Subject: Notice of Funding Opportunity/Annual Program Statement (APS)
Number: 72DFFP20APS00003

Activity Title: Joint Emergency Operation for Food Assistance in Ethiopia (JEOP)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001 and 98.008

Issue Date: Friday, July 2, 2020
Closing Date: Thursday, July 1, 2021
Closing Time: 11:59 am (Eastern Daylight Time)

This solicitation is subject to closing dates for submission of a Concept Paper during the below review period:

First Evaluation Phase 1 **Closing Date**: Friday, August 14, 2020
First Evaluation Phase 1 **Closing Time**: 11:59 a.m. (Eastern Daylight Time)

If Concept Papers received during the first evaluation deadline are found to be unacceptable, USAID will call for a second round of Concept Papers by issuing an Amendment to this APS.

Dear Prospective Applicants:

The U. S. Agency for International Development (USAID) Bureau for Humanitarian Assistance (BHA) is seeking applications for a cooperative agreement from qualified organizations (herein referred to as "Applicant") to implement the "Joint Emergency Operation for Food Assistance in Ethiopia" (JEOP). Private voluntary organizations, or cooperatives, including U.S. and non-U.S. non-governmental organizations may apply. Public international organizations are also eligible to apply.

Subject to availability of funds, USAID intends to make award(s) to the Applicants that best meet the objectives of this funding opportunity based on the merit review criteria described in this APS, subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to review this APS thoroughly to understand the type of program sought, application submission requirements and selection process.

APS Structure

Please be aware that this APS contains three merit review phases as well as a Co-Creation and Award phase.

Evaluation Phase 1: Applicants will submit a Concept Paper. After review of the concept paper, those Applicants with the highest scoring evaluation factors will be invited to participate in Phase 2.

Evaluation Phase 2: Applicants with the highest evaluation scores from Phase 1 will be invited to participate in a structured interview of their proposed approach in Washington, D.C., with possible video-conferencing. The structured interview may also be held virtually. Applicants will be notified of the outcome of the oral presentations by letter after the completion of all oral presentations.

Co-Creation Phase: Applicants who best meet the objectives of this funding opportunity based on the selection criteria contained herein and selected from Evaluation Phase 2 will be the Apparently Successful Applicants (ASA)s.[1] The ASAs will be selected to co-create a full application with USAID, other USAID food security partners, and the Government of Ethiopia (GoE). A co-creation workshop will be hosted by USAID in Addis Ababa, Ethiopia or virtually. USAID reserves the right to change the venue if the co-creation workshop is not conducted remotely. The details of the co-creation workshop will be outlined to the ASAs after the oral presentation. Following the co-creation workshop, the ASAs will continue to work remotely to refine the approach and draft a full technical and accompanying cost-proposal to be submitted after conclusion of the co-creation workshop. See Appendix II: Co-Creation Guidance for a full description of what can be expected during the co-creation phase.

Final Application Phase: As the final stage of merit review, USAID will review the final full technical and cost application(s) and may provide additional clarification questions at this final review stage.

Award Phase: Per USAID's requirements, the final full technical and cost applications will be reviewed and incorporated into resulting cooperative agreement(s). An award will be drafted and submitted to the ASAs for review. Once the award(s) is signed, the Awardee(s) may start incurring costs.

This APS will remain open for twelve months from the date of issuance located on the title page with the first evaluation deadline for submission to Phase 1 set 43-days from posting (Friday, August 14, 2020). Applications should be submitted to FY20JEOP_APSEthiopia@usaid.gov. If

---

[1] Per 2 CFR 700.1, Apparently Successful Applicant(s) means the Applicant(s) for USAID funding recommended for an award after merit review, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award, which still must be executed by the Agreement Officer.

Concept Papers received during the first evaluation deadline are found to be unacceptable, USAID will call for a second round of Concept Papers by issuing an Amendment to this APS. Detailed instructions can be found in Section D of this APS.

To be eligible for award, the Applicant must provide all information as required in this APS and meet eligibility standards in Section C of this APS. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the Applicant to regularly check the website to ensure they have the latest information pertaining to this APS and that the APS has been received from the internet in its entirety. This information may also be posted on the USAID website, www.usaid.gov/food-assistance/what-we-do/emergency-activities. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on www.grants.gov or accessing the APS, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not make an award to an Applicant unless the Applicant has complied with all applicable unique entity identifiers and System for Award Management (SAM) requirements. The registration process may take many weeks to complete. Therefore, the Applicant is encouraged to begin registration early in the process.

Applications are submitted at the risk of the Applicant.

For the purposes of this award, this APS being issued consists of this cover letter and the following:

SECTION A – FUNDING OPPORTUNITY DESCRIPTION
SECTION B – FEDERAL AWARD INFORMATION
SECTION C – ELIGIBILITY INFORMATION
SECTION D – APPLICATION AND SUBMISSION INFORMATION
SECTION E – MERIT CRITERIA AND OTHER REVIEW INFORMATION
SECTION F – FEDERAL AWARD AND ADMINISTRATION INFORMATION
SECTION G – FEDERAL AWARDING AGENCY CONTACTS
SECTION H – OTHER INFORMATION
APPENDIX I - STANDARD PROVISIONS
APPENDIX II - CO-CREATION GUIDANCE
APPENDIX III: ESSENTIAL SUPPORTING DOCUMENTS
APPENDIX IV: MITIGATION OF AND RESPONSE TO COVID-19 TRANSMISSION AND IMPACTS
APPENDIX V: ETHIOPIA OPERATIONAL TIMELINE

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

USAID may (a) reject any or all applications, (b) accept applications for reasons other than cost, (c) accept more than one application, (d) accept alternate applications, (e) waive informalities and minor irregularities in applications received, and/or (f) drop evaluation phase 2 - the oral presentation. (see Section E - Merit Criteria and other Review Information). USAID intends to award cooperative agreements, but reserves the right to use any assistance mechanism available to this agency (e.g., grant, cooperative agreement, leader with associates) and to adjust the number of awards, funding levels, sources of funding and/or procedures.

Issuance of this APS does not constitute an award commitment on the part of USAID. Final awards cannot be made until funds have been fully appropriated, apportioned, allocated, and committed. While it is anticipated that these procedures will be successfully completed, potential Applicants are hereby notified of these requirements and conditions for award.

In the event of any inconsistency between this APS and the referenced documents in the APS, the APS shall take precedence over any referenced documents, *except* statute and regulations. In the event of an inconsistency in the APS documents or in the text of the APS, it will be resolved at the discretion of the Agreement Officer.

Thank you for your interest in USAID programs.

Sincerely,
 /S/

Carol Chan
Deputy Assistant Administrator, Bureau for Humanitarian Assistance

Table of Contents

SECTION A: FUNDING OPPORTUNITY DESCRIPTION

1. Authorizing Legislation
This funding opportunity is authorized under the Food for Peace Act (FFP Act) or Foreign Assistance Act (FAA) of 1961, as amended.

Title II of the FFP Act authorizes the USAID Administrator to establish programs to provide agricultural commodities to foreign countries on behalf of the people of the United States, to provide assistance to address famine and food crises, and to respond to emergency food needs arising from man-made and natural disasters; combat malnutrition, especially in children and mothers; carry out activities that attempt to alleviate the causes of hunger, mortality and morbidity; promote economic and community development; promote food security and support sound environmental practices; carry out feeding programs; and build resilience to mitigate and prevent food crises and reduce the future need for emergency aid. The preponderance of Title II resources must be used to fund U.S. in-kind assistance interventions, under which the U.S. Government procures commodities from U.S. producers and then provides the commodities and associated costs to an implementing agency for use in programs to enhance the food security of vulnerable populations.

The Agricultural Act of 2014 amended Section 202(e) of the FFP Act to allow Title II funds to be used to establish and enhance Title II programs, which represents an expansion over prior statutory authority. Thus, a portion of BHA's Title II resources may be used to enhance Title II in-kind program activities, including with cash transfers, food vouchers, local, regional, and international procurement (LRIP) and Essential Complementary Activities (interventions) linked to the provision of food assistance and integral to the achievement of desired food and nutrition security outcomes. The Agricultural Improvement Act of 2018 further clarified the uses of Internal Transport Storage and Handling (ITSH) funds. For more information on Title II Section 202e and ITSH resources, please use this link for the most up-to-date information bulletins.

The Foreign Assistance Act (FAA) authorizes the provision of international disaster relief, rehabilitation, and preparedness, through the International Disaster Assistance (IDA) account. Section 7 of the Global Food Security Act of 2016 amended the FAA of 1961 and authorized the emergency food security program (EFSP) within the IDA account to provide emergency food assistance, including in the form of funds, transfers, vouchers, and agricultural commodities acquired through LRIP, to meet emergency needs arising from manmade and natural disasters. BHA relies on the IDA authority, including the EFSP authority, to provide market-based food assistance, which includes LRIP, and other interventions such as food vouchers and cash transfers to facilitate the availability of and/or access to food. For the purposes of this APS, market-based food assistance refers to those modalities which utilize and reinforce existing market systems within a country or within a region.

2. Award Administration
The resulting award(s) will be made and administered in accordance with the Food for Peace Act, the Foreign Assistance Act, as applicable, and U.S. Government regulations. As applicable, the award will be administered under 22 CFR 211, 22 CFR 216, 2 CFR 200, 2 CFR 700, USAID Standard Provisions, and FFP Information Bulletins, which are available on the USAID website.

For more information concerning eligible uses of Title II Section 202 (e) and ITSH funding, which falls under the Food for Peace Act, please refer to FFP Information Bulletins via the link above to the USAID website.

Public International Organizations (PIOs) are subject to different requirements so USAID reserves the right to make awards to such organizations on different terms and conditions than those made to Private Voluntary Organizations (PVOs) and Cooperatives.

3. Overall Award and Activity Vision
USAID BHA intends to award a new emergency food assistance activity up to five years in duration, entitled the "Joint Emergency Operation for Food Assistance in Ethiopia" (JEOP). USAID intends to issue separate awards for IDA-funded activities and for Title II commodities and associated costs in support of the Applicants' overall proposed activity. The combined value of awards, not to exceed one billion dollars, will support an organization or group of organizations, from here on known as "Applicant" or "Consortium," who share the expressed public purpose of addressing transitory food insecurity in areas of vulnerability across Ethiopia through a competitive APS process and subject to the availability of funding. USAID anticipates awarding only one application, under this APS, but reserves the right to make multiple awards to fund parts of an application, or not to make any award(s) at all. USAID will support the Awardee(s) in achieving the proposed public purpose of improving food security.

The new activity will be implemented in alignment with the Government of Ethiopia's (GoE) Policy on Disaster Risk Management, Humanitarian and Disaster Resilience Plan, National Integrated Food-Cash Relief Plan, and in close coordination with the targeting process set by the GoE and other food security-related actors, to meet the humanitarian needs in Ethiopia. The activity is expected to operate throughout Ethiopia with a focus on geographic areas where the Productive Safety Net Program (PSNP) is operational, as well as where USAID has other food security and resilience activities.

Each Applicant will submit a Concept Paper to express their interest. USAID will then invite those Applicants with Concept Notes with the highest evaluation score to participate in oral presentations on their proposed activity either virtually or hosted in Washington, D.C. Apparently Successful Applicants (ASAs) may receive a Technical Issues Letter before the pre-award co-creation workshop. The Issues Letter responses will be incorporated into the final full Application.

Following Concept Paper submission and Oral Presentations, Applicants who best meet the objectives of this funding opportunity based on the selection criteria contained herein will be the ASAs. After notification, ASAs will be selected to participate in a joint co-creation workshop which may include USAID, other USAID food security partners, and the GoE in Addis Ababa or virtually. USAID reserves the right to change the venue if the co-creation workshop is not conducted remotely. The details of the co-creation workshop will be outlined to the selected ASAs after the oral presentation. Following the co-creation workshop, the ASAs will continue to work remotely to refine key parts and revise the Initial Application and accompanying cost-proposal to submit a final and full Application after the conclusion of the co-creation workshop.

USAID envisions a cooperative agreement in this assistance instrument; however, a final determination on the type of assistance instrument and nature of the partnership will be made during the co-creation phase. A full description of the application instructions and merit review criteria can be found in Section E.

3.1. Food Security Context

Over the past 20 years, Ethiopia has made significant progress in improving health, nutrition, education, and other human development indicators. Life expectancy has risen dramatically, while the percentage of the population living in poverty and hunger has fallen by a third in the last ten years. Sustained economic growth and strong pro-poor spending have been critical to this success, supported by the commitment of development partners such as USAID to support Ethiopia's aspirations in poverty reduction. Yet for millions of Ethiopians, poverty, vulnerability, and food insecurity remain and are exacerbated by climate change and conflict, in addition to other shocks and stresses.

From 2015–2016, Ethiopia experienced one of the worst droughts in more than 50 years, which resulted in at least 10.2 million people, primarily in the Northern and Central regions, requiring emergency food assistance. Beginning in late 2016, households in the Northern and Central highlands began to recover; however, drought conditions in previously less-affected areas of Southeastern Ethiopia intensified following consecutive seasons of below-average rainfall. While climatic shocks like drought and flooding continue to be a main driver of total transitory food insecurity, conflict-induced internal displacement represents another added driver of food insecurity. In 2020, the GoE estimated that 6.4 million people required emergency food assistance, a decrease of 23 percent from the 2019 figure of 8 million. This reduction in need is attributed to above normal rains and improvements in crop and livestock production-based livelihoods; however, conflict related food needs remain high. The U.S. Government continues to be the largest humanitarian donor for food assistance, which has averaged about $400 million annually in recent years. Furthermore, 44 percent, or an additional 3.6 million of the 8.1 million chronically food insecure people supported through the PSNP, also needed extended supplementary emergency food assistance in 2019. Despite sustained large-scale development and humanitarian assistance, vulnerable households in Ethiopia continue to face dire food insecurity due to displacement, slow recovery, severe water shortages, failed crops, and a catastrophic loss of livestock caused by recurrent and/or ongoing shocks.

3.2. History of the JEOP

USAID BHA currently addresses emergency food insecurity through the current JEOP multi-year activity, and also through funding to the United Nations World Food Program (WFP). Through the provision of Title II-funded in-kind U.S. Agricultural commodities, the JEOP is an emergency food distribution program targeting food insecure households in over 60 *woredas* (districts). This is done through a targeting process led by the GoE's National Disaster Risk Management Commission (NDRMC). The JEOP distributes in-kind food rations to the most vulnerable households in order to meet their emergency food needs, at times serving up to 33 percent of the national emergency food appeal. The JEOP currently operates in Amhara, Dire Dawa, Oromiya, Southern Nations, Nationalities, and Peoples (SNNP), and Tigray Regions, in or near BHA's development investments.

3.3. Complement to Other Food Security Activities

The present JEOP complements the GoE-led Productive Safety Net Program (PSNP). USAID supports the PSNP through Title II-funded Development Food Security Activities (DFSAs). USAID-funded DFSAs provide conditional cash and food transfers to PSNP clients based on the PSNP Program Implementation Manual (PIM). PSNP clients are chronically food insecure and DFSA investments seek to meet household food needs while also supporting community and household asset creation, GoE capacity strengthening efforts, and identifying and promoting livelihood opportunities for PSNP clients as part of the overall GoE poverty alleviation strategy. More information on complementary food security investments can be found on the USAID Ethiopia country specific website, https://www.usaid.gov/ethiopia/food-assistance. The JEOP ASAs must anticipate working closely with the DFSA ASAs to ensure complementarity of approach. See Appendix II: Co-Creation Guidance for more information.

3.4. Envisioned Activity Goal

Applicants should propose to implement a multi-year emergency food assistance activity for an estimated five years that focuses on the ultimate goal of saving lives and livelihoods, reducing hunger, and supporting the existing GoE systems related to food assistance in order to address the transitory food gaps of vulnerable people affected by shocks.

3.5. Geography and Targeting

In the Concept Paper, Applicants should include the proposed geographic focus area outlining regions and *woredas* where project activities are expected to take place and why. The Applicant should justify the proposed area of intervention and outline the criteria used for region and *woreda-level* selection. While Applicants should develop their own set of criteria, Applicants should reference the Humanitarian Response Plan (HRP). Additional factors to consider include: PSNP *woredas*, accessibility, security, appropriateness of food or cash modalities, leveraging existing food assistance assets, and the potential to complement other USAID resilience investments like the DFSAs, among others.

While the Applicant will provide a proposed geographic focus for activities, the specific *woredas* for implementation are subject to negotiation. USAID will have final approval of the JEOP geography.

Humanitarian clients served by the JEOP will be identified by the GoE, clients will be provided by *woreda*, and the Awardee(s) must include all those identified for transfers.

3.6. Implementation Parameters

The Applicant must recommend activities that align with five high-level implementation parameters:

Implementation Parameter 1: Scalable General Food Distribution Model with Logistics Excellence

The foundation of the current JEOP is the food assistance transfer in the designated geography that supports acutely food insecure clients suffering the negative impacts of shocks. **The proposed activities must allocate 75 percent of the estimated total resource**

envelope towards transfers and associated costs to carry out those transfers using a variety of modalities (in-kind and/or market-based) as appropriate and justified by the local food system context.

- Applicants should directly address if client eligibility for receipt of transfers are conditional versus unconditional in their Concept Paper, ensuring that it is in line with GoE National and Regional policies for emergency food assistance. Another consideration for Applicants should be a presentation of a variation in household targeting limits, as well as ration size and mix based upon *woreda* hotspot classification or similar assessments of household and community needs. The Concept Paper should cover the rationale for any proposed variation in household targeting limits, and ration size or value from current GoE emergency food assistance norms.

Food Assistance Transfer Modalities
USAID BHA supports the most appropriate modality for meeting emergency food assistance needs. BHA will consider concepts that utilize cash, vouchers, U.S. Title II in-kind transfers, local and regional procurement of commodities (LRP), food or cash top-ups, or a combination of modalities, as long as resources are available and Applicants and BHA mutually agree upon the rationale of modality use.

- Market-Based Approaches: Applicants should ensure linkages to other market-based programs, seasonality, and market feasibility. New or innovative modalities for Ethiopia must also demonstrate scalability and appropriateness to the Ethiopian context through well-reasoned and planned interventions.
- Refer to the Commodity Reference Guide for information on commodity specifications, commodity storage, and other information.
- Applicants should provide an illustrative transfer value that will be further refined in the co-creation workshop (see Appendix II: Co-Creation Guidance).

Implementation Parameter 2: Improving Humanitarian-Development-Peace (Triple Nexus) Linkages through Food Assistance System Strengthening
The GoE has recently committed to reforms that will link and harmonize humanitarian and development food assistance systems so that, by working together, they are better able to scale up humanitarian assistance in times of shock, while at the same time ensuring predictable transfers to core PSNP clients who require continuous assistance. The term "continuum of response" refers to this ability to respond to changing conditions. JEOP partners would respond to shocks and stresses by scaling out to additional clients and geographies. DFSA partners would manage core PSNP caseloads and transfers, in addition to contingency measures (i.e. extended PSNP transfers). Applicants should anticipate that NDRMC and MoA policies, administrative procedures, and institutional arrangements may change over the course of this activity, and that they will be called upon to adapt to and support this reform process.

The Applicants should propose ways to increase the efficiency of emergency food assistance with a focus on strengthening GoE capacities, while working with DFSA partners to improve logistical efficiency to support and move towards a continuum of response. USAID believes systems strengthening and working in tandem with partners delivering development food

assistance is key to increasing the cost and logistical efficiency, quality, and scale of humanitarian relief in Ethiopia where needs far exceed available resources.

Supporting the Transition to a Continuum of Response
As a contribution to the transition to a continuum of response, the Applicants should propose ways to effectively link and harmonize the delivery of humanitarian and development food assistance. To date, separate, parallel Humanitarian Assistance and Development Food Assistance systems exist in Ethiopia with duplicative geography, mandates, and purposes. The current scaleable safety net is not effectively shock responsive, as the response is late and fails to recognize variations in livelihood zones. BHA seeks to harmonize and integrate several discrete elements between the Joint Emergency Operation (JEOP) and the Development Food Security Activities (DFSA) activity to develop a continuum of response. Initial efforts towards harmonization will occur in a joint Emergency and Development pre-award co-creation workshop (see Appendix II: Co-Creation Guidance). DFSA and JEOP partners will be expected to continue working towards an integrated delivery system with USAID and GoE throughout the life of their awards. Proposed approaches should be consistent with the vision and policies of the NDRMC and MoA and should be designed to promote collaboration within the GoE, DFSA, and other humanitarian and development food assistance implementation partners. Technical spheres for increased efficiency may include:

- Integrating resource transfer pipelines and administration in geographic areas where USAID has both HA and DA investments. USAID seeks to only have a single pipeline partner (regardless of modality) per geographic area. Given the supporting infrastructure landscape, use of multiple delivery mechanisms might be needed; and
- Planning for a single beneficiary registration and management platform for both USAID HA and DA investments in a given geographic area (*woreda*). Applicants should be cognizant of GoE plans to pilot a single registry system for humanitarian and development assistance clients. Any Applicants' client registry system/beneficiary management system should support these efforts and anticipate linking with any potential rollout of GoE systems. Partners should also plan to explore interoperability across platforms. The platform should leverage and reinforce existing national or local identity registers and documents as far as possible.

See Appendix II: Co-Creation Guidance for areas of collaboration expected with development partners. The concept may include an adaptive management strategy to regularly and frequently consult and disseminate information to the GoE and incorporate feedback and learning in real-time to influence the GoE's development of their system.

Early Warning System (EWS)
Applicants should research and assess the multiple EWS that exist in Ethiopia and provide a plan to strengthen the capacity to collect and use early warning data to improve timely action for response. This may include training, data collection, information dissemination and integration of efforts for EWS at local, zonal, regional, and national levels. Applicants should also propose an information sharing and technical assistance strategy that better connects households and communities to the information generated by these existing networks of EWS and helps local GoE EWS offices and communities take action.

Conflict Sensitivity
Applicants should consider conflict sensitivity throughout activity design and implementation, with attention being paid to understanding how conflict could affect the interventions and how interventions could affect conflict, both positively and negatively. By applying a fragility lens to activity design, applicants will identify opportunities falling within the design parameters to counter those characteristics of fragility most closely associated with risk of instability, such as exclusion dynamics, institutional fragmentation, lack of social cohesion, and challenges related to resource mobilization and equitable access to resources.

Implementation Parameter 3: Filling the Nutrient Gap

Applicants will support a food assistance transfer system that provides lifesaving food to targeted participants. To achieve this, Applicants should identify strategic linkages to other GoE or donor nutrition investments and platforms such as referral and treatment and follow up for acute malnutrition, and consider opportunities for nutrition sensitive transfers (i.e. animal source foods or fresh food vouchers) that aim to improve dietary diversity for pregnant and lactating women (PLW) and children under five.

Implementation Parameter 4: Innovation and Operational Research

USAID is committed to the application of technology and innovation to improve efficiency and to achieve, sustain, and improve activity performance. Illustrative examples of applying technology include, but are not limited to:

- Using digital identification for beneficiary registration and management;
- Using Short Message Service (SMS) technology to monitor, evaluate and improve operations at final distribution points;
- Using global positioning systems (GPS) technology to better track food dispatches, deliveries and distributions;
- Remote activity monitoring; and
- Adopting practices from or partnering with private sector logistic actors.

USAID promotes operational research to understand what works best in the Ethiopian context. USAID is most interested in operational and effectiveness research related to market-based approaches, emergency food operations, and approaches or technologies for improved food distributions. Where appropriate, research should also examine feasibility for adoption by the GoE.

Market-Based Approaches Research
The GoE has a cash-first principle and BHA requests that Applicants propose operational research to understand the feasibility, cost effectiveness, and cost efficiency of different modalities. Applicants should explore opportunities to compare modalities within the project and potentially to external control groups. Applicants should propose how they will integrate cost-efficiency and cost-effectiveness analysis and research into their financial and activity monitoring and evaluation (M&E) frameworks.

Implementation Parameter 5: Exit Strategy to Support Ethiopia's Self-Reliance in Humanitarian Food Assistance

The JEOP aims to build sustained capacity of GoE institutions to deliver shock-responsive protection to mitigate emergency food and nutrition insecurity. The GoE needs to drive its own humanitarian activities and establish its own priorities. The role of USAID and Awardee(s) will be to support and assist this process in partnership with the GoE towards achieving self-reliance and support efforts to strengthen GoE capacity to eventually deliver humanitarian food assistance through a continuum of response. While some of the implementation parameters above aim to further this process, Applicants should propose criteria and milestones to determine when a district (*woreda*) is ready to phase over to sole GoE implementation.

3.7. Programming Principles

The key programming principles that need to be the foundation of the JEOP design and implementation are:

3.7.1 "Do No Harm": Protection, Conflict Sensitivity, and Gender-based Violence (GBV) Mitigation

Identify specific "do no harm" concerns related to protection, conflict, and sexual and gender-based violence associated with the proposed activity design and present the mitigation strategies that will be used to safeguard activity participants and staff involved in, or receiving, emergency commodities, cash transfers, food vouchers, and/or essential complementary activities. Include attention to any heightened risk within the local context among specific population groups (e.g., women, girls, ethnic/social groups, disabled). Discuss what strategies will be employed to identify and mitigate the unintended but potential negative impacts of the activity on target communities and populations, both targeted and untargeted, including but not limited to gender-based violence. Applicants should clearly state what their GBV mitigation plan is and how they plan to address risks men, women, boys, and girls may report facing within their households and what they will do to redress this situation.

Activities that involve the influx of external resources, whether cash or commodities, have the potential to undermine local capacities, divide population groups, and even place vulnerable households and individuals at increased risk when poorly designed. An understanding of local political, gender, conflict, and other interpersonal dynamics underpins the incorporation of a "Do No Harm" framework in the planning of activities. Applications must articulate how conflict sensitivity and an understanding of conflict dynamics will inform interventions and adaptive management throughout the entire program cycle. Applications must identify how programming will impact existing social dynamics (e.g., gender, age, ethnicity), and how local input will be solicited to mitigate unintended consequences.

Please note the following core protection principles:
- Minimizing any unintended negative effects of your intervention that can increase people's vulnerability to both physical and psychosocial risks and result in harm, exploitation, and abuse;
- Arranging for people's meaningful access to impartial assistance and services in proportion to need and without any barriers;

- Setting up mechanisms through which affected populations can measure the adequacy of interventions or address concerns and complaints; and
- Supporting the development of self-protection capacities of individuals and communities

Applicants should also familiarize themselves with USAID's new [Policy on Protection from Sexual Exploitation and Abuse (PSEA)](#)

Applications must articulate how the activity will apply conflict-sensitive approaches to all phases of the activity cycle. A conflict sensitive activity must at a minimum "Do No Harm", or avoid inadvertently contributing to conflict.

Together conflict sensitivity and the "Do No Harm" approach require an:
- Understanding of the conflict context in which it operates, including intergroup tensions, divisive issues, as well as areas of common ground within/among groups can be leveraged to mitigate conflict and strengthen social cohesion;
- Understanding the interaction between an activity, in action or words, and a conflict context; and
- Understanding and acting upon this interaction to avoid unintentionally feeding into further division and to maximize the potential contribution to strengthen social cohesion and peace.

3.7.2. Design for People Centered Approaches

The JEOP should be a participant-centric program based on participant needs and recognizing differing abilities. Respecting dignity includes a commitment to participation, transparency, and accountability throughout the planning and implementation of food assistance delivery. This ensures that participant needs are taken into account wherever possible in planning responses and that decision-making processes and outcomes are clear, including decisions pertaining to ration sizes, the criteria for participant selection, and the feedback mechanisms capable of signaling issues of quality, equality, gender, safety, abilities, and other critical factors.

3.7.3. Adhere to the Highest Standard of Human Rights, Respect, and Dignity

The JEOP design must prioritize adherence to the highest standard of human rights, respect, and dignity in the provision of assistance in an emergency context of vulnerability.

3.7.4. Support the Enfranchisement, Aspirations, and Agency of Women and Youth

There is a need to engage men, women, elders, and youth to become active change agents for gender equity. Youth and women's empowerment should be reflected throughout the application. Applicants should engage youth where appropriate and feasible.

3.7.5. Partner with the Government of Ethiopia

The GoE must drive its own humanitarian activities and establish its own priorities. The JEOP will be implemented in alignment with the NDRMC, the MoA and other food security-related actors within the GoE, to meet the ambitious goals outlined by humanitarian appeals which support the National Policy and Strategy on Disaster Risk Management.

3.7.6. Achieve Results

In support of the USAID strategic priority of investing for the highest impact to meet the needs outlined in annual food security appeal documents, the Awardee(s) will direct resources to achieve clearly defined, measurable, and strategically focused objectives.

3.7.7. Adaptive Management

Adaptive management refers to building in iterative learning through regular analyses, adoption of best practices, and design for local conditions to attain the greatest impact. Establishing regular learning moments within any proposed Consortium, and among USAID, GoE, and other stakeholders, should be a regular business practice. Applicants are expected to demonstrate the ability to flexibly manage and pivot to unanticipated needs in the JEOP's service delivery area. USAID may support efforts to strengthen collective impact across highland resilience activities through the creation of a platform that could manage and synthesize learning across the JEOP, DFSA(s), and other relevant USAID investments.

3.7.8. Leverage and Link to Strengthen Collective Impact

BHA anticipates that activities will strategically and operationally align with relevant national and local government policies and systems. Other actors, who are working to address the drivers of poverty and food insecurity, may layer and leverage JEOP initiatives and interventions. This requires coordination and joint planning with a broad set of stakeholders to ensure activity complementarity for collective impact and sustainability. As the GoE moves towards a continuum of response between emergency and development initiatives, coordination with the DFSA(s) and its corresponding GoE implementing mechanisms will be critical.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award a single JEOP concept with up to two cooperative agreements pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to one billion dollars in total USAID funding over a five-year period among the combined value of all cooperative agreements. Subject to availability, one cooperative agreement will be funded exclusively with Title II resources and another with International Disaster Assistance (IDA) funds.

As stated in the cover letter, USAID reserves the right to adjust the number of awards, funding levels, and/or sources of funding. Note that not all funding is interchangeable and some budget adjustments may need to take place. The ASAs will be notified of any changes or updates accordingly. USAID intends to award cooperative agreements, but reserves the right to use any assistance mechanism available to this agency (e.g., grant, cooperative agreement, leader with associates).

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. For Concept Paper purposes, the estimated start date should be April 1, 2021, but it will be finalized with the ASAs during the co-creation workshop.

USAID will post this APS and any amendments or addenda to Grants.gov (through which organizations may sign up to receive notifications of changes), and to the USAID Emergency Food Assistance website. USAID may issue amendments or addenda to this APS for other reasons, such as to establish deadlines or notify interested parties that no further funding is available.

3. Substantial Involvement

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

- Approval of the recipient's implementation plans during performance.
- Ability to immediately halt an activity if the recipient does not meet detailed performance specifications (for example, construction specifications).
- Review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.
- Review and approval of substantive provisions of proposed sub-awards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement.
- Involvement in the selection of key recipient personnel.
- USAID and recipient collaboration or joint participation, such as when the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge.
- USAID monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities.
- Direct USAID operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped, that exceeds USAID's role that is normally part of the general statutory requirements understood in advance of the award.
- Highly prescriptive USAID requirements established prior to award that limit the recipient's discretion with respect to the scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close monitoring or operational involvement during performance over and above the normal exercise of Federal stewardship responsibilities to ensure compliance with these requirements.

For specifics and additional detail, please refer to ADS 303.3.11 - Cooperative Agreements and Substantial Involvement.

4. Authorized Geographic Code

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

5. Nature of the Relationship between USAID and the Awardee(s)

The principal purpose of the relationship with the recipient and under the subject program is to transfer funds to accomplish BHA's objective to reduce hunger and malnutrition and ensure that adequate, safe and nutritious food is available to, accessible to, and well-utilized by all individuals at all times to support a healthy and productive life. The successful recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives and the terms and conditions of the Federal award. USAID will require management meetings on a routine basis which may be both in-person and virtual as deemed appropriate by the Agreement Officer Representative (AOR).

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

To be considered for a Title II funded award, an Applicant must be a Private Voluntary Organization (PVO) or an organization designated by USAID as a Public International Organization (PIO). PVOs may include U.S. and non-U.S. nongovernmental organizations (NGOs) as defined in the Food for Peace Act. Per the Food for Peace Act, universities are not eligible to apply as the primary Awardee (Prime) for any Title II funded activity. Universities can be Sub-Awardees or members of a Consortium at the discretion of the Prime.

To be considered for an IDA funded award, the Applicant must be a U.S. or non-U.S. NGO, or an organization designated by USAID as a PIO.

In the case of a Consortium, the Applicant must be the Consortium lead or Prime and must identify any other members of the Consortium or individuals tied to the implementation of the activity as described in the Concept Paper and later application, along with all Sub-Awardees. The respective roles of any other members of the Consortium or individuals, including all Sub-Awardees, must be described and eventual separate budgets must be attached for each. For more information, see Section D: Application and Submission Information.

2. New Partners and Local Organizations

Applications that build strong coalitions with local partners (including local government, local NGOs, and the private sector) and progressively hand over management, implementation, and technical responsibilities through the course of the award, are encouraged. Note that Sub-Awardees may be included in more than one application to this request, and Applicants may sign non-exclusive letters of commitment with Sub-Awardees (international and local partners), if applicable. Additional local Consortium partners may be brought into the Consortium during the co-creation joint program development phase.

3. Cost Sharing or Matching
Cost share is not required.

4. Limit on Number of Concept Papers
Each Applicant is limited to one Concept Paper to this request. In addition, an Applicant may also be a Sub-Awardee on Concept Papers submitted by other organizations. Sub-Awardees may be included in more than one Concept Paper to this request.

5. Local Registration Requirement
Government of Ethiopia laws require prior registration for a foreign and local organization in order to implement programs or conduct business in Ethiopia. Any ASAs must provide a copy of the certification of initial or final registration and license from the appropriate Ministry/Agency of the Federal Democratic Republic of Ethiopia (FDRE) prior to the start of implementation of the program. All local institutions or affiliates of international organizations must be registered as a legal entity in Ethiopia. Local registration is not a requirement at the time of application, but it is required prior to any award.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Content and Form of Application Submission
Each Applicant will submit a Concept Paper to express their interest. USAID will then invite those Applicants with the highest scoring Concept Papers to participate in oral presentations in Washington, D.C., with possible video-conferencing or virtually. ASAs may receive a technical Issues Letter before the pre-award co-creation workshop. The Issues Letter responses will be incorporated into the final full Application.

Following Concept Paper submission and Oral Presentations, Applicants who best meet the objectives of this funding opportunity based on the selection criteria contained herein will be the ASAs. The ASAs will be selected to participate in a joint co-creation workshop which may include USAID, other USAID food security partners, and the GoE. After ASAs notification, a co-creation workshop will be hosted by USAID in Addis Ababa, Ethiopia or virtually. USAID reserves the right to change the venue if the co-creation workshop is not conducted remotely. The details of the co-creation workshop will be outlined to the ASAs after the oral presentation. Following the co-creation workshop, the ASAs will continue to work remotely to refine key parts and revise the initial Application and accompanying cost-proposal to submit a final and full Application after the conclusion of the co-creation workshop. Applicants not selected for each phase will be notified at the end of each phase.

2. Phase 1- Concept Paper

2.1 Content
The Concept Paper should be written from a comprehensive viewpoint that shows innovation and the approaches proposed by the Applicant. The Concept Paper should demonstrate how the Applicant is uniquely capable of supporting food security sector actors in their stated missions of improving results in key aspects of emergency food assistance in Ethiopia. If applicable, USAID strongly encourages that each Consortium member is thoroughly involved in

the development of the Concept Paper and fully in agreement with the proposed technical approach and management structure.

Applicants should note that the merit criteria serve as the standard against which all Concept Papers will be evaluated, and identify the significant matters which Applicants must address in their Concept Paper. Each Concept Paper will be reviewed for merit by the Selection Committee (SC) in accordance with the merit review criteria set forth below in this APS.

Each Applicant must demonstrate clear capacity and experience to accomplish the range of technical interventions described in the broader program description. Applicants should describe their institutional capacity – their ability to gather the resources and expertise necessary to implement their application, and to be able to sustain their efforts for the duration of the resulting cooperative agreement.

In addition, involving a wide array of local partners – private, non-profit, and public – is a key Agency priority. Whenever possible, the proposed activities should bring new development actors into partnership with USAID and/or expand USAID's engagement. These new partners should demonstrate a strong commitment to addressing emergency food insecurity, experience partnering with others, and, where applicable, a proven track record in their particular areas of expertise.

Concept Papers must demonstrate a complete understanding of the JEOP and the Applicant's strategy and methodology to achieve the implementation and programming principles specified in Section A 3.6 and Section A 3.7 of this APS. Each Concept Paper shall take into account and be arranged in the order of the outline below.

2.2 Overall Outline
Concept Papers must be specific, complete, and concise. Concept Papers that do not meet the requirements of this APS may be rejected without review. The Concept Paper is divided into the following sections, with the maximum number of pages given per section, as follows:

- Cover Page (1 page)
- Table of Contents (1 page)
- Concept Paper Narrative Body (Maximum up to 15 pages as outlined below)
  - Technical Approach (8 pages maximum)
  - Management Plan, Key Personnel, Operations and Logistics (5 pages maximum)
  - Institutional Capacity (2 pages maximum)

Required Annexes
(up to 30 pages, including but not limited to the list below)
1. Acronym List/Definition
2. Key Personnel Curriculum Vitae (CVs)/Resumes and Letters of Commitment for Key Personnel
3. Staffing Plan

4.	Executive Summary Table
5.	Comprehensive budget identifying funding source and budget category
6.	Map that clearly identifies the geographic locations the activities target, opportunities for layering with other USAID investments, with as much specificity as can reasonably be managed
7.	Monitoring and Evaluation Approach (3 pages maximum, without counting the logical framework toward the M&E Approach or overall Annex limit)
8.	A Rapid Environmental Impact Assessment (optional but strongly encouraged)
9.	Other charts, graphs, tables, data or information considered essential to the application

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

2.2.1. Cover Page (1 page)

The cover page must include:

- Name of the Applicant's organization
- Name and title of the organization's representative who has signatory authority and authority to submit the application
- Name, title, and contact information (to include mailing address, e-mail, and telephone number) 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)
- Valid Dun and Bradstreet Universal Numbering System (DUNS) number
- Activation date in System for Award Management (SAM) – note that the Successful Applicants must maintain an active SAM registration throughout the life of the project
- APS number
- Name of any proposed Consortium partners (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303)

2.2.2. Technical Approach (8 pages)

In this section, Applicants should present an overall vision for supporting emergency food assistance in Ethiopia and how the Applicants can support this vision. Since the ASAs will collaboratively develop the final program description with USAID and the GoE, it is not necessary to present a full and detailed technical application.

The Applicants must present a clear understanding of the technical components that are needed to support their proposed approach, in alignment with the implementation parameters defined in Section A 3.6. This must include the identification of problems limiting the functionality between system actors, including humanitarian and development actors, and appropriate interventions to enhance management and system strengthening across the continuum of

response. Gender, as a special cross-cutting priority area, must be clearly integrated within the interventions.

In addition to the Applicant's technical vision, they should include a proposed collaborative process that describes how they will support the public purpose statements of other actors in achieving humanitarian objectives. Applicants should also describe how they will engage USAID, the NDRMC, Federal Ministry of Agriculture, Regional USAID Bureaus, and other key actors in food security and humanitarian response to ensure an inclusive approach that will align with the GoE vision and have the greatest potential for impact.

Applicants should include in an Annex budget allotments per implementation parameters. Applicants should use BHA's commodity calculator, which is updated quarterly, to estimate the commodity and ocean freight cost for their notional budget allotment planning.

2.2.3. Management Plan, Key Personnel, and Operations & Logistics plan (5 pages)

2.2.3.1. Management Plan
Due to the large scope of this activity, USAID does not expect any one organization to have all the required skills and capacity to implement the award. For this reason, USAID encourages organizations to form Consortia and requests that Applicants list members of the Consortium as well as their individual capabilities. USAID understands that each Consortium's members have their own organizational culture and identity, and the Concept Paper must clearly describe how each organization will disengage their corporate identities to present a united JEOP.

While USAID understands that each Consortium must have a lead or "Prime" organization, each Consortium member organization is critical to the overall success of the award. The Prime should clearly define a management approach that will empower each of its Consortium member organizations to actively engage in the implementation of the award. USAID expects the Applicants to articulate:

- The leadership approach that will create a shared common vision and purpose that builds trust and recognizes the value and contribution of all partners. The plan should clearly describe how the headquarters team and field teams will complement each other to achieve their goals within the new emergency food assistance activity.
- How they will manage for results. For further information, please consult ADS 303.3.30 and USAID Implementation of Construction Activities, Mandatory Reference for ADS Chapters 303, which describes how renovations under assistance agreements may occur.
- The strategic approach for coordinating with relevant current and upcoming projects managed by USAID to avoid overlap and increase layering.
- The approach for coordination across the Prime and Consortium members and with the GoE, USAID, Civil Society Organizations (CSOs), and other donors. Through GoE-led humanitarian coordination/ prioritization committees, technical working groups and direct engagement, the Applicants should demonstrate how the Prime will ensure the sharing of information that results from JEOP efforts with stakeholders.

- How it envisions effective coordination, collaboration and working arrangements – to include operations and logistics – will result in clear outcomes and maintain value for the contribution of all Consortium partners.

2.2.3.2. Key Personnel

For the Concept Paper, Applicants should propose three required positions. These positions are: Chief of Party, Logistics Advisor, and the Cash/Markets Advisor. Their qualifications must meet or exceed the qualifications described below, with at least one candidate having experience in adaptive management techniques. The responsibilities for each position are described below.

The staffing plan and its Annexes (i.e. resumes) should clearly show how the individuals as well as the proposed staffing mix are appropriate to achieve the new emergency food program's objectives and support implementation at all levels. Key personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the overall project and its staff as outlined in the responsibilities below. Applicants must include resumes for all key personnel (no longer than two pages each) to be included within the Annex limits. Applicants must include a letter of commitment for each key personnel in the Annex.

USAID expects the Applicants to nominate the best mix of key personnel to oversee the implementation of their activities, regardless of their national origin. The Ethiopian Government scrutinizes international project staff. In order for international staff to obtain the required visa and work permits, Applicants must be able to clearly demonstrate the unique skills of the proposed international staff and how their skills are not locally available in-country.

Chief of Party: The Chief of Party is absolutely critical for the success of this activity as they will both lead the co-creation process and also serve as the representative of the Consortium, communicating its vision for food security in Ethiopia, both with USAID as well as the GoE and other development partners. The position requires an individual with:

- A Master's degree (equivalent) or higher in any area of humanitarian or development programming, agriculture, food security, or related technical sector; ten years or more of relevant experience in managing projects of this size and scope in developing countries (preferably in Africa);
- Strong technical expertise in humanitarian assistance; specifically, food assistance programming;
- Strong organizational, critical thinking and analytical skills;
- Strong ability to manage and collaborate with diverse stakeholders in a fast-paced, complex and changing context;
- Demonstrated ability to lead/supervise a diverse team on projects of similar scale (financially, culturally, staff size and activities);
- Experience in leading similar projects; and
- Demonstrated strong written, oral and presentation skills in English.

Technical Expert – Logistics Advisor (or comparable title): The Logistics Advisor is responsible for the overall transport, handling, distribution and management of commodities

through a complex logistics network to end users. The incumbent is responsible for overseeing monitoring and reporting on all commodity movements. The Logistics Advisor will work closely with the field implementation team(s) and procurement unit to ensure safe and timely transportation and delivery of commodities and supplies. In addition to the above duties, the incumbent will play the lead role in the preparation of donor reports regarding commodity activities. The position requires an individual with:

- A Bachelor's degree in areas pertaining to international logistics, humanitarian assistance, or related field;
- Five years or more of relevant experience in managing complex supply chains, similar in size and scope as that of the proposed JEOP, preferably in developing countries in Africa;
- Demonstrable experience managing food commodities, preferably with specific experience with a supply chain;
- Strong organizational, critical thinking, and analytical skills;
- Demonstrated ability to supervise a field team;
- Experience in leading similar work; and
- Demonstrated strong writing skills in English.

Technical Expert – Cash and/or Market Advisor (or comparable title): The Cash/Markets Advisor is responsible for the overall strategic approach for market-based food assistance, technical analysis of market functionality and appropriateness for the choice of food assistance modalities used. In addition, the Cash/Markets Advisor is responsible for overseeing market assessments, ensuring mobile transfer agreements are in place and functional, and supporting the JEOP's interaction with a variety of potential financial agents. The incumbent will work closely with the field cashiers and mobile financial agent teams to ensure safe, appropriate and timely transfers of assistance. In addition to the above duties, the Cash/Markets Advisor will be responsible for the preparation of donor reports regarding cash/market-based activities. The position requires an individual with:

- Master's or Bachelor's degree in a relevant field, such as economics, business, international development or related field;
- Minimum six years (for Master's degree) or eight years (for Bachelor's degree) of progressively responsible, professional-level experience related to humanitarian assistance with strong, demonstrable background/experience with cash and market-based programming;
- Demonstrated experience with needs and market assessments, as well as response analysis frameworks. Familiarity with EMMA, PCMA, MAG, MARKit, RAM, MISMA and/or other relevant assessment and analytical tools would be beneficial;
- Familiarity with emerging trends with digital payments systems and related innovations;
- Preference for knowledge of the humanitarian program cycle, humanitarian coordination frameworks, general humanitarian funding landscape, and food assistance;
- Knowledge of project design process;
- Experience working with UN, NGOs, Donors, Private Sector and/or Local Partner Organizations; and
- Experience with development of training materials, capacity building, and other means of increasing institutional knowledge among a wide range of stakeholders.

2.2.3.3. Operations and Logistics Plan

This new emergency food assistance activity will require specialized skills in large-scale movement of in-kind resources as well as managing a multi-point delivery system for food assistance. The Applicants should present a logistics plan linked to commodities or cash (including details about transportation, schedule, related contracts, warehousing, distribution, and more). The Applicants should also demonstrate an awareness of logistical constraints and provide a plan to address them. If market-based approaches or a market assistance program are proposed, then the Applicants should briefly describe the necessary mechanisms that will be used to implement the proposed transfer system.

2.2.4. Institutional Capability (2 pages)

USAID will review both the Applicants' and all proposed Consortium members' capabilities. USAID will not only review the technical capacity, but the ability of each Consortium member to collaborate with others, focused on a common purpose. The Applicants should address:

- With specific examples, how they would achieve significant impact and how cooperation could contribute to that impact;
- Timeliness of performance, cost, and scope; and
- How the Headquarters management team contributes to success.

2.2.5 Additional Guidance on the Annexes

Monitoring and Evaluation (M&E) Approach

As part of Evaluation Phase 1, Applicants must submit a brief (up to three pages, exclusive of the logical framework) description of the planned M&E approach as part of the Concept Paper Annex. The M&E approach should address the Applicant's plans for both the baseline/endline evaluations and an activity monitoring plan. The brief should include preliminary methodological information about data collection and data analysis, particularly when sample surveys will be used. In addition, Applicants should include an initial logical framework (outside the page limit of the Annex) that demonstrates linkages of proposed goals and related outcomes. The Applicants should include proposed key high-level goal and outcome indicators to track the activity's performance. While not a full M&E Plan in Evaluation Phase 1, the M&E approach and the indicators selected for the LogFrame should align with the requirements described in the 2020 FFP APS for Multi-Year International Emergency Food Assistance.

Environmental Impact Assessment

Currently, 22 CFR 216.2(b)(1)(i) exempts international disaster assistance activities from meeting USAID environmental requirements (e.g., Initial Environmental Examination (IEE), Environmental Assessment (EE), Environmental Impact Statement (EIS)), with the exception of the procurement and/or use of pesticides. Title II emergency programming also does not require IEEs. However, if the Applicant has previous experience or a previous food aid activity with the same population, then an IEE may be required. Applicants are encouraged to assess the environmental impacts (e.g., changes in fuel wood/energy usage) of the proposed activity interventions and are also strongly encouraged to submit a Rapid Environmental Impact Assessment. USAID environmental requirements are subject to change. Recipients will be required to follow rules in place at the time of any award.

Emergency activities should review the Sphere Handbook which includes consideration of environmental consequences of humanitarian action. Other applicable guidance on training tools and assessments may be found within the USAID emergency food assistance website.

PIOs follow their own environmental policies and procedures, per ADS 308.3.10.c. For any procurement and/or use of fumigation or other pesticides for protection of food commodities, then applicable assessments and procedures apply.

2.3 Concept Paper Submission Date and Time
The first Evaluation Phase 1 - Concept Paper submission deadline is Friday, August 14, 2020, at 11:59 am EDT. Applicants are responsible for ensuring that the electronic application is received by the due date and time specified.

2.4 Submission Requirements and Format
Applications must be emailed to FY20JEOP_APSEthiopia@usaid.gov. Note that emails including all attachments must not exceed ten megabytes (MB). Please use multiple emails or zip files if needed. If submitting multiple emails, please transmit as separate files and note the number of emails provided (e.g., 72DFFP20APS000XX Joint Emergency Operation (JEOP) for Food Assistance in Ethiopia Email 1 of (n)).

Note: Pre-award contact with any other U.S. Government personnel or BHA's institutional support contractors by an Applicant, which involves a proposed or submitted application in response to this APS, may result in disqualification of the application.

2.4.1 Questions and Answers
Questions regarding this APS should be submitted by Thursday, July 23, 2020, at 11:59am EDT, to FY20JEOP_APSEthiopia@usaid.gov. Any information given to a prospective Applicant concerning this APS will be furnished promptly to all other prospective Applicants as an amendment to this APS, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

2.4.2 General Content and Form of Application
All documents must be completed in accordance with the format detailed in this APS and must adhere to the following:
- Documents must be written in English, single spaced and in 12-point Times New Roman font;
- Text in tables or charts may be 10-point Arial Narrow font;
- Narratives must be prepared in Microsoft Word or compatible equivalent with print areas set to 8.5 x 11 inch, letter-sized paper with one-inch margins, left justification and a footer on each page including page number, date of submission, proposed country, and Applicant name;
- Spreadsheets (including budgets) must be prepared in Microsoft Excel or compatible equivalent, with print areas set to 8.5 x 11 inch, letter-sized paper;
- Official (signed) documents, memoranda, and certifications may be submitted as PDF files, with one-inch margins;
- All documents, including budgets, should be presented in a print-ready format; and
- Faxed or hard copy applications will not be accepted.

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

Please note that any applications submitted after the closing date will be accepted at the Agreement Officer's (AO) discretion and may be disqualified.

The Applicant may be required to submit certain documents in order for the AO to make a determination of financial responsibility. Applicants may be required to submit additional evidence of responsibility, to support the determination, such as:

- Adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- Adequate management and personnel resources and systems;
- Ability to comply with the award conditions, considering all existing and currently prospective commitments of the Applicant, both NGO and Governmental;
- Satisfactory record of performance - unsatisfactory past relevant performance is sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the Applicant has implemented adequate corrective measures to ensure satisfactory performance; and
- Integrity and business ethics, along with qualifications and eligibility to receive a grant or cooperative agreement under applicable laws and regulations.

Applications are submitted at the risk of the Applicant.

3. Phase 2 - Oral Presentations

The Phase 2 Oral Presentation will follow Phase 1 Initial Application process. Applicants whose Concept Paper is determined to be technically-capable will be considered for Oral Presentation based on USAID's merit review of Concept Papers. The successful Applicants will be invited to participate in a structured interview to be hosted in Washington, D.C., with possible video-conferencing. At least one proposed Key Personnel must participate, preferably the Chief of Party. The proposed Key Personnel must be a presenter for at least a part of the presentation (i.e., they do not have to be the primary presenter). The order of presentations among the selected Applicants will be determined randomly by USAID.

The Applicant should assume that those present at the presentation have reviewed their Initial Applications and therefore the presentation should build on the concepts introduced in the Initial Application.

Oral Presentations and time for questions and answers are expected to be approximately four hours long. Applicants will be notified of the location, date, and time of the presentation after review of their written application. Oral Presentations may be conducted remotely. Applicants should be cognizant of the weighted importance of the Merit Review Criteria for Evaluation Phase 2 outlined in the Evaluation Criteria. The Oral Presentation will include a one hour presentation by the technically-capable Applicant(s) on the Conceptual Framework that

describes the proposed activities. Following the presentation by the Applicant(s), USAID may provide feedback in form of a Q&A and may request additional information and clarification. The Applicant(s) will then have an opportunity to consult with their respective teams to develop responses to USAID's queries. The first session will be a maximum of one hour. Subsequently, the Applicant(s) will have a maximum of one additional hour to develop their responses to the USAID team. The presentation of responses to the USAID team may take up to two more hours.

The presentation must be sent via email to: FY20JEOP_APSEthiopia@usaid.gov two days prior to the scheduled oral presentation.

3.1 Notification of Apparently Successful Applicant (ASA)

Applicants will be selected from the Phase 2 Oral Presentation as ASAs. The ASAs will be notified by letter after the completion of all oral presentations to establish a date and time to begin scheduling for the Phase 3 co-creation workshop. USAID may provide an Issues Letter with the ASAs, along with the invitation to proceed to the Co-Creation Phase. Some issues may be addressed during the co-creation workshop, but all identified issues must be addressed at the time of Final Application submission.

4. Co-Creation Phase

After the ASAs notification, a co-creation workshop will be hosted by USAID in Addis Ababa, Ethiopia or virtually. USAID reserves the right to change the venue if the co-creation workshop is not conducted remotely. The workshop will be focused on the design of the Activity and technical areas for collaboration with development food assistance partners. See Appendix II: Co-Creation Guidance for a full description of the goal and objectives for the co-creation workshop. This workshop will be attended by the ASAs (including Consortium partners as applicable), USAID, GoE and other stakeholders.

`

Additional information regarding the logistics and content of the workshop will be provided as part of the ASAs Notification Letter. USAID reserves the right to select other Applicants from the pool of merit review Phase 2 participants in case final agreement is not reached with initial selected ASAs.

USAID will provide the facilitation, conference room and media presentation equipment costs for the co-creation workshop in Addis Ababa, Ethiopia or will provide a virtual platform. USAID reserves the right to change the venue if the co-creation workshop is not conducted remotely. No funding will be made available prior to the award of the cooperative agreement. ASAs invited to the co-creation workshop are responsible for all costs incurred prior to the award of the cooperative agreement, including travel and all other costs related to all phases.

5. Phase 3 - Final Application Phase

5.1. Content and Form of the Full Technical and Cost Application

Post the Co-Creation Phase, the ASAs will submit a full technical and cost application, to be identified as the Full Application. Detailed format and content of the Full Application is outlined below. USAID may amend required content and form based on the outcomes of the Co-

Creation Phase between the ASAs, GoE, USAID, and other stakeholders. Any amendments will be communicated in the co-creation workshop.

- Cover Page (1 page)
- Table of Contents (1 page)
- Full Application Narrative Body (Maximum up to 40 pages as outlined below)
    - Technical Approach (25 page maximum)
    - Management Plan, Key Personnel, Operations and Logistics (12 page maximum)
    - Institutional Capacity (3 page maximum)

Document to include in the Applications	
1. Acronym List/Definition	Required
2. Activity Overview Table	Required
3. Key Personnel Curriculum Vitae (CVs)/Resumes and Letters of Commitment	Required
4. Staffing Plan / Organogram	Required
5. In-Kind Commodity Docs / Commodity Calculator / Annual Estimation of Resources	Required as applicable
6. Organizational Risk Assessment	Required
7. Protection Risk Assessment	Required
8. Inventory Oversight	Required as applicable
9. Monitoring and Evaluation (M&E) Plan	Required
10. Cost Application /Budget/Budget Narrative/ Executive Summary Table	Required
11. USAID Environmental Regulations (Rapid Environmental Impact Assessment)	Encouraged
12. Signed Certifications, Assurances, and Representations of Applicant and/or Recipient	Required
13. System for Award Management (SAM)	Required
14. Financial Documents/Indirect Cost Rates (NICRA)	Required
15. Federal Forms (SF-424 and any relevant attachments)	Required

16. Branding Strategy and Marking Plan	Encouraged (required before award)
17. Safety and Security Plan	Required
18. Past Performance	Required
19. Approval of Subawards	Required
20. Map that clearly identifies the geographic locations to be targeted by the activities and opportunities for layering with other USAID investments, with as much specificity as can reasonably be managed	Encouraged
21. Other Documents	Encouraged
22. Market Assessment	Encouraged

The Selection Committee will review the final full technical and cost application and provide a grade of either acceptable or not acceptable with additional clarification questions, in accordance with the details set forth under Section E of this APS.

5.2 Additional Information on Full Technical and Cost Application

5.2.1 Monitoring and Evaluation Plan (M&E Plan)
The purpose of the M&E Plan is to provide a framework for activities to demonstrate accountability and improve the quality of activity implementation and outcomes for participants. Applicants must submit an M&E Plan that describes in narrative the Applicant's approach to the evaluation and monitoring of activity performance and the operational context. At application, the M&E Plan must include a Logical Framework, Monitoring Plan, Data Management Plan, Data Quality Assurance Plan, Staffing Plan and Evaluation Plan. Post-award submission of the Indicator Performance Tracking Table (IPTT) and Performance Indicator Reference Sheets (PIRS) complete the M&E Plan. For additional guidance on preparing the M&E Plan, please refer to the Policy and Guidance for M&E and Reporting for Emergency Food Security Activities.

5.2.2 Logical Framework (LogFrame)
Applicants must submit an M&E Plan including a Logframe that shows the causal linkages between activity outputs, outcomes and goals, identifies assumptions and potential risks that are critical to the success of an activity, and includes key indicators with proposed targets to track the activity's performance with final targets.

The LogFrame consists of a matrix with five or more columns and many rows, summarizing the key elements of an activity.

- Narrative summary: The activity's hierarchy of objectives (Goal, Purpose(s), Sub-purpose(s), Intermediate outcome(s), and Output(s) as appropriate).

- Indicators: The conditions that signal realization of a result. Indicators should be linked to the interventions and outcomes.
- Targets: Targets are required for all indicators except for those that monitor the operational context, and should be ambitious yet achievable. Whenever applicable, disaggregates by age and sex should be reported (refer to BHA PIRS). All individual-level indicators must minimally be disaggregated by sex, and BHA encourages all household-level indicators to be disaggregated by household composition type (Adult Female No Adult Male, Adult Male No Adult Female, Male and Female Adults, Child No Adults). NOTE: Targets may be revised after baseline data collection, with approval from BHA.
- Data Source/Method: This column should provide a short summary of the data source and data collection method that will be used to measure the indicator. For example, FCS may be measured by using a questionnaire (data source) which is collected through a participant-based survey (data collection method) at baseline and endline, and through PDM (routine monitoring data collection method). Another example, training events use attendance sheets (data source) and are collected by way of routine monitoring (data collection method). Be as specific as possible, and avoid generic terms like "project records." This description should provide enough information so that a reviewer would know where to look in the M&E Plan for a more detailed description of the methods that will be used.
- Assumptions: The contextual environment and key external factors critical to the activity's success.

All activities must include the following required (R) and required if applicable (RiA) baseline/final evaluation and monitoring indicators in the LogFrame. Refer to the Food for Peace Implementation and Reporting website for the updated Indicator Handbooks and their PIRS for more details about the indicators. The following specifications come from the Indicator Handbook II: Annual Monitoring Indicators and the Indicator Handbook III: Indicators for Emergency Activities:

Required:
- M1. Number of individuals participating in U.S. Government food security programs

Required if the activity improves food security:
- E2. Percent of households with poor, borderline, and acceptable food consumption score (FCS)
- E3.Reduced Coping Strategies Index (rCSI)
- E4. Prevalence of households with moderate or severe hunger (HHS)

Required if the activity implements applicable nutrition specific activities (any length of time). Please review the indicator summary table below for applicability criteria:
- E5. Number of children under five (0-59 months) reached with nutrition-specific interventions through U.S. Government-supported programs
- E6. Number of pregnant women reached with nutrition-specific interventions through U.S. Government-supported programs
- E7. Number of children under two (0-23 months) reached with community-level nutrition interventions through U.S. Government-supported programs

- E8. Number of individuals receiving nutrition-related professional training through U.S. Government-supported programs

Applicable output indicators required for reporting (for full list refer to this page) should also be included in the LogFrame:

LRIP Commodity:
- Actual quantity delivered (MT)
- Quantity distributed (MT)
- Planned and actual participants disaggregated by sex

Cash Transfers and Food Vouchers:
- Planned and actual number of vouchers distributed
- Number of vouchers redeemed
- Planned and actual number of cash transfers distributed
- Total number of participants receiving transfers

Summary Table of USAID BHA Multi-Year Emergency Food Security Indicators			
Indicator Title	Required (R) Required if Applicable (RiA)	Monitoring (M)/ Baseline /Endline (BL/EL)	Applicability Criteria
1. Number of individuals participating in U.S. Government food security programs	R	M	All activities
E2. Percent of households with poor, borderline, and acceptable Food Consumption Score (FCS)	RiA	M and BL/EL	Activities that aim to improve food security
E3. Reduced Coping Strategies Index (rCSI)	RiA	BL/EL	Activities that aim to improve food security
E4. Prevalence of households with moderate or severe Household Hunger Scale (HHS) score	RiA	BL/EL	Activities that aim to improve food security
E5. Number of children under five (0-59 months) reached	RiA	M	Activities (of any duration) targeting children under five with

with nutrition-specific interventions through U.S. Government-supported programs			nutrition specific interventions, including social and behavior change communication that promote essential infant and young child feeding behaviors
E6. Number of pregnant women reached with nutrition-specific interventions through U.S. Government-supported programs	RiA	M	Activities (of any duration) that target pregnant women with nutrition-specific interventions, including counseling on maternal and/or child nutrition, multiple micronutrient supplementation, and direct food assistance of fortified/specialized food products
E7. Number of children under two (0-23 months) reached with community-level nutrition interventions through U.S. Government supported programs	RiA	M	Activities (of any duration) that target children under two with nutrition interventions at the community level
E8. Number of individuals receiving nutrition-related professional training through U.S. Government supported programs	RiA	M	Activities (of any duration) that provide training on basic and applied nutrition-specific or nutrition-sensitive topics to health professionals, primary health care workers, community health workers, volunteers, policy-makers, researchers, students, and non-health personnel
E9. Prevalence of acute malnutrition	RiA	BL/EL	Activities aim to reduce or stabilize acute malnutrition
BL21. Percent of producers who have applied targeted improved agricultural management practices or technologies	RiA	BL/EL	Activities promoting improved agriculture technologies or management practices
BL31. Percent of households participating in group-based savings, micro-finance or lending programs	RiA	BL/EL	Activities promoting savings and lending

BL27. Percent of households with access to a basic sanitation service	RiA	BL/EL	Activities promoting infrastructure-related WASH interventions
BL16. Percent of households using basic drinking water services	RiA	BL/EL	Activities promoting infrastructure-related WASH interventions* * If an activity does not promote infrastructure-related WASH interventions, the indicator will be considered as a contextual indicator and no targets required
BL17. Percent of households with soap and water at a handwashing station on premises	RiA	BL/EL	Activities promoting social and behavior change related to WASH
BL12. Prevalence of children 6-36 months consuming a diet of minimum diversity	RiA	BL/EL	Activities promoting feeding children minimum acceptable diet
BL13. Prevalence of exclusive breastfeeding of children under six months of age	RiA	BL/EL	Activities promoting exclusive breastfeeding
BL23. Ability to recover from shocks and stresses index	RiA	BL/EL	Activities building resilience capacities
BL38. Index of social capital at the household level	RiA	BL/EL	Activities building resilience capacities
BL24. Percent of households that believe local government will respond effectively to future shocks and stresses	RiA	BL/EL	Activities building resilience capacities
M9. Number of hectares under improved management practices or technologies with U.S. Government assistance	RiA	M	Activities promoting improved agriculture technologies or management practices

M16. Number of individuals in the agriculture system who have applied improved management practices or technologies with U.S. Government assistance	RiA	M	Activities promoting improved technologies or management practices
34. Percent of participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) who are female	RiA	M	Activities promoting women access to assets, credit, savings, income and/or employment
M35. Percent of participants in U.S. Government-assisted programs designed to increase access to productive economic resources who are youth (15-29 years of age)	RiA	M	Activities promoting youth access to assets, credit, savings, income and/or employment
M32. Percent of households participating in group-based savings, micro-finance or lending programs	RiA	M	Activities promoting savings and lending
M4. Percent of households with soap and water at a handwashing station on premises	RiA	M	Activities promoting social and behavior change related to WASH
M22. Number of people gaining access to a basic sanitation service as a result of U.S. Government assistance	RiA	M	Activities promoting infrastructure-related WASH interventions
M25. Number of institutional settings gaining access to basic drinking water services due to U.S. Government assistance	RiA	M	Activities promoting infrastructure-related WASH interventions

M28. Number of host government or community-derived risk management plans formally proposed, adopted, implemented or institutionalized with U.S. Government assistance	RiA	M	Activities aiming to strengthen communities' disaster risk, natural resources and/or environmental risk management capacity

Every result should have a minimum of one indicator to measure the anticipated outcome. For additional indicators, Applicants are requested to review the Development Food Security Activity list of indicators and USAID's Office of U.S. Foreign Disaster Assistance list of indicators.

5.2.3 Evaluation Plan

USAID requires that all awards must conduct a baseline study and a mixed-method final evaluation. To inform the evaluation plan, Applicants should follow the guidance found in the Guidance for Abbreviated Statements of Work for Emergency Activities.

5.2.4 Baseline Studies

The baseline study must include a quantitative participant or population-based survey. The baseline survey must adhere to the following:

- Survey should include a probability sample at the participant or population level in the activity area, and be designed to produce values that will be compared to results from an endline survey so that change can be measured and tested for difference. The abbreviated SoW should include all sampling parameters and references so reviewers can re-estimate the sample size.
- Awardees must complete quantitative data collection within 120 days of the approval of the award, and submit a final copy of the baseline study to the Agreement Officer Representative (AOR), the NGO/PVO partners, and the Development Evaluation Clearinghouse within 150 days of award approval. All survey datasets (baseline and endline) must be submitted by NGO/PVO partners to the Development Data Library (DDL). For dataset submission guidance refer to ADS 579.
- When feasible and appropriate, Awardees can collect baseline data at the time of participant registration rather than through a separate survey. Instead of collecting baseline data from all participants, Awardees can collect the data from a systematic random sample of participants as they are registered. Should an Awardee decide to collect baseline indicator data from all participants, and endline data from a sample of participants, it is important to note that the baseline and endline data cannot be tested for differences as is, but must use a statistical test of difference in order to compare baseline and endline data points. While Awardees are encouraged to ensure that data collection occurs prior to the start of in-kind, cash or voucher distributions, activities may commence resource distributions prior to the completion of the baseline survey, in order to meet life-saving needs and objectives.

- Activities with an objective and budget to reduce or stabilize acute malnutrition must include prevalence of acute malnutrition (indicator E9) for the targeted participants in the baseline and endline surveys. The baseline and endline surveys must include a measurement of acute malnutrition measured by either weight-for-height or Mid-Upper Arm Circumference (MUAC) and edema. Activities that propose nutrition-sensitive interventions or IYCF interventions but do not have an objective to reduce acute malnutrition are not required to measure acute malnutrition.

5.2.5 Final Evaluation

The final evaluation must be externally led by an experienced firm or consultants. Final evaluation quantitative endline surveys must include a probability sample at the participant or population level in the activity area that is consistent with the baseline survey, and be designed to produce values that will be compared to results from a baseline survey so that change can be measured and tested for difference. Awardees are encouraged to ensure that data collection for baseline and endline surveys occur at the same point in time (during the year), as appropriate, to the greatest extent possible.

5.2.5 Monitoring Plan

Applicants must provide a narrative that describes the activity's monitoring strategy. The monitoring strategy must describe all the monitoring activities that Applicants plan to conduct with a proposed methodology for each monitoring activity and data management.

At a minimum, monitoring activities must include post distribution and operational context monitoring plans. Post distribution monitoring (PDM) must track as relevant activity aspects such as utilization of household food assistance, household food consumption, participants' satisfaction with food assistance, timeliness of the assistance, participants' perception about gender and protection considerations, safety and security, vendor feedback, teacher perceptions of school-based activities, and access to and effectiveness of participant feedback loops and other factors associated with the transfer of the entitlement. If the activity changes modalities at any point (e.g., introducing cash into what had previously only been in-kind distributions), the implementer should conduct a post modality change evaluation to examine the effect of the shift on household dynamics with special attention to feedback from women and youth. The plan for PDM should include the following components: indicators collected, survey design, sampling frame, sample size calculation, sample selection, and analysis.

The application must also include an operational context monitoring plan that describes the operational context issues that may impact activity and how these issues will be monitored. The operational context must identify the indicators and data collection methods. If reliable secondary data sources are available, activities may utilize these but should indicate the source. At a minimum, the operational context monitoring plan must monitor the price and availability of staple food commodities. Applicants must identify the commodities that will be tracked, the locations, and the frequency of market monitoring.

In addition, Applicants should consider how to measure programming influence on market actors. The MARKit: Price Monitoring, Analysis and Response Kit developed by members of the LRIP Learning Alliance is an example of one of the community toolkits available to help interpret and react to market information collected during an activity. If specific thresholds are to be

established to signal the possibility of a distortion, please describe the process that will be used to identify those thresholds. USAID also encourages Applicants to consider monitoring morbidity, mortality, casual labor rates, terms of trade and other indicators, using secondary data as available and appropriate to meet the objectives and interventions of the activity.

As part of the monitoring plan, the Applicant must include a data management plan that describes how it intends to manage data at all stages, from collection to reporting to ensuring consistent handling, quality standards, and the protection of participant data. The plan should include a summary of data quality assurance, data security protocols and data use processes, protocols, and standards.

5.3 Post Award Requirements

Within 120 days of the award, the Awardee(s) are required to submit an IPTT, which should include all indicators, baseline and base values, data sources, targets, data collection frequency, and data collection methods. The Awardee(s) must also submit PIRS for each of the indicators that it will collect within 90 days of the award. Note that BHA provides PIRS for all required and required if applicable indicators. BHA Indicator Handbooks and PIRS are found here.

The Awardee(s) will submit revisions to the M&E Plan as needed to update the plan components and related documents as the situation/context may change and require a change in the M&E plans. The applicant will submit the revised M&E plan and related documents with the Annual Results Report (ARR) submission.

Along with these plans, within 30 days of award, the Awardee is required to submit a complete statement of work (SoW) for the baseline study and mixed-method final evaluation, and post distribution monitoring, which will include agreed-upon indicators (minimally including indicators that are required if applicable for emergency awards such as rCSI, HHS, FCS, and GAM measures). Please review the Guidance for Abbreviated Statement of Work for Emergency Activities for sample size estimation and example of the required components of a SoW. The SoW guidance provides different scenarios and sample sizes. If the different sampling parameters are comparable to one of the scenarios, an Awardee may want to use the proposed sample size and sampling strategy. Required indicators will be agreed upon during the co-design workshop. The logical framework should include both a narrative and a matrix. The logical framework should include indicators to both monitor and evaluate the performance of the activity.

Baseline/final evaluations may be conducted by an external firm and determination of life of award indicators may be done during an M&E workshop. Annual monitoring activities will be reported annually through the Annual Results Report, including by entering data into the relevant reporting portal.

USAID may include additional monitoring and evaluation requirements. Please see the Post-Award Reporting section of award agreement for minimum reporting requirements.

5.4 Cost Application

All budgeted costs must be in U.S. currency, be presented in Excel or compatible equivalent, and must use calculation formulas.

The cost application should include a comprehensive budget and detailed budget breakdown by

year.

The comprehensive budget must incorporate all planned costs by object class category, and funding type (funding source) for each year of the activity. Object class categories are logical groupings of costs, such as staff salaries, fringe benefits, travel, capital equipment, supplies, and indirect costs.

For the cost application, clearly identify the type of emergency food assistance modality proposed and break out all costs associated with each modality into separate columns.

Every cost (e.g., staffing, administrative, training/capacity building) must be captured in at least one modality column.

In-kind components do not need to be broken out by intervention (e.g. by nutrition, GFD, food for assets).

If the Applicant is requesting only Title II U.S. in-kind resources or only resources for market-based food assistance, then only one cost application is required.

If the Applicant is requesting both Title II and IDA resources, the Applicant should submit two separate cost applications, one for Title II in-kind resources using the commodity calculator and including applicable Internal Transport, Storage and Handling (ITSH) and Section 202(e) funding requests, and one for the other market-based assistance.

Note: The cost breakdown by market-based modality (LRIP, cash transfers, food vouchers and Essential Complementary Activities) must, when added together, equal the total funding amount requested. In other words, all line item costs must be associated with one or more modalities. If the Applicant is requesting both Title II in-kind and market-based resources, then the sum of the two cost application totals must equal the total funding request.

Costs should be further broken down by food voucher activities, cash transfer activities, commodity procurement, transport, shipping and handling costs, and activity intervention costs, delineated by resources provided through this APS, non-U.S. Government cost-sharing, if any (see 2 CFR 200.307), other USAID funding broken down by operating unit and type, if applicable (e.g., BHA Title II, BHA EFSP), and/or other non-USAID U.S. Government funding, as applicable. (See the link to the budget template below.)

For select market-based modalities (specifically LRIP), the Applicant must pay market competitive prices for commodity procurements. To assist in this analysis, Applicants may use comparative price calculations. Applicants must explain the approach to be used to ensure competitive pricing.

A budget narrative justifying all cost items must be included, as well as any appropriate supporting documentation, e.g., Negotiated Indirect Cost Rate Agreement (NICRA).

For NGO/PVOs, the financial plan should meet the criteria contained in Subpart E-Cost Principles of 2 CFR 200, which will be used to determine whether the components of the cost application are allowable and reasonable.

With regard to payment of local government taxes, Awardees must comply with allowable cost principles outlined in 2 CFR 200. (Note: This does not apply to PIOs.) Applicants should use the following cost categories in their budget and provide a budget summary table. Other categories may also be included.

Please see a suggested NGO/PVO emergency budget format on the BHA section of the USAID website here.

1. Staff Salaries
2. Fringe Benefits
3. Overseas Allowances
4. Supplies and Materials
5. Travel and Transport
6. Commodity Procurement, Transportation and Warehousing
7. Equipment at/or above $5,000
8. Consultancy/Technical Assistance/Training
9. Contractual/Sub-awards
10. Other Direct Costs
11. Indirect Costs

PIOs may use budget categories used in appeals or other USAID funding requests. Please refer to the BHA EFSP full application budget template for a suggested format.

5.5 Climate Risk and Environmental Examinations

USAID's environmental regulation indicates that activities involving international disaster assistance quality for an "Exemption" from the procedures, per 22 CFR 216.2(b)(1)(i). This Exemption applies to activities funded out of the International Disaster Assistance (IDA) appropriation account, or, for "short periods of time when absolutely necessary" for emergency activities that are funded with a non-IDA account (e.g., Title II), per ADS 204.3.10.a, when they meet the Exemption criteria outlined in ADS 204.3.10.c.

This Exemption is not applicable to assistance for the procurement and/or use of pesticides, per 22 CFR 216.2.(e). Concerning pesticide activities of fumigation, integrated vector control, and transboundary pests, refer to the Pesticide Management section of the USAID food assistance Environmental Safeguard Guidance and Resources webpage, per USAID pesticide procedures 22 CFR 216.3(b).

Previous implementation of the Joint Emergency Operation for Food Assistance in Ethiopia (JEOP), conducted Initial Environmental Examinations for multiple-year emergency assistance. USAID template for the IEE may be found here. Climate risks to key sectors of USAID support in the Ethiopia regions of Tigray, Amhara and Oromia may be found within the Climate Risk Profile in BHA Geographies Ethiopia Factsheet with other climate and environment assessments for Ethiopia.

Public International Organizations (PIOs) follow their own environmental policies and procedures, per ADS 308.3.10.c. Notably, the UN World Food Program (WFP) Policies on

Environment and Climate Change. Other UN humanitarian organizations support Environmental Management Systems (EMS) as described in Greening the Blue. All Applicants are advised to consult resources to promote environmental performance in humanitarian action, as described Joint UN OCHA/Environment Unit (JEU) Environment in Humanitarian Action Fact Sheet.

5.6 Annual Pipeline Estimate and Resource Proposals

The Awardee will submit a five-year Detailed Implementation Plan (DIP) as part of the full application, but each year will submit a PREP to review annual work plan changes before processing incremental funding obligations. Full details and submission timelines for the PREPs will be provided post award.

5.7 Branding Strategy and Marking Plans

A Branding Strategy and Marking Plan (BS/MP) is required for the ASAs only. Note that because USAID's branding and marking requirements have cost implications, such costs must be included in the application budget even if the Applicant does not submit its BS/MP with the application. These rules do not apply to PIOs organizations.

Under special circumstances USAID approved marking plans may be waived. Agency branding and marking guidance can be found in the recently updated ADS Chapter 320 and at the USAID branding site.

5.8 Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

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

- Provide a valid DUNS number; and
- Be registered in the SAM – note that the ASAs must maintain an active SAM registration.

USAID will not make an award to an ASA until that ASA has complied with all applicable DUNS and SAM requirements. This is justification for not approving an award. Please note an Awardee cannot make a sub-award to an entity unless that entity has provided a DUNS number.

5.9 Funding Restrictions

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

5.10 Pre-Award Certifications, Assurances, and Representations of the ASAs

The ASAs must provide a signed copy of Pre-Award Certifications, Assurances, Representations and Representations of the ASAs and Solicitation Standard Provisions as described in ADS 303.3.8 on the USAID website, in response to the Issues Letter at the full application stage.

5.11 Award Phase

Per USAID's requirements, the final technical and cost applications will be reviewed and an award will be drafted and submitted to the ASAs for review. Once the award is approved and signed, the Awardee may start incurring costs. Please note that the Awardee may be required to participate in a variety of post-award meetings including but not limited to: post-award conference, Ethiopia-based kick-off meetings, and M&E/baseline workshops.

5.12 Past Performance

ASAs will be asked to provide a list of all contracts, grants, or cooperative agreements involving similar or related work that the applicant has undertaken during the previous three years. This includes any experience with LRIP, cash transfers, food vouchers, commodity management, Essential Complementary Activities, and other food assistance experience including development and emergency programming. This information must include the location and award number if applicable, a brief description of work performed, name of donor entity and points of contact for donor(s) with current phone numbers and/or e-mail addresses. ASAs are requested to list all information in reverse-chronological order, starting with the most recent. ASAs must provide performance information for each Consortium member (no longer than two pages per organization) to be included in the annex.

SECTION E: MERIT CRITERIA AND OTHER REVIEW INFORMATION

1. General Criteria

All applications will be reviewed in accordance with the review criteria set forth below. The criteria presented below have been tailored to the requirements of this APS. Applicants should note that these criteria serve to: (a) identify the significant matters which an Applicant should address in each phase and (b) set the standard against which all Applicants will be evaluated. To facilitate the review, Applicants are requested to organize the narrative sections of the Concept Paper according to the format (Section D) and the merit review criteria set forth below.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Evaluation Phase format. The Application will be scored by a Selection Committee (SC) using the criteria described in this section. There are three distinct evaluation phases. The specific merit review criteria are as follows for each evaluation phase.

2. Merit Review Criteria for Evaluation Phase 1 - Concept Papers

The Concept Paper must present innovative yet realistic interventions that are in line with the implementation parameters, programming principles, and desired results as described under Section A of this APS. Concept Papers will be reviewed on the basis to which they successfully align with the requested information as described in the APS. The following merit criteria rating weights will be used:

Merit Review Criteria	Maximum Possible Points
1) Technical Approach	60

2) Management, Personnel, Operations, and Logistics Plan	30
3) Institutional Capacity	10
Total Possible Points	100

1) **Technical Approach**
   The approach will be evaluated based on the extent to which the activity is conceptually sound, aligns with BHA priorities, implementation parameters, and programming principles for the country set forth by this APS. The approach should also provide a clear and realistic vision as to what positive change in food security, particularly in relation to the implementation parameters, will be accomplished over the course of the award. This should include technical and operational innovations to humanitarian food security and humanitarian-development-peace nexus in Ethiopia. Applicants should demonstrate innovative and realistic interventions to achieve greater operational efficiency and support, and to strengthen capacity for the GoE's transition to a continuum of response.

2) **Management, Personnel, Operations, and Logistics Plan**
   The management structure and staffing must ensure the efficient and appropriate use of resources, including adequate human resources to support the interventions and resource management. This includes ensuring that sector and resource management components have sufficient technical oversight. All relevant information on Consortium members and Sub-Awardees must be included, and clear planning for refinement period activities and subsequent management and staffing adjustments must be addressed.

   The resource management section should be appropriate and sufficient for the resources requested. The Applicant should have a clear understanding of country specific requirements (e.g., local, regional, national, international) for proposed use(s) of food assistance (e.g., in-kind, cash or vouchers), and awareness of restrictions that may hinder operations or implementation. 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 will be evaluated on how they propose an adaptive management approach throughout their design. Applicants should demonstrate plans to address expected shocks and stressors.

3) **Institutional Capacity**

   The Applicant should demonstrate that both the Applicant and all proposed Consortium members have an adequate management and institutional capacity to successfully conduct and manage the program. In addition, they must establish the ability to coordinate and collaborate with local and regional actors.

3. Merit Review Criteria for Evaluation Phase 2 - Oral Presentations

Oral presentations will be reviewed on the basis to which they successfully elaborate implementation and programming principles and desired results, as well as respond to the requested information as described under Section E 3.2 below using the following merit criteria rating weights:

General Approach and Activity Considerations   **80%**
Proposed Co-Creation/Collaborative Approach   **20%**

Merit Review Criteria	Maximum Possible Points
1) General Approach and Activity Considerations	80
2) Proposed Co-Creation/ Collaborative Approach	20
Total Possible Points	**100**

1) General Approach and Activity Considerations
The Applicant's presentation must clearly articulate the organization's approach to the APS goal, implementation parameters, and programming principles; their proposed activity summary; and proposed modalities. The presentation should address any technical issues raised by USAID from the Concept Paper phase.

2) Proposed Co-Creation/Collaborative Approach
The Applicant should describe how they envision the collaborative application design process, specifically coordination and communication with USAID and GoE and the role of the Applicants' organization in developing a full technical application during the initial co-creation. Additionally, Applicants should outline technical areas pertaining to the continuum of response that would benefit from discussions with development food security partners and GoE.

4. Final Application Phase

4.1 Technical Application Review

The ASA will develop a technical application which will be the Program Description of the resulting cooperative agreement in collaboration with USAID. Following the co-design consultation, USAID will evaluate the resulting technical application of the ASA, which would constitute the Program Description of the resulting cooperative agreement, as "Pass/Acceptable" or "Fail/Unacceptable." In the event negotiations fail to improve the ASA's Technical Application/Program Description, USAID may determine the application as "Fail/Unacceptable".

The programmatic and technical aspects of an application will be reviewed separately from the cost application. The cost application will be evaluated for cost effectiveness, cost realism, reasonableness, allowability, and allocability.

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

4.2 Cost Application Review
USAID will evaluate the cost application to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

USAID will also consider allocability and reasonableness.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

USAID will perform a risk assessment (2 CFR 200.205). USAID may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective ASAs has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.207).

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices
The notice of award approved and signed by the AO is the authorizing document, which USAID will provide electronically to the point of contact identified in the application of the successful Applicant.

Award of the agreement contemplated by this APS cannot be made until funds have been appropriated, apportioned, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential Applicants are hereby notified of these requirements and conditions for the award.

2. Administrative & National Policy Requirements
Unless otherwise noted, all sections of the APS are applicable to all emergency requests, whether supported by the FFP Act or FAA-authorized resources.

Applicants should submit Concept Papers outlining requested Title II in-kind assistance or market-based modalities, without specifying the funding source for market-based modalities. USAID will decide how any approved market-based modalities will be funded.

USAID assumes no liability for reimbursing Applicants for any costs that may be incurred in the preparation and submission of Concept Papers and/or applications.

USAID reserves the right to issue additional solicitations and/or make awards outside of this APS in order to meet the objectives of the U.S. Government.

This APS does not apply to Title II development (i.e., non-emergency) resources.

This APS does not provide guidance to existing development activities regarding the use of approved non-emergency resources in response to an emergency. For such guidance, current recipients should contact the activity's Agreement Officer Representative (AOR) in BHA. BHA will ensure that there is no duplication between emergency applications under the APS and non-emergency resources used in response to an emergency.

Awards will be made and administered in accordance with applicable laws and regulations, including the FFP Act, the FAA, USAID regulations, policies, procedures, and any actual award provisions, including USAID's standard provisions (for U.S. Nongovernmental Organizations, Non-U.S. Nongovernmental Organizations, or Public International Organizations). The awards will be administered in accordance with 22 CFR 211, 22 CFR 216, 2 CFR 200, 2 CFR 700, and ADS 303 (NGOs) or ADS 308 (PIOs), and FFP Information Bulletins as applicable.

3. Reporting Requirements
ADS 540 requires Awardees (except PIOs) to submit documentation created during the course of a USAID award to the USAID Development Experience Clearinghouse (DEC), such as assessments, analyses, studies, articles, baseline surveys, midterm and final evaluations, and appropriate components of the Annual Results Report (ARR). Prior to submitting materials, Awardees should contact the AOR to ensure that the final and cleared materials are agreed upon for DEC submission, if required by the terms of the award. Awardees should upload all documents through DEC. Any dataset created or collected with USAID funding must be submitted to the Development Data Library (DDL). For dataset submission guidance refer to ADS 579.

All programmatic and financial reports must be submitted to the USAID AOR for approval, by the due date. In addition to the annual and final reporting requirements specified below, USAID will make activity information available to the public as appropriate. Post-award reporting, including quarterly program performance reports (QR), ARRs and final programmatic results reports, should be submitted as specified by USAID.

When uploading documents, please use the following file naming convention:

Partner Name - Country - USAID Award Number - Financial Report (SF 425/Final Report)_Q# - Date Submitted (YYYY/MM/DD).doc

Partner Name - Country - USAID Award Number - Program Report _Q# - Date Submitted (YYYY/MM/DD).doc

Example: "ABC Ethiopia 72DFFP20APS00003 SF425_Q1 20200112"

PROGRAMMATIC REPORTING		
QUARTERLY PERFORMANCE REPORT	ANNUAL RESULT REPORT	FINAL REPORT
1. Activity Summary	1. Activity Summary	1. Activity Summary
2. Activity Outputs	2. Activity Outputs	2. Activity Outputs
3. Programming Performance	3. Programming Performance	3. Programming Performance
4. Challenges	4. Lessons learned	4. Lessons Learned
5. Market Analysis	5. Market Analysis	5. Market Analysis
6. Planned Activities	6. Planned Activities	6. Cross-cutting Elements
7. Protection Concern	7. Protection Concern	7. Success Stories
8. Success Stories	8. Success Stories	8. Cash Transfer and Food Voucher table
9. Food Transfer modality report	9. Food Transfer modality report	9. Loss Reporting
10. Loss Report	10. Loss Report	10. Commodity Quality Safety
11. Commodity Quality and Safety	11. Commodity Quality and Safety (As Applicable)	
12. Mixed-Method Final Evaluation Report		

FINANCIAL REPORTING TABLE	
QUARTERLY FINANCIAL REPORT	FINAL FINANCIAL REPORT
SF 425 - SF 425a	The final financial report replaces the quarterly financial report for the final quarter of the award.

3.1 Programmatic Reporting

3.1.1. Quarterly Performance Reports (QRs) (5 pages maximum-recommended)
Quarterly reports are due within 30 days after the end of the appropriate fiscal year quarter,

unless the reporting period ends: 1) less than 45 days before the effective date of the award; 2) less than one month from the estimated completion date of the award without a planned extension; or 3) the quarter when the Annual Results Report (ARR) is due. The primary objectives of the QRs are to discuss progress against all indicators identified in the M&E Plan, to tell the story behind the progress and to identify planned changes in programmatic approaches. USAID specifies additional components of quarterly reporting in the award, based on the modality. Note that annexes do not count towards the page limit.

1) Activity Summary
Activity summary should highlight major changes in access, security, food security and other relevant elements impacting programming. Summary should be specific to changes in the context from the previous quarter, with an outlook at potential changes in the next quarter. Please include reference to any specific issues that have been the subject of informal updates or approval requests to BHA within the last quarter (e.g., "the cost fluctuations").

2) Activity Outputs
Activity output achievements should be reflected as planned versus actuals. Include the total number of participants targeted and reached overall, disaggregated by sex. If participants are reached by more than one modality, please note this in your narrative. Please provide narrative description for any results over or under targets. Modality specific reporting tables are provided below.

	Participants Actual / Planned						Unique Participant
[Activity]	[Oct.]	[Nov.]	[Dec.]	[Jan.]	[Feb.]	[Mar.]	
Participants (Male)	Actual/ Planned	Actual Planne	Actual/ Planned	Actual/ Planned	Actual/ Planned	Actual/ Planned	
Participants (Female)	Actual/ Planned	Actual Planne	Actual/ Planned	Actual/ Planned	Actual/ Planned	Actual/ Planned	

3) Programming Performance
Programming performance should include results from any outcome and process indicators that have been collected this quarter. This includes data from post-distribution monitoring (PDM), feedback mechanisms, and ad-hoc assessments.

4) Challenges
QRs should include a description of any challenges that the activity has faced during the quarter and how they were resolved, as well as a discussion of any potential challenges or delays that may impact the overall objectives.

5) Market Analysis
Analyze and present results from market assessments and monitoring (source and participant

community markets) and discuss trends and potential programming impacts. In reporting price changes over time, comparisons should be made to any regular seasonal changes of prices. In the absence of robust pre-existing market information systems, Awardees should utilize the most accurate, regular, and relevant prices available. Unexpected market impacts should be explained in the QRs and ARR, along with course corrections made. If specific thresholds are being used to identify price fluctuations that could signify an adverse market distortion, please notify USAID in this section if those thresholds have been exceeded during this quarter.

6) Planned Activities
This section should include key activities planned for the upcoming quarter.

7) Protection Concerns
Should protection issues arise as a direct result of the Awardee's program, (e.g. increased tension between couples due to women's direct access to cash), describe the actions taken and planned to mitigate the risk, and report the unintended effects observed. Additionally, address any protection concerns affecting local populations.

8) Success Stories (as relevant)

9) Local, Regional and International Purchase Commodity (LRIP) report in the relevant BHA Partner portal. Reporting Tool (See FFPIB 19-03 for more info).
Awardees are expected to enter the following information into the appropriate tables annually:

- Procurement Table:
  - i. Commodity name
  - ii. Procurement type
  - iii. Quantity procured in metric tons (MT)
  - iv. Procurement value in US$
  - v. Transport cost in US$, total cost
  - vi. Purchase date
  - vii. Source and origin countries
  - viii. Prices per MT 2 weeks before and after the purchase date in US$

- Procurement Table:
  - i. Commodity name
  - ii. Quantity delivered in MT
  - iii. Unique participants receiving food
  - iv. Number of rations

10) Food transfer modality report in the relevant BHA Partner portal.
Awardees are expected to enter the following information into the appropriate tables annually:

- Cash/Voucher Table:
  - i. Conditionality type (including unconditional)
  - ii. Modality type
  - iii. Total amount distributed in US$

iv. Number of unique HH
v. Number of unique participants
vi. Number of ration days
vii. Transfer value in US$
viii. Total redeemed value in US$
ix. Percentage of HH daily dietary needs met

- In-Kind Table:
    i. Conditionality type (including unconditional)
    ii. Number of unique HH
    iii. Number of unique participants
    iv. Number of ration days
    v. Percentage of HH daily dietary needs met

11) Annex: Loss Reporting

All losses regardless of modality should immediately be reported to BHA, as well as be included into quarterly and final reports. When reporting commodity losses include the type, amount and value of commodity, including the reason for the loss. For cash and vouchers, losses are defined as any diversion of resource transfers which were intended for participants. When reporting cash transfer and food voucher assistance (CVA) losses, include value and reason for the loss.

12) Annex: Commodity Quality and Safety

If applicable, include commodity safety and quality assurance inspection results compared to local country food safety guidance or Codex Alimentarius, as referenced in the Commodity Safety and Quality Assurance section. Results must contain aflatoxin levels and moisture content certification. Commodity safety and quality inspection certificates will be submitted concurrent with QRs as specified by USAID.

Note: any commodity quality and safety concerns should be immediately reported to the AOR.

13) Annex: Mixed-Method Final Evaluation Report

The evaluation team leader is responsible for drafting the final evaluation report. It is important to ensure that both the quantitative and qualitative components are well integrated and are used to support cohesive findings. BHA expects that evaluation reports will be well-written, insightful, and concise. The final evaluation report must be submitted with the Final Report at the end of the activity life, for AOR approval.

3.1.2. Annual Reporting

In addition, in lieu of a fourth quarter programmatic report, an Annual Results Report (ARR) shall be submitted in accordance with the ARR guidance. The ARR reporting guidance can be found under the Annual Results Report section on the USAID website. The ARR should be submitted through the relevant BHA Partner portal. This report will be instrumental in helping USAID complete reporting on overall program performance.

3.1.3. Final Programmatic Report

Reporting requirements will be identified in the award. Information should be reported at the end of the activity life for the entire life of the activity. At a minimum, the final report must include the following:

1) Activity Summary highlighting overall activity achievements and milestones. Provide a general update on the food security situation and contextual changes.

2) Activity Output achievements reflected as planned versus actuals. Data should be presented per month for all months under the active award. Include total number of participants targeted and reached overall, disaggregated by sex. If participants are reached by more than one modality, please note this in your narrative. Please provide narrative description for any and all results over or under targets by more than ten percent.

3) Programming Performance presents results from outcome and process indicators. This should include data from baselines, PDMs, feedback mechanisms and final assessments, presented per month for all months that it was collected under the active award.

4) Lessons Learned describe lessons learned on programmatic adaptations made in response to challenges or opportunities encountered, the appropriateness of selected modalities and activities to the context, and unintended consequences of program activities and how they were addressed. Discuss whether the reasons for choosing the modality at the inception of the program held true during implementation. Was any new information uncovered during implementation that would alter or better inform the choice of modality? Note any general programming lessons learned which could apply more broadly to other programs or contexts.

5) Market Analysis should include analyses and results from market assessments and monitoring (source and last mile markets), including discussion of trends and potential programming impacts. In reporting price changes over time, comparisons should be made to any regular seasonal changes of prices. In the absence of robust pre-existing market information systems, Awardees should utilize the most accurate, regular, and relevant prices available. Unexpected market impacts or disincentives to local production should be explained in the ARR, along with course corrections made.

6) Cross-Cutting Elements should include a description of how the activity has assessed as well as addressed gender, protection, and conflict sensitive needs and issues.

7) Success Stories (as relevant)

8) Annex: Cash Transfers and Food Vouchers table

CVA activities are required to report on the CVA table. Tables must be submitted as specified by USAID.

9) Annex: Loss Reporting

All losses regardless of modality should immediately be reported to BHA, as well as be included into quarterly and final reports. When reporting commodity losses include the type, amount and value of commodity, including the reason for the loss. For cash and vouchers, losses are defined

as any diversion of resource transfers which were intended for participants. When reporting CVA losses include value and reason for the loss.

10) Annex: Commodity Quality and Safety

If applicable, include commodity safety and quality assurance inspection results compared to local country food safety guidance or Codex Alimentarius, as referenced in the Commodity Safety and Quality Assurance section. Results must contain aflatoxin levels and moisture content certification. Commodity safety and quality inspection certificates will be submitted concurrently with QRs as specified by USAID.

3.2. Financial Reporting
1) Quarterly Financial Report and Final Financial Report
For NGO/PVOs, financial reporting requirements will be in accordance with 2 CFR 200. Quarterly financial reports are expected to be submitted within 30 calendar days after the end of the quarter and the final financial report not later than 90 days after the end of the award. More information about financial reporting will be included in the award. For PIOs, financial reporting requirements will be specified in the award.

3.3. Ad Hoc Reports
The Awardee may be requested to submit ad hoc reports like monthly pipelines, distribution status updates, or reports on the status of its activities as requested by either USAID/Ethiopia or USAID BHA.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

Potential Applicants shall contact the USAID Agreement Officer for this APS through the following mechanisms:

Any questions concerning this APS or its appendices must be submitted in writing within 30 days of the document's posting to FY20JEOP_APSEthiopia@usaid.gov, and reference "FY 2020 Ethiopia APS" in the subject line.

Also contact FY20JEOP_APSEthiopia@usaid.gov with any questions or comments relating to the Concept Paper. Any information given to a prospective Applicant concerning this APS will be furnished promptly to all other prospective Applicants via www.grants.gov, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

1. Requirements for all Activities

Unless otherwise approved by USAID, the source and origin of commodities financed by USAID under local and regional procurement activities, and the nationality of the suppliers of such commodities, shall be in countries up to the "Lower Middle Income Countries and Territories" category on the OECD-DAC List of ODA recipients, excluding the list of prohibited source countries in the mandatory reference to ADS 310. The most recent DAC list should be used. "Source" is defined in 22 CFR 228.01. "Nationality" rules are defined in 22 CFR 228.12. For the purposes of this APS, "origin" is defined as "the country where a commodity is mined, grown or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results that is significantly different in basic characteristics or in purpose of utility from its components." Commodity procurements will be subject to all applicable laws and regulations, e.g., Department of Treasury, Office of Foreign Assets Control (OFAC) regulations.

Under this APS, all Applicants (for NGOs, PVOs, and PIOs) proposing USAID-financed ocean shipment of commodities will be required to comply with the U.S. Government Cargo Preference Act as described in ADS 315. Compliance with the Cargo Preference Act is carried out at an Agency level and will be coordinated by the Bureau for Management, Office of Acquisition and Assistance, Transportation Division (M/OAA/T).

2. Code of Conduct

As a condition for receiving any award resulting from this APS, including both Title II or EFSP awards, Applicants must have adopted a code of conduct that addresses the protection of beneficiaries of assistance from sexual exploitation and abuse in humanitarian relief operations. U.S. law stipulates that no International Disaster Assistance (IDA) funds may be obligated to an organization that fails to adopt a code of conduct providing for the protection of beneficiaries of assistance from sexual exploitation and abuse in humanitarian relief operations. As a matter of policy this requirement has also been extended to Title II emergency awards. The required code of conduct must be consistent with the UN Inter-Agency Standing Committee (IASC) Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises, which includes the following core principles:

- Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment;
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defense;
- Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behavior is prohibited. This includes exchange of assistance that is due to participants;
- Sexual relationships between humanitarian workers and participants are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work;

- Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same humanitarian aid agency or not, s/he must report such concerns via established agency reporting mechanisms;
- Humanitarian workers are obliged to create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.

3. Mandatory Reporting on Allegations of Sexual Abuse and Exploitation
For U.S. NGOs, the Awardee(s) must comply with ADS 303 Standard provision M14: Regulations Governing Employees, paragraph E which discusses standards of conduct.

For Non-U.S. NGOs,the Awardee(s) must comply with ADS 303 Standard Provision M11: Recipient and Employee Conduct, paragraph E.

4. Mandatory Disclosures
Consistent with 2 CFR §200.113, Applicants and recipients must disclose, in a timely manner, in writing to the USAID Office of the Inspector General, with a copy to the cognizant Agreement Officer, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Subrecipients must disclose, in a timely manner, in writing to the USAID Office of the Inspector General and to the Prime (pass through entity) all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award.

5. USAID Disability Policy and accessibility Standards
The Applicant's attention is directed to USAID Disability Policies. These policies have implications for both the activity design and activity budget.

6. Voluntary Survey on Faith-Based and Community Organizations
The Applicant is encouraged, but is not required, to submit USAID's Voluntary Survey on Faith-Based and Community Organizations.

7. Ineligible Goods and Services, Ineligible Suppliers, Restricted Goods, and Motor Vehicle Procurement Table
The Applicant's attention is directed to ADS 310, ADS 312, and ADS 313. These rules and requirements may affect the activity design, budget, timing of award, and/or timely activity implementation and post-award administration.

If the Prime, members of a Consortium, and/or Sub-Awardees plan to procure any motor vehicles during the award, the Applicant must include information on why procuring the vehicle(s) is less expensive than leasing the vehicle(s). In addition, the Prime must submit a table with the following information for all vehicles to be procured as indicated in the budget(s):

- Type and number of motor vehicles (includes motorcycles);
- Manufacturer/make, model, and year of motor vehicles;
- Planned uses of motor vehicles, including who will retain title;

- Estimated cost of each motor vehicle;
- Funding source for each motor vehicle; and
- Fiscal year during which each procurement is planned.

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

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

- The inability of U.S. manufacturers to provide a particular type of motor vehicle;
- The present or projected lack of adequate service facilities and supply of spare parts for U.S.-manufactured motor vehicles in the country or region within a country where the vehicle will be used; or
- An emergency requirement for motor vehicle(s) that can be met in time only by purchase of non-U.S.-manufactured motor vehicle(s) and for which no non-USAID funds are available.

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

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

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

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

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

8. Conflict of Interest Pre-Award Term

8.1. Personal Conflict of Interest
1. An actual or appearance of a conflict of interest exists when an Applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.
2. The Applicant must provide conflict of interest disclosures when it submits an SF-424. Should the Applicant discover a previously undisclosed conflict of interest after submitting the application, the Applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

8.2. Organizational Conflict of Interest
The Applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the Applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an Applicant or the Applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an Applicant or Applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the Applicant.

9. Programmatic and Technical References
Please consult the Guidance and Resources sections on USAID's Food Assistance website for further information pertaining to the international emergency food assistance activity interventions described in this APS.

For gender considerations see the following resources: USAID's Policy on Gender Equality and Female Empowerment

More information on gender integration in activity design can be found on the USAID website. Tips for conducting a gender analysis at the intervention or activity level can be found in ADS 201.

For technical considerations on Essential Complementary Activities for all modalities see the following resources for technical requirements and guidelines for technical sectors:

- USAID/Office of Conflict Management and Mitigation
- Sphere Handbook
- OFDA Guidelines for Proposals
- OFDA Guidelines on Risk Assessment and Mitigation Requirements for High-Risk Environments
- CaLP CVA Glossary

For country-specific BHA food assistance response figures, please refer to USAID BHA's Country Fact Sheets.

10. Applications with Proprietary Data
Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

"This application includes data that must not be disclosed, duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}."

Additionally, the Applicants must mark each sheet of data they wish to restrict with the following:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

11. Host Country Agreement
In lieu of a Host Country Agreement (HCA), USAID anticipates that this activity will be notified to the Government of Ethiopia through USAID's bilateral Development Objective Agreement (DOAG) process. As such, the DOAG and Bilateral Framework establish the terms and conditions by which an Applicant will be able to conduct a Title II activity in Ethiopia in accordance with the applicable requirements of USAID 22 CFR 211.

During the Co-Creation Phase, the USAID Mission will work with the ASAs and GoE to finalize an approach that fulfills the necessary requirements of 22 CFR 211 for country notification. A final decision on approach will be communicated to the ASAs prior to award.

APPENDIX I: STANDARD PROVISIONS

(Note: the full text of these provisions may be found at:
https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab).
The actual Standard Provisions included in the award will be dependent on the organization that
is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S.
Nongovernmental organizations. The award will also contain "required as applicable" Standard
Provisions as also detailed in the ADS sections via the links above.

PIOs are subject to the standard provisions for cost type awards, the full text of which may be
found at: https://www.usaid.gov/sites/default/files/documents/1868/308mab.pdf

APPENDIX II: CO-CREATION GUIDANCE

Background on Activity Design within BHA Ethiopia Programming
The unique challenges associated with long-term programming in a complex crisis necessitate new approaches to not only activity design, but also to approaches for collaboration, learning, and adapting. USAID defines co-creation as a design approach that brings people together to collectively produce a mutually valued outcome, using a participatory process that assumes some degree of shared power and decision-making.

To improve collaboration and respond to an uncertain environment, most long-term and/or multi-year activities supported by BHA in Ethiopia will utilize variations of co-creation both during the pre-award and post-award procurement phases. This includes both emergency and development investments, but the scope and intensity of activity designs under co-creation will vary as activity designs require. Given the dynamic landscape of humanitarian transfer systems in Ethiopia currently, BHA intends to co-create an all-of-activity approach for new multi-year emergency investments. DFSAs, aligned with the next investment phase of the GoE-led PSNP, will co-create around strengthening and building a strong CLA Plan. Finally, BHA seeks to bring both emergency and development partners together to co-create around a discrete set of technical approaches common to both sets of partners.

Pre-Award Co-Creation
USAID challenges Applicants to identify opportunities for linking emergency and development assistance. During pre-award co-creation, USAID envisions hosting a combination of audiences during three sessions of the pre-award co-creation workshop (see table below). JEOP ASAs are the targeted audience for an all-of-activity co-creation design for multi-year emergency assistance, another audience is JEOP and DFSA ASAs who have joint emergency and development equities across discrete technical spheres, and finally the third audience is for DFSA only issues most focused on USAID partner support to the PSNP collaboration frameworks and joint learning agendas.

Co-creation Session	Principle Audience(s)	Objective	Duration / Workshop Logistics
Emergency	Multi-year emergency ASAs	Full scale, all of activity design of the Joint Emergency Operation Program (JEOP) via a pre-award co-creation workshop. Details of which are in the JEOP APS.	To be held in Addis Ababa, virtually, or another location, with a third party facilitator to bring ASAs, USAID, GoE and other related humanitarian partners together.
Joint	Multi-year emergency and DFSA ASAs	Alignment of technical approaches across discrete technical sphere	To be held in Addis Ababa, virtually, or another location with a third party facilitator to

		that impact both emergency and development partners in the context of an integrated cash/food response plan, continuum of response framework.	bring JEOP and DFSA ASAs, USAID, and if possible, the GoE and other related stakeholders together.
Development	DFSA ASAs	Agree upon frameworks for collaboration both among ASAs as well as between ASAs and the USAID CLA Platform and also a joint learning agenda (questions and preliminary methods)	To be held in Addis Ababa, virtually, or another location with a third party facilitator to bring DFSA ASAs, USAID, CLA Platform, and if possible, the GoE and other related stakeholders together.

The general goal of the Emergency co-creation session is to bring together the ASAs, BHA, and GoE to jointly develop the activity design and conceptual framework, including the various technical approaches and innovations outlined in the ASAs' Concept Paper. Programmatic budget levels may also be determined during this phase. The co-creation workshop may also include designing an abridged M&E Plan. The goal is that after the workshop, a programmatic framework will be in place which clearly illustrates how the ASAs will implement the JEOP.

The general goal of the joint Emergency and Development co-creation session will be to bring together the various technical approaches and innovations of each partner and further define activities across a discrete set of technical spheres which may be, but are not limited to:

- Targeting geography (USAID reserves the right to approve final implementation areas)
- Targeting criteria and methods for identification of humanitarian needs
- Transfer Values / Modalities
- Conditionalities
- Continuum of Response
- Other areas as defined in JEOP and DFSA ASAs applications as appropriate

APPENDIX III: ESSENTIAL SUPPORTING DOCUMENTS

The resources within this Annex are intended to guide Applicants to key APS

1. 2019-2020 Ethiopia Bellmon Analysis
2. USAID/Ethiopia's 2019-2024 CDCS
3. Climate Smart Profile for Ethiopia
4. Household Economy Analysis Based Graduation Analysis for 2018-2019

APPENDIX IV: MITIGATION OF AND RESPONSE TO COVID-19 TRANSMISSION AND IMPACTS

"Do No Harm" Special Considerations for Working in COVID-19 Affected Environments. All applications for awards in COVID-19 affected operating environments are expected to address the following considerations:

Safe Programming and Mitigating the Risk of COVID-19 Transmission

- Do No Harm: In all programming, the safety and security of community members and implementing partner staff are critical. As with all programming, a Do No Harm approach should be the top priority. Applicants should balance the protective impact of activities with increasing the risk of transmission among staff and affected populations. Any questions regarding applicant safety should be addressed by the applicant's home organization.

- All applicants should maintain awareness of levels of transmission in their operating context and act in accordance with public health measures called for in global recommendations and/or national guidance. Public health measures may include: physical distancing and stay-at-home orders, home isolation of anyone who is infected, quarantine of persons who have had contact with a suspected or confirmed case of COVID-19, and/or travel-related restrictions. [See: UN World Health Organization (WHO) Responding to Community Spread of COVID-19.]

- Such measures might have an impact on group gatherings, house-to-house level interventions, size, frequency and delivery mechanism of transfers, level of remote monitoring and staff teleworking, as well as other programmatic and operational issues. Applicants should consider the need to transition to remote methods or other approaches in training, capacity building, and technical assistance.

- All applicants will have opportunities to support and reinforce risk communication and community engagement (RCCE) for COVID-19. However, it is critically important that RCCE efforts are coordinated and do not contradict each other. Applicants working outside of the health sector are not expected to add RCCE interventions within their applications, but should demonstrate how they will link to and reinforce coordinated RCCE efforts. For example, if applicants are including hygiene promotions interventions in their applications, they must demonstrate how these interventions are adapted for COVID-19 and how they are integrated with the broader RCCE effort. Interventions must be focused on key barriers to prevent transmission in high-risk populations.

Targeting Considerations due to COVID-19 and Response Activities

- High-risk areas include population-dense areas such as urban and internally displaced person (IDP) camp settings, areas with elevated rates of disease, and poor coverage of health and WASH services. Population groups highly vulnerable to COVID-19 include older people and people with underlying COVID-19 comorbidity factors.

- Targeting activities should account for the increased vulnerability of current beneficiary groups and recognize that levels of vulnerability may change over time. Applicants should continually re-assess targeting as COVID-19 may overwhelm the health system, disrupt the supply chain/food markets, or require restrictions on movement (including quarantine measures), therefore creating or shifting high-risk areas and population vulnerability.

Mandatory Cross-Cutting Gender and Protection Requirements for COVID-19 Responses

The pandemic itself and containment measures can increase the vulnerability of those already facing high risks of protection violations. For instance, loss of income, lack of mobility, closures of schools and support services, and widespread stress can result in increased violence in the home and barriers to accessing life-saving assistance. Applicants should address the following in applications, as appropriate to the proposed activities:

- Applicants must collect and monitor sex- and age-disaggregated data (SADD) to best understand who are most vulnerable to both pandemic impacts and protection violations, being overburdened with care responsibilities, and are particularly challenged by access to services and support. How do gender analysis and SADD inform the proposed response?

- How are communication and community engagement practices adapted to reach particularly vulnerable or hard-to-reach populations, including older persons, women and adolescent girls, and people with disabilities?

- What additional measures are in place to identify and respond to the particular challenges faced by vulnerable groups, including restricted access to information and assistance, additional support or care needs (due to health concerns, absence of caregivers, and increased risks of violence related to quarantine or physical distancing)?

- How does COVID-19 exacerbate protection risks, and what measures are in place to provide safe and effective referrals to protection services when needed?

- Women and girls are overrepresented in the health workforce, in health and hygiene promotion activities, and as caretakers. How do the proposed activities mitigate risks associated with these roles?

Monitoring and Evaluation Considerations in a COVID-19 Context

Emergency activities' M&E systems must adapt to COVID sensitive approaches to support appropriate and effective monitoring practices while mitigating the transmission of COVID-19. All applicants receiving BHA emergency funding should include monitoring practices that are appropriately adapted to consider staff and beneficiary safety. Applicants must include safety and security protocols for data collection for both staff and beneficiaries. Informed consent

protocols should be updated, particularly if data collection instruments change or verbal consent must be used.

Do No Harm for partner staff and participants – When possible, avoid in-person data collection, as it requires staff to travel to activity sites and interact with participants and community members, risking the spread of COVID-19 to communities and implementing partner staff. If in-person data collection tools must be used, adhere to do-no-harm principles, follow country laws, and maintain appropriate distancing.

Monitoring critical life-saving interventions – Prioritize interventions that are critical to monitor. When prioritizing, consider the implications of any changes on oversight of key life-saving activities and the ability to track fraud, waste, theft, or abuse and document mitigation strategies for these, as appropriate. Use alternative remote monitoring tools when possible.

Consider using phone-based data collection – If possible, consider using cell-phone based data collection interviews. It will require access to cell phone, mobile coverage and connectivity, data security and privacy protocols, and adaptation of monitoring instruments. Please take note of the limitations - including sampling bias, response bias, gender bias, fraud, and high non-response rates.

APPENDIX V: ETHIOPIA OPERATIONAL TIMELINE

Ethiopia Operational Timeline

Joint Emergency Operations (JEOP)

The end date for the existing JEOP is October 31, 2021.

The new JEOP will begin on April 1, 2021, so there will be an approximately six-month overlap between the old and new JEOPs.

Development Food Security Activities (DFSA)

The current DFSA will also end on October 31, 2021.

The new DFSA will begin on May 1, 2021, meaning there will be an approximately five-month overlap between the old and new DFSAs.

Collaborative Learning and Adaptation (CLA) Platform

The CLA Platform is expected to be operational before the new JEOP and DFSA awards are signed.

Protective Safety Net (PSNP)

The PSNP V launch is expected to take place in October 2020. PSNP V's Year 2 will start July 1, 2021.

ETHIOPIA OPERATIONAL TIMELINES 2020 - 2022