: **Round 02 Madagascar Resilience Food Security Activity**

Program Title: BHA Multi-Year APS: Round 02 Madagascar Resilience Food Security Activity (RFSA)

Federal Assistance Listing Number: 720BHA23APS00002-02-MG

Introduction

Interested Applicants:

PLEASE NOTE: This Notification of Funding is Round Two for full applications under existing “Multi-Year Annual Program Statement No. 720BHA23APS00002-02-MG”.

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

Round Two of the Multi-Year Annual Program Statement (MY APS) No. 720BHA23APS00002-02-MG USAID (referred to as MY APS Round-2, RFSA, or Madagascar RFSA) is requesting the submission of applications focused on resilience and food security in Madagascar. 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-2 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

Renee Newton
Agreement Officer, Community Development Funds (CDF)

TABLE OF CONTENTS

This MY APS Round-2 provides the following:

| | |
|--|-----------|
| SECTION A: Program Description | 2 |
| SECTION B: Federal Award Information | 17 |
| SECTION C: Eligibility Information | 19 |
| SECTION D: Application and Submission Information | 20 |
| SECTION E: Application Review Information | 62 |
| SECTION F: Federal Award and Administration Information | 68 |
| SECTION G: Federal Awarding Agency Contact | 69 |
| SECTION H: Other Information | 70 |
| Appendix I: Essential Supporting Documents | 71 |
| Appendix II: Theory of Change Diagram | 72 |
| Appendix III: RFSA Geographic Areas | 73 |
| Appendix IV: Madagascar Resilience Focus Zone | 74 |

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(s) 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 BHA.

1. Overview

USAID’s Bureau for Humanitarian Assistance (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 reduce morbidity and mortality, promote economic growth, minimize disaster risks, improve food security, improve nutrition, 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 \$100 million total for the five-year period of performance - \$85 million from Community Development Funds (CDF) and \$15 million from Title II non-emergency (commodities, freight, Internal Transportation, Storage, and Handling (ITSH)).

The RFSA will target extremely poor and marginalized households in rural and peri-urban areas of rural communes of the Grand South and Southeast Madagascar. This RFSA will implement a contextually-adapted version of the graduation approach, which BHA expects will reach a minimum of 85,000 to 100,000 households, and ideally more. 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.6. The geographic implementation areas for this RFSA include the following regions and districts: Androy Region: Ambovombe-Androy¹, Beloha, and Tsihombe Districts; Anosy Region: Amboasary-Atsimo District; Atsimo Andrefana Region: Ampanihy Ouest District; or Atsimo Atsinanana Region: Farafangana and Vangaindrano Districts.

2. Country Context and Background

The island nation of Madagascar is rich in natural resources with largely untapped potential to capitalize on its biodiversity and diverse landscape.² Despite this, Madagascar is one of the world’s poorest countries, a startlingly unique position given that most other countries with that distinction are facing widespread conflict.³ Eighty percent of Malagasy live below the extreme poverty line of \$2.15 per day,⁴ and Madagascar ranks within the top five of countries experiencing the most hunger, according to the

¹ This includes the newly created Antanimora Atsimo District and all its communes, which were formerly part of Ambovombe District. See Report of the Republic of Madagascar Council of Ministers of March 6, 2024:

<https://www.presidence.gov.mg/actualites/conseil-des-ministres/2024-tatitry-ny-filan-kevitriv-ny-minisitra-alarobia-06-marsa-2024-lapam-pania-kana-iavoloha.html>.

² World Bank Group. (2022). *Madagascar Country Environmental Analysis*.

<https://documents1.worldbank.org/curated/en/099635010242211316/pdf/P17701803653a407f0bbd80a9da77fa6f51.pdf>

³ USAID. *Madagascar CDCS*. <https://www.usaid.gov/madagascar/country-development-cooperation-strategy-cdcs>

⁴ World Bank Group. (April 2023). *Poverty & Equity Brief: Madagascar*.

https://databankfiles.worldbank.org/public/ddpext_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global_POVEQ_MDG.pdf

Global Hunger Index.⁵ Poverty is particularly concentrated in rural areas, with poverty rates double from those in urban areas.⁶ In the Grand South⁷, even greater portions of the population are extremely poor (90 percent).⁸ In the Southeast⁹, the poverty rate is as high as 93.1 percent in Atsimo Atsinanana.¹⁰

Drivers and consequences of poverty and food insecurity include:

- **Vulnerability to natural and climate hazards:** Madagascar is significantly impacted by climate change. Climate shocks have grown in severity over the last 20 years, including increased drought periods, sand storms, rainfall variability, intensification and frequency of cyclones, and cyclone-related floods. Moreover, deforestation and land degradation has increased exposure to climate shocks and stresses, and reduced livelihood opportunities. Natural conditions that contribute to extreme poverty and food insecurity in the Grand South and Southeast include: low soil fertility and limited access to water due to deep water tables and saline groundwater in the coastal areas.
- **Economic instability:** Economic instability recently driven by COVID-19 and the conflict in Ukraine have worsened household poverty and vulnerability, with increasing food and energy prices negatively impacting households' purchasing power.¹¹
- **Limited infrastructure and public service:** Limited public infrastructure and government services are major contributors to poverty, food insecurity, and malnutrition. Transportation and water infrastructure is a challenge everywhere in Madagascar, especially in the Grand South and Southeast. Roads in many areas of the Grand South and Southeast become impassable during the rainy season, and isolated districts in the Southeast may be difficult to access during the cyclone season due to flooding and destruction of infrastructure.¹² The lack of a strong road network increases the cost of food and other essential goods and creates barriers for farmers in remote areas to participate in markets.¹³ Additionally, water scarcity in the Grand South, along with poor water infrastructure, creates barriers for household and agricultural uses that impact livelihoods, health, gender dynamics, conflict sensitivity, and environmental sustainability. Poor access to water, sanitation and hygiene (WASH), health and nutrition services, particularly in rural and remote areas, limits households' ability to access quality services necessary for their wellbeing.
- **Early marriage and sexual exploitation of girls:** Gender based violence (GBV), child early forced marriage (CEFM), and intimate partner violence (IPV) increase the risk and exposure of young

⁵ Global Hunger Index. (2023). *Global Hunger Index Scores by 2023 GHI Rank*. <https://www.globalhungerindex.org/ranking.html>

⁶ Healy, T. (2018). *The Deep South*. The World Bank Group.

<https://documents1.worldbank.org/curated/en/587761530803052116/pdf/127982-WP-REVISED-deep-south-V27-07-2018-web.pdf>

⁷ For the purposes of this RFSA, the Grand South refers to the regions of Androy, Anosy and Atsimo Andrefana.

⁸ ACAPS. (March 10, 2022). *Food insecurity crisis in the Grand Sud regions*.

https://www.acaps.org/fileadmin/Data_Product/Main_media/20220310_acaps_thematic_report_madagascar_food_security.pdf

⁹ For the purposes of this RFSA, the Southeast refers to the region of Atsimo Atsinanana.

¹⁰ FEWS NET. (2018). *Madagascar Enhanced Market Analysis*. Washington, DC: FEWS NET. https://pdf.usaid.gov/pdf_docs/PA00THGN.pdf

¹¹ Integrated Food Security Phase Classification (IPC). (May 30, 2022). *Madagascar [Grand South & Grand South East]: IPC Acute Food Insecurity Snapshot*. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Madagascar_AcuteFoodSecur_22Apr23Mar_Snapshot_English.pdf

¹² Global Food Security Cluster. (2023). *An urgent nutrition and food security response is needed in the Great South-East of Madagascar*. *Global Food Security Cluster*.

https://www.unicef.org/madagascar/media/10366/file/Nutrition%20and%20food%20security%20situation_Southeast%20Madagascar.pdf

¹³ World Bank Group. (April 2022). *The Urgency of Reforms: Structural Transformation and Better Governance at the Heart of the Strategy to Reduce Poverty*. Systematic Country Diagnostic Update for Madagascar.

<https://documents1.worldbank.org/curated/en/551231652117328109/pdf/Madagascar-Systematic-Country-Diagnostic-The-Urgency-of-Reform-s-Structural-Transformation-and-Better-Governance-at-the-Heart-of-the-Strategy-to-Reduce-Poverty.pdf>

girls to early pregnancy, increased disease, reduced access to education and livelihood activities, and perpetuate the cycles of stunting and malnutrition.

- **Increasing conflict:** Conflict is both a cause and consequence of food insecurity.¹⁴ The Grand South has seen increasing insecurity due to “*dahalo*” (organized crime and zebu¹⁵ theft), which restricts people’s movements and access to livelihoods, thereby exacerbating food insecurity.¹⁶ While mainly from the Grand South, *dahalo* groups can be found across Madagascar in rural “red zone” areas, where government control is largely absent.¹⁷ Consequently, these groups have stripped many communities of their security and ability to invest in local markets, livestock and productive livelihoods in the Grand South.¹⁸

Most households in the Grand South and Southeast are poor. The vast majority engage in diversified livelihood strategies that include pastoralism and/or smallholder subsistence farming, in combination with other economic activities. Such diversification helps families reduce their exposure to risk, cope with land poverty and shocks, and adapt to changing conditions. Men and boys generally engage in livelihoods centered around livestock or transporting goods, and women and girls most commonly participate in women-led livelihoods and women-owned firms, such as buying and selling handicrafts, produce, cereals, chickens, or fish.¹⁹ Increasingly, households rely on selling forest resources for fuel or construction materials as a coping mechanism, degrading natural resource assets that are historically a source of protection and resilience, thus increasing vulnerability in the long-term.

In the Grand South, both women and men traditionally rely on savings through livestock – prioritizing zebu – and selling animals in times of need. When crops or livestock are lost due to climate and other shocks, however, poor households have limited assets to draw upon during a crisis. In many areas of the Grand South, households rely on social capital within informal networks, such as communities, clans, and families, to overcome shocks.²⁰ The onslaught of crises in recent years is exhausting such traditional coping mechanisms, and now households are resorting to harmful coping strategies, including poor feeding practices, eating foraged or wild foods, taking on debt, child labor, or selling critical assets, such as livestock, farmland, and even kitchen utensils.²¹ Some households have diversified their livelihoods while others have resorted to migrating.²² While most migration is seasonal, some households have migrated permanently.

As coping capacities wane after cycles of climate and economic shocks, acute food insecurity has risen; the Integrated Food Security Phase Classification (IPC) projects that 1.72 million people (30 percent of

¹⁴ Hendrix, C and Anderson, J. (April 2021) *Resilience and Food Security Amidst Conflict and Violence: Disrupting a Vicious Cycle and Promoting Peace and Development*. https://www.resiliencelinks.org/system/files/documents/2021-08/RTAC_Resilience%20and%20Food%20Security%20Amidst%20Conflict%20and%20Violence_April2021_508.pdf

¹⁵ A subspecies of cattle.

¹⁶ IOM. (January 10, 2022). *Building Peace in Madagascar’s Stronghold of Cattle Thieves*.

<https://storyteller.iom.int/stories/building-peace-madagascars-stronghold-cattle-thieves>

¹⁷ The New Humanitarian. (July 18, 2022). *Madagascar’s unforgiving bandit lands*.

<https://www.thenewhumanitarian.org/analysis/2012/07/18/madagascar-s-unforgiving-bandit-lands>

¹⁸ FEWS NET. (2018). *Madagascar Enhanced Market Analysis*. Washington, DC: FEWS NET. https://pdf.usaid.gov/pdf_docs/PA00THGN.pdf

¹⁹ Ibid.

²⁰ Madagascar Country Partnership Framework. (2017). *The Role of Informal Networks in southern Madagascar*. World Bank 2020.

²¹ Global Food Security Cluster. (2023). *An urgent nutrition and food security response is needed in the Great South-East of Madagascar*. Global Food Security Cluster.

https://www.unicef.org/madagascar/media/10366/file/Nutrition%20and%20food%20security%20situation_Southeast%20Madagascar.pdf

²² World Bank Group. (2022). *Madagascar Economic Update: Navigating Through the Storm*.

<https://documents1.worldbank.org/curated/en/099452505272217360/pdf/IDU063da38be0ec1a043a60b77f0e8c615d431fb.pdf>

the population) will be in IPC Phase 3 (Crisis) or IPC Phase 4 (Emergency)²³ for the January-April 2024 lean season and thus require immediate humanitarian assistance.

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 (USG) policies and strategies in addition to those listed in the Base APS Section A.1.3:

- Madagascar was recently designated a target Feed the Future Country, guided by the USG [Global Food Security Strategy \(GFSS\)](#). This RFSA aligns with the GFSS Initiative. The GFSS core results framework underscores the need to engage in holistic, multisectoral, and well-coordinated approaches across all objectives, intermediary results (IRs), and cross-cutting IRs to build combinations of sources of resilience capacities. The GFSS seeks to build and protect a range of productive assets, including financial, physical, environmental, social, human, and political assets across multiple levels and scales. The GFSS Results Framework is based on a climate-smart resilient food systems approach to sustainably reduce poverty, hunger, and malnutrition in the Feed the Future Zone of Influence Plus by:
 - Enhancing an inclusive and climate resilient market-led food system approach that prioritizes meeting the nutritional needs of women and children;
 - Expanding the focus on resilience with particular attention on those experiencing chronic seasonal shocks and stresses; and
 - Prioritizing climate resilient natural resources (land, water and biodiversity) management in support of robust food systems.

4. Alignment with the Madagascar Country Development and Cooperation Strategy

RFSA programming aligns with Development Objective One (DO1) and Development Objective Three (DO3) of the [Madagascar Country Development and Cooperation Strategy \(CDCS\)](#). The CDCS's goal is, "Improved well-being and resilience of the Malagasy people to drive Madagascar's Journey to Self-Reliance." DO1 focuses on "Improved Human Capacity to Contribute to the Country's Journey to Self-Reliance." To achieve this, vulnerability to shocks must be reduced (CDCS Intermediate Result (IR) 1.3) through increasing individual preparedness to mitigate the impact of shocks (CDCS Sub-IR 1.3.2) and diversifying livelihoods (CDCS Sub-IR 1.3.3). DO1 also highlights the need for increased accessibility to a continuum of quality health, nutrition, and WASH services in order to improve human capacity. DO3 states "More sustainable economic opportunities are available for poor populations", specifically through the implementation of climate change adaptation and mitigation strategies (CDCS Sub-IR 3.1.4) and improved access to markets (CDCS Sub-IR 3.3.1). As a result of the recent mid-course stock-taking, the Mission is prioritizing resilience in the goal and resilience integration across the DOs.

5. Programming Principles

See Base APS Section A.3.

²³ 1.1 million people in the Grand South and 651,000 people in the Southeast

6. Graduation Approach

The graduation approach combines 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, savings and financial inclusion, health outcomes, social integration, and productive skills.”²⁴

Before implementation begins, one of the most critical steps is intentional targeting of participants in order to reach extremely poor households. See Section D.5.c.2 for more information on Participant Targeting.

The graduation approach comprises the following five core elements. **Illustrative** examples of how the five core elements have been implemented by other graduation programs are provided below²⁵:

- 1. Consumption support to ensure basic needs are met while starting or expanding livelihoods.** This is typically provided in the form of cash and/or food 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 value 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.
- 2. 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. The coaching content can include light touch behavior change elements that would improve RFS target outcomes. 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 addition, some programs identify local community volunteers who can fulfill the coaching function, rather than using paid program staff.
- 3. 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 self-help groups, village savings and loan associations, etc.) or by linking participants to formal financial services providers. Prior implementations of the graduation approach have employed a variety of formal and informal savings and lending

²⁴ Dharmadasa, H., Hashemi, S. M., Samaranayake, 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>

²⁵ The graduation programs referenced in this section have generated meaningful improvements in participants' income, assets, savings, food security, and other outcomes, according to rigorous impact impact evaluations.

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.

4. **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 assets, so it will be fresh in participants' minds.
5. **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 a lump sum cash transfer designed to "jump start" one or more income-generating activities in order to start (or expand) a viable livelihood. The asset transfer is for unconditional use, meaning participants can choose how to spend the cash transfer to pursue a new or expanded 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.

Illustrative examples for the use of Title II resources and in-kind food commodities within the graduation approach may be to complement the consumption smoothing element, support households during the lean season, or be used as a crisis modifier for shock-responsive programming.

Linkages: 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 the necessary services, information, and financial and market opportunities. 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 quality services offered by other implementers (whether for-profit, nonprofit, or government). Coaches 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).
- **Coordinate input providers and output buyers in the value chain of specific promoted livelihoods:** Graduation implementers, as part of Component #4 detailed above, provide market information to participants on formal and informal actors, such as input providers and output buyers, or coordinate the presence of such outside entities to improve market access for participants.

- **Layer with existing social protection programming:** In areas where social protection, including 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 programs (for specific examples on social safety net programs, see Sequencing, Layering, and Integrating (SLI) Section D.5.c.3). In doing so, the graduation 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.

Evidence Base for Graduation Programming

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, including settings with severe resource scarcity and limited service delivery. Randomized evaluations across six 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.²⁶ These effects are meaningful, and the intervention is cost-effective, relative to effects generated by alternative approaches.

Results from other programs support this evidence, like one in Afghanistan which found that: household food insecurity fell by 0.48 points relative to a score of 5.9 in the comparison group; participants' earnings increased by 39 percent; and total savings were six times greater than those in the comparison group.²⁷ In the South Kivu province of the Democratic Republic of Congo, an extremely vulnerable setting in which both governance and infrastructure are limited or non-existent, a graduation program improved weekly food consumption expenditure by 5 percent, and non-food consumption expenditure by 13 percent, when measured 12 months after the end of all program support. Savings balances almost tripled, and participants experienced meaningful improvements in women's empowerment indicators.²⁸ In Niger, a context highly exposed to climatic shocks and food insecurity, and among participants who lived more than an hour from the nearest market, a graduation program increased daily per capita consumption by 7 to 15 percent, savings by 90 to 156 percent, and generated additional improvements in food security, mental health, and women's empowerment.²⁹

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

²⁶ 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>

²⁷ 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.

²⁸ Angelucci, M., Heath, R., and Noble, E. (2023). *Multifaceted programs targeting women in fragile settings: Evidence from the Democratic Republic of Congo*. *Journal of Development Economics* 164: 103146. <https://doi.org/10.1016/j.jdeveco.2023.103146>

²⁹ Bossuroy, T., Goldstein, M., Karimou, B. et al. (2022). *Tackling psychosocial and capital constraints to alleviate poverty*. *Nature* 605, 291–297. <https://doi.org/10.1038/s41586-022-04647-8>

following the intervention.³⁰ 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 ten years, respectively), indicating that the graduation approach generates sustainable improvements in participants' lives.^{31, 32, 33}

In many cases, psychosocial well-being³⁴ 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 USD.^{35, 36} 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.^{37, 38}

7. Theory of Change

a. Activity Goal

Resilience and food security for extremely poor and marginalized households in the Grand South and Southeast Madagascar increased.

b. Activity Purposes, Sub Purposes and Cross-cutting Themes

- Purpose 1: Economic security increased
 - Sub-Purpose 1.1: Financial capital, savings, and assets increased
 - Sub-Purpose 1.2: Diversified, prosperous (on-, off-, and non-farm) livelihoods strengthened
- Purpose 2: Human capital increased
 - Sub-Purpose 2.1: Livelihood-related capacities and skills strengthened
 - Sub-Purpose 2.2: Access to quality (nutrition, WASH, health) services increased
- Purpose 3: Capacity to withstand climate and other shocks increased

³⁰ 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>

³¹ 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>

³² 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>

³³ 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>

³⁴ An RCT in Niger found that an index of participants' mental health increased by 0.15 SD in the standard program, 0.26 SD in the full program, and 0.21 SD in the psychosocial program, and an index of social cohesion increased by 0.10 SD, 0.10 SD, and 0.20 SD, respectively. All arms had significant positive effects on women's control over their earnings, which increased by 0.25 SD, 0.25 SD, and 0.16 SD, respectively. Bossuroy, T., Goldstein, M., Karimou, B. et al. (2022). *Tackling psychosocial and capital constraints to alleviate poverty*. Nature 605, 291–297. <https://doi.org/10.1038/s41586-022-04647-8>

³⁵ 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>.

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

³⁷ Bedoya, G., Coville, A., Haushofer, J., Isaqzadeh, M., & Shapiro, J. (June 2019).

³⁸ 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>

- Sub-Purpose 3.1: Risk reduction practices improved
- Sub-Purpose 3.2: Ability to respond to shocks improved
- Sub-Purpose 3.3: Long-term adaptation improved
- Cross-Cutting Themes
 - Cultural Norms
 - Gender Dynamics
 - Conflict Sensitivity

c. Theory of Change Narrative

Goal Narrative: Resilience³⁹ and food security for extremely poor and marginalized households in the Grand South and Southeast Madagascar increased.

Improving food security and resilience - and the ability to maintain these gains in the face of shocks and stresses - is imperative for extremely poor and marginalized Malagasy. To achieve the RFSA goal, BHA expects applicants to utilize the classical graduation approach with the five components (mentioned under Section A.6) contextualized to the Madagascar context, and delivered to each participating household. Applicants should not propose additional interventions outside the scope of the classical graduation approach as outlined in Section A.6.

The graduation approach can support participating households in the Malagasy context by:

1. Increasing economic security through financial capital, savings and assets, and diversified, prosperous on-, off- and non-farm livelihoods.
2. Increasing human capital through livelihood-related capacities and skills, and access to nutrition, WASH, and health services.
3. Increasing capacity to withstand shocks, through risk reduction practices, ability to respond to shocks, and long-term adaptation.

Extremely poor and marginalized households in Madagascar struggle under the weight of extreme and pervasive poverty. In a complex and shock prone context like Madagascar, resilience to shocks and stresses is paramount for long-term well-being, and BHA believes that improvements to savings; income; agricultural productivity (including crops, livestock, and fisheries); livelihood creation, expansion, and risk diversification; 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.

Based on impacts measured using randomized impact evaluations in other contexts, BHA anticipates that this RFSA will generate sustained improvements in participating households' income, consumption, food security (including dietary diversity), resilience, and psychosocial well-being in line with the evidence summarized under Section A.6:

- Household consumption can be expected to increase by at least 10%
- Household income or revenues can be expected to increase by at least 30%
- The value of household assets can be expected to increase by at least 40%
- The value of household savings can be expected to at least double

³⁹ USAID defines resilience as “the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.” See the USAID Resilience Policy for more information: <https://www.usaid.gov/sites/default/files/2022-12/Resilience-Policy-Revision-Jan-2023.pdf>.

- Household food security, as measured using an index that incorporates indicators measuring both the quality and quantity of food, can be expected to increase by at least 0.2 standard deviations⁴⁰

Purpose 1 Narrative: Economic security increased.

Purpose 1 of the RFSA TOC, *Economic security increased*, aligns with the CDCS Sub-IR 1.3.3: *Livelihoods diversified*. Purpose 1 also aligns with the GFSS Objective 1: *Inclusive and sustainable agriculture-led economic growth*, through IR 2: *Strengthened and expanded access to markets and trade*, IR 3: *Increased employment and entrepreneurship*, and IR 4: *Increased sustainable productivity*.

The graduation approach seeks to build resilience among extremely poor populations and to do so, diversified and prosperous on-, off-, and non-farm livelihoods must be strengthened. Improved livelihoods, reliable incomes, and livelihood asset diversification are crucial for increased economic security and resilience. This in turn improves access to both nutritious food and non-food needs, while simultaneously strengthening the ability to invest in the natural resource environment, health, and education.

On-farm livelihoods in particular can contribute to sustainable agricultural productivity and can be a means for farming as a business. Agriculture-based livelihoods may also contribute to increased food availability, improved landscape management, and climate resilience.

For extremely poor and marginalized populations in Madagascar, improving access to livelihood opportunities requires improving existing livelihoods, starting new livelihoods, and livelihood diversification.

Through the five components of the graduation approach, this RFSA seeks to address food security and resilience-building in Madagascar through prosperous livelihood development for extremely poor and marginalized households. As such, applicants should illustrate knowledge of and address the realities that are present in Madagascar including:

- Aspects of daily life which impact livelihoods pursuit (and how);
- 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 contextually relevant livelihoods;
- Contextually appropriate training and mentorship for livelihood opportunities, which may vary by location and by household;
- Factors impacting women’s development of income-generation aspirations and successful pursuit thereof, including women’s interests and desires around livelihoods; and
- Factors impacting youth’s development of income-generation aspirations and successful pursuit thereof, including youth’s interests and desires around livelihoods.

⁴⁰ “Standard deviation” is a measure of how much an indicator varies within the sample. The higher the standard deviation, the more dispersed food security is within a given population; a lower standard deviation indicates that food security is more homogeneous among the relevant group. Because food security is typically measured using an index that includes multiple components (for example, the Food Consumption Score, a commonly-used food security indicator, includes information about households’ dietary diversity, food consumption frequency, and relative nutritional value of different food groups), program impacts on food security are typically reported in terms of standard deviation improvements, rather than percent changes.

Based on the specific geographic area, applicants should consider all appropriate sustainable and economically viable livelihood opportunities that specifically prioritize the interests, capacities, and level of risk aversion of the target population.

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.

In addition to improved livelihoods, economic security also requires building savings and assets. In many contexts, marginalized populations have lower levels of access to both formal and informal financial services. Barriers such as a lack of identification, distance from bank branches, need for collateral, and low financial capability may constrain access to formal financial services, while social exclusion, norms, and other power dynamics may constrain access to informal financial products. Applicants should design their approach to understand and address existing barriers to financial products and services, taking into account both formal and societal barriers facing each member of this activity's target population.

Economic security for poor and marginalized households in Madagascar also includes investment and improved management of natural resources to increase income and protect assets. As outlined under Section D.5.c.3, applicants are expected to incorporate considerations of natural resource management into their training and coaching curricula, as appropriate, to encourage participants to engage in appropriate household- and community-level strategies that reduce pressure on natural resources.

Purpose 2 Narrative: Human capital increased.

Purpose 2 of the RFSA TOC, *Human capital increased*, aligns with CDCS DO 1: *Improved human capacity to contribute to the country's Journey to Self-Reliance*. Purpose 2 also aligns with GFSS Objective 3: *A well-nourished population, especially among women and children* through IR 3: *Increased employment and entrepreneurship*, IR 4: *Increased sustainable productivity* and IR 7: *Increased consumption of safe and nutritious foods*. This purpose focuses on the target 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 five components of the graduation approach, this Purpose will specifically focus on livelihood skills development and psychosocial functioning and well-being, including aspirations, planning, and self-efficacy. Coaches work alongside participating households to help them overcome emotional and psychosocial hurdles. Given that quality nutrition, health, and education are vital factors to improving human capital, this activity will promote good health and hygiene behaviors, nutrition-specific practices, and nutrition-sensitive practices related to agriculture, WASH, or education through:

1. Specific, evidence-informed components of the coaching curriculum;
2. Investments in the livelihoods and related livelihood training; and
3. Linkages and referrals to existing services such as education, health, nutrition, agriculture, and WASH.

The focus of the RFSA is the graduation approach and delivering the five components to participating households. In order to provide high quality access to services, applicants must identify services, including other donor-funded programs, in their areas of implementation and provide linkages between participating households and other services such as healthcare, nutrition, and WASH. If participants are already receiving these services, applicants should continue to encourage participants to access these services. Applicants should not provide these services directly nor to work on strengthening these

external services. Rather, applicants should explore opportunities to link participants to necessary services available in the area of implementation and 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. BHA encourages participants to become private service providers through livelihood training and asset transfer, where possible.

Maintaining and building human capital requires that individuals and households are able to benefit from critical inputs that help them become and stay adequately nourished, healthy, educated, motivated, and empowered. This increased self-efficacy leads to more productive livelihoods and longer, healthier lives. They also need to be able to maintain these assets in the face of shocks and stresses. By providing (or coordinating with other actors who deliver) consumption support, this RFSA will ensure participating households are able to invest in their human capital while starting or expanding livelihoods.

Purpose 3 Narrative: Capacity to withstand climate and other shocks increased.

Purpose 3, *Capacity to withstand shocks increased*, aligns with CDCS Intermediate Result (IR) 1.3 *Vulnerability to shocks reduced* and CDCS Sub-IR 3.1.4: *Climate change adaptation and mitigation strategies implemented*. This purpose aligns with GFSS Objective 2: *Strengthened resilience among people and systems* through IR 4: *Increased sustainable productivity*, IR 5: *Improved proactive risk reduction, mitigation, and management*; and IR 6: *Improved adaptation to recovery from shocks and stresses*.

Applicants should use a risk-informed graduation approach. To do so, applicants must identify key hazards, vulnerability and exposure, and risk reduction strategies in each component of the graduation approach. Elements of DRM⁴¹ can be incorporated into how the five components of the graduation approach are delivered. Illustrative examples of how this can be done include:

- Coaching: Encourage the use of drought-tolerant crops and livestock; increase risk understanding and awareness at the household level; guide households on contingency planning and disaster risk management plans; provide access to and use of weather and climate information, including early warning messages, as applicable; and encourage the incorporation of natural resource management and nature-based solutions for household risk mitigation.
- Livelihood selection and training: Incorporate income diversification and explore risk informed livelihood options.
- Savings: Encourage the use of savings groups to support households when shocks occur to mitigate the impacts of shocks.

Applicants should deliver DRM within the five components of the graduation approach and no community-level interventions should be added. In order to successfully use a risk-informed graduation approach, applicants must have the capacity to manage a program that will function in an environment that is subject to climactic, political, economic, and security shocks, and to address changing circumstances and unanticipated events that impact the achievement of the RFSA TOC. When shocks occur, applicants can support households through food and/or cash transfers. Applicants should align with the GOM policies on shock responsive programs and coordinate with the Cash Working Group and the Social Protection Technical Committee when these shocks occur. Applicants should provide

⁴¹ 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. For this RFSA, applicants should focus on the individual and household activities, behaviors and decisions.

examples, including allocating funding for flexible crisis modifiers, of how they will support participants to continue actively engaging in activities and maintain their gains should there be a significant shock in the RFSA geographic areas. More information on shock responsive programming can be found under Section D.5.c.3.

Cross-Cutting Themes Narrative: BHA expects RFSA applicants to contextualize the graduation approach in support of the above-mentioned purpose areas and the following cross-cutting themes: (1) cultural norms, (2) gender dynamics, and (3) conflict sensitivity. Below, BHA provides specific examples of how the graduation model can be designed taking into account these cross-cutting themes. Applicants should not add additional activity streams to address these themes over and beyond the graduation model, as defined in Section A.6.

- **Cultural Norms:** Applicants must take into account cultural norms that may influence programming. Applicants must tailor their design to the contexts and ethnic groups in their selected geographic area, using anthropological evidence for strengthening resilience and human capital. Applicants must account for existing cultural practices that may either support or undermine food security and resilience. Application of the graduation approach can and should be contextualized for different cultural norms. For example, in the Sahel, the World Bank (WB) worked with four national governments to pilot and scale country-specific graduation programs that each incorporated interventions designed to address cultural norms that constrain both women’s economic inclusion as well as their own aspirations. The WB worked with local communications experts, videographers, and a social psychologist in each country to ensure contextual relevance of the interventions.⁴²
- **Gender Dynamics:** People of different genders and ages more easily access different livelihood opportunities. Though poverty can exacerbate gender-based risks for men and women (for example, boys are at risk of being recruited into the *dahalo* groups), women and young girls, and poor women in particular, are disproportionately impacted by gender dynamics. For example, men have access to higher-paying jobs and are seen as head of household, giving them decision-making power over finances, livelihood, educational access, and health.⁴³ Many women must rely on marriage to access resources, such as land, cash, and the community social safety net, leading to high rates of early marriage, lower literacy rates among girls, and limited resilience to shock. Women take on the primary role in domestic work and childcare, with additional involvement in agricultural work in rural communities.⁴⁴ Across the purposes, applicants should work to address gender equality and gender issues that are critical to the success of the program. Applicants should also examine gender and other key factors that influence and intersect with gender, including ethnicity, age, religion, class, sexual orientation, disability and urban/rural differences. In alignment with the CDCS, applicants should describe how the graduation approach will promote healthy and gender-equitable behaviors and social norms to reduce threats such as maternal, newborn, and child morbidity; child, early and forced marriage; GBV; time poverty; and limited decision-making ability among women through the coaching curriculum or linkages to services. Applicants should focus on creating economic

⁴² Archibald, E., Bossouroy, T., Premand, P. (2020). *Productive Inclusion Measures and Adaptive Social Protection in the Sahel: A Case Study*. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/945281604463808844/production-inclusion-measures-and-adaptive-social-protection-in-the-sahel-a-case-study>

⁴³ USAID/Madagascar Gender Analysis for the 2020-2024 CDCS as cited in Antsa, A., Antilahy, E., Byrne, K., Carson, S., Doty, C., Enver, A., Ijeoma-Akpa, V., Jacoby K., Lee, E., Leegwater, A., Nash, M., Ness-Edelstein, B., Rojas, S., Simpson, P. (2023). *Annotated Bibliography for Food and Nutrition Security in Madagascar*. West Lafayette, IN: Long-term Assistance and Services for Research - Partners for University-Led Solutions Engine (LASER PULSE Consortium).

⁴⁴ Ibid.

opportunities for women through the graduation approach, which will improve the human and economic capacity of women.⁴⁵

- **Conflict sensitivity:** Applicants must take into account the role that conflict may play in the program, and vice versa. Local conflict has increased in prevalence, severity, scope, and geographic area over time in Madagascar, and has largely gone unabated. Poverty contributes to conflict, as it has provided motivation for the increasingly organized crime by *dahalo*. Conflict-sensitive programming recognizes that development and resilience programs are impacted by conflict dynamics, whether positively or negatively, intentionally or unintentionally. Additionally, conflict sensitivity is important to help people prevent and reduce conflict; and feel more secure and stable; able to invest in land, the environment, and off-farm livelihoods; as well as offer youth more productive and stable livelihoods. Considering the context in the target areas, applicants should incorporate conflict-sensitive approaches and considerations 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 the design of the proposed graduation program (as outlined in the Program Description).

8. Modalities

Based on BHA's contextual analysis and in alignment with the [Modality Decision Tool](#), as well as the inclusion of Title II US In-Kind food commodities as discussed in Section A.9, applications should propose a sound, contextually appropriate approach to address high levels of chronic food insecurity and periodically high levels of acute food security through the graduation approach. Any proposed direct distribution of locally, regionally, and/or internationally procured (LRIP) commodities or Title II in-kind food and/or cash transfer/food voucher must clearly support interventions that sustainably reduce vulnerability to food insecurity and strengthen local systems that address food and nutrition insecurity. This includes increasing the availability of and access to nutritious food, building household incomes/assets to increase year-long access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

9. Title II Commodities

Applicants must request Title II commodities regardless of their inclusion of other modalities. All Title II commodities should be used for consumption purposes. Many but not all Title II food products can be prepared and consumed as is. Applicants should not request commodities for prevention or treatment of acute malnutrition. BHA's most recent list of Title II commodities can be found in The [FY 23 Commodity Catalog](#) and the [Food Aid Product Info Guide](#), with further information in BHA's [FY24 Q2 Commodity Calculator](#) and the [FY24 Q2 Commodity & Ocean Estimates](#) documents. \$15 million of the life of award value must be allocated to commodity procurement, ocean and inland transportation, and ITSH. ITSH funds can only be programmed in conjunction with commodities sourced from the United States. For more information, particularly concerning eligible uses of ITSH funding, please refer to [Bureau for Humanitarian Assistance Functional Policy \(BHAFP\) 20-01](#). Monetization is not authorized. All resource requests must be appropriately justified.

Applicants are expected to indicate how Title II commodities will contribute to the stated purposes, sub-purposes, and cross-cutting themes as appropriate. BHA expects applicants to take a holistic

⁴⁵ USAID. *Madagascar CDCS*. <https://www.usaid.gov/madagascar/country-development-cooperation-strategy-cdcs>

approach to the use of Title II commodities and creatively incorporate Title II commodities to achieve the overall program goal. BHA expects applicants to propose the integration of commodities in support of the graduation approach, indicating clearly which of the components (for example, consumption support) the commodities will be used to address. Title II resources cannot be reserved solely for use as a crisis modifier. BHA is open to approaches that include unconditional distribution of food in support of the graduation approach. BHA would not be supportive of conditional food assistance, including those that require an exchange of labor, such as the construction of community-based assets, for food.

Applicants must indicate how the proposed resource transfers and work norms (if applicable) are aligned with in-country standards. If proposing unconditional food assistance, applicants should use a do no harm approach that avoids disincentivizing engagement in activities and that does not contribute to aid dependency. Commodity distributions need to be planned and implemented in accordance with [BHA Functional Policy 20-02, Procedure to Complete Market Assessment to Inform USAID's BHA Activity Design and Determine Compliance with the Conditions of the Bellmon Amendment](#).

Additionally, applicants proposing unconditional assistance must obtain regional government concurrence with planned interventions prior to implementation. Applicants are encouraged to review the Desk Review and Market Study and other USAID commissioned assessments (Appendix I).

10. Community Development Funds (CDF)

Community Development Funds (CDF) are designated as agricultural funds, as defined by the US State Department Foreign Assistance Standardized Program Structure and Definition, and should be used for agricultural activities that contribute to the agricultural enabling environment, agriculture sector capacity, and nutrition-sensitive agriculture, which is inclusive of on- and off-farm livelihoods, and some diversified non-farm livelihoods. Applicants should base their proposed graduation approach on the local context analysis, and a broad range of illustrative activities and guidance can be found in the [Global Food Security Strategy](#), the [GFSS Activity Design Guidance \(ADGs\)](#) documents, and [the FSN Network](#).

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

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 the availability of funds and commodities and at the discretion of the Agency, USAID intends to provide up to \$100 million total for the five-year period of performance - \$85 million from CDF and \$15 million from Title II non-emergency (commodities, freight, ITSH). Sub-awardees may be listed on more than one application.

USAID intends to award one (1) Cooperative Agreement of up to \$40 million, \$6 million in Title II and \$34 million in CDF, in the Southeast for the Atsimo Atsinanana Region.

USAID intends to award one (1) Cooperative Agreement of up to \$60 million, \$9 million in Title II and \$51 million in CDF, in the Grand South for the Androy, Anosy and Atsimo Andrefana Regions.

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-2 are expected to require the following elements of substantial involvement:

- Refinement and approval of Recipient's Monitoring, Evaluation, and Learning plans, Theory of Change, LogFrame, and IPTT.
- Approval of Recipient's annual implementation plans during performance.
- Approval of specified Key Personnel.
- Refinement and approval of the Scopes of Work, design, evaluation and research team members for awardee-managed evaluations, research, studies and assessments prior to the recruitment of staff or firm(s) and start of data collection; and approval of awardee managed evaluations, research, studies and assessment reports prior to publication.
- Specific kinds of direction or redirection of the work because of interrelationships with other projects or activities.

The Agreement Officer will determine the appropriate level of substantial involvement based on the programmatic requirements of the award and will include only those elements of substantial involvement as needed, which may include elements beyond those listed above.

4. Authorized Geographic Code

See Base APS Section B.5.

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 Title II commodities and cash transfers or food vouchers (if applicable) must clearly support interventions that sustainably reduce vulnerability to food insecurity. This includes increasing the availability of and access to nutritious food, building incomes/assets to increase yearlong access to a diverse and adequate diet, and/or improving knowledge and behaviors to ensure that food consumption supports health and healthy growth.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

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.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

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 April 11, 2024 at 12:00p.m., noon EDT to:

BHA.720BHA23APS00002-02.MG@usaid.gov.

2. Questions and Answers

Questions regarding this RFSA should be submitted to BHA.720BHA23APS00002-02.MG@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 all information in this RFSA Round. 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 Apparently Successful Applicant(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;
- Title II food commodity(ies) request, in metric tons (MT) (rounded to the nearest 10 MT), if applicable;
- Total funds requested (in U.S. dollars), including Community Development Funds (CDF), Title II commodity and freight (C&F) estimate, ITSH (please note ITSH is only associated with US in-kind commodities), 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 RFSA interventions during the period of performance (if someone participates in more than one intervention, only count them once).
- Total Direct Activity Participating Households:⁴⁶ The number of unique households targeted by the project.

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.6, to reach the RFSA’s goals.

Applicants must present a narrative that details:

- *Context Analysis:* The context of the participants and intervention area;

⁴⁶ 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.

- *Activity Specific Targeting and Participant Selection:* The methodology and strategy used for geographic and participant targeting;
- *Technical Approach:* A detailed description of the graduation components and how the graduation approach will achieve the desired outcomes. The Technical Approach should include discussion of the following areas: Graduation Approach; Contextualization Period; Coordination; Sequencing, Layering and Integrating; Shock Responsive Programming; Positive Youth Development; Localization and Private Sector Engagement; and Use of Resource Transfers.

Please refer to the Program Description section above for the RFSa TOC.

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 used 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.
- 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 thorough and clear analysis of the underlying causes of food insecurity.
- 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

Participant Targeting. The target population includes extremely poor and marginalized households in rural and peri-urban areas of rural communes of the Grand South and Southeast Madagascar. This target population supports the Madagascar CDCS. Under DO 1, the CDCS is “targeting the most marginalized, most vulnerable, and least resilient people.”⁴⁷ DO 3 aims to expand sustainable economic opportunities with a particular focus on poor populations. The RFSa focuses on rural and peri-urban areas as “these populations often rely on agricultural-related sources of income, which these types of shocks and crises (drought, pests, cyclones and floods) typically impact.”⁴⁸

⁴⁷ USAID. Madagascar CDCS. <https://www.usaid.gov/madagascar/country-development-cooperation-strategy-cdcs>

⁴⁸ USAID. Madagascar CDCS. <https://www.usaid.gov/madagascar/country-development-cooperation-strategy-cdcs>

Applicants are expected to deliver the graduation approach 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.

Based on existing cost-effectiveness evidence on the graduation approach, this activity is expected to deliver all five components of the graduation approach (detailed in Section A.6) to a minimum of 85,000 to 100,000 households (across award(s)), and ideally more.⁴⁹ Given this target, applicants should propose a target household number proportional to the amount of resources requested.

BHA expects applicants to propose a cohort model. A “cohort” is defined as the group of participants who begin to receive the full package of support of the graduation model at the same time. Each award should include several cohorts of participants that are staggered throughout the life of the award. Applicants must propose the number of households per cohort and how many cohorts they plan to reach throughout the life of the activity. As participants in a previous cohort reach a predetermined stage or complete the program, new participating households are engaged. The specifics of the cohort should align with the proposed activity design. Applicants should specify the total length of the support provided to each cohort, ensuring that the proposed time will allow participating households to experience positive, lasting impacts beyond the duration of direct delivery of activities. **The length of the cohort should be based on existing learning from Madagascar and other contexts, and validated and discussed with the Social Protection Technical Committee during the Contextualization Period.** Applicants should link participants who might need additional support beyond the direct delivery of interventions by the RFSA to other services in the community. Cohorts should be arranged and staggered in a way that promotes efficiency and learning from each cohort. Throughout each cohort and based on discussions with USAID, certain changes to implementation approaches, the length of the cohort, and staffing requirements may be appropriate to ensure participants are meeting graduation criteria.

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 transfer for productive asset, and consumption support (from either the RFSA or another source) in the form of recurring, smaller cash transfers and/or food assistance. Participating households should be enrolled in savings groups, livelihood training, and coaching meetings as part of the program. However, participation in these components is not meant to be 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, and “overhead” costs) divided by the total number of households the applicant expects to reach⁵⁰.

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

- The target population proposed;

⁴⁹ Applicants will be expected to deliver a quality program to the maximum number of households possible, given technical specifications of the graduation approach (detailed in Section A.6) and the final award amount.

⁵⁰ Layering on other actors' provision of consumption support improves cost efficiency for the graduation approach. Consumption support received from another program would not be included in the cost per household calculation. The calculation of the cost per household should include the value of commodities and ITSH if provided with Title II commodities and resources..

- Risk profiles, disaggregated by age, sex, and disability, 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 also describe how they will implement the proposed graduation program (as outlined in the Program Description) in coordination with Madagascar’s National Social Protection programs led by the Ministry of Population, Social Protection, and Promotion of Women (MPPSPF), and co-financed by the WB and UNICEF. This will include:

- Representation on the National Social Protection Technical Committee
- Coordination and harmonization with the social registry and targeting systems being updated by the MPPSPF as a component of the national social protection policy.

The MPPSPF co-finances and oversees the implementation of the GOM's social protection programming, which is in the process of being updated and expanded in the RFSA priority areas with financing from the WB, UNICEF, and World Food Programme (WFP). As part of these efforts, the MPPSPF is building a unified social registry, which will update the existing household socio-economic data in the current registry. Data collection was launched in Ampanihy **Ouest** District in the Atsimo Andrefana Region in September 2023 with plans to expand to other districts over the next year. MPPSPF, WB, UNICEF, and WFP agreed to a common survey to collect the household socio-economic data and to build the system prioritizing social protection programming. A Proxy Means Test (PMT) was also developed and will be piloted in 2023-2024.

Applicants must describe how they will join and collaborate with the National Social Protection Technical Committee, co-chaired by the GOM and UNICEF, to ensure coordination with all stakeholders. Where applicable, applicants should provide information on how they will (1) use the social registry as a first point of entry for targeting extremely poor and marginalized households, (2) feed data (both original data and validation data) back into the national social registry system, (3) validate the social registry PMT to test for inclusion and exclusion errors, and (4) coordinate with the MPPSPF and other members of the Social Protection Technical Committee, the Cash Working Group, and other social protection actors. Applicants must propose targeting criteria appropriate for the graduation approach implemented in this context.

If the national registry is not available in the geographic area proposed, applicants should consider using the three-step process for participant targeting typically used for graduation programs:⁵¹ (1) geographic targeting to identify high-poverty areas and those areas with greatest opportunities for SLI and linkages within the target geographies outlined below; (2) community-based targeting through a Participatory Wealth Ranking or similar approach to identify the most vulnerable households in each high-poverty community, as defined by the members of that community; (3) verification of the MPPSPF PMT and/or household visits, followed by community approval of the final list of participants. All of this data should be shared and fed back into the national social registry.

⁵¹ 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

Geographic Targeting. Table 2 lists the eligible districts for this RFSAs. Applicants are required to identify specific communes in which they will implement the RFSAs. Given the size of the proposed geographic area, applicants will **not** be required to implement in all districts noted. The selected districts should be contiguous, and the communes selected must be clustered. Not all target communes must be contiguous with one another but the implementation area must be concentrated. BHA expects applicants to concentrate activity interventions in a manner that improves cost efficiency and maximizes impact.

Table 2: RFSAs Geographic Areas

| Region | District |
|-------------------|--------------------------------|
| Androy | Ambovombe-Androy ⁵² |
| | Beloha |
| | Tsihombe |
| Anosy | Amboasary-Atsimo |
| Atsimo Andrefana | Ampanihy Ouest |
| Atsimo Atsinanana | Farafangana |
| | Vangaindrano |

Applicants must justify why particular communes (from within the above-mentioned districts) were selected, using an evidence-base such as the [BHA Madagascar Geospatial Mapping Tool](#) to identify communes of greatest need for the RFSAs. Applicants should also justify their selection with detail on opportunities to support ultra-poor households to engage in new or expanded livelihoods.

Applicants should prioritize areas that have opportunities for SLI with ongoing and future USAID, USG, GOM, and other donor programming in these areas. Applicants should also show the potential for referrals and linkages to other community-level services (i.e. health, WASH, nutrition, etc.) in the selected areas. The graduation approach has successfully improved household income and food security in extremely resource-scarce contexts (as outlined above in Section A.6). When refining their geographic targeting within the seven districts, 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.

The current implementation areas of the existing RFSAs are not excluded from consideration and applicants should consider opportunities to build on the progress made by the existing RFSAs.

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 on the graduation approach, the target populations, and the geographic areas.

The technical approach should also include a discussion of the following technical areas: Graduation Approach; Contextualization Period; Coordination; Sequencing, Layering and Integrating; Shock Responsive Programming; Positive Youth Development; Localization and Private Sector Engagement; and Use of Resource Transfers.

⁵² This includes the newly created Antanimora Atsimo District and all its communes, which were formerly part of Ambovombe District. See Report of the Republic of Madagascar Council of Ministers of March 6, 2024: <https://www.presidence.gov.mg/actualites/conseil-des-ministres/2024-tatitry-ny-filan-kevitra-ny-ministira-alarobia-06-marsa-2024-lapam-panja-kana-javoloha.html>

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 (see Contextualization Period section). 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 TOC and achieve the purposes and sub-purposes. While applicants are no longer required to submit a TOC with this application, the technical narrative should describe how the activity plans to achieve the TOC provided in the Program Description;
- how each component of the graduation approach will work together; and
- who within the consortium will implement each component of the graduation approach.

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 or amount of consumption support that will be provided to each household per transfer (dollars or kilograms 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-in-hand, in-kind food commodities, mobile money), informed by the Desk Review and Market Study and in alignment with the [Modality Decision Tool](#). Partners should assess the gap between participants' current consumption levels and household needs, and provide consumption support to fill this gap, taking into account sources of income available to participating households, including wage income and remittances; support from government or other programs, including support provided by humanitarian actors operating in the target region; and seasonal variations in participants' abilities to meet their consumption needs. Applicants should align consumption smoothing with the food portion of the minimum expenditure basket (MEB)⁵³. These are also the basis for social protection transfer levels in Madagascar. Applicants should consult with **and review information from the MPPSPF, the Social Protection Technical Committee, and the Cash Working Group to develop** the basis and value of the transfer. Applicants should explain how they arrived at the proposed amount of consumption support. Transfers can be made in cash (either cash-in-hand or via mobile money), through vouchers, and/or as in-kind food assistance.

If applicants intend to include households that also are receiving consumption support from existing food assistance, multi-purpose cash assistance (MPCA), or social protection programs that have been harmonized with the Social Protection Technical Committee and the Cash Working Group, the applicant must justify why they will layer on this program and should provide details on what that external program provides, for how long, and explain how they will ensure that all participating households receive a minimum percentage of the food portion of the MEB (across all sources of consumption support), depending on the IPC level. For areas in IPC 3, applicants should meet at least 50 percent of the minimum food expenditure basket and

⁵³ The RFSA aims to graduate targeted households from ultra-poverty, and the purpose of consumption support is to help households move out of poverty in a reasonable amount of time while starting new livelihood activities. BHA does not support adding additional incentives or top ups for nutrition or specific targeting of nutritional groups.

areas in IPC 4+, they should meet at least 80 percent of the minimum food expenditure basket⁵⁴. **When layering with other programs, applicants should ensure that participants are able to receive these portions from the external consumption support.** 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 RFSAs, and explain how the other elements of the graduation approach will layer on top of this external consumption support. If there are conditions associated with the consumption assistance provided by the program, please outline these conditions and how they might impact participants' ability to participate in the other components of the graduation approach.

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 with the existing consumption support. This should ensure households receive an amount equitable to at least 50 percent (depending on the IPC level) 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 be discussed with existing programs in the target areas, and 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. As applicants work to layer on other activities or work in adjacent communities other social protection programming, applicants must incorporate conflict sensitivity to ensure that they are not causing harm by providing different consumption support levels in the same community. BHA encourages coordination with the Cash Working Group and Social Protection Technical Committee to mitigate this risk.

- **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 curriculum⁵⁵, 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. Applicants can include either compensated or volunteer coaches, but volunteer coaches must receive some remuneration. Coaches must be individuals trusted by the community. 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

⁵⁴ While this is the current guidance, applicants should follow the most recent guidance of the Cash Working Group.

⁵⁵ BHA does not plan to fund fully comprehensive approaches to water, health, WASH, etc.; however, elements of light touch behavior change can be incorporated into the coaching,

cost-effectiveness analysis.⁵⁶ Applicants should outline whether any technology-based innovations will 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.⁵⁷ Applicants must ensure that the design of the coaching curricula, meeting frequency, and duration account for all aspects of social exclusion that may affect participants' 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).
- **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; (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. 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. Applicants must ensure that their selection of viable livelihoods accounts for ethnic group dynamics and other aspects of social exclusion that may affect participants' abilities to engage in markets.
- **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 participants' abilities to participate in the training or engage in subsequent livelihood.

⁵⁶ 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>.

⁵⁷ 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>.

- **Provision of productive assets for unconditional use:** 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), and modality of disbursement (e.g., cash-in-hand, mobile transfer), as determined by the livelihood. 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 transfer. Any in-kind transfers should be in line with the above mentioned questions under the identification of potential livelihoods.

Linkages: 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. 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.6 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).

Contextualization Period

The Madagascar RFSA will deviate from BHA's Refine and Implement (R&I) approach. As part of a broader commitment to collaborating, learning and adapting over the life of the award(s), applicants should use the six-month post-award period to meaningfully target participants, confirm and further 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 the award(s). These requirements will vary based on the information gaps identified by applicants, their implementation and startup timelines, targeting strategy (Section E.1.a, Contextualization of the Graduation Approach), stakeholder engagement plans, and other relevant factors. Recipient(s) will be required to submit a complete TOC 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.7).

Additionally, the recipient(s) will use the Contextualization Period to engage participating communities, including commune and fokontany leadership and local committees, to ensure buy-in when validating and refining specifics of the targeting strategy and the five components of the graduation approach. 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 (including the cohort length) 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 work with the Social Protection Technical Committee to confirm or modify the amount of consumption support provided, ensuring alignment with existing GOM policies and programs. Applicants should describe how they will use the Contextualization Period to validate or modify the amount and duration of the transfer depending on contextual factors, including agricultural seasons, as well as resource availability. The value of the cash transfers for consumption support and shock-response should be revisited and updated as needed during the Contextualization Period to ensure alignment and accuracy.
- **Content and delivery of coaching and mentoring support:** Applicants should provide details on how they will use the Contextualization Period to validate or modify their proposed coaching and mentoring curriculum.
- **Design of financial services component:** Applicants should describe how during the Contextualization Period they will confirm the most appropriate vehicle to encourage participants to save.
- **Livelihoods to be supported:** Applicants should describe how they will confirm a short list (usually six to ten) enterprise options from which participants will select their preferred, viable on-farm, off-farm, and non-farm income-generating activities. Applicants should also describe how they will confirm and refine livelihood training and – if the asset transfer is made in-kind – the 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 (as defined under Section A.6) connecting extremely poor and 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 agriculture, WASH, nutrition, education, health, legal and financial services; DRM including disaster risk reduction efforts; and social protection services that will enable participating households to improve and maintain food security in the face of shocks and stressors. 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. Finally, applicants should also describe how they will use the Contextualization Period to conduct more detailed analysis of the current and future (within the duration of the project) status of existing social protection systems outlined under Participant Targeting (Section D.5.c.2) and SLI (Section D.5.c.3) within the target geographies, and to develop specific plans for alignment and linkage with these programs.

Finally, applicants should describe how and when in the Contextualization Period they plan to work with BHA and the external evaluation firm to participate in the design of an impact evaluation (please see Evaluation Plan, under Annex 2 for further details on impact evaluations).

Gender Analysis

Consistent with USAID's 2023 [Gender Equality and Female Empowerment Policy](#), RFSAs are required to complete a gender analysis within the first year to inform design and strengthen programming. The gender analysis is separate from any operational-level research applicants wish to propose as part of the Contextualization Period. Operational research does not supplant the gender analysis requirement. Applicants should refer to [ADS 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle](#). Applicants should see the Gender Analysis Summary (Section D.6.b. of the Base document) for more information regarding application requirements.

Coordination

Applicants are required to ensure alignment and, where applicable, participation with relevant existing GOM and other donor-led strategies, plans, and structures. The applicant should consult with local government actors and align with government policies and structures during the application process, Contextualization Period, and throughout programming. This will ensure the activity design is contextually appropriate and aligns with GOM strategies and existing programming. While BHA expects recipient(s) to build linkages to government structures, given constraints on GOM agencies, BHA anticipates that applicants' sustainability strategies will emphasize community organizations, private sector actors, and market linkages as key elements.

Applicants should align with GOM strategies including: General State Policy⁵⁸ (La Politique Générale de l'Etat; 2024); National Risk and Disaster Management Strategy (SNGRC, 2016-2030); and the National Social Protection Strategy. Applicants should align with the objectives of these strategies to the extent possible that they can be met through household-level interventions of the graduation approach (refer to Section A.6 and A.7). BHA also expects applicants to build linkages and contribute data, learning and other outcomes to government structures, including the social registry and shock-responsive social protection systems, to ensure sustainability of the RFSA's impacts.

A key challenge within Madagascar is limited coordination with GOM-led strategies and plans, as well as among donors and implementers. Given the graduation approach focus of the RFSA, recipient(s) will need to understand and engage with what other actors are doing to best provide the full package of support to households. Applicants should engage with the Humanitarian Development Peace (HDP) Coordination Group in the Grand South, which is co-chaired by the Office of the Prime Minister, USAID Madagascar, and the European Union. As an HDP Coordination Group is established in the Southeast, applicants will be required to engage in that forum as well.

Additionally, applicants must coordinate with social protection stakeholders, including the Social Protection Technical Committee, to ensure alignment with existing payment systems, policies, and grievance redress mechanisms for consumption smoothing, and also to contribute knowledge and learning to the Social Protection Technical Committee and overall social protection approach in Madagascar. The applicants should also describe how they will work with other social protection

⁵⁸ The newly adopted General State Policy replaces the Plan Emergence Madagascar (PEM) (2019-2023). The priority objective of the General State Policy is to reduce poverty, improve purchasing power, and make progress towards development goals. This will be done through three pillars: human capital; industrialization and economic transformation; and governance.

stakeholders to document learning on the effectiveness of different graduation models, building and measuring resilience, and reducing the need for humanitarian assistance.

Sequencing, Layering, and Integrating (SLI)

In addition to sequencing and layering components of the graduation approach detailed in the Graduation Approach section (Section A.6), applicants are encouraged to utilize SLI with external actors in their activity design and during the Contextualization Period to maximize the impact of their proposed 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. External actors include BHA programs and other USAID activities, as well as programs funded by the GOM and other donors across the HDP nexus, to maximize the impact and sustainability of interventions and create potential for longer-term success. USAID defines SLI as:

- 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.

This includes identifying potential opportunities for SLI with USAID and other donor programs in the areas of agriculture, infrastructure, WASH, water resource management, NRM, health, nutrition, social protection, market system strengthening, and early warning systems.

Through humanitarian assistance awards, BHA funds implementing partners in each of the seven districts to support agriculture, economic recovery, food assistance, natural resource management, primary healthcare, malnutrition prevention and treatment, protection programming, and WASH services such as water security, the provision of drinking water, and improving hygiene outcomes.

Existing USAID and other donor development programs and partners include, but are not limited to:

- Safety Nets and Resilience Program^{59,60}
 - Geographic areas of implementation: select communes in all RFSA geographic areas
 - MPPSPF Social Protection Programming in the RFSA areas is financed through the WB, UNICEF, and WFP. The largest implementing partner for the WB and UNICEF is the Fonds d'Intervention pour le Développement (FID), which is a registered Malagasy NGO. The current program uses conditional and unconditional cash transfers, in-kind benefits, and livelihoods support to improve agriculture productivity, nutrition outcomes, climate adaptation, and child protection approaches.

⁵⁹ World Bank Group. (February 6, 2023). *Madagascar to expand access to social protection for extremely poor households thanks to \$250 million in World Bank financing.*

<https://www.worldbank.org/en/news/press-release/2023/02/06/madagascar-to-expand-access-to-social-protection-for-extremely-poor-households-thanks-to-250-million-in-world-bank-financing>

⁶⁰ World Bank Group. *Madagascar Safety Nets and Resilience Project.*

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099910011212220362/p1794660d63779080aee705b60b0f9f5d9>

- Combines three previous programs - FIOVATA ⁶¹, Argent Contre Travail-Production (ACTP)⁶² and the TMDA Project - under one financing umbrella.
- Includes four key components:
 1. **Safety Nets and Resilience** which includes:
 - Human Development Cash Transfers (HDCT) includes financing cash transfers and conditional transfers to increase education enrollment of children;
 - Productive Safety Net Program (PSNP) includes both cash-for-work transfers as well as cash transfers to selected labor constrained PSNP Eligible Households;
 - Response to Future Crises, which in selected disaster situations, provides unconditional and conditional (cash for work) cash transfers, basic social-economic infrastructure rehabilitation and/or reconstruction in areas affected by natural disasters, and provision of nutritional supplements; and
 - Resilience, Economic Inclusion and Human Capital Accompanying Measures includes cross-cutting accompanying measures for the cash recipients, including training for soft skills and life skills, technical assistance, micro entrepreneurial subgrants, financial and productive inclusion to promote resilience, economic inclusion and human capital, and as needed, goods required for the activities.
 2. **Strengthening Safety Net Administration, Monitoring, and Social Accountability** provides financing to strengthen the administration of safety net programs. It will finance the:
 - Strengthening of the safety net administration through the provision of support for the coordination, implementation, and monitoring of project activities
 - Implementation of safeguarding requirements
 - Implementation of a communications strategy covering operational aspects of the project
 - Transition to mobile payments in partnership with mobile operators
 - Training for implementing partners and FID staff
 - Continued strengthening of FID information systems, including interoperability with the social registry and identification systems
 - Implementation and strengthening of FID's social accountability mechanisms and the project Grievance Redress Mechanism (GRM)
 3. **Building the Institutional Capacity for the Coordination of the Social Protection System** will support the MPPSPF to:
 - Monitor and evaluate selected social protection programs
 - Strengthen national coordination mechanisms to support vertical and horizontal expansion of cash transfers in response to crisis
 - Maintain the participant registry

⁶¹ World Bank Group. (January 9, 2020). *Madagascar: Alleviating Three Key Drivers of Poverty Through the Fiovota Cash Transfer Program*. <https://www.worldbank.org/en/news/feature/2020/01/09/madagascar-alleviating-three-key-drivers-of-poverty-through-the-fiavota-cash-transfer-program#:~:text=To%20alleviate%20three%20key%20drivers,withdrawal%20of%20children%20from%20school>.

⁶² The Productive Cash-for Work Program. For more information, see The World Bank. (June 27, 2019). *Madagascar: a social protection program combines community well-being with personal development*. <https://www.worldbank.org/en/news/feature/2019/06/27/madagascar-a-social-protection-program-combines-community-well-being-with-personal-development>.

- Leverage the existing participant registry to establish a broader social registry covering potential participant households in selected areas
 - Coordinate between the social registry and the ongoing effort under the PRODIGY project to establish a national identification system that can provide assurance of a unique identity for each household in the registry
 - Strengthen the MPPSPF financial management and procurement capacity
 - Coordinate the Thematic Social Protection Groups
 - Implement the communication strategy covering strategic aspects of the project
 - Finance operational, technical and financial audits
 - Train and build capacity
 - Maintain MPPSPF premises
4. **Contingent Emergency Response Component (CERC)** establishes a crisis modifier if the funding under the three components is not sufficient.
- UNICEF-financed social protection programs
 - UNICEF co-finances a universal child protection cash+ program that reaches all children under the age of 15, and households with disabled members. The cash transfer is provided with accompanying measures, including nutrition promotion and economic empowerment. UNICEF plays a critical role in policy support and strengthening systems, such as the development of the social protection administration systems, including the social registry. Additionally, UNICEF co-chairs the Social Protection Technical Committee with the MPPSPF and the Cash Working Group Committee with the National Office for Risk and Disaster Management (BNGRC).
 - The GOM Mionjo project financed by the WB
 - Geographic areas of implementation: Androy and Anosy
 - The development objective of the Support for Resilient Livelihoods in the South of Madagascar Project (Mionjo) is to improve access to building and water infrastructure, increase livelihood opportunities, scale-up climate-smart and resilient agriculture, and strengthen local governance in southern Madagascar with a primary focus on youth and women. This program also includes a graduation approach and an emergency response mechanism.
 - USAID/ Madagascar Rano Maharitra (Lasting Water) - Rural WASH
 - Geographic areas of implementation: Sofia, Betsiboka, Vatovavy, Fitovinany, Atsimo Atsinanana, Anosy and Androy
 - The Rano Maharitra (Lasting Water) project, will build on the success of the recently closed RANO WASH project to improve the Government of Madagascar's capacity to deliver permanent and accountable water and sanitation services. Rano Maharitra will engage government and local and international public and private sector experts to increase financial resources to support the WASH sector, and boost both supply and demand of WASH products and services in the selected regions. The activity is led by CARE USA along with Bushproof, Sandandrano, International Development Enterprises, Mirakap and WaterAID.
 - Tsiro Alliance Activity

- The TSIRO Alliance is a five-year activity that aims to conserve ecosystems and improve the well-being and prosperity of 2,000 small- and medium-hold farmers and their communities in two forest areas: the Tsaratanana Forest Corridor (COMATSA) and the Fandriana-Vondrozo Forest Corridor (COFAV). The activity is implemented by Catholic Relief Services (CRS), along with four private sector partners and two technical partners. The TSIRO Alliance intends to support farmers in up to 30 communes and plant more than 1.5 million trees in agroforestry systems that incorporate food and spice crops such as cacao, vanilla, cinnamon, and wild pepper. TSIRO focuses on four major threats to biodiversity and human wellbeing: (1) deforestation, (2) unsustainable farming practices, (3) insufficient access to resources for farmers and farmer groups, and (4) underdeveloped supply chains. This approach is expected to reduce soil erosion; provide stable, diversified incomes for farmers, which may allow households to invest more in their family's health and education; and enhance the biodiversity of the area.⁶³
- USDA McGovern Dole Food for Education programs: Mianatra and Mavitrika Mianatra.
 - Geographic areas of implementation: Androy (Mianatra, led by Global Communities), Atsimo Atsinanana (Mavitrika Mianatra, led by Catholic Relief Services)
 - Both programs work closely with the Ministry of Education, WFP, and local stakeholders, and include similar approaches to target households with school-aged children, provide nutritious meals, improve quality of education, and train teachers and students on health and nutrition. Additionally, the programs will transition target commodities to local and regional purchase to create livelihoods and food systems development of nutritious foods, while creating opportunities for linkages with producer groups, and off-farm opportunities in the food system.
- European Union Pacte Verte project
 - Geographic areas of implementation: Androy (Ambovombe, Tsihombe) and Anosy (Amboasary)
 - This project contributes to strengthening the resilience of the population and institutions responsible for providing services in the face of socio-eco-climatic shocks in the Grand South with a focus on food security and increased nutrition.
- GIZ ProSAR and PRADA projects
 - Geographic areas of implementation: Androy, Anosy, and Atsimo Atsinanana
 - ProSAR: The project adopts a comprehensive approach that involves the four dimensions of food and nutrition security, including: availability, access, utilization, and stability. In other words, a multisectoral approach including the linking of measures relating to food in agriculture, health, hygiene and water, and social protection will be addressed simultaneously.
 - PRADA: This project aims to increase the agricultural performance of farmers in selected value chains vulnerable to climate change.
- The Ministry of Agriculture and Livestock (MINAE) Program for the Development of Inclusive Agricultural Sectors (DEFIS) project, co-financed by the International Fund for Agricultural Development

⁶³Duthie, M., Miller, S., & Aziz, A. (2021). *Baseline Report: USAID/Madagascar Tsiro Baseline Survey*. USAID. https://pdf.usaid.gov/pdf_docs/PA00Z66G.pdf.

- Geographic areas of implementation: Anosy, Androy, Atsimo Andrefana and Atsimo Atsinanana
- The overall objective of MINAE DEFIS is to sustainably improve the incomes and food and nutritional security of vulnerable rural people in the areas of intervention. This includes the transformation of family farming through the large-scale adoption of efficient and resilient production systems, the integration of family farms into remunerative sectors, and building market linkages.
- WFP Home Grown School Feeding
 - WFP works with the Ministry of Education in the RFSa target regions and nationally to scale-up its home grown school feeding programming. The approach also includes quality education, and will strategically shift food supply to local and regional purchase to invest in Malagasy food systems and strengthen linkages with producers.

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 seven districts to ensure linkages to services such as health care, nutrition 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 other similar graduation and adaptive social protection programs

Shock Responsive Programming

The RFSa design should be responsive to an environment prone to climactic, political, economic and security shocks. Applicants should integrate a variety of tools in their technical design, such as adaptive management, flexible budgeting, and the use of crisis modifiers, to address localized crises and stabilize activity participants during times of shock to preserve resilience gains. Applicants should propose the most contextually appropriate approaches that will stabilize participants during times of shock.

Applicants are strongly encouraged to include crisis modifiers as part of their shock responsive programming. If applicants propose the use of crisis modifiers, they 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 RFSF funding over the five years will be reserved for crisis modifiers, and outline their plan for ensuring these funds (including Title II resources) are used to directly help participating households. BHA expects applicants to maintain the same target number of households reached under the graduation approach (see Participant Targeting). If not fully spent on responding to emergencies, applicants should detail at what point within the five years do these funds get released to deliver the graduation approach to more households. If there are additional humanitarian needs, applicants should coordinate with BHA on the possibility of requesting additional emergency funding.

Applicants are expected to align with the humanitarian and shock-responsive assessments, transfer values, modalities, and other requirements, and follow the guidance of the Cash Working Group, BNGRC and the Social Protection Technical Committee, to ensure that all cash programming aligns with existing shock-responsive systems and GOM policies.

Positive Youth Development

BHA promotes a focus on young people as positive change agents who bring creativity, energy, commitment, and novel perspectives to understanding and addressing food insecurity in their communities. As 59 percent of Madagascar's population are under the age of 25,⁶⁴ applicants are encouraged to pursue inclusive and positive youth development (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.⁶⁵ If a targeted household includes youth, the youth should be considered as part of the same household, but livelihood training can be tailored to the aspirations and interests of the participating youth. 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 RFSF interventions. In particular, BHA advises applicants to incorporate approaches that aim to:

- 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 village savings and loan associations (VSLAs);
- Recognize that youth are not all the same and program activities should be tailored to the participant based on context and overall RFSF 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.

⁶⁴ Green, K.& Andrianaivosoa, LMD. (May 27, 2020). *USAID/Madagascar Cross-Sectoral Youth Assessment Final Report*. USAID YouthPower2: Learning and Evaluation.

https://www.youthpower.org/sites/default/files/YouthPower/files/resources/YP2LE%20Madagascar%20CSYA%20Report_final.pdf

⁶⁵ YouthPower. *Promoting Positive Youth Development*. <https://www.youthpower.org/positive-youth-development>.

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-2, and the recipient(s) will work with BHA to confirm or refine their proposed design of each component of the model. While the graduation approach has defined components, these components must be contextualized to the Malagasy context and to each household in order to best meet the needs of the targeted population. At the household level, applicants should incorporate the ambitions, interests and needs of participating households in the design of the components. For example, coaching should be responsive to the needs of each household so that participants are able to overcome their unique emotional and psychosocial hurdles and knowledge gaps that might prevent them from having resilient livelihoods. 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.

Community engagement, during the Contextualization Period and throughout implementation, will be essential to ensure communities understand the program and grievance redress mechanisms. 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 recipient(s) team and the participating communities.

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 that a substantive and meaningful part of the budget will be programmed through sub-awards to local organizations, and that organizational development support will be provided systematically from the prime recipient(s) to the local sub-awardees. Local organizations in Madagascar effectively lead implementation of development and humanitarian assistance activities, in part due to security concerns and access constraints that make it difficult for international organizations to operate. Local organizations understand the very nuanced context, cultural practices, and beliefs, and are able to safely access many locations difficult for international NGOs. Local organizations have the knowledge, relationships, and political and cultural awareness to adeptly tailor and prioritize assistance on the ground. 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 strengthening the capacity of local NGOs is important for community-level change and sustainability. Applicants should review the Management Section (Section D.5.d.1) for more information on Localization and Private Sector Engagement.

Applicants should also take into consideration informal and formal actors in the private sector, including family and individual businesses. The households that the RFSA will reach may be involved in family farming as a business, engaged in micro-entrepreneurship, or other forms of informal and formal employment. They also engage with and are influenced by small and medium enterprises, and larger-scale businesses in the Grand South and Southeast. Larger private sector stakeholders often hold

appointed political positions or have a direct interest in development and humanitarian activities such as fuel and transport, collection of agricultural products, and hospitality.⁶⁶ These relationships, and in some cases monopolies, combined with extremely poor infrastructure and access to services have also inhibited expansion of inclusive market systems, competition, and development.⁶⁷ Strengthening private sector engagement and small-scale on-, off-, and non-farm micro-entrepreneurship is critical for the activity to achieve the desired outcomes. Small and midsize enterprises and larger investors have also expressed interest and commitment to more inclusive growth through reducing reliance on humanitarian assistance, and helping small-scale household producers to succeed (e.g., offering technical support, equipment loans, seeds, etc.). Linkages to the private sector have the potential to help drive long-term improvements and development of the agricultural sector as a whole.⁶⁸ In addition, the private sector plays an active role in providing health commodities as well as WASH services in rural areas⁶⁹ and should be considered for geographic targeting and linkages.

Use of Resource Transfers

(a) Title II In-Kind Commodity Distributions

Applicants must provide a description of the ration including the amount of each commodity being proposed, how this amount was derived, frequency of transfers, and how the applicant will manage respective risks. Applicants should explain the full supply chain and commodity management process including transportation (port, road, rail, etc.), warehousing (including fumigation), certifications, and contractual specifications. Applicants should include potential commodity substitutions (in the event the proposed commodities are not available). Applicants must include an [Annual Estimate of Requirements and Executive Summary Table](#) as part of the application (Annex 1).

BHA may request a Commodity Pipeline during the application review and negotiation process. Requests for containerization or through-bills of lading will be reviewed, and if necessary, approved, at the time award(s) are made. Commodity distributions need to be planned and implemented in accordance with [BHA Functional Policy 20-02, Procedure to Complete Market Assessment to Inform USAID's BHA Activity Design and Determine Compliance with the Conditions of the Bellmon Amendment](#).

(b) For Applicants Proposing Cash Transfers or Vouchers

Applicants must provide details on the respective delivery mechanism(s) per modality. 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.

⁶⁶ Antilahy, E., Andriamisaina A., Carson, S., Nash, M., Rojas, S., & Wyatt, A. (2023). *Political Economy Analysis of Resilience, Food and Nutrition Security, and Poverty in Madagascar*. West Lafayette, IN: Long-term Assistance and Services for Research – Partners for University-Led Solutions Engine (LASER PULSE Consortium).

⁶⁷ Ibid.

⁶⁸ Kansas State University. (2023). *Opportunities for strengthening the sorghum value chain in Madagascar for more sustainable livelihoods*. Feed the Future Innovation Lab for Collaborative Research on Sorghum and Millet, Kansas State University. <https://smil.k-state.edu/wp-content/uploads/2023/06/MadagascarSorghumValueChain.pdf>

⁶⁹ Kellum, J., Randrianarimanana, H., Andrianaivosoa, L. M., & Telingator, S. (2020). *USAID/Madagascar Gender Analysis for the 2020-2025 Country Development Cooperation Strategy*. United States Agency for International Development, prepared by Banyan Global. <https://banyanglobal.com/wp-content/uploads/2020/08/USAID-Madagascar-Gender-Analysis-for-the-2020-2025-CDCS.pdf>.

Applicants proposing cash transfers or vouchers must also provide the following information for each modality proposed:

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

For each modality proposed, applicants should also provide the following:

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

If proposing unconditional assistance, applicants should use a do no harm approach. Additionally, applicants proposing unconditional assistance must obtain regional government concurrence with planned interventions prior to implementation.

(c) Commodity Quality and Safety for Voucher Activities for Food

Applicants proposing voucher activities for food are expected to ensure that commodities purchased by participants with vouchers will meet the commodity standards of the recipient country. As the recipient(s) is responsible for selecting the vendors, they must ensure that the food being provided by the vendor under the food voucher is of acceptable quality. If proposing voucher activities for food, the recipient(s) is required to identify what procedures will be in place to ensure that vendors provide proof of acceptable quality. Proof of acceptable quality typically aligns with government standards and guidance around food safety and quality for vendors, which varies by country. Recipient(s) should routinely work with vendors to monitor that the food being provided under vouchers meets the prevailing quality standards of that market.

(d) Local, Regional and International Procurement (LRIP)

Applicants must utilize Title II commodities before the use of LRIP. Please refer to [BHA Functional Policy 20-03](#) (FP 20-03) for further information on requirements and preferences for LRIP. As per FP 20-03 and ADS 312, commodities also available as Title II commodities should only be procured outside the U.S. when procuring them from the U.S would be impracticable or when the commodities are not available in sufficient quantities in the U.S. Per Functional Policy 20-01, Title II ITSH must support costs associated with Title II commodities, and therefore should not be used to request LRIP. Applicants considering proposing LRIP should carefully review FP 20-03 to understand the requirements for LRIP, including the requirements and approvals needed per ADS 312 for LRIP under CDF-funded activities.

Applicants proposing LRIP must provide details on the respective delivery mechanism(s) per modality. 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 explain the full supply chain and procurement including transportation (port, road, rail, etc.), warehousing (including fumigation), certifications, and contractual specifications. Applicants should consult the [Modality Decision Tool for Humanitarian Assistance](#) for further guidance. Applicants should follow the

Authorized Geographic Code outlined in the Base APS Section B.5.

d. Management and Staffing Plan (12 pages maximum)

1. Management

Applicants should propose a management plan that considers the unique challenges and complex social relationships in the geographic focal zones that may impact the effectiveness of the graduation approach in the targeted geographic areas. The management plan should demonstrate the applicant's capacity to function in 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 RFSA TOC. This may include disaster preparedness, response and recovery, and taking advantage of new or changing market opportunities or opportunities for SLI.

The management plan must include adaptive management approaches at all levels of staffing, including any field agents or coaches, that will enable rapid feedback cycles that foster experiential learning and utilization of data from assessments, surveys, research, and routine monitoring. This should include planned approaches to identify and address unintended consequences as well as scenario planning around activity responses to anticipated shocks and/or changes in the political, social, environmental and/or market context. The applicant must describe the management processes that will enable the application of analysis and learning in course correction such as adjustments to the TOC and other design elements, adaptations to ongoing implementation and management strategies, and updates to learning strategies and plans. These processes are expected to continue throughout the life of the award(s).

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 the relevant implementing actors. Such structures are vital to prevent siloed implementation, operationalize accountability to affected populations, and to address the common challenge where organizations, and those overseeing them, are under intense pressure to showcase success and sidestep hard choices.

Partnerships with local organizations will be essential to the success of the activity. BHA encourages applicants to partner with at least one local organization and 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 implementer will be able to implement this type of programming in the future. Specific information on how the skills and knowledge of local partners will be built to manage different types of resource transfers should also be included. As part of their management plan, applicants should describe how they will assess capacity of local organizations and how it would develop and implement a capacity strengthening approach to respond to identified capacity strengthening priorities.

Applicants must demonstrate how they will manage consortium members. The management structure and approach must outline how partnerships will support the required post-award Contextualization Period, including the possible role of any research partners, if applicable, and how, in the case of major changes to the TOC, changes to management, staffing, and partnerships will be managed to better address capacity needs under a revised technical approach.

Applicants should also include the requirements listed in the Base APS Section D.5.d.

2. Staffing

The application must detail a management structure that ensures the efficient use of resources, as well as effective and adaptive management; strong technical implementation; and logistical, operational, financial, and administrative support. The management structure must demonstrate the necessary technical and managerial competencies to implement the technical interventions proposed. The applicant must explain the management structure presented in the organizational chart including the structure of the prime, all members of the consortium, and sub-awardees as applicable; personnel management of expatriate and local staff; and lines of authority and communication between organizations and staff.

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

To achieve the aforementioned management plan, applicants must consider highly qualified teams and adequate personnel with localized experience. In addition, six (6)⁷⁰ Key Personnel are required under this RFSA. Within this RFSA, the Key Personnel include: Chief of Party (COP); Graduation Approach and Social Protection (GASP) Advisor; Commodities Manager (CM); Resource Transfer Manager (RTM); Monitoring and Evaluation (M&E) Manager; 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 – Substantial Involvement. All Key Personnel listed must be their own unique full-time position (40-hour workweek) throughout the life of the award(s), unless otherwise stated. Required attributes for **all Key Personnel** include strong management and interpersonal skills, professional working proficiency in English and French (Malagasy preferred), mentoring and facilitation skills, the ability to network and communicate with a wide range of stakeholders, and implementation experience in similar low-resource environments.

Applicants must include CVs for all Key Personnel as part of the application (Annex 9).

Chief of Party (COP): 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 and uncertain contexts. The COP must have prior experience effectively managing USAID HDP activities involving implementation by multiple

⁷⁰ Five (5) Key Personnel will be required if the Commodities Manager and Resource Transfer Manager roles are combined.

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, prior experience working in Madagascar and familiarity with Madagascar's social, political, economic, and cultural landscape is strongly preferred, and demonstrated ability to build and maintain relationships with host governments, donors, other donor-funded projects and stakeholders, local organizations, and partners is required. 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 is required, preferably in Madagascar. The COP must have a minimum of 10 years of experience in leading the implementation of food security and/or resilience programs targeting extremely poor households. The COP should be based ideally in the closest major city to the implementation (with potential for Antananarivo). USAID strongly encourages the COP to have routine visibility on programming and spend approximately 50 percent of their time in the RFSa implementation areas, in addition to travel to Antananarivo (if not based there).

Graduation Approach and Social Protection (GASP) Advisor: The GASP Advisor will ensure the activity design stays true to the graduation approach as detailed in Section A.6. The GASP Advisor must have demonstrated experience designing and implementing all aspects 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 GASP Advisor must also have an in-depth understanding of local social protection systems, and adaptive safety and productive safety nets. The GASP 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, marginalized populations, gender, and youth integration—is critical to realizing BHA's intended outcomes. The GASP 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 M&E Manager and the SLA. The GASP Advisor will ensure that all components of the graduation approach work together to create multiplier effects across and between components. The GASP Advisor is also responsible for overseeing SLI with external actors such as those implementing social protection programming. The GASP 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(s). The GASP Advisor should also ensure technical interventions are integrated, layered, and sequenced appropriately at all levels of implementation within the activity, USAID investments, the private sector, other donors, and GOM. Five years of graduation approach experience is required. The GASP Advisor should be based preferably in the closest major city to the implementation (with potential for Antananarivo). USAID strongly encourages the GASP Advisor to have routine visibility on programming and spend approximately 50 percent of their time in the RFSa implementation areas, in addition to travel to Antananarivo (if not based there).

Commodities Manager (CM): The CM is responsible for the logistical management of Title II and locally and regionally purchased (LRP) commodities. The CM is responsible for establishing accurate commodity tracking systems, managing risks (including fraud and corruption), and ensuring accountability throughout the supply chain. This individual must show extensive experience procuring food

commodities and managing in-kind food commodity supply chains from point of origin through to food distribution points and end recipients in developing countries. The CM should also have experience maintaining commodity quality and safety, managing warehouses (including fumigation and testing), coordinating transportation (port, road, rail, etc.), monitoring, and reporting. The CM should work closely with the RTM to update the Bellmon Analysis and conduct regular market assessments to monitor local markets. Experience specific to Title II is highly desired. The CM should demonstrate the ability to network and engage with necessary stakeholders to manage food commodity supply chains. Experience working in Madagascar is required. Knowledge and experience with USAID and USG regulations are preferred. The CM must have at least five years of commodity management experience working in similar international humanitarian and development contexts. If this experience and capacity can be covered by the same individual as the RTM, BHA would be supportive of these two roles being combined. The CM and RTM can be filled by the same candidate if the candidate possesses the requisite qualifications and experience to cover both responsibilities listed under each position. However, the proposed structure must ensure adequate coverage for all responsibilities. The CM should be based in the closest major city to the implementation. USAID strongly encourages the CM to have routine visibility on programming and spend approximately 50 percent of their time in the RFSA implementation areas.

Resource Transfer Manager (RTM): The RTM must have experience selecting cash transfer modalities and updating in response to changing market conditions. Additionally, the RTM must have experience managing cash transfers including identifying delivery mechanisms, frequency, duration, as well as post-distribution monitoring of in-kind, voucher and cash transfers to ensure accountability to participants and reduce risk of rent-seeking behaviors. The RTM should also have knowledge and experience with local ways of moving money and the most secure ways to move money in rural Madagascar. The RTM is responsible for coordinating with the Cash Working Group and GOM's shock responsive cash management programming. The RTM, working alongside the CM, is responsible for updating the Bellmon Analysis and conducting regular market assessments to monitor local markets and understand how infusions of cash may affect market prices and food availability. The RTM should have experience working within cash coordination mechanisms and demonstrate the ability to network and engage with necessary stakeholders to manage cash transfers in accordance with GOM policy and BHA Do No Harm principles. Experience working in Madagascar is required. The RTM must have at least five years of cash transfer experience working in similar international humanitarian and development contexts. If this experience and capacity can be covered by the same individual as the CM, BHA would be supportive of these two roles being combined. The CM and RTM can be filled by the same candidate if the candidate possesses the requisite qualifications and experience to cover both responsibilities listed under each position. However, the proposed structure must ensure adequate coverage for all responsibilities. The RTM should be based in the closest major city to the implementation. USAID strongly encourages the RTM to have routine visibility on programming and spend approximately 50 percent of their time in the RFSA implementation areas.

Monitoring and Evaluation (M&E) Manager: The M&E Manager will provide technical expertise and leadership to generate and analyze evidence to provide quality information for decision making through monitoring, assessments, and evaluations. The M&E Manager 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. The M&E Manager must coordinate data collection and analysis to report to Feed the Future required and required if applicable indicators as well as reporting related to the Mission CDCS. The M&E Manager must coordinate with existing social registry and social protection program M&E staff. 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 experience working in similar international humanitarian and development contexts, is required. Experience with M&E for graduation, adaptive social protection, or other multi-sectoral programs is required. Additional qualifications are required, including demonstrated experience in leading the M&E of a large award; knowledge about TOCs, 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 randomized evaluation of innovations to the core model, the M&E Manager should ideally have experience with RCTs, either as a member of an implementing organization whose program was evaluated with an RCT, or as a member of a research team conducting an RCT. The M&E Manager is required to have seven years of relevant experience with multi-sectoral programs. The M&E Manager should be based in the closest major city to the implementation. USAID strongly encourages the M&E Manager to have routine visibility on programming and spend approximately 50 percent of their time in the RFSa implementation areas.

Strategic Learning Advisor (SLA): 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, TOC 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 contextualization 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. 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 similar international humanitarian and development contexts, Madagascar preferred. The SLA should be based in the closest major city to the implementation. USAID strongly encourages the SLA to have routine visibility on programming and spend approximately 50 percent of their time in the RFSa implementation areas.

During the issues letter phase, apparently successful applicants may be requested to identify and provide CVs for other key technical staff⁷¹.

Applicants should also include the requirements listed in the Base APS Section D.5.d.

6. Cost Application Format

Subject to funding availability and at the discretion of the Agency, USAID intends to provide a total of \$100 million for the five-year period of performance - \$85 million from CDF and \$15 million from Title II, non-emergency (commodities, freight, ITSH) - with the likelihood of two awards.

USAID intends to award one (1) Cooperative Agreement of up to \$40 million, \$6 million in Title II and \$34 million in CDF, in the Southeast for the Atsimo Atsinanana Region.

⁷¹ These key technical staff would not be considered Key Personnel under the award(s).

USAID intends to award one (1) Cooperative Agreement of up to \$60 million, \$9 million in Title II and \$51 million in CDF, in the Grand South for the Androy, Anosy and Atsimo Andrefana Regions.

The Cost Application must contain the following sections (which are elaborated further in Base APS document 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 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.
- **Negotiated Indirect Cost Rate Agreement**
Applications must include a copy of the organization's USG 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.
- **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 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-2 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-2. 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 3: Annex References

| No | Annex Title | Page Limit | Reference |
|----|---|---|-------------------------|
| 1 | Executive Summary Table and Annual Estimate of Requirements for the Award | None | Base APS Section D.7.d. |
| | TOC Diagram and TOC Complementary Documentation | Applicants are not required to submit a TOC for this application. 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. 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 TOC during the Contextualization Period (Section D.5.c.3). | |
| 2 | Logframe and Monitoring & Evaluation Plan | Logframe: None Monitoring & Evaluation Plan: Five (5) pages maximum | See Below |
| 3 | Collaborating, Learning, and Adapting Plan | Five (5) pages maximum | Base APS Section D.6.j |
| 4 | Gender Analysis Summary | Four (4) pages maximum | Base APS Section D.6.b |

| No | Annex Title | Page Limit | Reference |
|----|--|-----------------------------|----------------------------------|
| 5 | Environmental Safeguards Plan | Four (4) pages maximum | Base APS Section F.5 and Below |
| 6 | Risk Assessment and Management Plan | None | Base APS Section F.6.c and Below |
| 7 | Intervention Area Map(s) | None | Base APS Section D.6.e |
| 8 | Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable) | None | Base APS Section D.6.f |
| 9 | CVs of Key Personnel | None | See Below |
| 10 | Letter(s) of Commitment, if applicable | None | See Below |
| 11 | Glossary and List of Acronyms | None | See Below |
| | Participant Financial Analysis | Not required for this Round | |
| 12 | Sustainability Plan | None | See Below |
| | Interventions Table | Not required for this Round | |
| 13 | Safety and Security Plan | None | Base APS Section F.6.b |
| 14 | Accountability to Affected Populations Plan or Framework | Two (2) pages maximum | Base APS Section D.6.d |
| 15 | Other Supporting Documents | None | See Below |

In addition, the Apparently Successful Applicant(s) will be required to submit the following during the Application Review phase:

| Annex Title | Page Limit | Reference |
|--|----------------------|--------------------------|
| Organization's Code of Conduct (ideally, but not required, with a dedicated section on Preventing Sexual Exploitation and Abuse (PSEA) or PSEA Policy) | None | Base APS Section F.6.a |
| PSEA Code of Conduct Implementation Details | One (1) page maximum | Base APS Section F.6.a.i |
| Branding Strategy and Marking Plan | None | Base APS Section D.7.i |
| Host Country Agreement | None | Base APS Section D.6.a |
| Country-specific Procurement and Logistics Policies <ul style="list-style-type: none"> Procurement policy that applies in the country of operation and that was revised within five years of submitting the application. This procurement policy must include the bidding | None | Base APS Section D.6.c |

| | | |
|---|--|--|
| <p>policy, basic details about vendor selection, and the process for approving any deviations from policies.</p> <ul style="list-style-type: none"> ● Warehouse management policy that applies in the country of operation and that was revised within five years of application submission. ● Fleet management policy that applies in the country of operation and that was revised within five years of application submission. | | |
|---|--|--|

Description of Annexes

Annex 1. Executive Summary Table and Annual Estimate of Requirements for the Award

See Base APS Section D.7.d, per the table above.

Annex 2. 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 TOC provided in the Program Description (Section A.7) and may include qualitative inquiries (i.e., qualitative monitoring or qualitative studies) if/where relevant at the application stage. Applicants must also provide at least one relevant gender indicator for each purpose, and additional gender indicators are highly encouraged. Recipient(s) will be required to submit a full LogFrame post award during the Contextualization Period, including intermediate outcomes and outputs, and the BHA M&E Advisor will work with the recipient(s) 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](#). The applicant should only include indicators which the proposed activity design will significantly influence. Where BHA has not provided a USAID indicator, the applicant should propose indicators, with preference for indicators widely used in the sector (e.g., from UN or other sources), as applicable. 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 LogFrame are 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.7) - 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. There is no page limit for the Logframe.
- 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 TOC in Section A.7 and LogFrame included in Annex 2, the M&E plan should illustrate the applicant's approach to:

1. Monitoring Strategy (see the Base APS Section D.6.i.2)

The overall monitoring strategy should focus on ensuring high-quality delivery of the graduation program. The recipient(s) 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 are expected to provide a clear description of the outcomes that they expect to achieve through the proposed graduation program (as outlined in the Program Description), in line with what has been found to be feasible in graduation interventions implemented in relevant contexts:

- Household consumption can be expected to increase by at least 10%
- Household income or revenues can be expected to increase by at least 30%
- The value of household assets can be expected to increase by at least 40%
- The value of household savings can be expected to at least double
- Household food security, as measured using an index that incorporates indicators measuring both the quality and quantity of food, can be expected to increase by at least 0.2 standard deviations⁷²

Based on the impacts found in other contexts, applicants must provide their own targets for each implementation area of how much they expect relevant indicators to change as a result of their proposed intervention, relative to what households would experience without the delivery of this intervention. To generate these estimates, applicants are encouraged to consult randomized impact evaluations and other evidence from relevant contexts and consider how programmatic and contextual differences between the evaluated interventions and their proposed intervention are likely to affect results.⁷³ The above list is not exhaustive, and applicants are expected to provide a clear description of the impacts that they expect to achieve with their proposed graduation intervention (as outlined in the Program Description).

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

⁷² "Standard deviation" is a measure of how much an indicator varies within the sample. The higher the standard deviation, the more dispersed food security is within a given population; a lower standard deviation indicates that food security is more homogeneous among the relevant group. Because food security is typically measured using an index that includes multiple components (for example, the Food Consumption Score, a commonly-used food security indicator, includes information about households' dietary diversity, food consumption frequency, and relative nutritional value of different food groups), program impacts on food security are typically reported in terms of standard deviation improvements, rather than percent changes.

⁷³ Applicants may consult the following (non-exhaustive) list of academic papers, though they are encouraged to review additional cost-effectiveness evidence in addition to these: [Bedoya et al. 2019](#) and [2023](#), [Gibbs et al. 2020](#), [Karimli et al. 2019](#), [Angelucci et al. 2022](#), [Banerjee et al. 2016](#), [Zheng et al. 2023](#), [Bossuroy et al. 2022](#), [Chowdhury et al. 2016](#), [Blattman et al. 2016](#), and [Brune et al. 2022](#).

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 measurable⁷⁴.

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 ethnic groups) to improve the detection of fraud, waste, and abuse, including diversion. If the prime recipient(s) 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. Applicants may propose the use of third-party monitors to monitor cohorts who have completed the program. For example, these third-party monitors may monitor the first cohort while implementing the second cohort, and monitor the second cohort while implementing the third.

BHA recommends applicants to develop a new or existing database/management information system (MIS) at nominal cost to:

- Facilitate report generation;
- Identify each participant and household;
- Link each participant and household to each component of the graduation approach they are receiving; 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. Applicants may propose the use of subscription-based data collection applications but must ensure they are cost-effective.

2. Evaluation Plan (see the Base APS Section D.6.i.1)

The evaluation plan is an overview of the anticipated evaluations, including timing, design and management of the joint mid-term evaluation and external evaluative efforts (baseline study, midterm evaluation, and interim/midline/final evaluation as applicable).

BHA plans to conduct an impact evaluation⁷⁵ using either an experimental (e.g. RCT) or quasi-experimental design. If BHA determines that an impact evaluation is not feasible, a performance evaluation may be conducted. BHA will contract and manage a third-party evaluation firm to conduct the

⁷⁴ 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

⁷⁵ For more information on BHA's guidelines for impact evaluations, please refer to the BHA [Technical Guidance for Monitoring, Evaluation, and Reporting for Resilience Food Security Activities](#).

evaluation. BHA intends to conduct a cost analysis as part of any impact evaluation, consistent with USAID policy. Regardless of the evaluation design, the recipient(s) agrees to transparently share costing data with the evaluation firm.

In addition to measuring the impact of the intervention as a whole package, an impact evaluation can be used to quantify the effects of any innovations to the core graduation program that applicants include in their applications. For example, applicants may propose including an “add-on” component to the core approach that aims to improve the overall cost-effectiveness of the RFSA through either minor (e.g., enhancing human-based training or coaching with videos) or zero (e.g., different versions of the training curriculum) cost “add-on” interventions. Examples include: adding activities designed to improve social capital beyond savings groups (which are often included as the strategy to encourage participants to save in the core graduation model) or requiring participants to develop a business plan, with the support of program staff, before delivering the asset transfer. Applicants who propose low- or no-cost “add-on” interventions that have not been evaluated with randomized controlled trials are expected to include a discussion of how the proposed approach could generate additional impact on RFSA outcomes, commensurate with any additional costs of delivering the proposed innovation, relative to the standard graduation approach. They are also expected to include a discussion of how the proposed approach could generate new cost-effectiveness evidence through randomized controlled trials (which could either test operating models against each other with no control group or against a common control group).⁷⁶

In submitting an application for this MY APS Round-2, applicants agree to collaborate with an external evaluation team of USAID’s choice in the design and implementation of the evaluation. The evaluation plan must demonstrate the applicant’s willingness to participate in and collaborate with the BHA and the external evaluation firm in the process of designing an impact evaluation. Should BHA decide to design a RCT, the evaluation firm will randomly assign the treatment and control groups and the recipient(s) must agree to a randomization scheme. The recipient(s) will commit to:

- Engaging with BHA and the evaluation firm to design the impact evaluation during the **Contextualization Period**, including:
 - Sharing detailed information about targeted communities, eligibility criteria, and potential intervention package treatment arms;
 - Providing details about and making adjustments (as needed) on the workplan, implementation roll out, internal monitoring plans, and other details required to support the research design;
 - Participating in workshops and meetings to consider implementation randomization schemes;
 - Providing logistical information (e.g., directions to communities that are participating in the evaluation, introductions to community leaders, etc.) to support baseline data collection by the impact evaluation firm; and
 - Reviewing evaluation plan and data collection instruments
- Engaging with BHA and the evaluation firm to implement the impact evaluation during the RFSA implementation, including:
 - Sharing the list of participants and introducing the evaluation firm to the communities;

⁷⁶ The recipient(s) should work with the third-party evaluation firm to incorporate evaluation of these complementary interventions into the RCT (or other evaluation) design. This evidence should be generated throughout the life of the award(s) to generate new cost-effectiveness evidence. See Annex 2 for more information on the Evaluation Plan.

- Ensuring that RFSAs programming is not implemented in the ‘ring-fenced’ control communities, for the duration of the study, according to the impact evaluation design;
- Ensuring that implementation remains in the treatment communities, for the duration of the study, according to the impact evaluation design;
- Participating in frequent meetings to discuss implementation and evaluation progress;
- Sharing cost data and helping categorize cost data in a way that allows for detailed cost-effectiveness analysis;
- Sharing implementation data with the research firm that allows the firm to conduct a “Process Evaluation” or “Implementation Quality Monitoring” that is complementary to the impact evaluation; and
- Coordinating with implementers of external development and humanitarian assistance programs that are not related to the RFSAs to ensure that these external programs are not exclusively targeting the control group to ensure the randomization is effective (i.e., ensuring that external programs are delivered equally to treatment and control communities).⁷⁷

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

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.3)

BHA expects that applicants will allocate 3 to 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 (for food commodities), ITSH, CDF, USAID Missions, the recipient(s), and other USAID and non-USAID sources. Applicants are not expected to budget for the impact evaluation (including baseline, midline, and endline data collection). However, the M&E budget should demonstrate the applicant’s commitment to collaborating with the external evaluation team in the case of an impact evaluation. The applicant should budget for a potential joint mid-term evaluation with BHA (note: midterm evaluations typically cost between \$200,000 and \$300,000).⁷⁸ The mid-term evaluation is separate from the midline to be conducted as part of the impact evaluation.

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

Annex 3. 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

⁷⁷ BHA understands that external actors may decide to act independently of attempted coordination by the RFSAs; in these cases, the recipient(s) is expected to promptly inform the third-party firm collaborator of potential issues with fidelity to the randomization design.

⁷⁸ 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.

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 4. Gender Analysis Summary

See Base APS Section D.6.b, per the table above.

Annex 5. 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, including management of packaging waste from commodity distribution;
- 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 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-[Initial Environmental Examination](#) (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 6. Risk Assessment and Management Plan (RAMP)

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 implementing 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. If applicable, policies and other measures to ensure that sub-awardees 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 humanitarian assistance 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?

Annexes 7-8. Intervention Area Map(s) and Applicant Organizational Chart (and information on consortium or sub-awardee structure, if applicable)

See Base APS Sections D.6.e - D.6.f, per the table above.

Annex 9. CVs of Key Personnel

The application must include CVs of Key Personnel including the Chief of Party (COP), Graduation Approach and Social Protection (GASP) Advisor, Commodity Manager (CM), Resource Transfer Manager (RTM), Monitoring and Evaluation (M&E) Manager; and Strategic Learning Advisor (SLA).

Annex 10. Letters of Commitment

BHA encourages letters of commitment from partners, if applicable. The conditions for which letters of commitment are encouraged are outlined in the Base APS Section C.1. Applicants can submit letters in French with a brief English translation.

Annex 11. Glossary and List of Acronyms

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

Annex 12. 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. If there are opportunities for sustained service delivery (continued delivery of components of the graduation approach; for example, linking to other actors), applicants should identify areas where that would be possible. 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 outcomes 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 post-award TOC.

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. 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.

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 Madagascar 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 lifetime of the RFSA.

BHA requests that applicants include a table or chart, similar to the one below. The table should include:

- Outcomes to be sustained
- Necessary services and inputs (including staffing structure and skills needed) for each outcome
- 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
- Risks or potential obstacles for each input/service
- 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 4: 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 - motivation, resources, capacities and linkages | For each input/service describe potential risks/ obstacles | 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 13. Safety and Security Plan

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

Annex 14. Accountability to Affected Populations Plan or Framework

See Base APS Section D.6.d, per the table above.

Annex 15. Other Supporting Documents

- Host Country Agreement

The Host Country Agreement (HCA) should be in place prior to finalization of the award. The Apparently Successful Applicant should determine the format for the Host Country Agreement. Applicants should refer to 22 CFR 211.3(b) for the requirements for the Host Country Agreement. See Base APS Section D.6.a for more information.

- 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).
 - Supply Chain Management- Including Restricted Goods

BHA recognizes that partners develop documents addressing logistics and procurement plans in varying formats. BHA does not require applicants to use a specific format for any of the requirements below. However, applicants must include specific elements in the submission, based on the type of activity, as detailed below. Applicants can provide the information listed below in a single document or in a set of documents.

Applicants must submit their global organizational policies (e.g., procurement, warehousing, fleet management) in full.

1. Applicants planning to use BHA funds for any supply chain-related activities, must briefly describe in the Supply Chain Requirements Annex the logistics and operational structures and resources available to support the project. Include logistics teams, offices, warehouses, and transport relevant to achieving the purpose(s) of the proposed activity.
2. Applicants planning to use more than \$50,000 of BHA funds for procurement, combined, must provide:
 - A procurement plan including:
 - List of commodities, services (including those for warehousing and transport), and equipment they plan to use for procurement, including unit descriptions and costs per unit. If applicable, list warehousing and transporting food separately from other transport and warehousing services;
 - Planned source and origin of procurement (international, regional, or local);
 - Timeframe when procured commodities, services, and equipment will be ready for distribution;
 - Quality control processes and concerns, including third-party inspection or other methods of quality control that will be used to ensure the received commodities/services match the original specifications;

- The steps that will be taken to facilitate commodity importation, if applicable, and any anticipated importation issues; and
 - Note: If food procurement is involved, applicants need prior approval for purchase location changes.
- A transport plan detailing how the applicant will transport the commodities from vendor to warehouse and distribution sites. In the transport plan, applicants must include a risk mitigation statement that describes how they will mitigate risks such as accidents, damage, diversion, and theft of commodities.
- If an applicant intends to deviate from its standard organizational procurement practices under the proposed activity, they must outline, in the application package, the procurement policies that will apply.

Applicants proposing USAID-financed ocean shipment of commodities must comply with the [U.S. Government Cargo Preference Act](#) as described in [ADS 315](#). USAID complies with the Cargo Preference Act at an Agency level. If an application is funded, the award recipient will be required to contact the Bureau for Management, Office of Acquisition and Assistance, Transportation Division (M/OAA/T) prior to contracting for ocean transportation to ship commodities purchased or financed with USAID funds under the award. M/OAA/T will determine the flag and class of vessel to use for shipment.

USAID M/OAA/T must, in advance, approve in writing all air charters covering full or partial cargo. This includes charter parties, booking notes, and booking agreements when those forms of freight contracts incorporate provisions which add to or deviate from, the terms of the carrier's standard bill of lading and tariff. Commodity costs will be ineligible for reimbursement under the award if

- The recipient shipped the commodity under any air charter which did not receive prior written approval from M/OAA/T, or
- The recipient did not include the commodity in their cost application.

In the recipient's request to M/OAA/T, they must specify if the selected airline/aircraft is CAA-certified.

3. Applicants planning to store commodities to support BHA-funded project(s) must:
 - Submit a storage plan (number of warehouses, storage space required) detailing the adequacy and capacity of storage facilities.
 - Demonstrate that inventory oversight measures are in place to account for and secure commodities until they are distributed.

Applicants planning to use pesticides in warehousing must adhere to the restricted commodities requirements for pesticides described in Section 11 of the [Common Requirements of the EAGs](#).

4. Applicants must provide details about all generators or fleet vehicles—including cars, trucks, scooters, motorcycles, boats, and aircraft—they plan to use in the proposed activity. Applicants must demonstrate that these generators and fleet vehicles are sufficient to support the activity. Applicants must demonstrate their capacity to manage a vehicle fleet funded by BHA. Provide:
 - A list of vehicles and generators (type, make, and model) that are owned or will be rented or purchased to support the proposed activity.
 - A management plan that includes servicing and maintaining vehicles and generators that will be used in the activity.
5. Concrete measures the applicant has taken to implement sustainable practices throughout the supply chain. These may include:

- Implementing supply chain practices to reduce the social, environmental, and economic impacts of procurement, transport, and storage. These practices may include sourcing responsibly and including sustainability as an evaluation criteria when selecting vendors.
- Reducing packaging or substituting other environmentally friendly packaging options for commodities that involve substantial single-use primary, secondary, or tertiary plastic packaging.
- Using sustainable warehouse practices (e.g., rainwater catchment, solar panels, recycling, natural ventilation, updated air conditioners) and a waste management plan to reduce the organization's environmental impact.
- Taking measures to select transportation mechanisms and types of vehicles and generators with more efficient carbon emission.
- Disposing of aging vehicles and generators (more than eight-ten years old).
- Reducing or replacing generators with sustainable energy sources where possible.

The following documents are required at the Application Review stage:

- Procurement policy that applies in the country of operation and that was revised within five years of submitting the application. This procurement policy must include the bidding policy, basic details about vendor selection, and the process for approving any deviations from policies.
- Warehouse management policy that applies in the country of operation and that was revised within five years of application submission.
- Fleet management policy that applies in the country of operation and that was revised within five years of application submission.
 - Motor Vehicle Procurement

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

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION E: Application Review Information

1. Activity Specific Evaluation Criteria

Table 5: Activity Specific Evaluation Criteria

| Activity Specific Evaluation Criteria | Maximum Possible Points |
|--|-------------------------|
| a) Contextualization of the Graduation Approach | 75 |
| <i>Graduation Approach Design</i> | <i>45</i> |
| <i>Gender, Youth and Social Inclusion within Graduation Approach</i> | <i>10</i> |
| <i>Sequencing, Layering, and Integrating</i> | <i>10</i> |
| <i>Monitoring, Evaluation, and Learning</i> | <i>10</i> |
| b) Management, Operations, and Staffing | 25 |
| <i>Logistics and Operations</i> | <i>10</i> |
| <i>Management and Staffing</i> | <i>10</i> |
| <i>Incorporation of Local Organizations</i> | <i>5</i> |
| Total Possible Points | <u>100</u> |

a. Contextualization of the Graduation Approach (75 points)

Seventy five (75) points are dedicated to Contextualization of the Graduation Approach and specifically dedicated to four sub-categories as essential elements of a strong activity design: Graduation Approach Design (45 points); Gender, Youth and Social Inclusion within the Graduation Approach (10 points); Sequencing, Layering, and Integrating (10 points); and Monitoring, Evaluation, and Learning (10 points). Additional information regarding these subcategories is set forth below.

Graduation Approach Design (45 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 design the graduation program (Section A.6) that is most likely to achieve the desired outcomes in the Malagasy context. The application must include a targeting strategy to reach extremely poor and marginalized households in rural communes in the Grand South and Southeast.

Applicants must propose the number of target households for the life of the activity, as well as the number of households per cohort and how many cohorts they plan to reach throughout the life of the activity. Applicants should describe their method for household-level targeting. If the national social registry has been rolled out in the geographic areas proposed, please use it as an entry point for targeting. Where it does not exist, applicants should describe their targeting approach using the three

step process typically used for graduation programs:⁷⁹ (1) geographic targeting to identify high-poverty areas and those areas with greatest opportunities for SLI and linkages within the target geographies outlined below; (2) community-based targeting through a Participatory Wealth Ranking or similar approach to identify the most vulnerable households in each high-poverty community, as defined by the members of that community; (3) verification of the MPPSPF PMT and/or household visits, followed by community approval of the final list of participants as detailed in Section D.5.c.2.

Geographic implementation areas for this RFSAs include the following regions and districts: Androy Region: Ambovombe-Androy⁸⁰, Beloha, and Tsihombe Districts; Anosy Region: Amboasary-Atsimo District; Atsimo Andrefana Region: Ampanihy Ouest; or Atsimo Atsinanana Region: Farafangana and Vangaindrano Districts. Applicants are required to identify specific communes in which they will implement the RFSAs and why those areas were selected. Within the justification for commune selection, applicants should identify the existing services that will enable participants to leverage the support they receive as part of the graduation program in order to achieve sustained improvements in household food security and well-being. Applicants will be evaluated on their ability to ensure linkages to these services exist, without limiting their ability to provide the five graduation components to extremely poor and marginalized populations.

Applicants should clearly articulate the design and sequence of all five elements of the graduation approach, as detailed in Section A.6. 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 other graduation programs. Applicants should include a discussion of criteria they will employ in order to arrive at a likely list of livelihoods they will offer participants for training. Applicants should clearly lay out their approach to refining the design in their application 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, relative to a counterfactual, per dollar spent by the implementer; improvement in food security, relative to a counterfactual, per dollar spent by the implementer) of the graduation program (as outlined in the Program Description).

The Technical Approach includes a summary of how the proposed pathways will lead to sustained improvements in food security and resilience for extremely poor and marginalized populations in the Malagasy 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 TOC, how they will be implemented, and how they will be sequenced, layered, and integrated within the BHA RFSAs itself and with other stakeholders' (including the USG, as well as other donors and stakeholders) projects, as relevant and appropriate, to achieve the goal.

⁷⁹ 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

⁸⁰ This includes the newly created Antanimora Atsimo District and all its communes, which were formerly part of Ambovombe District. See Report of the Republic of Madagascar Council of Ministers of March 6, 2024:

<https://www.presidence.gov.mg/actualites/conseil-des-ministres/2024-tatitry-ny-filan-kevitra-ny-ministira-alarobia-06-marsa-2024-lapam-panja-kana-javoloha.html>

Sequencing, Layering, and Integrating (10 points)

Successful contextualization of the graduation approach will include effective and meaningful SLI that incorporates localization, coordination, private sector engagement, and sustainability.

Applicants should provide a clear description of the current opportunities (USAID, USG, and other donor programs) they will sequence, layer and integrate with. Applicants should also describe how they intend to continue to identify opportunities for SLI, including any resources they plan to expend to pursue these opportunities, and the implications on the number of households reached with the graduation program. Applicants are welcome to rely on cost efficient and effective approaches to SLI. 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 Section D.5.c.3 above, applicants will be evaluated on the extent to which the graduation approach includes consistent, genuine, and actionable engagement with members of participating communities in the selected geographic area. Applicants will be evaluated to the extent that they include community member engagement on refining and validating the targeting approach and the five components of the graduation approach. Such engagement may take in the form of ongoing dialogue (including community visioning), joint continuous learning and adapting, planning, designing interventions, and implementation of interventions between the implementation team and the participating communities, as described throughout this solicitation. Applicants should identify opportunities to link RFSA participants with the private sector where such opportunities exist.

Applicants are required to ensure alignment and, where applicable, participation with relevant existing GOM and other donor-led strategies, plans, and structures. This includes coordination with local government actors. Applicants will also be evaluated on how they will coordinate with existing systems and coordination groups, including the Social Protection Technical Committee (and other social protection stakeholders), HDP Coordination Group and the Cash Working Group. Applicants should also take into consideration informal and formal actors in the private sector, including family and individual businesses. 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 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 12).

Gender, Youth, and Social Inclusion within the Graduation Approach (10 points)

Within the Contextualization of the Graduation Approach, applicants will be evaluated on the extent to which gender and age dynamics, as well as youth engagement, are addressed throughout the proposed RFSA's design of the graduation approach. Additionally, applicants must ensure that other areas of social inclusion, such as those populations who are traditionally marginalized and more vulnerable in Malagasy society, are also addressed throughout the proposed RFSA. Integration of a gender and youth responsive approach should be reflected in how the applicant will contextualize the graduation approach to demonstrate a contextually appropriate, locally embedded, inclusive, and technically sound design. 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 positive youth development approach into their graduation program during the life of the RFSA, 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 2) will be evaluated based on the applicant’s demonstrated understanding of the graduation approach, the inclusion of performance indicators for RFSA 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 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 transfers, the amount was correct, and they were not threatened or bribed by staff or other actors. Applicants, as part of their monitoring, should assess whether, for example, coaches are visiting households according to the activity design, savings or other 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). Additionally, the applicant is expected to illustrate how data will be captured through the proposed MIS.

The applicants will be scored on their brief LogFrame (Annex 2) and the indicators selected to measure the goal, purposes, and sub-purposes provided in the TOC provided in the Program Description (Section A.7). The indicators to monitor and evaluate the performance of the RFSA should derive from the list of performance indicators for RFSA outlined in the Indicator Lists located on [BHA RFSA webpage](#). Applicants are expected to provide a clear description of the outcomes that they expect to achieve through the proposed graduation program in line with what has been found to be feasible in graduation interventions implemented in relevant contexts. A non-exhaustive list of impacts to include:

- Household consumption can be expected to increase by at least 10%
- Household income or revenues can be expected to increase by at least 30%
- The value of household assets can be expected to increase by at least 40%
- The value of household savings can be expected to at least double
- Household food security, as measured using an index that incorporates indicators measuring both the quality and quantity of food, can be expected to increase by at least 0.2 standard deviations⁸¹

⁸¹ “Standard deviation” is a measure of how much an indicator varies within the sample. The higher the standard deviation, the more dispersed food security is within a given population; a lower standard deviation indicates that food security is more homogeneous among the relevant group. Because food security is typically measured using an index that includes multiple components (for example, the Food Consumption

In addition, given the focus of this activity on 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 measurable⁸². 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 the joint midterm evaluation and the evaluative efforts (baseline study, and interim/midline/final evaluation as applicable) led by the external evaluation firm (identified by USAID). The evaluation plan must demonstrate the applicant's willingness to participate in and collaborate with the BHA and the external evaluation firm in the process of designing an impact 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, consistent implementation of intervention package treatment arms and the protection of the control from implementation (contamination), and a willingness to make adjustments to project implementation plans to advance global learning.

b. Management, Operations and Staffing (25 points)

Logistics and Operations (10 Points)

Applicants should demonstrate a clear understanding of country-specific requirements (e.g., certifications, applicable laws and custom clearance procedures) for proposed import and use(s) of Title II commodities and awareness of restrictions that may hinder operations or implementation. Successful applications will demonstrate experience managing the transportation, storage, and distribution of significant volumes of food commodities in challenging environments. Logistics and operational plans will be appropriate to the commodities proposed and provide a strong understanding of port, road, rail, warehouse (including fumigation), and transportation capacities in Madagascar. In addition to Title II commodities, applicants are expected to describe how they, alongside sub-awardees and local partners, plan to manage RFSA commodity operations, all forms of resource transfers, and appropriate logistical and programmatic transfers of resources across all aspects of RFSA implementation. Specific information on how the skills and knowledge of local partners will be built to manage different types of resource transfers should also be included. Applicants should describe potential contextual impediments and outline how the RFSA will overcome these challenges. Applicants must demonstrate that activity timelines and proposed interventions are planned appropriately and reflect operational realities in geographic areas selected by the applicants.

Score, a commonly-used food security indicator, includes information about households' dietary diversity, food consumption frequency, and relative nutritional value of different food groups), program impacts on food security are typically reported in terms of standard deviation improvements, rather than percent changes.

⁸² 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

Management and Staffing (10 Points)

This management plan should demonstrate the capability and experience of the applicant and Key Personnel to successfully implement the graduation approach in Madagascar. The management structure and staffing should reflect efficient use of resources, as well as effective and adaptive management, strong technical implementation, sufficient staffing coverage and presence in the target areas, and administrative support. Applicants should demonstrate sufficient staffing coverage by outlining a reasonable ratio of program participants to technical staff in the project sites, in order to ensure successful support for the graduation approach. Applicants should include relevant information on consortium members and sub-awardees and offer clear planning for activities during the Contextualization Period and subsequent management and staffing adjustments. The management section should refer to the organizational chart (Annex 8) and include a staffing plan that shows 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-recipient(s) and other stakeholders) are empowered to hold each other accountable. As detailed in the Section D.5.d, applicants must clearly demonstrate organizational and reporting structures to promote transparency and accountability within the consortium. Applicants should justify how staffing and structure will allow for the effective and accountable implementation of any chosen resource transfer as an activity component.

Applicants should demonstrate a clear understanding of implementation challenges in the selected geographic area. The management plan should demonstrate how the consortium will adapt to contextual changes and how local partners will facilitate those pivots. The management plan should also take into account security challenges, complex social relationships and demonstrate the applicant's ability to adapt should these challenges arise. The management plan should specify how the applicant will be prepared to mitigate and respond to shocks. Applicants will be scored on their approach to shock responsive programming, including the tools used to stabilize participants during times of shock and how they will coordinate with humanitarian and shock-responsive systems.

Incorporation of Local Organizations (5 points)

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.

2. Review and Selection Process

See Base APS Section E.2.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

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 5. 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.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION G: Federal Awarding Agency Contact

1. APS Point of Contact

Any questions concerning the Madagascar RFSA, its appendices, or [Technical References](#) must be submitted in writing by **April 11, 2024 at 12:00p.m. noon EDT** to BHA.720BHA23APS00002-02.MG@usaid.gov and "*FY24 Madagascar RFSA*" in the subject line.

2. Acquisition and Assistance Ombudsman

See Base APS Section G.2.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION H: Other Information

1. Special Provision

Coordination with the USAID/Madagascar 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.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

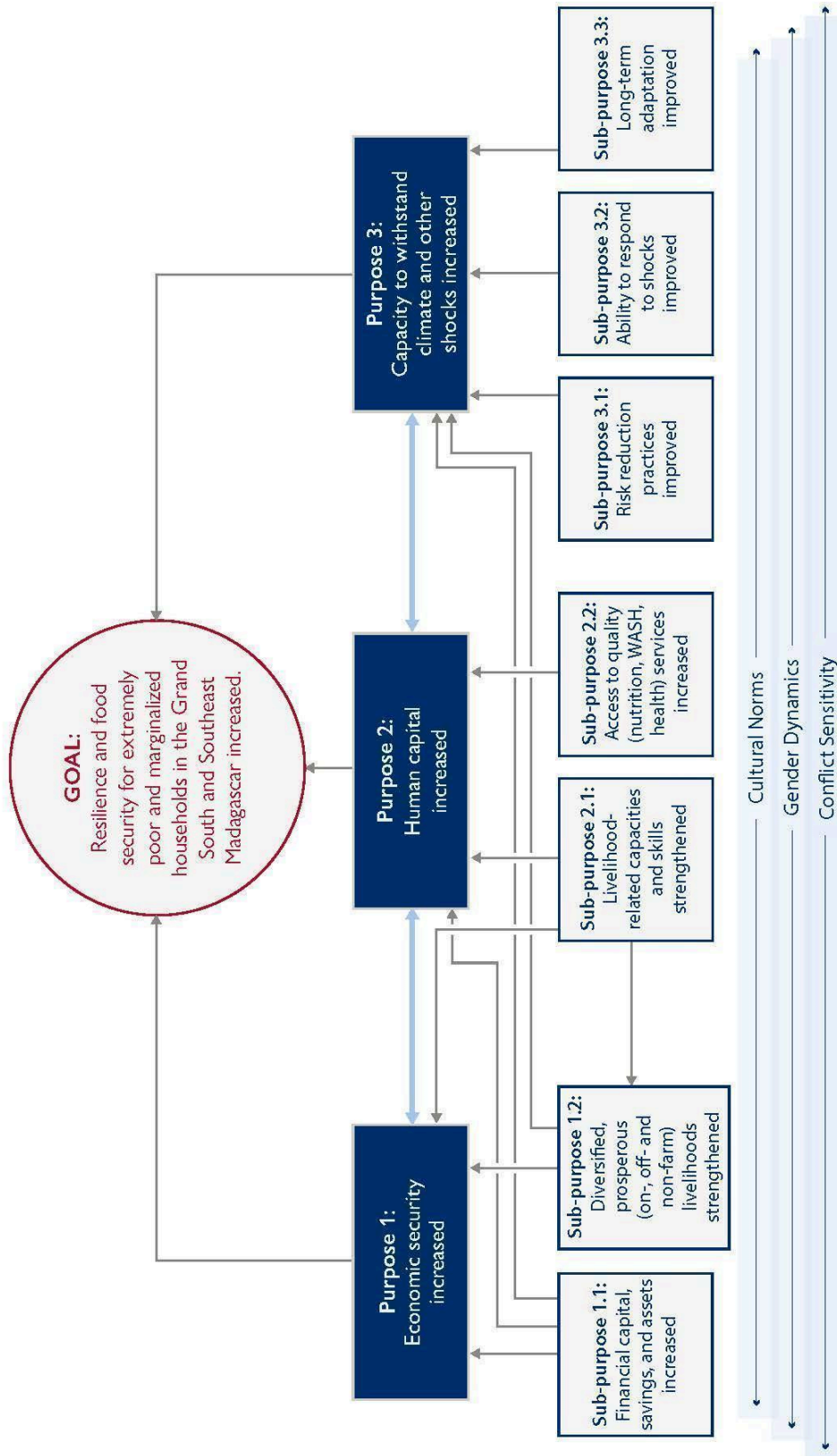
Appendix I: Essential Supporting Documents

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. [Political Economy Analysis](#)
4. [Secondary Data Analysis](#)
5. [BHA Madagascar Geospatial Mapping Tool](#)
6. [Climate Risk Profile](#)
7. [Technical References](#)

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

Appendix II: Theory of Change Diagram



Appendix III: RFSA Geographic Areas



Appendix IV: Madagascar Resilience Focus Zone

