



## **FOREIGN AGRICULTURAL SERVICE**

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Food Assistance Division  
Office of Capacity Building and Development

FY 2017 Food Assistance Proposal Guidance and  
Notice of Funding Opportunity

**Food for Progress (FFPr)**

October 21, 2016

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**U.S. DEPARTMENT OF AGRICULTURE**  
**Foreign Agricultural Service (FAS)**

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**ANNOUNCEMENT TYPE:** Notice of Funding Opportunity Announcement

**FUNDING OPPORTUNITY NUMBER:** USDA-FAS-FFPR-17

**ANTICIPATED AWARD TYPE:** Cooperative Agreement

**CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA) NUMBER:** 10.606

**EXECUTIVE SUMMARY:** The U.S. Department of Agriculture's Foreign Agricultural Service (FAS) expects to make multiple 3-5 year awards, totaling up to \$145 million. FAS will accept applications in the following priority countries/regions: Cambodia, Cote d'Ivoire, El Salvador, Ethiopia, Haiti, Honduras, Lao PDR, and Sri Lanka. In addition, FAS will accept applications for the following region: SeGaBi (The Republic of Senegal, The Gambia, and Guinea Bissau). The Food for Progress (FFPr) program aims to improve agricultural production and expand trade of agricultural products in developing countries. This program provides for the donation of U.S. agricultural commodities as well as financial and technical assistance to carry out programs with these goals. Programs are primarily funded through the sale of these donated commodities within the foreign market where the program is implemented. Some examples of past projects have included: training farmers in improved animal and plant production, establishing and building capacity of agricultural cooperatives, providing microfinance to farmers, and developing agricultural value chains. Private voluntary organizations, nonprofit agricultural organizations or cooperatives, nongovernmental organizations, or any other private entities are eligible to apply.

## LIST OF ACRONYMS

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CCC	Commodity Credit Corporation
CFR	Code of Federal Regulations
CV	Curriculum Vitae
DoS	Department of State
DUNS	Dun & Bradstreet
FAD	Food Assistance Division
FAIS	Food Aid Information System
FAO	United Nations Food and Agriculture Organization
FAS	Foreign Agricultural Service
FFPr	Food for Progress
FTF	Feed the Future
FY	Fiscal Year
GDP	Gross Domestic Product
IR	Intermediate Results
ITSH	Internal Transport, Storage, and Handling
M & E	Monitoring and Evaluation
MT	Metric Tons
NGO	Non-Governmental Organization
NICRA	Negotiated Indirect Cost Recovery Agreement
NIFA	National Institute of Food and Agriculture
OCBD	Office of Capacity Building and Development
OMB	Office of Management and Budget
PIN	Personal Identification Number
PP	Program Participant
PPP	Private-Public Partnership
PMP	Project Monitoring Plan
PVO	Private Voluntary Organization
PER	Public Expenditure Review
RCT	Randomized Control Trial
RF	Results Framework
SAM	System for Award Management
SF	Standard Form
SO	Strategic Objective
UN	United Nations
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
WAEMU	West Africa Economic and Monetary Union

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## **PART I – PROGRAM DESCRIPTION**

### **A. Authority**

The Food for Progress (FFPr) Program is authorized in section 1100 of the Food for Progress Act of 1985, as amended. The [regulations](#) governing the FFPr were revised on September 12, 2016.

### **B. Program Background and Objectives**

The FFPr provides for the donation of U.S. agricultural commodities to developing countries and emerging democracies committed to introducing and expanding free enterprise in the agricultural sector. The commodities are generally sold on the local market and the proceeds are used to support agricultural development activities. The FFPr has two principal objectives: to improve agricultural productivity and to expand trade of agricultural products.

Since the launch in 2009, USDA has been a strong partner with the U.S. Whole of Government Feed the Future (FtF) initiative. FFPr has made significant contributions to the FtF objectives of reducing global poverty and hunger. FFPr accounts for the greatest proportion of the USDA's results to the FtF initiative. The USDA Global Food Security Council guidance commits the FFPr program to reporting against "at least two FtF Results Framework indicators." FFPr contributes to 11 FtF performance indicators. On July 20, 2016, President Obama signed the Global Food Security Act into law, reaffirming the United States' commitment to ending global hunger, poverty and child malnutrition. The law reinforces the federal government's successful approach to increasing food security and nutrition through the FtF initiative, and the corresponding [Global Food Security Strategy \(GFSS\)](#) was published in September 2016. Where appropriate, applicants are encouraged to align activities with the objectives of GFSS, and ensure that proposed activities are complimentary, and not duplicative.

### **C. Purpose of Funding**

The U.S. Department of Agriculture's Foreign Agricultural Service (FAS) is soliciting applications for its Fiscal Year 2017 FFPr. Priority countries and regions are noted in [Section D – Priority Countries and Regions](#) of this announcement. In addition, FAS will give priority consideration to proposed projects that (1) expand domestic, regional, or international markets and trade through private sector participation, (2) leverage public or private sector resources in order to achieve lasting impact and (3) offer climate smart agricultural solutions in its activities. The participation of the private sector, the leveraging of public and private sector resources, and use of climate smart agricultural solutions will reinforce the sustainability of the FFPr programs. Sustainability is a priority for FAS, as it supports USDA's efforts to end extreme poverty and reduce food insecurity.

#### D. Priority Countries, Sectors, and Regions

The following table outlines the priority countries and relevant priority sectors.

Country	Priority Sectors	Priority Regions
Cambodia	Dairy	Regions with high potential for increased production.
Cote d'Ivoire	Cocoa, Coffee	Cocoa and Coffee -producing areas
El Salvador	Specialty Coffee and Horticulture Value Chains	Morazán, Chalatenango, San Salvador, Ahuachapán, La Libertad, Sonsonate, Cabañas, and San Miguel
Ethiopia	Livestock Feed Sector	Amhara, Oromia, Tigray, and SNNPR
Haiti	Coffee, Livestock, and Other Cash and Export-Oriented Crops	Nationwide
Honduras	Coffee, Dry Beans, and Horticulture	Coffee: Francisco Morazán, Olancho, El Paraiso, Santa Barbara, and Comayagua.  Dry bean and horticulture: Cortés, Intibucá, Olancho, Yoro, Olancho, Valle, Francisco Morazán, and Santa Barbara.
Laos	Fruits and Vegetables	Regions that are conducive to sustaining a long-term impact that leads to the expansion of markets and trade within the identified sector.
The SeGaBi Region (Senegal, The Gambia, and Guinea-Bissau)	Cashew	Senegal – Casamance Region  Gambia – Northern bank and western regions  Guinea Bissau – Biombo, Bolama, Oio, and Cacheu regions
Sri Lanka	Dairy	North, East, Estate Sector, and Monaragala District

Applicants are encouraged to refer to [Appendix B – Country Specific Guidance](#) for a more in-depth understanding of the FFPr strategy.

## **PART II – AWARD INFORMATION**

### **A. Type of Award**

All awards will be made in the form of competitive cooperative agreements. In a cooperative agreement, FAS will be substantially involved throughout the award. Substantial involvement may include, but is not limited to the following:

- FAS specifies the manner, method, performance, or timing of the work in an approved work plan;
- FAS review and approval of one stage of work before a subsequent stage may begin during the performance period;
- FAS review and approval of an evaluation plan;
- FAS review and approval of monetization plan, if applicable;
- FAS review and approval of proposed sub-grants and contracts, prior to award;
- FAS participation in the selection and approval of the individuals or organizations that will conduct all required evaluations;
- FAS participation in data collection and analysis for required evaluations and other performance reports;
- FAS approval of an organizational chart identifying the names, roles, and responsibilities of all of the participant's key personnel and any subsequent changes or absences; and
- FAS provides specific direction or redirection of the work during the period of performance, in reviewing and approving the annual work plans, budget narratives, agreement indicators, evaluations and any changes to the agreement scope and objectives.

FAS strives to make awards to both new and existing projects each year, based upon the merit of proposals received. In order for an existing project to be competitive, FAS expects the proposal to build upon current activities and accomplishments, reaching to the extent possible the same targeted beneficiaries and showing progress toward sustainability. FAS will consider awarding proposals from all eligible organizations, including current Program Participants (PP) and new organizations for both new and existing projects.

### **B. Expected Funding Amount**

FFPr expects to award \$145 million, which includes a maximum of \$40 million for transportation costs. The value of each award depends on estimated freight and commodity costs.

### **C. Estimated Award Size**

Food for Progress cooperative agreements have historically had 3-year implementation periods and awards ranged from \$10-15 million. In this solicitation, FAS encourages 5-year implementation periods and anticipates awards ranging from \$20-30 million. These award figures reflect the total amount of the award, while the operating budgets for proposed cooperative agreements should be based on the anticipated monetization proceeds and any administrative funds requested by the recipient.

#### **D. Expected Number of Awards**

FAS expects to make 6-8 FFPr awards.

#### **E. Anticipated Start Date**

Funded projects are anticipated to start in July 2017.

#### **F. Period of Performance**

For new programming, FAS seeks proposals for implementation over a 5-year period.

### **PART III – ELIGIBILITY INFORMATION**

#### **A. Eligible Applicants**

A private voluntary organization, a nonprofit agricultural organization or cooperative, a nongovernmental organization, or any other private entity is eligible to submit an application to become a recipient under the FFPr.

1. An entity (including subcontractors/sub-recipients) will be considered ineligible if they have been designated by the U.S. Government as debarred or suspended in procurements funded by the United States Federal Government or otherwise prohibited by applicable United States law or executive order or United States policies. USDA will review inter alia:
  - i. U.S. State Department, Terrorist Exclusion List:  
<http://www.state.gov/j/ct/rls/other/des/123086.htm>
  - ii. U.S. Department of Treasury, Specially Designated Nationals List:  
<http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>
  - iii. General Services Administration, System for Award Management (SAM):  
<http://www.sam.gov>
2. All applicants, recipients, and subrecipients must comply with the conflict of interest requirements located in [2 CFR 400.2](#).

#### **B. Cost Sharing**

Cost sharing is not required for eligibility but is encouraged to maximize program impacts and elicit in-country sustainability. Applicants must identify and explain any cost sharing in the budget narrative. Applicants must also document these non-Commodity Credit Corporation (CCC) cash or non-cash contributions accordingly on the Standard Form 424 (SF-424) associated with their proposal submission, as per [7 CFR 1499.5\(d\) \(2\) \(v\)\(A-B\)](#). If an award is made, the applicant will be responsible for obtaining these resources. These resources will not be borne by CCC funding.

### **PART IV – APPLICATION AND SUBMISSION INFORMATION**

#### **A. Address to Request Application Package**

This Notice of Funding Opportunity and instructions for submitting the application can be located on the FAIS [homepage](#). If you do not have access to the internet or are having trouble accessing the homepage, please contact us (202) 720-4221 to request the Notice of Funding

Opportunity and instructions via mail.

## **B. Content and Form of Application Submission**

Each application must include the following sections: 1) Introduction and Strategic Analysis; 2) Project-level Results Framework(s); 3) Plan of Operation and Activities; 4) Sustainability and Lasting Impact; 5) Organizational Capacity and Staffing; 6) Budget; 7) Commodity Management; 8) Monitoring and Evaluation and (9) Other Details. Applicants are advised to review the FAS guidance for each of these sections. Each of the listed sections, will require data to be directly entered into FAIS or provided as an attachment. Detailed information on the contents of each section is provided below. All applicants must refer to the FFPr Regulations, 7 CFR 1499.4, which outlines the regulations on the application process. Each application will be reviewed and evaluated based on its quality and technical merit.

### **1. Introduction and Strategic Analysis**

The Introduction and Strategic Analysis for all Food for Progress proposals must include the following:

#### **Introduction Summary**

Provide a one-paragraph summary of the proposed project. The summary should include the duration of the project, estimated costs, number of direct beneficiaries and main focus of the value chains.

#### **Strategic Analysis**

Proposals must include a comprehensive analysis of the existing needs, challenges, value chain sector opportunities, and constraints that may impact the implementation of a project in the recipient country, including those related to climate change. The strategic analysis will be evaluated based on how well the project will coordinate with other stakeholders (host government, USG, other donors, private sector, etc.) and explain how the proposed program will complement and not duplicate their current activities. This section should explain the strategy behind the method of intervention to alleviate the sector needs and how the project will implement this strategy through the activities. This section should include the applicant's analysis and cite sources. Applicants should also identify the targeted beneficiaries and regions, the specific needs of the targeted population, and explain how and why the applicant will target specific geographical regions under the proposed project. Although all regions on the FFPr list of priority regions are equally prioritized, applicants must sufficiently justify the chosen regions, particularly if it is not a FtF focus country.

### **2. Project-Level Results Frameworks**

All Applicants are required to submit as an attachment, a Project-Level Results Framework (RF). A results framework is a graphical representation of the project's theory of change, describing the cause-and-effect linkages outlined in the strategic analysis. The Project-Level RF must clearly identify and articulate how the proposed project will contribute to USDA Food Assistance Program results frameworks, as shown in [Appendix D – Food for Progress Results Framework](#).

Project-Level Results Frameworks should:

- Serve as a graphical representation of the set of intermediate results (IR) that must be attained in order to achieve the highest level result (Strategic Objective (SO))
- Identify intermediate results which are necessary and sufficient to achieve the SO
- Identify critical assumptions
- Provide a cause-and-effect theory of change often referring to existing research
  - Activities lead to achievement of initial results
  - Lower level results support achievement of higher-level results
- Create the basis for measuring, analyzing, and reporting on results
- Contain well-defined results
- Provide a framework for designing and conducting evaluations

Results frameworks should contain well-defined results. Results should be:

- A statement of result, not a process or activity
- Uni-dimensional, generally one element per result statement
- Precise and clearly understood without having to look at indicators or other project documents for definition
- Measurable and objectively verifiable so that it can be monitored and used for management purposes

Finally, the results framework should reflect sound, causal thinking. The project logic should follow a chain of cause and effect relationships. This includes activities that lead to specific outputs which lead to initial results or intermediate results which lead to the strategic objective(s) of the project. There should be no significant causal gaps or large leaps from one level in the causal hierarchy to the next. Proposed activities should be sufficient to achieve the identified results and all activities should align with selected results. If activities do not align with results, these should be reconsidered and the budget should be revised to include activities that directly support results.

A superior proposal will identify a cause and effect relationship between activities, outputs, and results that are grounded in theory and based on the existing evidence and research about what works in achieving the desired outcomes.

Applicants should use the FFPr Program-Level RFs as the basis of their Project-Level RFs. When constructing a Project-Level RF, applicants should include all activities and results that the proposed project will address. Projects are not required to reach every result in the Program-Level RFs, and proposals reaching more results will not be prioritized over those reaching less. Rather, proposals will be evaluated on how well they address, through the results framework, identified needs. However, applicants should not eliminate mid-level results when including low and high-level results in their Project-Level RFs. Additionally, applicants may add results that are not included in the Program-Level RFs to their Project-Level RFs if their strategic analysis justifies why the additional result is included. Applicants may not change the specific title of any existing result from the Program-Level RFs when including it in their Project-Level RF.

The Project-Level RF should identify which results are being targeted by the proposed project and which are being targeted by another organization. In such cases where results are being targeted by another organization, the strategic analysis should identify a strong and realistic relationship between the project and external partner, especially with results that are strategic to achieving the highest level results.

The Application must also include a discussion of critical assumptions. Critical assumptions are external conditions that are necessary for success of the project, but over which the project implementers have little or no control. Critical assumptions that have a high-probability of occurring and, if realized, will prohibit the project from achieving its desired results are defined as “killer assumptions.” Generally, projects should not have killer assumptions.

For additional information on Results Oriented Management in FAS’s food assistance programs, see [Appendix C - Manual for the Use of Results Frameworks and Indicators](#).

### **3. Plan of Operation**

Activities should be described in the Plan of Operation. The descriptions should include the targeted geographic area, anticipated beneficiaries, the steps included in implementation, and the anticipated completion date. This section should include an in-depth description of each activity and how each activity will be implemented and lead to the identified project-level results. It is important to show how the activities will address the needs as identified in the strategic analysis (see above – Section I – Introduction and Strategic Analysis). This section should explain the rationale for the chosen target beneficiary population. The activities should not only identify the project’s targeted response, but also show how it complements existing efforts by USDA, other agencies/donors and public private partnerships. Thus, the section should distinguish which activities will be implemented only by the applicant, and those that will be implemented in a coordinated approach with other partners. Further, this section should provide a brief description of the capacity of all sub recipients and their role in project implementation.

For guidance on how to enter proposal activity descriptions in FAIS please see Appendix F – Instructions for Submitting Proposals in the Food Aid Information System.

### **4. Sustainability and Lasting Impact**

Applicants must establish baselines, a timeline, and proposed outcomes that would enable FAS to measure the applicant’s progress towards achieving the objectives of the proposed activities. The applicant should provide information on how the proposed project will achieve sustainable, long-lasting results. The applicant should explain how the activities will be implemented in a manner which will ensure sustainability, and how the value chains will be sustained after the project ends. This section should include an exit strategy for the project, and the applicant should demonstrate how the project will work with public and/or private partners and show how they will develop buy-in from beneficiary groups/communities to ensure long-lasting, sustainable results.

### **5. Organizational Capacity and Staffing**

Successful proposals will demonstrate previous organizational experience implementing agricultural development projects of a similar scope and size. Applicants must clearly

demonstrate their organizational capabilities to develop, manage, implement, monitor, report on, and provide accountability for the proposed project in the target country. . If there is relevant experience working in the proposed country, region or sector, the applicant should describe these experiences and discuss their interactions with local stakeholders. This should include any and all projects relevant to agricultural development and trade that are funded through USDA, other USG agencies or other sources. Applicants with prior in-country experience should demonstrate the sustainability of these activities and report concrete indicators of positive impact. Within the Past Performance Records section, applicants are also encouraged to submit past performance references for these projects.

Applicants should propose an overall staffing pattern that demonstrates sound technical expertise and experiences required for efficient and effective project administration and management. The staffing plan should demonstrate a solid understanding of key technical and organizational requirements and an appropriate mix of skills, while avoiding excessive staffing. FAS may make changes to the final staffing plan during award negotiation or project implementation as necessary. The applicant must attach an appropriate and adequate project organizational chart. The organizational chart must include and note key personnel positions and the roles and responsibilities of each position as well as key personnel positions are deemed essential to the successful implementation and completion of all the proposed activities and deliverables. The organization chart should include the following key personnel positions: Chief of Party/Country Director, Monitoring and Evaluation Specialist, and Finance Director. The Applicant may also propose additional key personnel positions. The Applicant must specify their key personnel in the appropriate FAIS section and provide the proposed level of effort for these positions.

The Applicant must identify any anticipated sub-recipient(s), describe their roles and responsibilities, and clearly demonstrate the sub-recipient's capacity to perform these roles and responsibilities.

Additionally, Applicants must specify any governmental or nongovernmental entities in the recipient country that will be involved in the project and explain how the project will strengthen or increase the capacity of the entities specified.

### **Curriculum Vitae (CV) for Chief of Party or Country Director**

As part of the proposal, the applicant must attach the CV for the lead project manager (e.g., Chief of Party, Country Director) for the proposed project. This person should provide the major oversight for the proposed project. The CV must clearly demonstrate the lead project manager's relevant work experience and qualifications. CVs for other designated key personnel are not required during proposal submission; however, they will be required for submission after award. Only one CV is required for submission.

### **In-Country Registration**

Applicant must note if it is registered and can operate in the targeted country and, if not, include a plan to become registered and a timeline to complete the registration process.

### **Past Performance Records**

Applicants should include past performance records for no more than three (3) grants or contracts implemented by the organization. Applicants should include grants or contracts that are similar to the type and scope of the proposal. In addition, applicants should include major grants or contracts implemented in the proposed country if applicable. If a project is specifically mentioned in an Applicant's introduction section of the proposal, this grant or contract must be one of the records submitted with the Application.

### **AD-3030**

All domestic applicants that are corporations should complete, sign, and attach the one-page AD-3030 form: "Representations Regarding Felony Conviction and Tax Delinquent Status for Corporate Applicants" (A corporation is defined as any entity that has filed articles of incorporation in one of the 50 States, the District of Columbia, or the various territories of the United States including American Samoa, Federated States of Micronesia, Guam, Midway Islands, Northern Mariana Islands, Puerto Rico, Republic of Palau, Republic of the Marshall Islands, or the U.S. Virgin Islands. Corporations include both for profit and non-profit entities. Unsigned AD-3030s will not be accepted). Applicants can download a form at <http://www.fas.usda.gov/grants/forms/default.asp>

### **Guidance for Audited Financial Statements**

Applicants should attach the organization's most recent audited financial statements. For applicants which are required to meet the audit requirements in [2 CFR Part 200 Subpart F](#), the submitted financial statements should contain the supplemental Single Audit report.

### **6. PVO Budget**

In order to assess the overall cost-effectiveness of a proposal, applicants must provide the following budgetary materials:

- A budget summary (see table below) that presents the proposed overall funding for Administrative, Internal Transportation Shipping and Handling (ITSH) and Activity Expenses, and shows funding amounts for the specific line-items that make up those expense categories.
- A budget narrative that demonstrates in greater detail the composition of each budget summary line-item, the budget's overall cost-effectiveness, and an adherence to applicable cost principles. [See Appendix G – Budget Narrative](#).
- If applicable, a current Negotiated Indirect Cost Rate Agreement (NICRA) that details the organization's current indirect rates.
- A completed and signed SF 424.
- A detailed budget is not required and will not be reviewed.

Please see example on the [FAIS webpage](#).

### **Budget Summary**

The budget summary should contain all elements shown below and adhere to the same format. It must be uploaded as a proposal attachment in either Excel or .pdf format.

<b>Program (FFPr/MGD):</b>			
<b>Organization:</b>			
<b>Country:</b>			
	<b>PROPOSAL BUDGET SUMMARY</b>		
<b>Expense Type</b>	<b>CCC/FAS Cash</b>	<b>Monetization(Mtz)</b>	<b>Total</b>
	<b>Administration</b>		
Salaries			
Benefits			
Office			
Equipment			
Travel			
Professional Services			
Supplies			
Admin Indirect			
<b>Total Admin:</b>	0.00	0.00	0.00
	<b>ITSH</b>		
Salaries			
Benefits			
Warehouse			
Internal Transportation			
Professional Services			
ITSH Indirect			
<b>TOTAL ITSH:</b>	0.00	0.00	0.00
	<b>Activity</b>		
Activity 1: <i>Insert Description</i>			
Activity 2: <i>Insert Description</i>			
Activity 3: <i>Insert Description</i>			
Activity 4: <i>Insert Description</i>			
Activity 5: <i>Insert Description</i>			
<i>Insert Additional Activities as needed</i>			
Activity Indirect			
<b>Total Activity:</b>	0.00	0.00	0.00
<b>TOTAL DIRECT:</b>	0.00	0.00	0.00
<b>TOTAL INDIRECT:</b>			0.00
<b>GRAND TOTAL:</b>	0.00	0.00	0.00

**Budget Narrative**

Applicants should provide a budget narrative that provides justification for the costs in terms of the proposed project. The narrative should focus on how each summary budget line item is required to achieve the results of the proposed project and how the estimated costs for the budget line items were calculated. Additionally, an explanation is required for any cash or non-cash contributions that the applicant expects to receive from non-CCC sources that are critical to the implementation of the proposed activities or enhance the implementation of the activities. If possible, provide an estimated dollar amount. The budget narrative should also include an explanation of any income that will be earned as a result of the proposed project. At a minimum, the budget narrative should be comprised of the following sections:

- Section 1: Introduction
- Section 2: Administrative line items

- Section 3: ITSH line items
- Section 4: Activity line items

Please refer to [Appendix G – Budget Narrative](#) for additional guidance on entering the budget narrative in the proper format, and the composition of each section.

### **NICRA**

Applicants should attach the organization’s most up-to-date NICRA. If your organization does not have a NICRA, attach a brief note explaining why it does not have this document.

### **Guidance for SF-424**

Applicants must complete, sign, and upload the SF-424. It is not necessary to include supplementary SF-424 forms (i.e., SF-424A, SF-424B, etc.). Please note that unsigned SF-424s will not be accepted. Applicants can download a blank form on the FAS website at: <http://www.fas.usda.gov/grants/forms/default.asp>.

### **7. Commodity Management**

The funding for this award is predicated on the sale of U.S. agricultural commodities within the recipient country, and the ability to manage the monetization of commodities is an essential element of successfully implementing a Food for Progress award. An applicant must include documentation on the selected commodity and the potential costs and benefits of the sale to the local economy. The proposal should document the appropriateness of the commodity, and demonstrate that the type and quantity will not disrupt commercial sales or create disincentives for local production. In addition, the applicant should describe the local demand for the selected commodity and how this will impact the cost recovery for the sale of the donated commodity. In this section, applicants should be able to demonstrate that an appropriate level of market analysis has been performed to determine the selected commodity. Appendix F – Instructions for Submitting Proposals in the Food Aid Information System lists the information on the commodity(ies) that are required to enter into FAIS.

Applicants should include a thorough plan for the monetization of the commodity including specific country concerns, including: customs exemptions, import barriers, tariffs, port and warehousing capacity, handling concerns, packaging, etc. Information on payment terms, e.g., letter of credit, specific to the proposed country of monetization should be presented and justified.

Applicants that have experience successfully monetizing commodities should include information relevant to their capacity. If there is no prior experience, applicants should describe their proposed plans to hire an experienced agent to perform this element of the award.

### **Commodity List**

Each proposal must include information on the commodities requested. Applicants must complete the following required information. Please see Appendix F – Instructions for Submitting Proposals in the Food Aid Information System\_ for entry instructions.

- **Commodity**

- **Package Size/Type**
- **Commodity Usage Type:** Select monetization to specify how the commodity will be used. Barter and Food for Work are also options, but are considered extraordinary.
- **Quantity MT:** Tonnages should be whole numbers only and in multiples of 10
- **Destination Country**
- **Delivery to U.S. Port (Month & Year)**
- **Estimated Sales per MT**
- **Estimated Proceeds**

### **Special Needs & Distribution Methods**

Each proposal must include detailed information on special needs and distribution of commodities. Each text section has a 5,000 maximum character limit in FAIS. Please use the following guidance when completing this information.

### **Transportation and Storage**

The purpose of this section is to provide assurances to FAS that the port, transportation infrastructure, and storage facilities are sufficient to prevent undue spoilage or waste. Describe the following: (1) The discharge port facilities in the importing country, including offloading and storage capacity, number of discharge berths, depth of draft, and who will receive the commodities at the discharge port, (2) the mode of transport and expected routing (especially if moving to another country) used to move the commodities from the discharge port to the applicant's warehouse and/or to a buyer, (3) storage capacity at port of discharge and destination, structure and level of security at the port and during inland routing, (4) steps taken to prevent undue spoilage or waste, (5) efforts taken to ensure availability of the transportation and storage resources during the entire period required, including acceptance of risk for non-performance taken by contractors providing services. Participants should provide the names of any third party contractors (i.e., marine surveyors and/or cargo expeditors) used for this analysis and include their findings. Third party assessments and assistance are viewed favorably.

### **Processing or Packaging**

In case special delivery or commodity needs are required, please provide information on any processing or repackaging the applicant will arrange prior to the sale of the commodities. Also, provide justification on why processing or repackaging will occur.

### **Duty Free Entry**

Provide information about local customs, duties, and taxes that may be applicable for the commodities to enter the country or countries if being transported through more than one country. For each country or region, the applicant should list any special laws or taxes that may apply and explain how these could affect either distribution and/or monetization. For distribution or barter programs only, the applicant must indicate that the commodities will be imported and distributed free from all customs, duties, tolls, and taxes. Please cite any written documentation that supports duty-free entry. If the commodities will not enter duty free, indicate who will be responsible for paying applicable customs, duties, or taxes and how this payment will affect the

amount of sales proceeds realized from the sale. Outline any additional steps taken to ensure seamless entry into each country, including the employment of local expeditors or agents.

### **Economic Impact**

Please provide information indicating how the commodities were selected. Describe why the commodities can be imported and distributed without a disruption to local production and marketing patterns along with no adverse effect on prices of the same or like products (substitutable commodities) within the importing country. Highlight current local agricultural risks, aberrations, and marketing practices for locally produced foods. Discuss how these factors have been considered in the commodity selection process and monetization plan. Please include recent production and consumption statistics along with sources to support these statements. Participant should provide the names of third party “monetization agents” used for the analysis and include their findings. Third party assessments and assistance for the sale is viewed favorably.

### **Ration Justification and Calculation (For Direct Feeding Programs Only)**

Not applicable.

### **Metric tons of each commodity**

Per Section V, Commodity List subsection.

### **Monetization**

The Applicant must enter information on the proposed sale of commodity(ies). Please use the following guidance when entering this information.

### **Impact on Other Sales**

Provide details that give assurance that commercial markets and local production will not be adversely affected by the sale or barter of commodities. Include information on trade of the same and similar commodities from the U.S. and other countries in this market. Discuss current trading partners including both commercial as well as traditional regional stakeholders. Discuss the optimal timing of the sale in terms of periods of heightened demand, seasonality, harvest time, etc. Applicants should provide the names of third party “monetization agents” used for the analysis and include their findings. Please note that third-party assessments and assistance for the sale is viewed favorably.

### **Private Sector Participation in Sales of Commodity**

Provide information that describes how the commodities will be sold (i.e., open tender, tender with negotiation, direct negotiation) and why this method of sale has been selected. Direct negotiation may only be approved under extenuating circumstances. Indicate who the potential buyers could be, while discussing market transparency (availability of data on recent sales of the same or similar commodities). Discuss how private sector buyers will be encouraged to participate in the sales process, and any constraints that may hinder or aid the sales process, (e.g., number of buyers, number of banks, letter of credit fees, storage facilities at processing plants, etc.). Indicate which measures the applicant will undertake to guard against an uncompetitive sale due to limited potential buyers.

### **Sales Proceeds Usage**

This section should be used to account for how the proceeds from the monetization or barter of the commodity will be used. Total direct costs (ITSH, activity costs, and other direct costs) and indirect costs must not exceed the estimated proceeds. In addition, applicants must include a statement of how unexpected increases or decreases in proceeds or additional funds will be distributed across activities. (Note: Administrative and ITSH costs may not be increased.)

### **Assuring Receipt Procedures**

Provide information that describes how the applicant will ensure that it receives payment for the sales and that the proceeds are deposited into a separate, interest-bearing account. Discuss how and when the proceeds will be disbursed from the account for program activities, and the persons that will have access to the funds, and how the accounts will be monitored and audited. If special banking issues are involved, the applicant should describe any actions needed to safeguard deposits.

### **Expected Interest Earned (\$)**

The Applicant must enter the expected interest earned from the monetization proceeds during the life of the project into FAIS.

## **8. Monitoring and Evaluation**

Applicants must provide a descriptive performance monitoring and evaluation plan that explains how the applicant proposes to monitor the program and assess project outcomes and impact.

The application must include:

- A table identifying appropriate project standard and custom performance indicators and annual and life of project targets.
- An evaluation plan identifying how the applicant proposes to assess project outcomes and impact.

### **Performance Indicators**

Applicants must identify and submit a table of both standard and custom performance indicators and annual and life of project targets for each indicator. Applicants should use the format provided in Appendix E - Performance Indicators Illustration when submitting information on the project's performance indicators. Performance indicators identify how to recognize the success of the project and help to clarify results.

Standard FFP<sub>r</sub> performance indicators are required, where appropriate, please see the list below. Please also refer to [Annex II: Standard and Illustrative Indicators and Definitions](#) for FFP<sub>r</sub> Program standard definitions. Therefore, if a proposal addresses a result that has a corresponding standard indicator, the applicant must include the standard indicator in the table of indicators. Furthermore, applicants must propose indicators to measure project performance for every result. USDA does not require a specific number of indicators per result; however, the table of indicators should include an adequate and sufficient number of indicators for monitoring the proposed project's performance in achieving each result.

Each project performance indicator must meet a basic level of standard. As defined in the FAS Monitoring and Evaluation Policy, high-quality performance indicators should be direct, objective, adequate, and practical.

Performance indicators that seek to measure progress or outcomes associated with results in the applicant's proposed results framework should be provided in the performance indicator table in the Results section. Additionally, performance indicators that seek to measure progress or outcomes associated with the applicant's proposed activities should also be provided in the performance indicator table in the Activities section.

If an award is made, the applicant will be required to submit a full performance monitoring plan (PMP), which will include additional detail and information regarding indicator definitions, units of measurement, data sources, frequency of data collection, roles and responsibility for data collection, and how and when the data will be used. During agreement negotiation, applicants will also be responsible for describing how the project will ensure and maintain the quality of monitoring data collected by field staff/monitors through the analysis and reporting process. Criteria, defined in the Monitoring and Evaluation Policy, for assessing data such as accuracy, validity, reliability, timeliness, and integrity must be considered. Applicants should discuss the monitoring process to be undertaken to verify and validate the data collected.

### **Evaluation Plan**

All Participants must, as provided in the agreement, submit to FAS an interim and final evaluation of the implementation of the agreement. Applicants must also submit baseline data information for performance monitoring indicators and an evaluation baseline report. All evaluations must be conducted by an independent third party that:

- i. Is financially and legally separate from the participant's organization;
- ii. Has staff with demonstrated knowledge, analytical capability, language skills and experience in conducting evaluations of development programs involving agriculture and trade;
- iii. Uses acceptable analytical frameworks such as comparison with non-project areas, surveys, involvement of stakeholders in the evaluation, and statistical analyses;
- iv. Uses local consultants, as appropriate, to conduct portions of the evaluation; and,
- v. Provides a detailed outline of the evaluation, major tasks, and specific schedules prior to initiating the evaluation.

Applicants must submit a draft evaluation plan as an attachment. As described in the Food Assistance Division's (FAD) [Monitoring and Evaluation \(M & E\) Policy](#), each evaluation plan should include a comprehensive approach to evaluating the project's performance and impact. The FFPr has two principal objectives: to improve agricultural productivity and to expand trade of agricultural products. As such, all FFPr projects should include, as part of their evaluation plan, key evaluation questions that aim to assess the project's effect on agricultural techniques and technology adoption, sanitary and phytosanitary issues, agricultural financing, increased sales and trade, etc. The methodology should include a discussion of how the project intends to measure changes in related outcomes.

The evaluation plan should be developed as a stand-alone document that can be shared with key project partners, stakeholders, and the public. USDA expects the evaluation plan submitted as part of the application process to be no more than 10 pages (excluding annexes). For signed agreements, USDA will require projects to submit a revised draft evaluation plan three months after agreement signature. The applicant must include an evaluation plan that includes, at a minimum, the following information:

### **Introduction**

Provide a brief description of the purpose of the evaluation plan and how it will be used by the project and its partners.

### **Project Overview**

Provide a summary description of the project strategy including the project strategic objectives and expected results. The project's results framework should be included. Provide a brief description of the project activities and corresponding targeted project beneficiaries. The project overview will provide important context to the evaluation plan and methodology proposed.

### **Baseline Study**

Baseline data will be collected for two purposes: measurements for performance indicators and for assessing project outcomes and impacts using evaluation methods. The evaluation plan should provide a description of the organization's plan to establish performance indicator baseline information and targets for which the project will regularly measure performance every six months of the fiscal year in required progress reports. The baseline information for performance indicators and evaluation assessments must be measured and established prior to the start of project activities. Please also describe data collection techniques and methodologies proposed for establishing baseline information for evaluation activities.

The evaluation plan should describe the quantitative and qualitative evaluation methods that will be used throughout the length of the project (i.e., an evaluation design may include a randomized control trial (RCT), propensity score matching (PSM) design, repeat cross-sectional designs, or panel studies and also may include direct observations, key informant interviews, and secondary data analysis). These methodologies should be described in detail including sample design, expected sample sizes, and key informants. The methodological description of the baseline should also be linked to the midterm and final evaluations. For example, the evaluation should describe in detail if it plans to use a PSM design with data collected at baseline, midterm (two years later), and final (four years later).

### **Midterm Evaluation**

Provide a description of the project's midterm evaluation strategy and activities. The evaluation plan should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, selection of the evaluation team, and key audience for the evaluation. These questions should be organized according to standard evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact. The evaluation plan should include a timeline for the conduct of key evaluation activities and a description of how the project plans to utilize the evaluation findings and recommendations.

## **Final Evaluation**

Provide a description of the project's final evaluation strategy and activities. The evaluation plan should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, and the key audience for the evaluation. The evaluation questions should be organized according to standard evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact. The evaluation plan should describe the methodology selected and the strengths and weaknesses in the proposed methodology for measuring impact and assessing attribution. The evaluation plan should include a timeline for the conduct of key evaluation activities and address issues of independence, coordination, and the use of participatory methods. The evaluation plan must include a description of the expected qualifications of the evaluation team and provide a list of key stakeholders.

## **Special Studies (where applicable)**

Proposals may include plans to conduct special studies focused on a particular intervention, sector or thematic area that may aid in identifying project effectiveness, impact, or lessons learned complimentary to the required midterm and final evaluations. Proposals may also include the conduct of qualitative or anthropologic studies that help to triangulate evaluation information, provide context to evaluation findings, or offer a better understanding of evaluation findings.

## **Evaluation Management**

Briefly describe an evaluation management structure that reflects standards and principles of evaluation independence and credibility. If the organization maintains an evaluation unit, USDA requires that the evaluation is managed by the organization's evaluation unit. If the organization does not have a dedicated evaluation unit the review should be managed by a project staff person or organizational staff person with significant knowledge and expertise concerning evaluation. Ideally, the organization would maintain an evaluation unit that was separated from the staff or line management function of the project being evaluated. Such a structure helps to ensure the independence and impartiality of the evaluation process and report of findings, conclusions, and recommendations.

The evaluation plan should also address the roles and responsibilities of the project partners and key stakeholders throughout the evaluation process. Additionally, the evaluation plan should address the regular review and updating of the evaluation plan throughout the life of the agreement, and should describe the project's dissemination strategy for improving the knowledge base and sharing evaluation findings and lessons learned.

More detailed descriptions of the roles and responsibilities of the M & E staff should be included in the staffing plan and organizational chart as described above in the Organizational Capacity and Staffing section.

## **Evaluation Budget**

An evaluation budget is directly related to the purpose, scope, timeline, and approach of the evaluation (includes all baseline, midterm, and final evaluations). It is dependent on the required skills and expertise, specified deliverables, and any provisions provided by the

evaluation commissioners. Costs vary considerably across evaluations--typical budget line items for evaluation include costs for employee salaries, expenses, and per diem; travel (international and in-country); costs for third-party evaluation contractors; costs associated with the development of a beneficiary monitoring system or data collection equipment and tools; and other costs for translators, data processors, meeting space, and support staff. The FAD M & E policy states that applicants should include monitoring and evaluation key personnel in labor costs. Applicants should consider allocating, at a minimum, three percent of the project budget toward monitoring and evaluation. The minimum three percent is exclusive of the applicants M & E employee staff costs. For evaluation plans which include the conduct of impact evaluations, USDA expects the M & E costs to range between 5-10 percent of the project budget. Evaluation budget information should be included as described in Appendix G.

## 9. Other Details

All applicants must complete an "Other Details" section in FAIS regarding the results entered in their proposal. In addition to the guidance below for entering information, Applicants should ensure that the proposal is written clearly and concisely and that all sections are consistent.

- **Method of Educating the Public:** State the methods of notifying consumers in the recipient country of the source of donated commodities and/or funding for program activities. In cases where beneficiaries will receive commodities directly, describe how they will be educated regarding preparation and consumption.
- **Method of Choosing Beneficiaries:** Briefly identify the criteria and methodology used to target the geographic area(s) and the beneficiary group(s). Criteria and methodology should help to distinguish why some regions or beneficiary groups will receive resources (funds or agricultural products) while others may not. Applicants should consider the following questions when preparing a response:
  - a) Why and with what methodology did you select the particular geographic area(s), institutions, and/or beneficiaries?
  - b) Which sources of information did you use (i.e., government agency surveys, computer databases, interviews, assessments, etc.)?
  - c) With whom did you collaborate to target particular regions, institutions, or beneficiaries?
- **Target Geographic Area:** List the targeted geographic areas where the proposed activities will take place; the inclusion of maps for illustration are encouraged and can be uploaded in FAIS as an attachment.

## C. Dun and Broadstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

Applicants must include a valid DUNS number in the organizational unit section of Block 8 of SF-424. All sub-recipients listed in the proposal must have a current DUNS number. Applicants must submit each organization's DUNS number as an attachment to the application. Organizations that do not have a DUNS number can receive one at no cost by using the web-based form available at <http://fedgov.dnb.com/webform>.

In addition to having a current DUNS number, applicants must be registered in the System for Awards Management (SAM) prior to submitting an application to this solicitation. Instructions for registering in SAM can be found at <https://www.sam.gov>. If awarded a Program Participant must maintain an active SAM registration number with current information throughout the duration which it has an active federal award or an application under consideration. To remain registered in the SAM database after the initial registration, the Program Participant is required to review and update the registration every 12 months from the date of initial registration to ensure the information is accurate.

**D. Method of Submission**

The entire application package must be submitted electronically through the proposal entry module of FAIS, located at: <http://www.fas.usda.gov/fais/webapp/>. For guidance on entering proposals in FAIS, please review Appendix F - Instructions for Submitting Proposals in the Food Aid Information System.

Comments and question regarding this Notice of Funding Opportunity Announcement will be considered to the extent practicable, and should be submitted to [ppded@fas.usda.gov](mailto:ppded@fas.usda.gov). FAS will respond to the comments and questions and post the responses on the [FAIS Home page](#) so that all applicants have access to the comments and questions. FAS staff will not respond to questions that all not submitted to the above email address.

**E. Submission Dates and Times**

Applications must be submitted to USDA in the Food Aid Information System (FAIS) by 5:00 p.m. Eastern Standard Time (EST) on January 19, 2017. FAS will run a report from the FAIS system showing all submissions at 5:00 p.m. Eastern Standard Time (EST) on January 19, 2017 and applications received after this date will not be considered.

FAS advises applicants to begin the application process early, to allow time to address any difficulties that may arise. There will be no exceptions to the application deadline.

**PART V – APPLICATION REVIEW INFORMATION**

**A. Criteria**

Prior to selecting recipients of FFPr awards, Applicants are evaluated on their responses to the areas of criterion below. The guidance required for each criteria is detailed above in [Section A - Application Content Guidance and Merit Criteria](#).

<b>Areas of Criterion</b>	<b>Merit</b>
Introduction and Strategic Analysis	18 percent
Organizational Capacity and Staffing	12 percent
Sustainability and Lasting Impact	12 percent
Project-Level Results Frameworks	8 percent
Plan of Operation and Activities	15 percent
PVO Budget	15 percent
Commodity Management	10 percent
Monitoring and Evaluation	10 percent

## **1. Negative Factors**

USDA seriously considers an applicant's past performance record on both agency and USG-wide programs. To determine suitability for receiving and responsibly managing federal awards, the following criteria will be considered for each applicant:

- FAS has terminated an agreement with the organization within the past three years as a result of a violation of the agreement by the organization.
- The organization has failed to pay a single substantial debt, or a number of outstanding debts (not including sums owed the Federal Government under the Internal Revenue Code) owed to any Federal agency or instrumentality, provided the debt is uncontested by the organization or, if contested, provided that the organization's legal and administrative remedies have been exhausted.
- The organization has failed to submit to FAS, or has submitted more than five business days after the due date, at least two required reports within the past three years. Required documentation includes logmon/semi-annual performance reports, financial reports, evaluation plans, baseline data, interim and final evaluations, A-133 audits, sub-recipient agreements, and all other documentation required in the organization's agreement.
- The organization has, on at least two occasions within the past three years, failed to respond, or responded more than five business days late, to a FAS deadline for documents required during a compliance review or during the close-out of an agreement.
- The organization has been designated high-risk by FAS (per 2 CFR 200.205), another Federal Government Agency (as designated in SAM), or external auditor within the past three years and/or the organization's most recent A-133 identifies material weaknesses.
- The organization has experienced a significant commodity loss valued at \$20,000 or greater for which it was responsible during the past three years and/or the organization failed to notify FAS within 15 days of any commodity loss valued over \$1,000 during the past three years.

## **2. Other Factors**

The selection official will consider the following program policy factors in the selection process:

- It may be desirable to select projects that collectively represent diverse countries, types of projects, and sizes of applicant organizations.
- It is desirable to select projects for award based on the applicant's past Federal Award performance with respect to achieving program results.

While these factors are not indicators of the application's merit, they may be essential to the process of selecting the application(s) that, individually or collectively, are most likely to achieve the program objectives. Applicants should recognize that a well-written proposal may not receive an award because it does not fit within a larger combination of projects to

maximize the probability of achieving FAS's overall food assistance objectives.

## **B. Review and Selection Process**

### **1. Review Process**

FAS will review all complete applications submitted by the deadline in FAIS. FAS will invite comments from other U.S. governmental agencies on its award recommendations, but FAS will make the final determination about which applications to fund.

### **2. Anticipated Notice of Selection and Award Dates**

FAS anticipates notifying applicants that have been selected for award around May 2017 and finalizing agreements by July 2017.

## **Part VI – FEDERAL AWARD ADMINISTRATION INFORMATION**

### **A. Federal Award Notices**

FAS will notify each applicant in writing of the final disposition of its application through FAIS. If the application is selected for funding, the notification will provide guidance regarding prior award costs. However, this notification is not authorization to begin performance under the award.

### **B. Discussion and Award**

Prior to signing the cooperative agreement, FAS will enter into negotiations with all selected applicants during a pre-award phase. Selected applicants must successfully negotiate the components of the award with FAS in order to receive funding. The selected proposal will be used as a template for the final award; however, the following areas of negotiation may include, but are not limited to:

- Commodity tonnage and CCC-resources, representing the overall program budget;
- The type and scope of activities to be implemented under the final award;
- Sub-recipient and local partner involvement;
- Selected key personnel;
- Any special terms and conditions required to ensure recipient is capable of complying with the requirements in 7 CFR 1499 and 2 CFR Part 200.

Failure to satisfactorily resolve such elements of the agreement identified by FAS may prevent a timely award process to the applicant.

Often, the constraints of funding multiple programs necessitate FAS to change award details and may, at its discretion, make changes to commodity selection, tonnage and CCC-administration resources. A selected applicant may incur costs within 90 days leading up to final award approval; however, these costs are at the risk of the applicant as FAS has not yet obligated itself to reimburse these costs. If the selected applicant and FAS are not able to come to terms on all the aforementioned sections, the pre-award may be terminated at FAS discretion.

## **C. Administrative and National Policy Requirements**

### **1. Key Personnel**

FAS requires that an awardee receive approval from CCC for key personnel. Within 30 days after both parties have signed the cooperative agreement, the recipient must submit to CCC for approval an organizational chart identifying the names, positions, and responsibilities of all of the Recipient's key personnel. The Recipient's key personnel will be managers with general responsibilities for implementation of the agreement, such as the country director, finance director, and headquarters managers, as well as the managers of and critical technical staff for specific activities under the agreement. Following approval by CCC of the organizational chart, the Recipient will be required to obtain written approval from CCC before hiring any new key person and notify CCC within one week after the departure of any key person. Furthermore, in accordance with 2 CFR section 200.308(c)(1)(iii), the Recipient must obtain written approval from CCC prior to the disengagement from the project for more than three months, or a 25 percent reduction in time devoted to the project, by the approved project director.

### **2. Budget**

While applicants are required to provide a budget summary and budget narrative as part of their proposal(s), those proposals awarded funding will be required to provide and enter a detailed budget into the FAIS system during the agreement negotiation phase.

### **3. Evidence of Export**

The Recipient will, within 30 days after the export of all or a portion of the donated commodities, submit evidence of such export to CCC, in accordance with 7 CFR section 1499.13(e).

### **4. Annual Work Plan**

The Recipient will, within 60 days after both parties have signed this agreement, submit to FAS its first annual work plan for review. This work plan will cover the period from the beginning of the period of performance of the agreement until the end of the federal government fiscal year in which it is submitted. The Recipient will submit to CCC for approval an annual work plan for each subsequent fiscal year during the period of performance of the agreement, according to a schedule specified by FAS. Each annual work plan will include a detailed description of each activity for the fiscal year, including estimated start and completion dates for each activity and other information specified by CCC. Each annual work plan will also include an annual travel plan that lists all foreign travel to be undertaken by the Recipient during the fiscal year covered by the travel plan. Following approval of each annual travel plan by CCC, the Recipient will be required to obtain written approval of any changes to the plan from the FAD analyst authorized by FAS for this purpose at least 30 days before the expected travel.

## **5. Performance Monitoring Plan and Evaluation Plan**

The Recipient will, within three months after both parties have signed this agreement, submit to CCC for approval an evaluation plan and a performance monitoring plan that comply with the requirements in 7 CFR section 1499.12 and with FAD's Monitoring and Evaluation Policy. FAS will not deliver donated commodities until it has approved the evaluation plan and the performance monitoring plan. The Recipient will conduct all evaluations in accordance with the plans approved by CCC. Before making any changes to its approved evaluation plan or performance monitoring plan, the Recipient must submit the proposed changes to CCC and obtain CCC's approval in writing. Furthermore, within six months after both parties have signed this agreement, the Recipient must submit the results of any baseline study to CCC and request that the recipients, Performance Indicators, be updated to incorporate such results.

## **6. Financial Reports**

The recipient will submit semiannual financial reports to CCC, in accordance with 7 CFR section 1499.13(b). The reporting periods will be April 1 through September 30 and October 1 through March 31. The Recipient must submit the report for each reporting period no later than 30 days after the end of the reporting period (i.e., October 30 for the April 1 through September 30 reporting period and April 30 for the October 1 through March 31 reporting period). The recipient must submit the final financial report no later than 90 calendar days after the end date of the period of performance for this agreement.

## **7. Progress Reports**

The recipient will submit semiannual performance reports to CCC, in accordance with 7 CFR section 1499.13(c). The recipient will also include in the semiannual performance reports the information required in 7 CFR section 1499.13. The reporting periods will be April 1 through September 30 and October 1 through March 31. The Recipient must submit the report for each reporting period no later than 30 days after the end of the reporting period (i.e., October 30 for the April 1 through September 30 reporting period and April 30 for the October 1 through March 31 reporting period). The recipient must submit the final performance report no later than 90 calendar days after the end date of the period of performance for this agreement. In each semiannual performance report, the recipient will report its progress toward achieving the targets in the performance indicators contained in the signed agreement. Each performance indicator will contribute to the achievement of one of the results outlined in the project level framework in the signed agreement.

## **8. Evaluation Reports**

The recipient will submit evaluation reports for the agreement to CCC, in accordance with 7 CFR section 1499.13(d) and FAD's Monitoring and Evaluation Policy. The reports must be submitted in accordance with the timeline in the CCC-approved evaluation plan.

## **9. Contracts**

The recipient will enter into a written contract with each provider of goods, services, or construction work valued at or above the Simplified Acquisition Threshold, in accordance with 7 CFR section 1499.11(k). The recipient will submit a copy of each such signed contract to CCC.

#### **10. Subrecipient Agreements**

The recipient will submit a copy of each subrecipient agreement to CCC within 60 days after signing the subrecipient agreement and prior to the transfer of any donated commodities, sale proceeds, CCC-provided funds, or program income to the subrecipient, in accordance with 7 CFR section 1499.14(a). The recipient will be required to obtain written approval from CCC before making any changes to any information regarding a subrecipient specified in section 4(d) of Attachment A of the signed agreement.

#### **11. Administrative Standards and Provisions**

The cooperative agreements awarded under the FFPr are administered under 7 CFR Part 1499 and 2 CFR Part 200.

In addition, to the above regulations, recipients agrees to comply with:

- 2 CFR Part 25 - Universal Identifier and System for Award Management
- 2 CFR Part 170 – Reporting Subaward and Executive Compensation Information
- 2 CFR Part 175 – Award Term for Trafficking in Persons
- 2 CFR Part 180 - OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Nonprocurement)
- [Appendix XII to 2 CFR Part 200](#)—Award Term and Condition for Recipient Integrity and Performance Matters
- 2 CFR Part 400 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- 2 CFR 415, subparts A and B – General Program Administrative Regulations
- 2 CFR Part 416 – General Program Administrative Regulations for Grants and Cooperative Agreements to State and Local Government
- 2 CFR Part 417 – Nonprocurement Debarment and Suspension
- 2 CFR Part 418 – New Restrictions on Lobbying
- 2 CFR Part 421 – Requirements for a Drug-Free Workplace (Financial Assistance)
- 2 CFR Part 422 – Research Institutions Conducting USDA funded Extramural Research; Research Misconduct
- 7 CFR Part 1, subpart A – USDA implementation of the Freedom of Information Act
- 7 CFR Part 1b – National Environmental Policy Act
- 7 CFR Part 1c – Protection of Human Subjects
- 7 CFR Part 1c.120 – Evaluation and disposition of applications and proposals for research to be conducted or supported by a Federal Department or Agency
- 7 CFR Part 3 – Debt Management
- 7 CFR Part 15, subpart A – Nondiscrimination in Federally-Assisted Program of the Department of Agriculture
- 42 CFR Part 73 – Select Agents and Toxins

- Agriculture Bioterrorism Protection Act of 2002, as implemented at 7 CFR part 331 and 9 CFR part 121
- 31 U.S.C. 6101 note – Federal Funding Accountability and Transparency Act of 2006
- 41 U.S.C. 6306 – Interest of Member of Congress
- 42 U.S.C. 6962 Resource and Conservation and Recovery Act (RCRA)
- 29 U.S.C. 794 (section 504, Rehabilitation Act of 1973), as implemented in 7 CFR Part 15b
- 44 U.S.C. 3541 et seq. (Pub. L. 107-347) – Federal Information System Security Management Act of 2002
- Executive order 13513, “Federal Leadership on Reducing Text Messaging While Driving”
- Laboratory Animal Welfare Act of 1966 (PL 80-544, as amended, 7 USC §§ 2131 et seq.)
- National Institutes of Health, DHHS, Guidelines for Research Involving Recombinant DNA Molecules
- 15 U.S.C. 205a et seq. “the Metric Conversion Act as amended by the Omnibus Trade and Competitiveness Act”
- Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§ 1271 et seq.)
- 41 U.S.C. 4304, specific costs not allowable, and 41 U.S.C. 4310, Proceeding costs not allowable
- 41 U.S.C. § 4712, “The Whistleblower Protection Act of 1989”
- Environmental standards which may be prescribed pursuant to the following: (a) notification of violating facilities pursuant to EO 11738; (b) protection of wetlands pursuant to EO 11990; (c) evaluation of flood hazards in floodplains in accordance with EO 11988; (d) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 USC §§ 1451 et seq.); (e) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 USC §§7401 et seq.); (t) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (PL 93-523); and (g) protection of endangered species under the Endangered Species Act of 1973, as amended (PL 93- 205).
- Section 106 of the National Historic Preservation Act of 1966, as amended (16 USC § 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 USC §§ 469a-1 et seq.)
- Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646).

## **PART VII – AGENCY CONTACT**

For general questions related to the FFPr, applicants and other interested parties are encouraged to contact:

Food Assistance Division  
Office of Capacity Building and Development  
Foreign Agricultural Service  
U.S Department of Agriculture

**Address:**

1400 Independence Ave, SW, STOP 1034  
Washington, DC 20250

**Phone:** (202) 720-4221**Fax:** (202) 690-0251**Email at:** [ppded@fas.usda.gov](mailto:ppded@fas.usda.gov)

Individuals with questions regarding to Notice of Funding Opportunity must submit the questions in writing to the above email address. Answers to all questions regarding the Notice of Funding Opportunity will be posted on the FAIS Homepage within three days of receipt.

If you do not have internet access, and would like access to the questions and answers, please contact us at the number or address above and provide your address or fax number and FAS will send you the questions and responses to all questions asked regarding the Notice of Funding Opportunity.

## APPENDIX A - Application Content Checklist for Submitting Proposals in FAIS

### 1. Application Requirement

- Register with SAM and maintains an active account
- DUNS number for applicant's organization
- DUNS number for all grant sub-recipients
- A person or agent located inside the United States

### 2. Proposal Summary Section

- Past Performance Records* Attached
- CV of proposed Chief of Party or Project Director Attachment
- AD-3030 - *Attachment*
- Letters of Support *Attached* in FAIS (Not Required)

### 3. Introduction Section

- All required cells are entered for country, project dates, etc.in FAIS
- Introduction and Strategic Analysis uploaded as *attachment*. The document contains the following sections:
  - One paragraph summary of proposed project
  - In-Country Registration Status
  - Organizational Capability
  - Lasting Impact
- Completed *Key Personnel* Section in FAIS
- Organizational Capacity Chart uploaded as *attachment*

### 4. Results Section

- Performance Indicators for *Results and Activities* uploaded as *attachment*
- The Performance Indicators* for Results and Activities uploaded as *attachment*
- Evaluation Plan* uploaded as *attachment*
- Project Level Frameworks* uploaded as *attachment*

#### Results Tab

- Each result depicted on the proposal's *Project Level Frameworks* in FAIS has a Result selected

#### Activities Tab

- All necessary Activities are selected

#### Mapping Tab

- All activities are mapped to at least one result

#### Other Details Tab

- Cash and Non-Cash Contributions* section completed
- Sub-recipients* section completed
- Government and Non-Government Agencies* section completed
- Method of Choosing Beneficiaries* section completed

- Method of Educating Beneficiaries* section completed
- Target Geographic Area* section completed

5. Commodity Section

**Commodity Tab**

- All proposed commodities are selected including basic information and monetization and direct feed details where applicable

**Special Needs & Distribution Methods Tab**

- Transportation and Storage* section completed
- Processing and Packaging* section completed
- Duty Free Entry* section completed
- Economic Impact* section completed
- Other Remarks* section completed and includes program specific information requested in guidance

**Monetization Tab**

- Impact on Other Sales* section completed
- Private Sector Participation in Sale of Commodity* section completed
- Sales Proceed Usage Activity Implementation* section completed
- Assuring Receipt Procedures* section completed
- Expected Interest Earned* section completed

6. PVO Budget Section

- Budget Summary* uploaded as *attachment*
- Budget Narrative* completed in FAIS or uploaded as an *attachment*
- Most Recent Audited Financial Statement uploaded as *attachment*
- NICRA uploaded as *attachment*
- SF-424 uploaded as *attachment*

## APPENDIX B – Country Specific Guidance

### Cambodia

**Food for Progress Targeted Area(s):** Regions with high potential for increased production.

#### Country Context

Cambodia, a Feed the Future country, is a mainland country in Southeast Asia with a population of more than 15 million people.<sup>1</sup> Cambodia is classified as a low income country, but it is also one of the fastest growing economies in Asia and has experienced GDP growth rates of 7-8 percent each year since 2000.<sup>2</sup>

Cambodia exceeded the Millennium Development Goal target of halving poverty by 2015 and is considered one of the most successful countries globally at reducing poverty.<sup>3</sup> Despite the country's 17.7 percent poverty rate in 2012, most of the Cambodian population is considered near-poor. Three million Cambodians live below the international poverty line on less than \$1.90 per day, and over 8.1 million near-poor live on less than \$2.30 per day.<sup>4</sup> The near-poor population in Cambodia remains highly vulnerable to economic shock, as an income loss of \$0.30 per day would more than double the country's poverty rate.<sup>5</sup>

#### Current Agricultural Development Context

Cambodia's agricultural sector employs 65 to 70 percent of the labor force and agriculture remains an important source of rural livelihood.<sup>6</sup> Most of Cambodia's GDP consists of services (43.6 percent), followed by agriculture (28.6 percent) and industry (27.9 percent). The country's main agricultural exports are cassava, corn, fish, rice, and rubber.<sup>7</sup>

Cambodia has considerable agricultural resources in forests and fisheries, but the country's resource base is under pressure due to population growth and climate change.<sup>8</sup> Cambodia's agricultural productivity is low, as it is largely subsistence-based, reliant on infertile and poorly structured soil, and is predominantly rain-fed.<sup>9</sup>

#### Programming Priorities

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

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<sup>1</sup> CIA World Factbook

<sup>2</sup> World Bank – Cambodia Growth Remains Robust in the Face of a Challenging Global Environment

<sup>3</sup> World Bank – Press Release, Cambodia Poverty Assessment 2013

<sup>4</sup> World Bank – Cambodia Overview

<sup>5</sup> World Bank – Press Release, Cambodia Poverty Assessment 2013

<sup>6</sup> GAIN Report – Cambodia Exporter Guide

<sup>7</sup> GAIN Report – Cambodia Exporter Guide

<sup>8</sup> Asian Development Bank – Cambodia Sector Assessment: Agriculture, Natural Resources, and Rural Development

<sup>9</sup> Australian Centre for International Agricultural Research – Cambodia Country Context

USDA has identified commercial dairy production in Cambodia as a programming priority for 2017 and is focusing on regions with high potential for increased production. USDA has identified the following prioritized need for interventions to support the FFPr results framework in this sector:

- 1) Develop and support commercial dairy farming and processing.
- 2) Increase the availability and use of veterinary services and improved animal health practices.
- 3) Improve the adoption of good livestock management practices.
- 4) Improve cattle genetics through breeding and artificial insemination.
- 5) Improve the availability of inputs for dairy farmers that can be sustained beyond donor support.

Specific justification must be provided for selected target regions.

Dairy consumption in Cambodia has increased as incomes grow and the population has become more urbanized. While Cambodia once produced milk on a larger scale, production fell dramatically following the Khmer Rouge regime. Most milk producers are small, rural farmers and a few intensive production units are located close to Phnom Penh.<sup>10</sup> Due to current low production, most dairy products are imported from Thailand, Singapore, Vietnam, Australia, and New Zealand.<sup>11</sup> Milk consumption outpaces production in the country with imports projected to provide more than 50 percent of Cambodia's milk in 2015.<sup>12</sup>

In Cambodia's Agricultural Sector Strategic Development Plan for 2014-2018, the Royal Government identified four priority areas including: "Promoting livestock production and aquaculture to meet market demand such as meat, fish and dairy products".<sup>13</sup> Several large private sector investments have been made to increase domestic dairy production, notably a \$23 million joint-venture milk factory which is majority owned by Vietnam's Vinamilk.<sup>14</sup> In the past, large private dairy investments have struggled including a \$2 million Nestlé project that was shut down in 2001 due to lack of reliable supply, competition, and counterfeit products in the market.<sup>15</sup> The business environment in Cambodia remains a challenge, as the World Bank ranked Cambodia 180 out of 189 countries for ease of starting a business in 2016.<sup>16</sup>

The main constraints to dairy production are limited access to capital, shortage of nutritious feed, use of low productivity breeds, widespread disease, and lack of knowledge of improved management practices. Information about improving livestock management is not widely available, as confirmed in a study where over 70 percent of rural heads of household said this information was difficult or very difficult to find.<sup>17</sup>

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<sup>10</sup> UN FAO – Cambodia Livestock Sector Brief

<sup>11</sup> US Dairy Export Council – Burma, Cambodia and Laos: market Assessment for Dairy Ingredients

<sup>12</sup> FAO – Review of the Livestock Sector in the Mekong Countries

<sup>13</sup> Kingdom of Cambodia – Agricultural Sector Strategic Development Plan 2014-2018

<sup>14</sup> The Voice of Vietnam – "Vinamilk opens dairy plant in Cambodia"

<sup>15</sup> FAO – The Political Economy of Pro-Poor Livestock Policy in Cambodia

<sup>16</sup> World Bank – Ease of Doing Business Cambodia Economy Profile

<sup>17</sup> Journal of Social and Development Sciences – Livestock Management and Gendered Decision-Making in Rural Cambodia

Cambodia's emerging cattle industry faces high disease prevalence as a significant threat to cattle health and productivity (including milk output).<sup>18</sup> Poor disease management, lack of available and affordable vaccines, and illegal cattle movement of diseased animals across borders contribute to high foot-and-mouth disease (FMD) prevalence. FMD is responsible for 33 percent of milk losses in endemic countries, with especially severe production loss by commercial dairy farms.<sup>19</sup>

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<sup>18</sup> Hugh Stahel, The University of Sydney – An Analysis of the Emerging Smallholder Cattle Industry of Cambodia

<sup>19</sup> Preventive Veterinary Medicine – The economic impacts of foot and mouth disease

## Côte d'Ivoire

**Targeted areas:** The cocoa and coffee-producing areas

### Country Context

Côte d'Ivoire has a population of 23.3 million with a growth rate of almost 2 percent. Approximately 54 percent of the country's population lives in urban areas. Côte d'Ivoire's GDP (PPP) is \$78.62 billion and gross national income per capita is \$3,300 with a growth rate of 8.6 percent in 2015<sup>20</sup>. The World Bank ranks Côte d'Ivoire as a lower middle-income country.

Following a decade of socio-political crisis that severely affected economic activity and the social sectors, Côte d'Ivoire has embarked upon an economic reconstruction and recovery process since the end of 2011. While remaining in a post-conflict situation, Côte d'Ivoire has begun a gradual phase of recovery through significant improvements in the functioning of central government, the nationwide deployment of the administration, and the adoption of macro-economic reform. Although partly reflecting a "catch-up" effect, growth reached nine percent in 2012, thus demonstrating the resilience of the Ivorian economy in the wake of growth shock in 2011 that marked a 4.8 percent contraction of GDP. Growth has been driven by the services sector (62.2 percent of GDP), thanks to strong performance in telephony, transport, and commerce as a result of the improved security situation and the surge in imports.

### Current Agricultural Development Context

Côte d'Ivoire has built its economic foundation on agricultural development. Nearly 64 percent of land in Côte d'Ivoire is used for agriculture. Of the country's total land area, 8.8 percent is arable, 13.2 percent has permanent crops, 41.5 percent permanent meadows and pastures, and 32.8 percent forest.<sup>21</sup> The country's agriculture is 98 percent rain-fed and based on traditional, manual, land-extensive practices. In the forested southern region of the country, cocoa and coffee account for more than two-thirds of the cultivated areas, and dominate the economy. Average farm size in the south is 10–13 hectares, including forest and fallow land. Food crops (maize, rice, yams, groundnuts) and cotton are the main crops of the savannah region in the north, where farms average only 3.5 hectares, reflecting higher labor requirements for the crops grown and the difficulty of attracting seasonal labor.<sup>22</sup> The country benefits from favorable agro-climatic conditions and only 40 percent of arable land is currently being used.

Unlike many other African countries, Côte d'Ivoire is a net exporter of agricultural products. The economy is heavily dependent on agriculture and related activities, which engages roughly 68 percent of the population. The agricultural sector currently accounts for 22 percent of GDP, over three-quarters of non-oil exports, and provides employment and income to two-thirds of all households.<sup>23</sup> The country is self-sufficient in a variety of staple foods – maize, sorghum, millet, yam, cassava, plantain banana – with some small exports to the sub-region. In the past year, agricultural production of major crops increased greatly, such as cocoa, coffee, cashew nuts and sugar. Côte d'Ivoire launched its Revised National Rice Strategy in

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<sup>20</sup> CIA World Factbook, 2016.

<sup>21</sup> CIA World Factbook, 2016.

<sup>22</sup> World Bank, 2012.

<sup>23</sup> World Bank Agriculture Sector Support Project, 2013

2012, which extends through 2020. Goals include the satisfaction of domestic demand through increased production, the establishment of a buffer stock, and the initiation of rice exports. Success will be difficult and will require reorganization and expansion of extension services and packaging centers, as well as attention to land remediation.

### **Programming Priorities**

USDA is soliciting proposals, which demonstrate that proposed activities make substantial contributions to the highest-level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

USDA has identified the cocoa and coffee sectors in Côte d'Ivoire as programming priorities for 2017. USDA has identified the following prioritized need for interventions to support the FFPr results framework in the cocoa and coffee sectors:

- Expanding the capacity and commercial orientation of cooperatives, including women's cooperatives;
- Enhancing resilience to climate change through increased access to heat and drought tolerant planting materials, the adoption of climate-smart agricultural practices, and enhanced agro-forestry methods;
- Improving institutional capacity to create an enabling environment for all stakeholders along the value chain, including the government of Cote d'Ivoire, farmers, traders, processors, chocolate manufacturers and consumers; this includes the ability to provide information to farmers allowing them to gain better access to information on price trends, consumer demands and quality requirements in order to make optimal planting and marketing decisions;
- Improving linkages between farmers and the marketplace through access to credit, risk management instruments and other appropriate means; and,
- Facilitating linkages and collaboration with broad-based partnerships and initiatives aimed at supporting the development of the entire cacao and coffee agricultural value chains – from seeds and soil to farm management and market access.

Côte d'Ivoire is the world's largest producer and exporter of cocoa beans. Côte d'Ivoire provides 40 percent of world supply with an average production of 1.3 million tons of beans per year. Top Ivorian export markets for cocoa in 2013 were the United States, the Netherlands, Belgium, Germany, and Malaysia. However, Côte d'Ivoire has significant ties to France which is the country's largest trading partner. The Government of Côte d'Ivoire adopted a cocoa and coffee reform plan that creates a single state structure to regulate and manage the sector. In 2012, Côte d'Ivoire set a minimum price for cocoa that is guaranteed by the state; in October 2015, the government announced a price floor increase of 1,000 Central African Francs (about \$1.70 USD.) for the 2015/16 marketing year. The goal of both the price floor and the reform plan is to stem corruption and to reduce farmers' vulnerability to international price changes. Côte d'Ivoire also seeks to diversify agricultural exports and ensure food security.

## El Salvador

**Food for Progress Targeted Area(s):** Targeted areas include the following departments: Morazán, Chalatenango, San Salvador, Ahuachapán, La Libertad, Sonsonate, Cabañas, and San Miguel, e.g. coffee livelihood zones.

### Country Context

El Salvador is classified as a lower middle-income<sup>24</sup> country with an urban population that is 66.7 percent of total population<sup>25</sup>. The main drivers of economic growth are agriculture (10.7 percent), industry (25.5 percent), and services (63.8 percent)<sup>26</sup>. El Salvador's gross national income is \$8,230 (PPP method)<sup>27</sup> with gross domestic product (GDP) at \$52.95 billion, GDP growth rate 2.4 percent, GDP per capita including world rank (actual and purchasing power parity-adjusted) at \$8,300<sup>28</sup>. El Salvador has the fourth largest economy in Central America. Remittances accounted for 17 percent of GDP in 2014 and were received by approximately 33 percent of households. Extreme crime and violence threaten social development and economic growth in El Salvador and negatively affects the quality of life of its citizens. In addition to these problems, El Salvador's vulnerability to adverse natural events, exacerbated by environmental degradation and extreme climate variability, also compromises the country's sustainable development and long-term economic growth.

Active USDA food assistance consists of Food for Progress (FFPr) projects valued at \$41,800,605.

### Current Agricultural Development Context

Agriculture plays a major role in El Salvador's economy, contributing 11 percent of its GDP and 21 percent of the labor force<sup>29</sup>. U.S. imports of agricultural products from El Salvador totaled \$250 million in 2015, with \$75 million derived from unroasted coffee<sup>30</sup>. Estimated agricultural land is 28.8 percent, with 10.9 percent used for perennial crops, 33.1 percent annual crops (basic grains, fruits, vegetables, and herbs), and 30.7 percent used as pastures and grasslands for livestock feeding.

El Salvador is a major producer of coffee, beet and cane sugar, and fruit and vegetables. The majority of agricultural production occurs in the southern coast, west, and northern mountainous regions of the country. El Salvador's coffee production has remained low mainly due to a continued attack of coffee leaf rust, a drought caused by El Niño, adverse weather phenomenon and low international prices that affected the investment capacity of local farmers. The 2016-2017 harvest is expected to increase from previous years, but a continued lack of supply and incentives for value-added coffee processing and production has led to El Salvador importing coffee from Central and South America for domestic consumption.

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<sup>24</sup> World Bank

<sup>25</sup> CIA World Factbook 2015

<sup>26</sup> CIA World Factbook 2015 est.

<sup>27</sup> World Bank

<sup>28</sup> CIA World Factbook 2014-2015 est.

<sup>29</sup> CIA World Factbook

<sup>30</sup> U.S. Trade Representative

One of El Salvador's primary goals is to facilitate sustainable agricultural development to increase the well-being of its rural population. The government of El Salvador is committed to reducing extreme poverty and guaranteeing the availability of basic foods in all rural areas throughout the country, with policies to diversify the agricultural sector to make it more competitive. In 2015, El Salvador initiated a five-year \$277 million compact with the Millennium Challenge Corporation to improve the country's competitiveness and productivity in international markets.

### **Programming Priorities**

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

USDA has identified interventions to support the FFPr framework: Improve production of specialty coffee and horticulture value chains. For the coffee sector, USDA has identified the following prioritized need for interventions to support the FFPr results framework in these sectors:

- 1) Combat coffee leaf rust disease.
- 2) Improve the quality and consistency of specialty or value-added coffees.
- 3) Strengthen links to the private-sector supply chains.
- 4) Improve crop and income diversification for smallholder coffee family farmers and cooperatives.

Additionally, applicants are expected to target the horticulture value chains, with particular attention to smallholder farmers in the Dry Corridor. This presents an opportunity for FFPr to help producers move into higher value products and commercialization, where it can be absorbed by local demand and potentially into exports. Fruits and vegetables should be selected where smallholder farmers or producer organizations can demonstrate their commercialization potential and marketability. Interventions should be also prioritized that improve agricultural irrigation systems and access to water using climate-smart practices in drought-prone areas.

This work could be undertaken by one group or by a wider consortium of groups working together. Please be advised that USDA will not give greater preference to proposals that include all listed sectors, and will instead give priority to proposals that include a structured and comprehensive approach to a realistic intervention, which may include any number of proposed sectors.

Coffee is a primary cash crop for smallholder farmers, and continued rehabilitation of coffee rust affected plantations is essential to regrow the coffee sector devastated by economic and climatic factors in the last five years. It is estimated that for the next ten years, approximately 30 million rust resistant plants are needed annually to completely renovate the sector.<sup>31</sup> This may be achieved through various interventions such as technical assistance, improved seed varieties and research, value-added certifications, such as organic, income diversification, credit

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<sup>31</sup> USDA/El Salvador Coffee Annual 2016

and financial services, in-kind grants in infrastructure, and strengthening the supply chain linkages for smallholder farmers.

Applicants are expected to work collaboratively with existing U.S. agency coffee programs, including the 2014 FFPr with NCBA CLUSA, and the Coffee Farmer Resilience Fund through USAID. In addition, applicants should cooperate with existing coffee-related agencies (e.g., CENTA-Café, the coffee extension service through the Ministry of Agriculture (MAG), Salvadoran Coffee Council (SCC)), regional groups (Tropical Agricultural Research and Higher Education Center (CATIE)), coffee research institutions (World Coffee Research, etc.), MAG, and other donor or private-sector entities where relevant. The same collaborative approach should be applied for targeted fruit and vegetable crops.

## Ethiopia

**Targeted Areas:** Amhara, Oromia, Tigray, SNNPR, Afar and Somali.

### Country Context

Situated in the Horn of Africa, Ethiopia, a Feed the Future country, is the second most populous country in sub-Saharan Africa with over 97 million inhabitants. In Ethiopia 80-85 percent of the population practices rain-fed agriculture and agriculture contributes 41 percent of the country's GDP.<sup>32</sup> Although the Ethiopian economy has experienced strong growth in the services and agricultural sectors over the past decade, Ethiopia remains one of the world's poorest countries. Regardless, Ethiopia has made significant progress in reaching its Millennium Development Goals for child mortality and water, and the government has devoted a large portion of its budget to pro-poor programs and investments.<sup>33</sup> Ethiopia continues to be vulnerable to climatic shocks, and the government has developed a Climate Resilient Development Strategy which focuses on integrated measures to adapt to climate change.

### Current Agricultural Development Context

At present Ethiopia is dealing with the aftermath of one of the worst droughts in decades. The main rainy season (kiremt rains) that supplies over 80 percent of Ethiopia's agricultural yield failed in 2015, and a powerful El Niño weather event exacerbated the strain on lives and livelihoods. Humanitarian needs have more than tripled in the last year. More than 10 million people are now in need of urgent relief assistance and approximately 6 million children are at risk from hunger, disease, and lack of water in Ethiopia as a result of the El Niño-related drought.

In direct response to this climactic shock, the international donor community and the government of Ethiopia have responded to address the urgent humanitarian needs, while preserving previous development and economic gains. One of the key components of the joint drought response has been supporting livestock survival, especially parts of the country where inhabitants lost a significant percentage of their livestock and crops due to the drought. Meanwhile, the livestock and poultry sector in parts of the country not as heavily directly affected by the drought have been significantly impacted because of the decreased availability and higher cost of livestock and poultry feed and inputs.

### Programming Priorities

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

USDA has identified the development of the livestock feed sector as a programming priority for 2017. USDA has identified the following prioritized needs for interventions to support the FFPr results framework:

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<sup>32</sup> CIA World Factbook

<sup>33</sup> World Bank Ethiopia Overview

- 1) Increase the productivity of livestock and poultry in Ethiopia by developing the feed ingredient supply chain, developing feed manufacturing enterprises, developing sustainable forage production systems, introducing and expanding feedlot, poultry and dairy enterprises, and promoting improved on-farm feeding practices.
- 2) Expand trade of agricultural products in the livestock and poultry sector by introducing and expanding feedlot and dairy enterprises.

Ethiopia is believed to have the largest livestock population in Africa, and approximately 2.36 million households keep livestock.<sup>34</sup> Approximately 46 percent of cattle are reared within a 10km radius of a local market.<sup>35</sup> However, livestock production and markets vary substantially across the country due to a multitude of factors including inadequate feed and nutrition, poor genetics, inefficient farm management, and climactic shocks such as the current drought. The Government of Ethiopia has prioritized the development of the agricultural sector in the 2015-2020 Growth and Transformation Plan II with a particular focus on improving the productivity and output of poultry and livestock value chains. Strengthening and improving these value chains has the potential to significantly improve food security while also creating lucrative economic opportunities for both small holder farmers and farmer cooperatives.

In fact, according to the Livestock Master Plan (LMP), “The high cost and low availability of good quality animal feed from forage and fodder is one of the major constraints, if not the most critical constraint, to increasing productivity of livestock in dairy farms and feedlots, improved family and specialized poultry, and smallholder mixed crop-livestock and extensive livestock production systems (pastoral or agro-pastoral).”<sup>36</sup>

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<sup>34</sup> International Livestock Research Institute - Ethiopia Livestock Master Plan Brief I

<sup>35</sup> SpringerPlus - Spatial Analysis of cattle and shoat population in Ethiopia

<sup>36</sup> Ethiopia Livestock Master Plan

## Haiti

### Food for Progress Targeted Area(s): Nationwide

#### Country Context

Haiti, a Feed the Future country, is classified as a low-income country with a total population of 10.71 million, 57.4 percent of whom live in urban areas. Haiti's gross national income is \$1,732 with a GDP of \$18.3 billion, a GDP growth rate of 2.75 percent, and GDP per capita including world rank at \$846. In 2015, the country had 3 percent GDP growth while 78 percent of the country survived on less than \$2.42 a day and over 59 percent on less than \$1 a day. In rural areas, 88 percent of individuals live below the poverty line and basic services are practically non-existent. The unemployment rate in the formal sector is 40.6 percent. Almost two-thirds of Haitian households, or 4.7 million people, live in rural areas where agriculture is the main economic activity and source of income.<sup>37</sup> President Michel Martelly stepped down at the end of his constitutional mandate on February 7, 2016 and without an elected successor, lawmakers chose the Senate chief Jocelerme Privert to lead a caretaker government.<sup>38</sup>

#### Current Agricultural Development Context

Agriculture generates upwards of two-thirds of the country's employment, yet only contributes 24 percent of GDP. While a majority of Haitians depend upon agriculture for their livelihoods, only 38.5 percent of Haitian land is arable due to the country's mountainous terrain. Eighty percent of farmers own and operate their land.<sup>39</sup> The Haitian Ministry of Agriculture, Natural Resources, and Rural Development's (MARNDR) National Agricultural Investment Plan cites plantains, beef, corn, coffee, yams, manioc, and rice as the most important agricultural products in terms of value of production. The Plan identifies plantains, dairy, and export goods like mangoes as keys to spurring rural economic growth.

Haiti has a largely traditional economic system in which most of the economy relies on subsistence farming, and government regulation is widely constrained. Haiti is a member of the Caribbean Community (CARICOM). Major bilateral donors include the United States, Canada, the EU, Spain, France, Brazil, Norway, Japan, and Venezuela. Multilateral aid is provided by the Inter-American Development Bank (IDB), International Monetary Fund (IMF), World Bank, as well as the UN and its agencies. Most bilateral assistance is currently channeled through foreign aid agencies and non-governmental organizations. The apparel sector of Haiti accounts for 90% of Haiti's exports.<sup>40</sup> The remaining exports that are agriculture-related are mangoes, natural oils, cocoa, and coffee. Aside from these opportunities, there are also remaining prospects within traditional and non-traditional crops that suit the agro and ecological conditions of Haiti.<sup>41</sup>

#### Programming Priorities

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and*

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<sup>37</sup> CIA World Factbook

<sup>38</sup> World Bank.

<sup>39</sup> Oxfam.

<sup>40</sup> MSU Global Edge

<sup>41</sup> Ministry of Agriculture, Natural Resources, and Rural Development (2010).

*Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

In response to the “National Agricultural Investment Plan”, distributed by the Haitian Ministry of Agriculture, Natural resources and Rural Development, USDA identified farm management of cash and export-oriented crops, trade facilitation and utilization of nascent processing and packing facilities for horticultural products as a programming priority for 2017. Additionally, proposals should consider the inclusion of livestock as a sector to complement cash generating activities. USDA has identified the following prioritized need for interventions to support the FFPr results framework in this sector:

- 1) Address climate-related and SPS issues that limit the expansion of coffee and export-related horticultural crops.
- 2) Improve trade facilitation and market linkages for Haitian agricultural export crops including but not limited to: coffee, mango, natural oils, cocoa, and horticultural products.
- 3) Improved utilization of nascent processing and packing facilities, that currently operate under capacity due to a lack of diversification.
- 4) Improve availability of livestock services and increased knowledge on livestock integration in farm management.

FAS requests proposals that target appropriate regions in Haiti that are based on the proposed export-oriented sector. Please be advised that USDA will not give greater preference to proposals that include all mentioned sectors, and will instead give priority to proposals that include a structured and comprehensive approach to a realistic intervention, which could include any number of proposed sectors.

In coordination with other international donor activities focused on staple crops like corn, beans, rice, and plantains, FAS hopes to improve livelihoods of rural agricultural households by focusing on trade oriented crops. Additionally FAS would like to prioritize improved animal nutrition and veterinary care, as livestock are generally used as traditional holdings for income. To complement the work that FAS is currently implementing in export crops, a coordinated investment approach in subsequent sectors could ensure that climate smart approaches, which have been developed through numerous studies, are being implemented throughout Haiti. For instance, coffee remains an important income generator for many Haitians, but needs to be better planned and managed. FAS reported that coffee production in Haiti is at 300,000 60-kilogram bags for 2016-2017.<sup>42</sup> The Haitian government sees the coffee sector as an opportunity for growth, as cooperatives have begun to form as a result of farmers selling on either the gourmet or equitable market.

In response to recent openings for Haitian export of horticultural products, FAS asks that proposals respond to the immediate gaps in trade facilitation that exporters currently face. This includes maximizing capacity of existing processing and packinghouse facilities as well as trade facilitation through an agricultural export trade hub. The dissemination of this type of information could also play a key role in the trade of other agricultural products for regional and international markets.

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<sup>42</sup> USDA/FAS - Production, Supply and Distribution Online

Livestock investment will be an important complement to this type of cash generating activity, as it is a savings system for many of the roughly 80 percent of agricultural households that raise some type of livestock. Limited access to prophylactic and veterinarian services, low access to credit and low availability of feed and water are all issues that limit productivity of livestock. For the Government of Haiti, the livestock sector remains an important pillar of development and of poverty reduction in the country.<sup>43</sup>

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<sup>43</sup> Haiti National Agricultural Investment Plan

## Honduras

**Food for Progress Targeted Area(s):** Targeted areas include the following departments for the coffee value chain: Francisco Morazán, Olancho, El Paraiso, Santa Barbara, and Comayagua. Targeted areas in the dry bean and horticulture values chains include: Cortés, Intibucá, Olancho, Yoro, Olancho, Valle, Francisco Morazán, and Santa Barbara.

### Country Context

Honduras, a Feed the Future, is classified as a lower middle-income country with 54.7 percent of the country's 8.7 million people living in urban areas.<sup>44,45</sup> The main drivers of economic growth are agriculture (13.9 percent), industry (26.4 percent), and services (59.7 percent).<sup>46</sup> Honduras' gross national income is \$4,740 with GDP at \$20.3 billion, a GDP growth rate of 3.6 percent, and an actual GDP per capita of \$4,900.<sup>47,48</sup> The economy recorded modest economic growth from 2.6 to 4 percent from 2010 to 2015, but was unable to sufficiently improve living standards for the majority of the population (65 percent) living in poverty. Since the 2008-2009 global economic crisis, Honduras has experienced a moderate recovery driven by public investments, key exports, and increasing remittances.

Honduras is one of the poorest countries in the western hemisphere and poverty rates are high among rural populations particularly in the south, west, and eastern border of the country.<sup>49</sup> In rural areas, approximately six out of 10 households live in extreme poverty, on less than US\$2.50 per day. Honduras' young adult population is predicted to continue growing rapidly for the next three decades before stabilizing. Another major challenge is widespread crime and violence, where gang and narco-trafficking activities continue to present security challenges and inhibit interventions to reduce poverty and food insecurity. These challenges, coupled with a rural population growth and limited job prospects outside of agriculture will continue to drive emigration.

Active USDA food assistance consists of McGovern-Dole and Food for Progress (FFPr), valued at \$69,229,627.60. The departments of La Paz, Intibucá, and Santa Barbara are considered priority regions within the initiative.

### Current Agricultural Development Context

Agriculture continues to play a major role in the Honduran economy, contributing 13.9 percent of GDP and employing 39.2 percent of the labor force.<sup>50</sup> Estimated agricultural land is 74.7 percent, with 4 percent used for perennial crops, 9.1 percent for annual crops (basic grains,

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<sup>44</sup> World Bank – Honduras Overview

<sup>45</sup> CIA World Factbook

<sup>46</sup> CIA World Factbook

<sup>47</sup> World Bank

<sup>48</sup> CIA World Factbook

<sup>49</sup> CIA World Factbook

<sup>50</sup> CIA World Factbook

fruits, vegetables, and herbs), and 15.7 percent used as pastures and grasslands for livestock feeding.

The majority of agricultural production takes place in the in the western, Atlantic Coast, and central regions of the country. Honduras' primary export crops include coffee, banana, palm oil, and fruits and vegetables. Exports to the United States were 34 percent of total exports in 2014, which have diversified from mainly bananas and coffee to non-traditional products. Honduras ranks first in Central America, third in Latin America, and sixth globally in coffee exports by volume. The coffee sector provides employment to more than one million people, but low prices continue to plague producers resulting in reduced investments in coffee.<sup>51</sup>

Prolonged droughts and climate change have affected Honduran agriculture, especially in the Dry Corridor. Deforestation around coffee growing regions has been devastating. The 2015 El Niño brought drought to the region causing a six-fold increase in the southern pink-bark beetle, and has destroyed over 400,000 hectares of pine forest, about one-quarter of the country's primary forest cover.

The Government of Honduras through its Agriculture Sector Country Investment Plan seeks to reduce poverty and food insecurity through partnerships and strategic investment. The government seeks to reduce the number of rural families living in poverty by 10 percent through sustained inclusive growth of agricultural GDP, focusing on income distribution and inclusion of the rural poor.

### **Programming Priorities**

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives – *Increased Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* – as outlined in the Food for Progress (FFPr) results framework.

USDA has identified increasing productivity of coffee, dry beans, vegetables, and fruits in Honduras as a programming priority for 2017. USDA has identified the following prioritized need for interventions to support the FFPr framework in these sectors:

- 1) Improve production of specialty coffee, dry bean, and horticulture.
- 2) Increase access to improved inputs and financial services for the coffee, dry bean, and horticulture value chain.

This may be achieved through various activities including technical assistance, improved seed varieties and research, income diversification, improving access to credit, in-kind grants in infrastructure, and strengthening the supply chain linkages for smallholder farmers. This work could be undertaken by one group or by a wider consortium of groups working together.

Please be advised that USDA will not give greater preference to proposals that include all mentioned sectors, and will instead give priority to proposals that include a structured and comprehensive approach to a realistic intervention, which could include any number of proposed sectors.

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<sup>51</sup> FAS GAIN Report – Honduras Coffee Annual 2016

For the dry bean value chain, applicants are expected to support existing institutions engaged in bean seed production and commercialization networks. This includes Zamorano University, and the Dirección de Ciencia y Tecnología Agropecuaria (DICTA), housed within the Honduran Ministry of Agriculture and Livestock (SAG). To assist producer organizations, the establishment of community seed banks and resources to cultivate and store new and improved bean varieties are prioritized. Interventions may also include improving the capacity of producer organizations, access to markets, and programs emphasizing improved household consumption to improve nutrition and increase food security for women and youth.

In horticulture, securing markets and providing income diversification to farmers and producer organizations is highlighted. Crops may include, but are not limited to—tomato, onion, pepper, strawberry, blueberry (Dry Corridor regions) and oriental vegetables, provided producer organizations can demonstrate commercialization potential and marketability. Interventions that improve irrigation systems and access to water in drought-stricken areas are also prioritized. Interventions should concentrate on the negative effects of climate change and environmental degradation. Since women are often the most immediately affected by climate change, mitigating climate change's effects on women and supporting their adaptation to new climate realities should be considered.

In existing coffee regions, required interventions include the continued rehabilitation of coffee plantations, combating leaf rust disease through rust-resistant varieties and agroecological methods, improving product quality and consistency, expanding exports, strengthening links to the private sector supply chains, and developing crop and income diversification for smallholder coffee farmers, particularly in drought-stricken regions. Coffee related interventions may also implement trade promotion activities, and the facilitation of establishing value-added coffee certifications, such as organic, that will support producer groups to expand their sales in new markets. Applicants are also expected to incorporate activities that support financial services for producers, such as access to operating loans.

The applicant should work collaboratively with existing coffee-related agencies (e.g., The Honduran Coffee Institute (IHCAFE)), regional groups (Tropical Agricultural Research and Higher Education Center (CATIE)), as well as coffee research institutions (World Coffee Research, etc.), where relevant. The same collaborative approach should be used for dry beans and horticultural crops promoted in the Dry Corridor. Close coordination with other U.S. government agencies, SAG, and other donor or private-sector entities is also expected. There should be a particularly strong link with the FY2015 FFPr implemented by the Government of Honduras, which works to improve agricultural productivity, expand market information systems, and build government capacity and research.

## Laos

**Food for Progress Targeted Area(s):** Regions that are conducive to sustaining a long-term impact that leads to the expansion of markets and trade within the identified sector.

### Country Context:

Laos, officially known as Lao People's Democratic Republic (Lao PDR), is one of the world's few remaining communist states and one of East Asia's poorest countries. With a population of 6.4 million, it also has one of the lowest population densities in the world.<sup>52</sup> Since the collapse of the Soviet Union in 1991, Laos has struggled to find its position within a changing political and economic landscape. Laos began opening up to the world in the 1980s but, despite tentative reforms, it remains poor and dependent on international aid and investment from China and Vietnam.<sup>53</sup> It is classified as a least developed country by the United Nations. Real growth for 2014 was estimated to reach 7.4 percent. The gross domestic product (GDP) has increased five-fold from 2004-2014 and now stands at \$12 billion, with per-capita income at \$1,793.50.<sup>54</sup>

### Agricultural Context:

The economy's impressive growth has largely been a product of the export of natural resources—particularly hydropower—rather than agriculture. Yet, despite the fact that only 10 percent of total land is arable, 60 percent of its population lives in rural areas and Laos remains the most agrarian economy in East Asia.<sup>55</sup> Increasing productivity in agriculture will therefore remain central to improving living conditions for the majority of Laotians.<sup>56</sup> Laos has one of the least productive agricultural sectors in the region, resulting from poor availability of quality inputs, lack of extension services, and limited access to infrastructure. Compared with the rest of Laos' economy, the agricultural sector has grown quite slowly, averaging 0.8 percent growth from 2000-2012. Rice is the commodity produced in the largest volume. Laos achieved self-sufficiency in rice in the 1990s and is now a net exporter. Coffee, however, is the primary agricultural export of Laos.

### Programming Priorities

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

USDA has identified increasing productivity and trade in vegetables and fruits, with a potential of including organics, as a programming priority for 2017. USDA has identified the following prioritized need for interventions to support the FFPr results framework:

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<sup>52</sup> World Bank Open Data

<sup>53</sup> Bertelsmann Stiftung, BTI 2016 — Laos Country Report

<sup>54</sup> CIA World Factbook - Laos

<sup>55</sup> World Bank – Lao Development Report 2014

<sup>56</sup> World Bank – Lao Economic Monitor FY15-16

- 1) Provide capacity building to horticulture value chain actors (small holder farmers, producer organizations, traders, processors) on increasing productivity and technical knowledge in that sector.
- 2) Assist value chain actors by facilitating market linkages with domestic and international markets. Potential interventions might include, but are not limited to, assisting producers obtain accreditation and certifications, providing grants or loans for value-added equipment and infrastructure, facilitating access to credit for market participants, and linking producers with regional buyers.

USDA is seeking proposals to support the growth of the fruit and vegetable sector and encourages proposed programming to increase productivity, strengthen the capacity of cooperatives and to create market linkages between producers and domestic and international buyers. Proposed activities should avoid duplication with similar existing agricultural development programming.

The focus on fruits and vegetables aligns with the Government of Lao PDR's Strategy for Agricultural Development 2011-2020 and the National Export Strategy 2011-2015, both of which called for diversified agricultural production to meet domestic and regional demand. Natural agricultural products in particular are envisioned to increase the competitiveness of Lao products in regional markets. Proposals should incorporate a detailed approach to engaging the relevant ministries in order to obtain a buy-in from the Government of Laos.

## The SeGaBi Region (Senegal, The Gambia, and Guinea Bissau)

### Food for Progress Targeted Areas:

Senegal – Casamance Region

Gambia – Northern bank and western regions

Guinea Bissau – Biombo, Bolama, Oio, and Cacheu regions

### Country Context

**The Gambia:** The Gambia, officially known as the Republic of The Gambia, has a population of 1.9 million, with 59.6 percent of the population living in urban areas. The Gambia's GDP (PPP) is \$3.2 billion with a real growth rate of 4.4 percent and a GDP per capita of \$1,600.<sup>57</sup> The United Nations designates The Gambia as a low income country. Remittances and tourism are the main drivers of the economy. The Gambia is a republic; head and chief of state is President Yahya Jammeh and the Vice President is Isatou Njie-Saidy.

**Guinea Bissau:** Guinea Bissau has a population of 1.7 million with an urban population comprising 49.3 percent of the total population. Guinea Bissau's GDP (PPP) is \$2.68 billion with a real growth rate of 4.8 percent and a GDP per capita of \$1,500.<sup>58</sup> The United Nations designates Guinea Bissau as a low-income country. Guinea-Bissau is highly dependent on subsistence agriculture, cashew nut exports, fishing, and foreign assistance but there is great potential for mineral extraction. Guinea Bissau is a republic whose chief of state is President Jose Mario Vaz and head of government is Prime Minister Domingos Simoes Pereira.

**Senegal:** Senegal, a Feed the Future country, has a population of 13.98 million, with 43.7 percent of the population living in urban areas. Senegal's GDP (PPP) is \$36.7 billion with a real growth rate of 6.5 percent and a GDP per capita of \$2,500.<sup>59</sup> The United Nations designates Senegal as a Lower Middle Income country. Mining, construction, tourism, fisheries, and agriculture are drivers of the Senegalese economy. Key export industries include phosphate mining, fertilizer production, agricultural products, and commercial fishing. Senegal relies heavily on donor assistance, remittances, and foreign direct investment. Senegal is a republic whose chief of state is President Macky Sall and the head of government is Prime Minister Mohammed Abdallah Boun Dionne.

### Current Agricultural Development Context

**The Gambia:** The Gambia's agricultural sector employs 75 percent of the labor force and accounts for 20 percent of GDP. The CIA Factbook reports, "The agricultural sector has untapped potential - less than half of arable land is cultivated. Economic progress depends on sustained bilateral and multilateral aid, on responsible government economic management, and on continued technical assistance from multilateral and bilateral donors. Small-scale manufacturing activity features the processing of peanuts, fish, cotton lint, palm kernels, and hides." Gambia's main export partners are China and India.<sup>60</sup>

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<sup>57</sup> CIA World Factbook, 2016.

<sup>58</sup> CIA World Factbook, 2016.

<sup>59</sup> CIA World Factbook, 2016

<sup>60</sup> CIA World Factbook, 2016.

**Guinea Bissau:** One of the poorest countries in the world, Guinea-Bissau depends mainly on farming and fishing for its livelihood. Agriculture accounts for 44.7 percent of GDP and employs 82 percent of the labor force. The country's climate and soil make it feasible to grow a wide range of cash crops, fruit, vegetables, and tubers; however, cashews generate more than 80 percent of export receipts and are the main source of income for many rural communities<sup>61</sup>. Cashew production has increased remarkably in recent years, and the country now ranks fifth in cashew production worldwide. Guinea-Bissau also exports fish and seafood along with small amounts of peanuts, palm kernels, and timber. Rice is the major staple food, but rice production is much lower than demand. Rice accounts for 50 percent of the country's total food imports, and India and Portugal are its main trading partners. In 2014, Guinea-Bissau lost eligibility for trade preferences under the Africa Growth and Opportunity Act after a military coup, but the benefits were reinstated on January 1, 2015. Guinea-Bissau signed the Comprehensive Africa Agriculture Development Program agreement in January 2011 targeting food insecurity and improved productivity in key commodities such as rice and cashews.

**Senegal:** Senegal's geographic position and improved port and road infrastructure make it an emerging regional economic leader and an important trade gateway to Francophone West Africa, but its position in the drought-prone Sahel restricts agricultural production. Despite poor soils, irregular rainfall, and limited irrigation, agriculture employs 77.5 percent of the working population and accounts for about 17.1 percent of the country's GDP.<sup>62</sup> In the 2015 International Food Insecurity Assessment, the Economic Research Service (ERS) determined that Senegal had 4.2 million food-insecure people, roughly 30 percent of Senegal's total population of 14 million.

Senegal relies heavily on food and agricultural imports, particularly from Europe, South America, and its African neighbors. Senegal imports over 70 percent of its basic food needs, including significant imports of staples such as rice, wheat, dairy, and vegetable oil. Important revenue sources include peanuts, fish, cashews, and cotton. Horticultural products have also been increasingly important, since exports to the European Union have grown rapidly. Peanuts, a long-standing cash crop in Senegal, are largely processed into crude peanut oil for export to Europe.

President Sall stated that agricultural sector reforms were among his top economic priorities. He plans to improve land management by designating certain crops for cultivation on specific lands, building storage facilities, and creating an agricultural stock exchange. The Sall Administration also seeks to expand the amount of irrigated property to 250,000 hectares from the current level of 80,000 irrigated hectares along the Senegal River. The irrigated land expansion will be in line with the Millennium Challenge Corporation's irrigation project already underway along the Senegal River valley. President Sall is planning to develop a land title system in which rural farmers receive outright or provisional land titles to unlock mortgage financing for their agricultural activities.

### **Programming Priorities**

USDA is soliciting proposals that demonstrate that proposed activities make substantial contributions to the highest level strategic objectives – *Increase Agricultural Productivity and*

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<sup>61</sup> CIA World Factbook, 2016.

<sup>62</sup> CIA World Factbook, 2016.

*Expand Trade of Agricultural Products (Domestic, Regional and International)* – as outlined in the Food for Progress (FFPr) results framework.

USDA has identified the cashew sector value chain as a program priority for 2017. USDA has identified the following prioritized need for interventions to support the FFPr results framework in the cashew value chain sector:

- 1) Build the capacity of the cashew value chain actors (small holder farmers, processors, and government) to facilitate the business environment for domestic and export markets; other interested parties, especially the Governments, should be invited for these trainings as any recommendations may help in more broad policy discussions to further improve business transactions and exports. Strong emphasis should be placed on organizing the sector in order to leverage their collective bargaining power.
- 2) Improve processing from in-shell cashew to final unroasted cashew nuts. Build the capacity to improve market linkages and enhance trade between the producers, processors, and exporters among the three countries.
- 3) Spur investment in the sector by facilitating access to finance for local producer organizations, medium to large-scale processors, and processor groups. Work closely with local and regional financial institutions to build their capacity for investment in agricultural markets and trade.

Over 95 percent of the cashews in the region are exported raw to India, Vietnam, and other countries for processing, then exported to the United States and Europe for further processing, packaging, and consumption. Despite few coordinated government interventions in each of these countries, cashews have become an increasingly large and important source of income for farmers. Regional sector challenges include limited government support, inefficient public-private sector coordination, lacking knowledge of market trends and buyer requirements, and insufficient capacity to organize and develop the sector. Recognizing this, USDA, USAID, and other donors have been assisting with the development of the cashew industry in Western Africa, particularly The Gambia, Guinea Bissau, and Senegal. These three countries are centrally located in Western Africa with close proximity to each other and their large, efficient, modern ports make them key countries for intervention. However, each country has its strengths and weaknesses and will benefit from a well-coordinated approach to further develop existing projects.

**The Gambia:** Gambian cashew production is estimated at 10,000 metric tons (MT), less than 5 percent of the production in Guinea Bissau. Although The Gambia has been commercially producing cashews for fewer than 10 years, it has many advantages including high quality cashews, a supportive business environment, and a very efficient port. Almost all of its cashews are exported as raw nuts and its farmers would benefit from opportunities to improve the value chain, increase value-addition in country, build in-country and regional market opportunities, and strengthen relations and trade with key value chain actors domestically, as well as with Senegal and Guinea Bissau.

**Guinea Bissau:** Guinea Bissau has become the world's largest producer of cashew nuts per capita with production estimated at 205,000 MT. The country's cashews are considered higher quality than that of its neighboring countries, and Guinea Bissau currently has large, mature processing facilities with great potential to process more of the region's cashews. However, factors such as high taxes, strict export controls, corruption, a less favorable business environment, and historical security issues, have encouraged large-scale smuggling of raw nuts across the border into Senegal. Increased market linkages, stronger ties with neighboring value

chain actors in Senegal and The Gambia, and further development of intra-regional and extra-regional trade would greatly benefit the region's cashew sector.

**Senegal:** For the 2014-2015 season, Senegal produced an estimated 50,000 MT of cashew nuts, with production highly concentrated in the Casamance region and the Kolda region. Senegal has only been commercially producing cashews for about 10-15 years, and production and processing lag behind Guinea Bissau's due to inefficiencies in the value chain. Senegal's processing potential is underdeveloped and limited by lack of knowledge, modern, efficient equipment, research on appropriate technologies, business skills, financing, and incomplete research on alternative uses of cashew products and by-products. However, the economic and business climate are more favorable in Senegal than Guinea Bissau and have encouraged a more positive environment for the development of the cashew industry, causing exporters and businesses to relocate from Guinea Bissau to the Casamance region of Senegal. Almost all of Senegal's cashews are exported as raw nuts and farmers would benefit from opportunities to strengthen the value chain and capitalize on relations with value chain actors domestically as well as in The Gambia and especially with processors in Guinea Bissau. Senegal would also benefit from further development of intra-regional and extra-regional trade.

## Sri Lanka

**Food for Progress Targeted Area(s):** North, East, Estate Sector, and Monaragala District

### Country Context

Sri Lanka, officially the Democratic Socialist Republic of Sri Lanka, is an island nation in the Indian Ocean with a total population of almost 21 million people.<sup>63</sup> Sri Lanka is considered a lower middle income country by the World Bank, with a GDP per capita of \$3,912.<sup>64</sup> Since the end of a 26-year civil war in 2009, the Sri Lankan economy has grown at an average rate of over 6 percent per year.<sup>65</sup>

Although inequality is declining in the country, significant disparities exist across geographical regions and sectors (rural, urban, and estate). Poverty mapping conducted by the government of Sri Lanka in 2013 found geographical inequality was considerable, with the lowest division poverty rate at 0.6 percent near the capital and the highest division poverty rate at 45.1 percent in the eastern part of the country.<sup>66</sup> Destruction of infrastructure during the civil war has impacted economic development in post-conflict regions in the North and East. The Northern Province displayed the lowest GDP share of all Sri Lankan provinces in 2012, with only 4 percent of the national GDP; the Eastern Province fared slightly better contributing 6.3 percent of the national GDP.<sup>67</sup>

### Current Agricultural Development Context

Agriculture generates 28.4 percent of Sri Lanka's employment, but contributes only 8.1 percent of GDP.<sup>68</sup> In terms of sectoral composition, the Sri Lankan GDP is primarily comprised of services (62.8 percent), followed by industry (29.1 percent) and agriculture (8.1 percent). Smallholder farmers contribute most of Sri Lanka's agricultural products such as rice, sugarcane, fruit, fish, vegetables, and coconuts.<sup>69</sup>

The Sri Lankan government's Public Investment Strategy through 2016 focuses on increasing agricultural productivity, achieving food self-sufficiency, and improving water productivity.<sup>70</sup> Sri Lanka's agriculture sector faces significant challenges in water distribution, with 80 percent of the water demand in the dry zones which have only 30 percent of the country's water resources.<sup>71</sup> As an island nation, Sri Lanka is especially vulnerable to the impacts of climate change including the loss of agricultural output in already dry regions.<sup>72</sup>

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<sup>63</sup> CIA World Factbook

<sup>64</sup> World Bank – Sri Lanka Overview

<sup>65</sup> World Bank – Sri Lanka: A Systematic Country Diagnostic

<sup>66</sup> Department of Census and Statistics, Sri Lanka – The Spatial Distribution of Poverty in Sri Lanka

<sup>67</sup> Central Bank of Sri Lanka – Socio-Economic Data 2014

<sup>68</sup> CIA World Factbook

<sup>69</sup> Ibid

<sup>70</sup> Asian Development Bank – Sri Lanka Sector Assessment: Agriculture, Natural Resources and Rural Development Sector

<sup>71</sup> Ibid

<sup>72</sup> Environment and Development Economics – Climate change and agriculture in Sri Lanka

## Programming Priorities

USDA is soliciting proposals which demonstrate that proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the Food for Progress (FFPr) results framework.

USDA has identified dairy production in Sri Lanka as a programming priority for 2017 and sees the importance of farmers participating in human capital development, in addition to producers increasing and improving dairy cattle herds. USDA has identified the following prioritized need for interventions to support the FFPr results framework in the dairy sector:

- 1) Improve the availability of inputs for dairy farmers that can be sustained beyond donor support.
- 2) Improve food safety quality at the local level.

Proposals should target Northern and Eastern Sri Lanka and may also focus on the Estate Sector and Monaragala District, which have been identified by the World Bank as areas with pockets of high poverty rates.<sup>73</sup> Specific justification must be provided for selected target regions. Additionally, proposals should engage with the private sector, especially dairy processors that depend on consistent supply of fresh milk.

Sri Lanka's dairy industry is dominated by smallholder farmers, with an estimate of 3.5 million people reliant on the livestock industry for their livelihoods.<sup>74</sup> Dairy provides the most employment of all livestock activities in Sri Lanka, but contributes less than 1 percent of GDP. Dairy farming is a secondary source of income for most smallholders, and most smallholder dairy activities are managed by women.<sup>75</sup>

Other key players in the country's dairy sector include input suppliers, large state and private farms, milk collectors, processors, and retail outlets. Within the formal market, milk is sold through private and public organizations including Fonterra, Nestlé, and MILCO (a state-owned processor).<sup>76</sup> The informal market plays a large role in Sri Lanka, as up to 40 percent of milk is consumed or sold locally and never reaches milk collectors and processors.<sup>77</sup> Food safety risks in the informal market are highly dependent on consumer behavior as the consumer is responsible for boiling the raw milk.<sup>78</sup>

The total cattle and buffalo population in Sri Lanka consists of 1.4 million livestock, with an estimated population of over 392,000 currently milking dairy livestock including about 92,000 buffaloes and 300,000 cattle.<sup>79</sup> Sri Lanka faces a domestic deficiency in milk supply and imports around 90,000 MT in dairy commodities annually to meet domestic demand.<sup>80</sup> The Government

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<sup>73</sup> World Bank - Sri Lanka: A Systematic Country Diagnostic

<sup>74</sup> FAO – Sri Lanka: Opportunities for Dairy Sector Growth

<sup>75</sup> FAO – Sri Lanka: Opportunities for Dairy Sector Growth

<sup>76</sup> Ibid

<sup>77</sup> Wageningen UR Livestock Research - Emerging business opportunities in the dairy sector of Sri Lanka

<sup>78</sup> FAO – Sri Lanka: Opportunities for dairy sector growth

<sup>79</sup> Agriculture and Environment Statistics Division – National Livestock Statistics 2003-2014

<sup>80</sup> Ministry of Social Services, Welfare & Livestock Development – The Livestock Sector in Sri Lanka

of Sri Lanka has prioritized national milk production and established a goal of meeting 50 percent of the national consumption requirement by 2015.<sup>81</sup> However, domestic production is currently only sufficient to meet 33 percent of liquid milk consumption.<sup>82</sup>

There has been significant government investment to help increase dairy production and modernize processing, specifically in breed improvement, artificial insemination, and veterinary care.<sup>83</sup> The government of Sri Lanka's involvement in the dairy sector also includes establishing a guaranteed purchase price for fresh milk.<sup>84</sup>

The small number of cattle per holding in Sri Lanka and the prevalence of household systems and mixed crop-livestock holdings pose challenges in increasing milk production.<sup>85</sup> Limited availability of dedicated land for dairy has been identified as a constraint to dairy cattle productivity, as many of the country's cattle subsist mainly on roadside forage and weeds. Lack of dedicated pasture is particularly problematic for improved breeds for which coarse forage from vacant lots and embankments is unsuitable.<sup>86</sup> Financial return for dairy labor in Sri Lanka is low and when roadside forage is heavily supplemented with high cost feed concentrates, the cost of dairying is not economical. Developing dairy farmers' human capital and increasing herd sizes can contribute to encouraging participation in the smallholder dairy industry.<sup>87</sup>

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<sup>81</sup> Ministry of Social Services, Welfare & Livestock Development – The Livestock Sector in Sri Lanka

<sup>82</sup> Ministry of Social Services, Welfare & Livestock Development – Stories: Dairy Development Project

<sup>83</sup> Annual Report – Department of Animal Production and Health Section

<sup>84</sup> Ministry of Finance – Guaranteed Price for Milk to Develop the Dairy Farming Industry

<sup>85</sup> Wayamba University of Sri Lanka, Sivali Ranawana – Dairy Industry in Sri Lanka: Problems and Prospects

<sup>86</sup> Ibid

<sup>87</sup> Wayamba University of Sri Lanka, Kumarasekara & Edirisinghe – Improving Labour Productivity of Smallholder Dairy Farmers

## **APPENDIX C – Manual for the Use of Results Frameworks and Indicators**

### **INTRODUCTION AND PURPOSE**

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This manual was developed to guide program participants in their use of results-oriented frameworks and performance indicators when applying for USDA-FAS food aid programs. The goal is to ensure that FAS's integration and implementation of the results-oriented management (ROM) system is transparent, easy to understand, and simple to apply. This policy applies to all entities and organizations that apply to FAS food aid programs.

FAS's adoption of the results-based approach in food aid is being used to strengthen the delivery of more efficient and effective food aid programs through a greater focus on results and accountability of taxpayer resources. This approach also provides a platform for more meaningful program evaluations and opportunities to learn what interventions are working well and why others may not. Increasing demands and resource constraints are perhaps one of the most compelling reasons for using a results-based approach in the management of food aid programs.

FAS expects to improve its ability to measure the impact of FAS food aid programs by: 1) clarifying program strategy; 2) identifying results we expect to achieve; 3) linking measurable indicators to results; and 4) mapping program objectives and results back to the agency's strategic plan. In turn, organizations will be expected to identify results that their project can achieve and verify that they have achieved them.

To this end, FAS has developed results frameworks and measurable indicators for the FFPr. The frameworks are key tools in communicating the intent of FAS's food aid programs both internally and externally. Food aid frameworks are also used in support of the "whole of government" effort to coordinate across U.S. Government agencies and focus the conversation on results, rather than process and activities.

This manual serves to define key ROM terminology, and to explain the FFPr program-level results frameworks.

## FOOD FOR PROGRESS RESULTS FRAMEWORK EXPLANATION

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Food for Progress has developed two results frameworks with the overarching goal of promoting the development of the agricultural value chain. To support the achievement of this goal, FFPr has utilized the “farm to fork” value chain paradigm to identify two results frameworks: one focusing on agricultural activities at the farm level and another that targets the sale of agricultural products.

While RF 1 presents a strategy to increase the physical productivity of crops or animals, RF 2 illustrates a causal logic that leads to the expanded trade of these products. RF 1 is seen occurring principally on-farm (save cases where off-farm infrastructure is needed) and goes right up to the preparation of the products at the field-level before they are ready to leave the farm gate. RF 2 focuses on adding value to the agricultural products and, in turn, expanding their exchange through markets. Both RFs are explained below in a detailed narrative.

### **Food for Progress Results Framework #1**

The first FFPr results framework focuses on the initial segment of the agriculture value chain, on-farm activities. Accordingly, the highest-level result or the strategic objective of RF 1 is *Increased Agricultural Productivity*. FFPr RF 1 possesses two key “results streams” that will lead to the achievement of this SO: Result Stream 1, which is under the result *Increased Use of Improved Agricultural Techniques and Technologies* and Result Stream 2, which is under the result *Improved Farm Management (Operations, Financial)*. Collectively, these two streams—along with the stand-alone result linked to Results Stream 1, *Improved Quality of Land, and Water Resources*—will support the achievement of the SO *Increased Agricultural Productivity*. This narrative presents the results strategy of FFPr RF 1 via each of the two result streams as well as the foundational results.

#### Results Stream 1: Increased Use of Improved Agriculture Techniques and Technologies

It is important to note that the highest result in this stream, *Increased Use of Improved Agricultural Techniques and Technologies*, feeds into another result at the same level, *Improved Quality of Land and Water Resources*. FAS believes that *Improved Quality of Land and Water Resources* does belong in the RF because FAS desires that implementers achieve *Increased Use of Improved Agriculture Techniques and Technologies* in a manner that has a positive impact on natural resources and that does not compromise the environmental health or integrity of on-farm or off-farm resources. *Improved Quality of Land and Water Resources* has no result connections below it, as FAS expects implementers to contribute to it almost exclusively through the parallel result, *Increased Use of Improved Agriculture Techniques and Technologies*, through the increased use of more sustainable agricultural techniques and technologies.

Moving down from *Increased Use of Improved Agriculture Techniques and Technologies*, there are four mid-level results that collectively support its achievement:

- *Increased Availability of Improved Inputs;*
- *Improved Infrastructure to Support On-Farm Production;*

- *Increased Use of Financial Services*, which also supports the parallel result of *Improved Infrastructure to Support On-Farm Production*; and
- *Increased Knowledge by Farmers of Improved Agricultural Techniques and Technologies*.

#### Results Stream 2: Improved Farm Management (Operations, Financial)

The result, *Improved Farm Management (Operations, Financial)*, is defined as farmers who are using proven business techniques (i.e., planning, inventory control, and financial analysis) to increase their revenues. Under this result exists a supporting result, *Improved Knowledge Regarding Farm Management*, which is defined as farmers who have an improved understanding of key aspects of farm management (i.e., financial literacy and planning).

#### RF1: Foundational Results

The foundational results for all FAS RFs are defined by three characteristics: (a) they feed into one or more higher-level results; (b) they target critical actors or areas that increase the potential for lasting outcomes; and (c) a causal relationships exists among some of the foundational results.

Under FFPr RF 1, there are five key foundational results that are important to take into consideration when developing a country-level, project results framework:

- *Increased Capacity of Government Institutions*
- *Improved Policy and Regulatory Framework*
- *Increased Access to Improved Market Information*
- *Improved Capacity of Key Groups in the Agriculture Production Sector* (i.e., cooperatives and small shareholder farmers)
- *Increased Leverage of Private Sector Resources* (i.e., cost-sharing or leveraging of private sector resources, either cash or in-kind, that seeks to improve production infrastructure)

#### **Food for Progress Results Framework #2**

The strategic objective of the second framework is the *Expanded Trade of Agriculture Products* on domestic, regional, and/or international levels. This segment focuses on the end of the value chain and includes off-farm activities up until the product hits a fork (i.e., adding value to products, opening up markets, facilitating exchange of goods, etc.). In order to achieve this SO, three intermediary results (IRs) need to be achieved: *Increased value added to post-production agricultural products*, *increased access to markets to sell agricultural products*, and *improved transaction efficiency*. Likewise, the achievement of each of these three IRs is dependent on mid-level and lower-level IRs being achieved and based on a cause-and-effect logic. The logic behind each of these three results streams is described below.

FFPr RF 2 possesses three key “result streams” that will lead to the achievement of this SO:

Result Stream 1, which is under the result *Increased Value Added to Post-Production Agricultural Products*; Result Stream 2, which is under the result *Increased Access to Markets to*

*Sell Agricultural Products*; and Result Stream 3, which is under the result *Improved Transaction Efficiency*.

Another way to think about the result strategy between the RF's three streams and its SO is the following: Better products (Results Stream 1) + More places to sell products (Results Stream 2) + More efficient ways to get products to markets (Results Stream 3) = More market transactions (SO). The narrative presents the result strategy of FFPr RF 2 via each of the three result streams as well as the foundational results.

#### Results Stream 1: Increased Value Added to Post-Production Agriculture Products

Under the result *Increased Value Added to Post-Production Agricultural Products*, there are three mid-level results that collectively support its achievement:

- *Improved Quality of Post-Production Agricultural Products*, which is further supported by the lower-level result *Increased Adoption of Established Standards by Industry* (i.e., Global Gap, GMP—including HACCP); *Increased Efficiency of Post-Production Processes* (i.e., a decrease in the time a product takes to move through the post-production processes). This result is further supported by two lower-level results:
  - *Increased Use of Post-Production Processing and Handling Practices* (i.e., post-harvest transporting practices, storage practices, and processing techniques); and
  - *Improved Post-Harvest Infrastructure* (i.e., processing facilities, refrigerated trucks, warehouse facilities, or power generation equipment). This result is also supported by a parallel result, *Increased Use of Financial Services*, (given that there is a need for capital to improve post-harvest infrastructure).
- *Improved Marketing of Agriculture Products* (i.e., labeling, packaging, and marketing techniques). This result supports two higher-level results:
  - *Increased Value Added to Post-Production Agricultural Products* (in Result Stream 1); and
  - *Increased Access to Markets to Sell Agricultural Products* (in Result Stream 2).

#### Results Stream 2: Increased Access to Markets to Sell Agricultural Products

Under the result *Increased Access to Markets to Sell Agricultural Products*, there are three mid-level results that collectively support its achievement:

- *Improved Marketing of Agricultural Products*, which supports two higher-level results:
  - *Increased Access to Markets to Sell Agricultural Products* (in Result Stream 2); and
  - *Increased Value Added to Post-Production Agricultural Products* (in Result Stream 1)
- *Improved Linkages Between Buyers and Sellers* (i.e., the number of buyer/seller contracts)

- *Improved Market and Trade Infrastructure*, which supports two higher-level results:
  - *Increased Access to Markets to Sell Agricultural Products* (Results Stream 2); and
  - *Improved Transaction Efficiency* (Results Stream 3). This result is further supported by a lower-level result:
    - *Increased Use of Financial Services* (given that there is a need for capital to improve market and trade infrastructure).

### Results Stream 3: Improved Transaction Efficiency

Under the result *Improved Transaction Efficiency* (i.e., a reduction in the time necessary to clear or transport a product) there are two mid-level results that collectively support its achievement:

- *Improved Market and Trade Infrastructure*, which supports two higher-level results:
  - *Improved Transaction Efficiency* (Result Stream 3); and
  - *Increased Access to Markets to Sell Agricultural Products* (Result Stream 2). Similarly, this result is further supported by a lower-level result:
    - *Increased Use of Financial Services* (given that there is a need for capital to improve market and trade infrastructure)
- *Improved Management Practices of Buyers and Sellers Groups Within the Trade Sector* (i.e., planning, contracts, finance, procurement, and logistics)

### RF 2: Foundational Results

The foundational results for all FAS RFs are defined by three characteristics: (a) they feed into one or more higher-level results; (b) they target critical actors or areas that increase the potential for lasting outcomes; and (c) a causal relationships exists among some of the foundational results.

FFPr RF 2 possesses key foundational results (almost identical to RF 1) that are important to take into consideration when developing a country-level project results framework. The five foundational results are as follows:

- *Increased Capacity of Government Institutions*
- *Improved Policy and Regulatory Framework*
- *Increased Access to Improved Market Information*
- *Improved Capacity of Key Organizations in the Trade Sector* (i.e., Processing Organizations and Trade Associations)
- *Increased Leverage of Private-Sector Resources* (i.e., cost-sharing or leveraging of private sector resources, whether cash or in-kind, that seek to improve trade infrastructure)

## STANDARD AND ILLUSTRATIVE INDICATORS

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### **Standard Indicators**

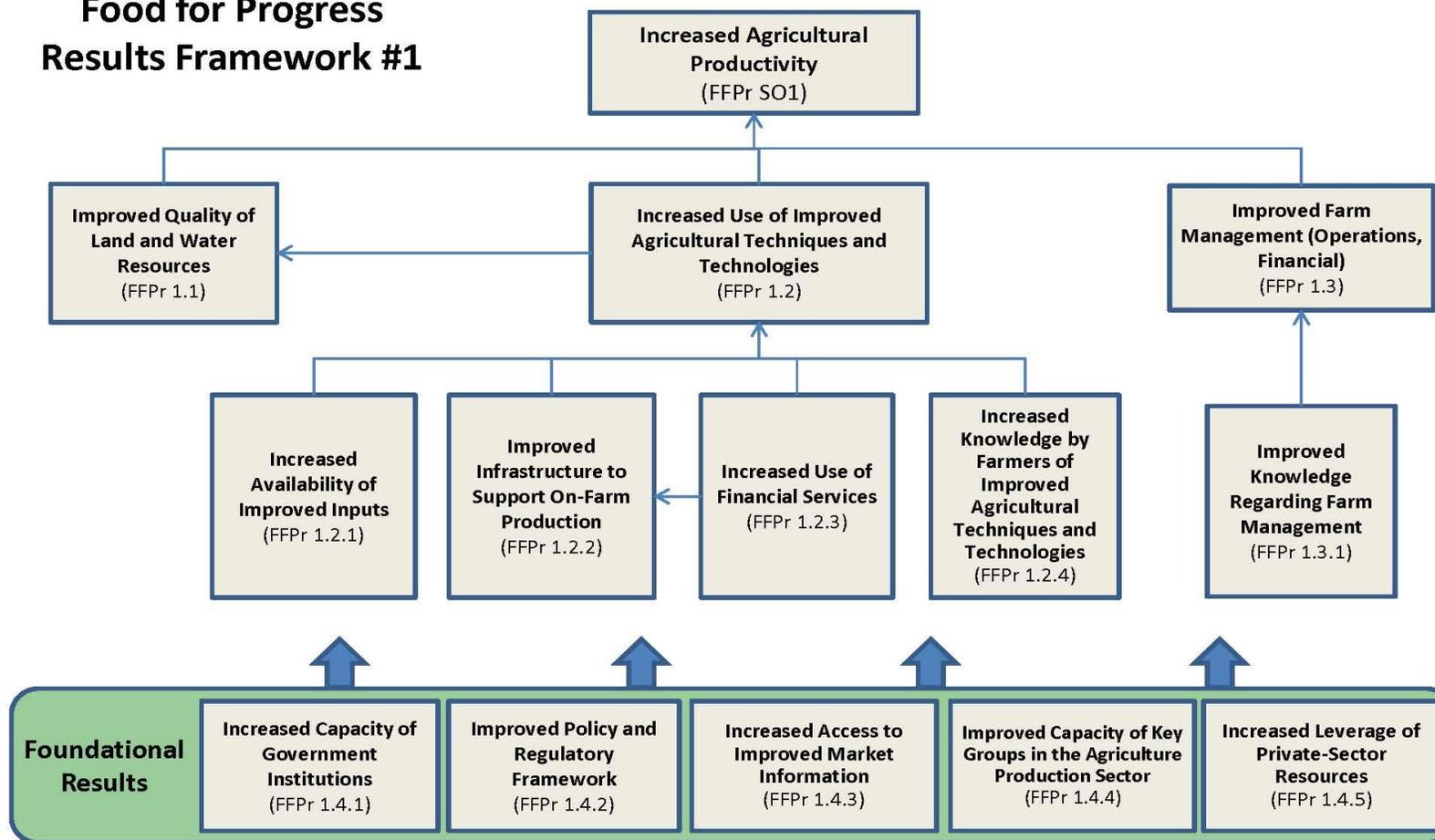
Program applicants are required to use the standard indicators developed by FAS when applying to the FFPs. All projects are required to collect data against the standard set of indicators, if applicable. The standard indicators will allow FAS to report progress among all of its projects across results areas (i.e., literacy, good health and dietary practices, agricultural productivity and trade) or country specific achievements. The standard indicators are available in [Annex II: Standard and Illustrative Indicators and Definitions](#)

### **Custom Indicators**

Applicants also may choose to develop custom indicators because the FAS standard indicators alone do not adequately measure the results. Applicants may design custom indicators using FAS's list of illustrative indicators as a guide. The illustrative indicator lists are intended to provide examples of indicators that implementing partners may use to track progress towards results.

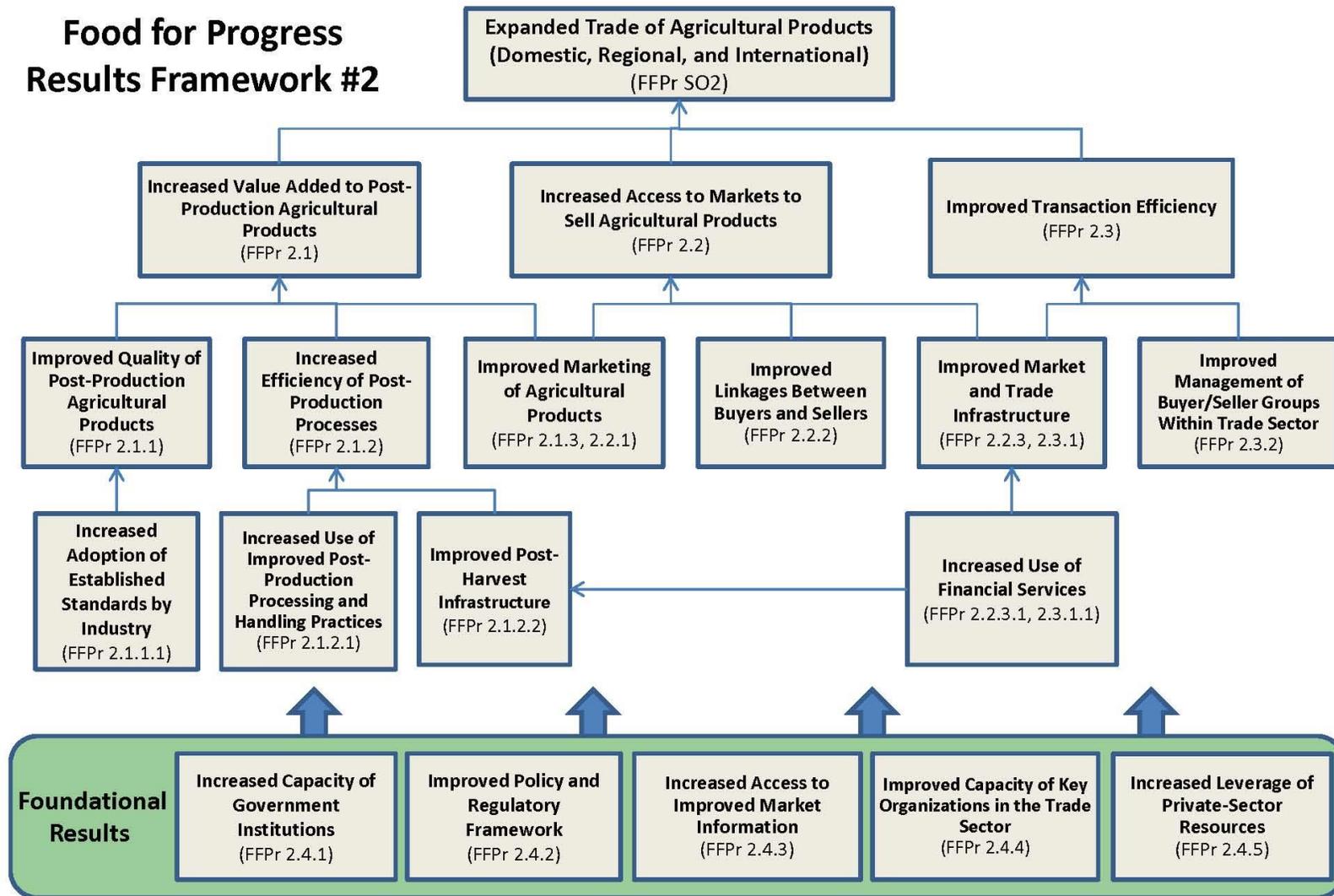
APPENDIX D – Food for Progress Frameworks

**Food for Progress Results Framework #1**



**A Note on Foundational Results:** These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

# Food for Progress Results Framework #2



**A Note on Foundational Results:** These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

## APPENDIX E – Performance Indicators Illustration

Project Title: Food for Progress Country X Sector X Project					Proposed Start: September 30, 2016		Proposed Project End: September 30, 2020			
Indicators				Baseline	Targets					Life of Project
Number	Result	Performance Indicator	Standard or Custom		Year 1	Year 2	Year 3	Year 4	Year 5	
					October 1, 2016-September 30, 2017	October 1, 2017-September 30, 2018	October 1, 2018-September 30, 2019	October 1, 2019-September 30, 2020	October 1, 2020-September 30, 2021	
<b>Results</b>										
1	SO 1 and SO 2	Number of individuals benefiting directly from USDA-funded intervention	Standard #17	0	5,200	9,000	7,000	0	n/a	21,200
2	SO 1 and SO 2	Number of individuals benefiting indirectly from USDA-funded intervention	Standard #18	0	17,160	29,700	23,100	0	n/a	69,960
3	SO 1 and SO 2	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	Standard #16	0	5,200	9,000	7,000	0	n/a	21,200
4	FFPr 1.2	Number of hectares of land under improved techniques or technologies as a result of USDA assistance	Standard #1	0	5,800	21,800	14,800	0	n/a	10,000
5	FFPr 1.2	Number of individuals who have applied new techniques or technologies as a result of USDA assistance	Standard #2	0	2,000	5,800	6,400	2,800	n/a	17,000
6	FFPr 1.3	Percent of farmers demonstrating financial literacy	Custom	40%	50%	55%	75%	80%	n/a	80%
...										
<b>Activities</b>										
1	FFPr 2.1.2.2	Number of grants provided to support increased post-harvest storage and infrastructure	Custom	0	5	10	5	0	n/a	20
2	FFPr 2.1.2.2	Value of grants provided to support increased post-harvest storage and infrastructure	Custom	0	\$ 15,000	\$ 30,000	\$ 15,000	0	n/a	\$ 60,000
3	FFPr 1.4.4	Number of business plans developed by cooperatives and MSMEs	Custom	0	5	20	25	0	n/a	50
...										

## APPENDIX F - Instructions for Submitting Proposals in the FAIS

The FAIS is an integrated information system that the Food Assistance Division of the USDA's Foreign Agricultural Service manages and administers its food aid programs and interact with its strategic food aid partners, both within and outside the U.S. government. The Proposal Management process includes the solicitation of food aid proposals, with proposal submission by Program Participants (PP); and proposal evaluation, scoring, and approval operated by FAD.

These guidelines are intended to assist the applicant in submitting a food aid proposal for the FFP as required by [7 CFR Section 1499.13](#). All proposals will be submitted through FAIS. Participants are required to monitor their own progress toward creating and recording data into their proposal. It is important for all Program Participants to submit proposals within the appropriate deadline by completing all applicable sections and verifying all numbers. If applicants have any questions, please seek assistance and send an email to [PPded@fas.usda.gov](mailto:PPded@fas.usda.gov). Below, applicants will find a step-by-step guidance for submitting the proposal in FAIS.

The following instructions use hypothetical examples and are not indicative of one particular country, program, or FFP awardee. It is intended for instructional purposes only. Appropriate screenshots have been included in the manual to aid the user in understanding the functional navigation. A brief orientation of the layout and design of the FAIS interface is provided below.

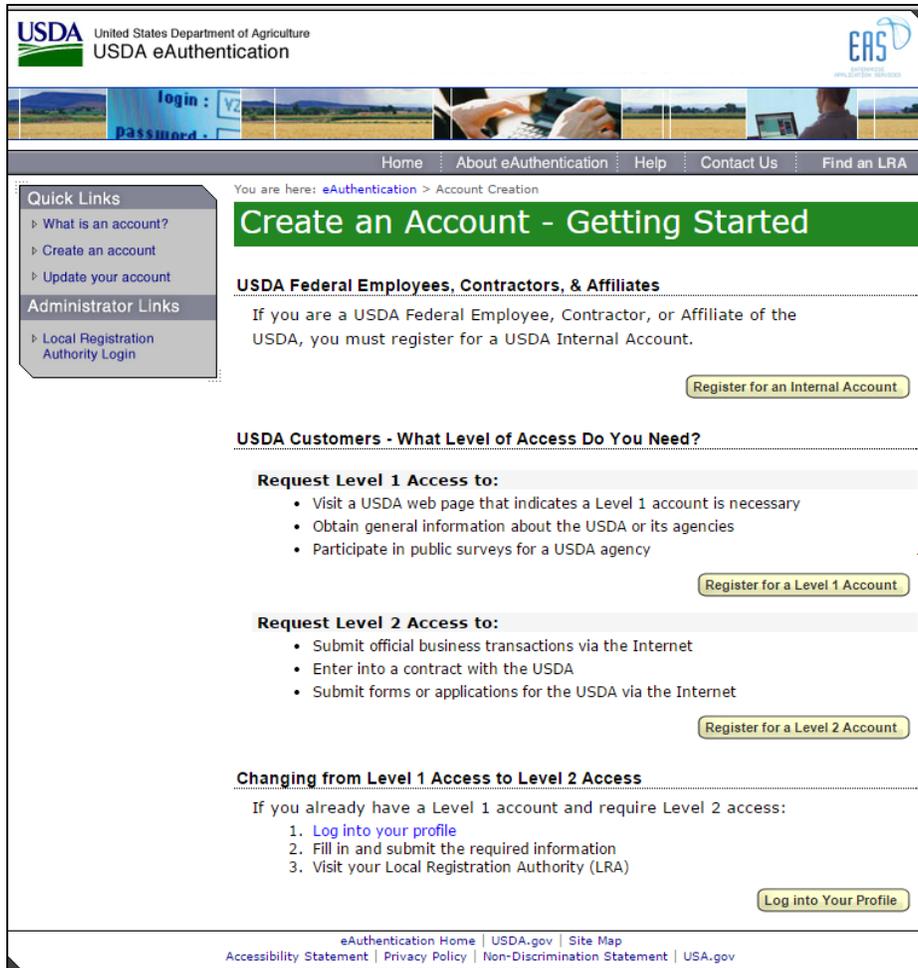
**Important:** Applicants should always save their work! If there is no activity by the user, FAIS will time out after approximately 25 minutes.

### SECTION1: REGISTERING FOR AN eAUTHENTICATION ACCOUNT IN FAIS

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An eAuthentication account is the primary way for Program Participants to interact with USDA websites. This account gives applicants the ability to identify oneself to the USDA via the User ID and password, and it allows access to FAIS as well as a wide range of other applications across the many USDA agencies and their services. Note: If applicants already have an eAuthentication account and are associated with a particular Program Participant or Private Voluntary Organization (PVO), he or she may proceed to login to FAIS.

1. To register, go to <https://identitymanager.eems.usda.gov/registration/index.aspx>
2. Click on Register for a *Level 1 Account*. Applicants do not need to register for Level 2 Access, nor an Internal Account. Additionally, there is no need to come to the USDA to confirm the account.



3. Once applicants fill out the necessary information, including a username and password, he or she will receive an Email from FAS confirming the creation of the account.
4. Once applicants have their eAuthentication account established with the username and password, they should go to the FAIS website: <https://www.eauth.usda.gov/Login/login.aspx>



5. After applicants login, they will be required to complete a one-time registration in FAIS. The system displays "Create New FAIS Account" screen, which will display the username. Please select *Program Participant* as the organization type. All other selections for for U.S.

government personnel only. For Level 1 applicants, the *PIN* and *Confirm PIN* fields will be enabled as part of your eAuthentication, and you must have it each time to login to FAIS. The Pin should be a minimum of six digits.

You are registered with USDA EAuthentication. To access the FAIS, you are required to confirm to create a new FAIS account.

**Account Information**

User name:

Last name:

First name:

Email address:

**Organization**

Organization Type:  

Pin:

Confirm Pin:

*User has to select Organization Type as "Program Participant"*

*Based on E Authentication Level. PIN & Confirm Pin will be Enabled or Disabled*

**Organization**

Organization Type:

Pin:

Confirm Pin:

- Next, applicants will be brought to the FAIS User Registration page. The eAuthentication details will be automatically generated in the cells. In the following *Organization Details* page, applicants must complete the following information:

**FAIS User Registration**

**INSTRUCTIONS** 

**E-Authentication Details**

User name:

First name:

Last name:

Email address:

**Organization Details**

PP Organization Type:

PP Organization:

Organization Name:

Short Name:

Address Type:

- **Select PP Organization** from the drop-down list. If applicants are associated with a foreign government, or the World Food Program, select *Government* or *World Food Program* respectively. All other program participants, including PVOs, NGOs, etc. must register as a *Program Participant*
- **Select Organization** – This list will be automatically generated based on the *PP Organization Type* selection
- **Select Address Type** – After a proposal creator selects the address type, either *Main* or *Branch*, the field will be automatically populated with the organization’s address

## Organization Details

PP Organization Type <Select>

PP Organization <Select>

Organization Name FAD Legacy Other OrganizationType

Short Name Government

Address Type Program Participant

World Food Program

**Organization Details**

PP Organization Type Program Participant

PP Organization Test Participant Organization

Organization Name Test Participant Organizat

Short Name Test

Address Type Main

Address Line 1 Address Line 1

Address Line 2 Address Line 2

City Washington

State Province D.C.

Country United States

Zip Code 00000

Email Address Applicant Email Address

Phone Number (000) 000-0000

Is Faith Based?

Is Community Based?

7. **Requested Roles:** For creating and producing proposals, the minimum FAIS permission levels required are *Program Participant Proposal Contributor* or *Program Participant Proposal Creator*. For those persons who are Program Administrators, they must also select the *Program Participant Administrator* box. Applicants may also request other FAIS permissions depending on the organization’s needs. For these requests, please detail these requests in the comments section. The level of permissions requested will be authorized by the FAD staff.

**Requested Roles**

Program Participant Agreement Contributor (Work on One or More Assigned Sections of an Agreement)

Program Participant Agreement Executor (Manage Agreement Negotiation with FAD Branch)

Program Participant Proposal Contributor (Work on One or More Assigned Sections of a Proposal)

Program Participant Proposal Creator (Manage Proposal Creation and Submission to Participant Director)

Program Participant Director (Submit Proposals; Negotiate Agreement with FAD Branch)

Program Participant Administrator (Manage Organization Details; Grant / Revoke Participant User Access)

8. Next, refer to the following cells for the **Personal Details** section:
- **Title:** Mr./Mrs./Ms. etc.; Mandatory
  - **Position:** Designation in the organization, e.g., Manager, Program Analyst; Mandatory
  - **Phone Number:** Mandatory
  - **Phone Extension:** Not Mandatory
  - **Fax:** Not Mandatory
  - **Email Alerts:** Check this box if email alerts are preferred whenever any workflow action (i.e., submit, request modification) are sought on any process in FAIS; Encouraged
  - **FAIS Alerts:** Check this box if system alerts are preferred whenever any workflow action (like submit, request modification etc) are sought on any process in FAIS; Encouraged
  - **Requested Comments:** Please add comments that details which requested roles wanted for the FAIS account; Not Mandatory

The screenshot shows a web form titled "Personal Details". It contains the following elements:

- Salutation:
- Position:
- Phone:
- Phone Extension:
- Fax:
- Email Alerts?:
- FAIS Alerts?:
- Requestor Comments:
- Register:

### For Users with Unregistered Organizations

If the applicant's organization is not yet registered, please download and fill out the Organization Registration Form, located on the FAIS homepage. Once completed, please attach the file in an e-mail and send to [ppded@fas.usda.gov](mailto:ppded@fas.usda.gov) with the subject line: *Request to Register New Organization*. A FAD Analyst will create the organization record in FAIS, and will notify the applicant once completed so they may select their organization.

### Activation of the Account

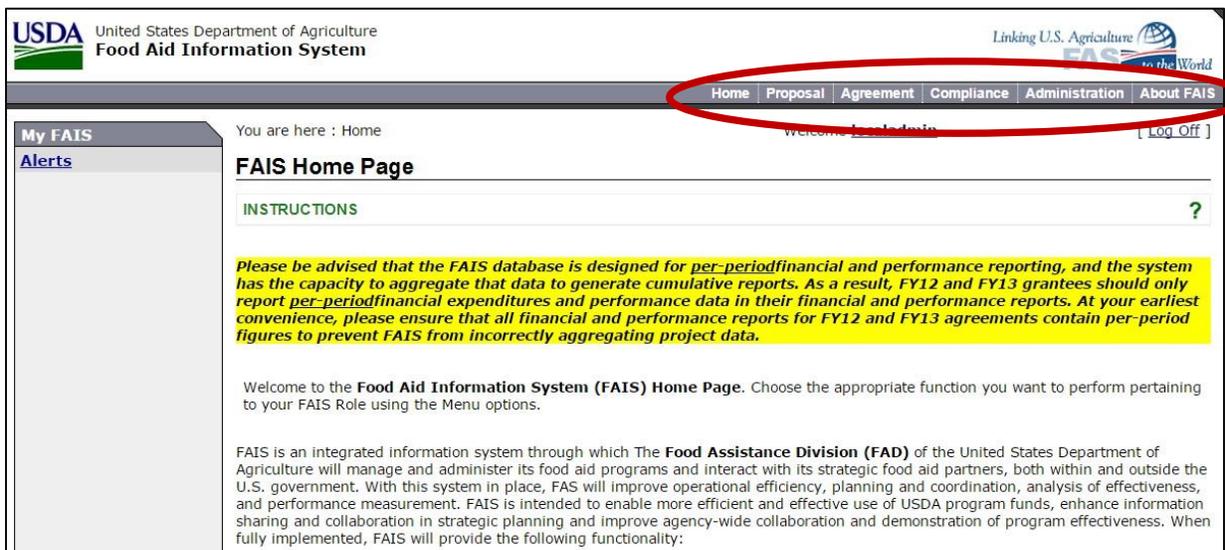
After successfully registers, the applicant will see the following message below regarding the activation of the account. FAD will also receive a notification that a new user has registered, and will approve the account.



Once approved, applicants will be able to login with their respective username and password and will be taken to the FAIS homepage.

### **FAIS Homepage**

Once the applicant is logged in, he or she is taken to the FAIS homepage. Here, users will find links pertaining to the food aid solicitation, this training manual for Program Participants as well as other relevant documents. Please refer to the links and save the files as necessary.



A sitemap index with links is provided horizontally across the top of each page below the menu bar. These links will help in navigating through the hierarchies of each element and to keep track of locations within FAIS. The homepage consists of the following column headings:

- **Home** – This link takes the applicant to the FAIS homepage
- **Proposal** – All proposal and solicitation actions can be found here. This section is explained in greater detail below
- **Agreement** – Database of every agreement associated to the organization
- **Compliance** – Links to the database of the organization’s Monitoring and Evaluation (M & E) reports and other compliance-related actions
- **About FAIS** – Information regarding FAIS, including new system enhancements and data releases

In addition, brief instructions are provided on each screen in a green box as shown below. The instructions describe the mechanics of viewing and editing the screens and defined the data fields. Important business rules that must be followed are also included, where appropriate.

**FAIS Home Page**

**INSTRUCTIONS** X

Welcome to the Food Aid Information System (FAIS) homepage. This page contains the following information:

- **ANNOUNCEMENTS:** This section consists of several parts:
  - **Overview** of the full FAIS functionality.
  - **How to use FAIS:** Describes the need to register as a FAIS user, and the need to belong to a registered organization.
  - **Recent Updates:** The complete FAIS functionality will be delivered in multiple releases. This section provides an overview of the functionality and enhancements delivered to date.
  - **FAIS Support:** Describes the process for seeking technical support.
- **FOR PROGRAM PARTICIPANT USERS:** Provides links to the **Training Material** and the **User Manual** pertaining to the Program Participant users. Please click on any link and save the file to your computer.
- **FOR NON-PROGRAM PARTICIPANT USERS:** Provides links to the **Training Material** and the **User Manual** pertaining to Non-Program Participant users. Please click on any link and save the file to your computer.

- Text Edit | Html Edit -

Please be advised that the FAIS database is designed for per-period financial and performance reporting, and the system has the capacity to aggregate that data to generate cumulative reports. As a result, FY12 and FY13 grantees should only report per-period financial expenditures and performance data in their financial and performance reports. At your earliest

**Important:** In FAIS, the system displays a list of validation errors, if any, in red if there are issues as the data is submitted. FAIS will not commit the workflow action until the user fixes all validation errors. An example error message:

◦ The Proposal Contributor field is required for each section

## SECTION 2: CREATING A PROPOSAL IN FAIS

To begin creating the organization’s food aid proposal, click on the *Solicitation* icon that is located under the *Proposal* tab. The next screen displays the list of solicitations. If the current solicitation year is not displayed, the applicant can find the current program solicitations by searching by *Fiscal Year* and *Program Type*.

Linking U.S. Agriculture to the World  
FAS

Home Proposal Agreement Compliance Administration About FAIS

Solicitation  
Proposal

[ Log Off ]

- **Start and End Dates:** Period for accepting proposals against that solicitation
- **Anticipated Award Date:** A proposal submitted against a solicitation should specify a project start date after the Anticipated Award Date

**Solicitation List**

**INSTRUCTIONS** [?](#)

**Solicitation Search Criteria**

Program Type: All  
 Fiscal Year: 2016 TO 2016  
 Status: Published

**List of Solicitations**

ID	Short Description	Fiscal Year	Type	Solicitation Period	Ant. Award Date	Status	Action
17	FY16 FFPr Solicitation	2016	FFPr	04/16/2015 - 10/16/2015	11/16/2015	Published	<a href="#">View</a>
18	FY16 MGD Solicitation	2016	MGD	04/16/2015 - 10/16/2015	11/16/2015	Published	<a href="#">View</a>

Showing 1 to 2 of 2 entries Filter all columns:

Click on the *View* link for FFPr for which applicants will create a proposal. This is found under the *Action* column.

The following page allows both a *Program Participant Director* and *Program Participant Proposal Creator* to view a solicitation and to create a proposal for that solicitation. If applicants have *Proposal Contributor* permission levels only, they cannot create a proposal. In this example, the 2016 Food for Progress solicitation has been selected. The solicitation information listed below will be based on the award type. Click *Create Online Proposal* to generate a proposal template which the proposal creator will submit once completed.

You are here : [Home](#) > [Proposal](#) > Proposal Creation Welcome [localadmin](#) [ [Log Off](#) ]

**Create Proposal**

**INSTRUCTIONS** [?](#)

**Search and Select Solicitation**

Fiscal Year: 2016  
 Program Type: Food For Progress  
 Solicitation: FY16 FFPr Solicitation

Once created, the proposal record is archived as *In Progress* in the FAIS system. After the applicant logs off, he or she can return to the proposal and work on it at any time. To locate the proposal, click on the *Proposal* tab located in the drop-down menu and select *Proposal*.

Linking U.S. Agriculture  to the World

Home **Proposal** Agreement Compliance Administration About FAIS

Solicitation  
 Proposal

Applicants can then search for each created proposal affiliated with the proposal using the dropdown menus. Click on the *Proposal #* to access the proposal and continue the submission process.

### Proposal List

**INSTRUCTIONS** ?

**Search Information**

Organization:

Fiscal Year:

Program Type:

Country:

**List of Proposals**

Proposal #	Program Type	Fiscal Year	Proposal Status	PP Creator	Solicitation #	Country	Submit Type	Organization	Contributors	Action
<a href="#">2016-0004</a>	FFP	2016	In Progress	Name of Proposal Creator	ID #	To Be Decided	Online	Your organization	Every Assigned Contributor will be displayed here	<a href="#">Delete</a>

Showing 1 to 1 of 1 entries Filter all columns:

## My FAIS

A left panel titled *My FAIS* displays information describing the applicant's proposal:

- The **Alerts** link displays a database of past FAIS program actions that transpired to the organization
- **Proposal #** - Proposal identification automatically generated in FAIS
- **Organization** – The name of the organization submitting the proposal
- **Solicitation ID** – This is program number associated with the proposal
- **Fiscal Year** – Proposal year
- **Status** – All unsubmitted proposals will be labeled *In Progress*. This status will change once the proposal is submitted in FAIS
- **Country** – This section will be labeled with the country or region and is entered in the *Introduction* section of the proposal.

**My FAIS**

**Alerts**

- Proposal #: 2016-0003
- Organization: Your Organization
- Solicitation ID: 18
- Program Type: FFP
- Fiscal Year: 2016
- Status: In Progress
- Country: To Be Decided

## Data Navigation

This section provides links to the various sections necessary to complete the proposal. All other functions are arranged as menu items under several menus, access to which is governed by FAIS Roles. Each proposal section is highlighted in greater detail throughout this document. In *Data Navigation*, the following links are displayed:

1. **Print Proposal** – This is the display to which the proposal will be viewed by the reviewers, all information, including links to attachments will be displayed
2. **Download Proposal** – This function downloads the entire proposal as a HTML file. In viewing the proposal, it is recommended to use the *Print Proposal* function instead
3. **Download Proposal Attachments** – This downloads all uploaded documents into a single zip-file folder
4. **View Proposal Assignment** – This page displays a read-only view of the proposal assignments; for example, the Proposal Creator and the Proposal Contributor assigned to each proposal section. Applicants cannot make any changes in any of the *View* links
5. **View Applicant Details** - Shows the applicant details in a read-only mode
6. **View Introduction** – Shows the Introduction in a read-only mode
7. **View Commodity** - Shows the Commodity section in a read-only mode
8. **View Result** – Shows the results, activities, and the mapping sections in a read-only mode
9. **View PVO Budget** - This page shows the Budget narrative in a read-only mode
10. **Download Budget** – This function was utilized for previous years' budget proposals and is no longer used in FAIS. Refer to the budget guidelines for more information.

## The following links require data entry:

11. **Proposal Summary** – This is the homepage of the specific proposal where applicants are able to upload attachments and submit for review
12. **Proposal Assignment** – The page where roles are assigned to each of the proposal sections
13. **Applicant Details** - This page where primary applicants of the organization are assigned as contacts for the proposal
14. **Introduction** –Where program dates are selected in addition to country determination key personnel
15. **Results** – This page is for entering the Results, Activities, and Activity Mapping.
16. **Commodity** – This page is for submitting commodity selection and detailed commodity logistics and monetization information
17. **PVO Budget** – Displays the section to submit the budget narrative.

**My FAIS**

**Alerts**

- ◊ Proposal #: 2016-0004
- ◊ Organization: Your Organization
- ◊ Solicitation ID: 18
- ◊ Program Type: MGD or FFP
- ◊ Fiscal Year: 2016
- ◊ Status: In Progress
- ◊ Country: To Be Decided

**Data Navigation**

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17

- ◊ Print Proposal
- ◊ Download Proposal
- ◊ Download Proposal Attachments
- ◊ View Proposal Assignment
- ◊ View Applicant Details
- ◊ View Introduction
- ◊ View Commodity
- ◊ View Result
- ◊ View PVO Budget
- ◊ Download Budget
- ◊ Proposal Summary
- ◊ Proposal Assignment
- ◊ Applicant Details
- ◊ Introduction
- ◊ Result
- ◊ Commodity
- ◊ PVO Budget

There are multiple sections in each link which require data entry in addition to uploading required attachments. These sections are detailed below.

### SECTION 3: PROPOSAL SUMMARY

---

This section is the homepage of the applicant's proposal. This page displays:

- **Proposal Information** – Basic proposal information related to the organization
- **Proposal Section Details** – Staff assigned as the *PP Creator* (Proposal Manager) and the various section *Contributors* (Authors). Only one *PP Creator* may be assigned to a proposal, and one *Contributor* may be assigned to a given section. One person may be assigned multiple sections, or as a *PP Creator* and *PP Contributor*
- **Proposal Workflow History** – Shows each proposal review event
- **Workflow Actions** – Shows the actions that can be executed based on the proposal status
- **Attachments** – Link for uploading all of the proposal attachments (Refer to the Attachments portion of this document)

All proposal assignments will be displayed in this section, including changes to proposal contributor contacts and any workflow history that occurred, when a section is submitted for review.

The screenshot shows the 'Proposal Summary' page. At the top, it says 'You are here : Home > Proposal > Proposal Summary' and 'Welcome localadmin [ Log Off ]'. Below this is the 'Proposal Summary' title and an 'INSTRUCTIONS ?' link. There are two tabs: 'Proposal Summary' (selected) and 'Attachments'. Below the tabs is the 'Proposal Information' section with form fields for Organization, Solicitation ID, Proposal Number, Program Type, Status, and Country. Below that is the 'Proposal Section Details' table with columns for Section Name, Contributor, Status, and Comments. Below that is the 'Proposal Workflow History' table with columns for User, Date, Action, Status, and Comments. Below that is the 'Workflow Actions' section with a 'Submit For Review' button. Red arrows point to the 'Attachments' tab, the 'Proposal Section Details' table, the 'Proposal Workflow History' table, and the 'Workflow Actions' section.

You are here : [Home](#) > [Proposal](#) > Proposal Summary Welcome [localadmin](#) [ [Log Off](#) ]

### Proposal Summary

INSTRUCTIONS ?

[Proposal Summary](#) [Attachments](#)

#### Proposal Information

Organization:   
Solicitation ID:   
Proposal Number:   
Program Type:   
Status:   
Country:

#### Proposal Section Details

Section Name	Contributor	Status	Comments
--------------	-------------	--------	----------

#### Proposal Workflow History

User	Date	Action	Status	Comments
Name of Proposal Creator	4/20/2015 01:27:19	Create	In Progress	Proposal Creation

Showing 1 to 1 of 1 entries Filter all columns:

#### Workflow Actions

Proposal Section Details				
Section Name	Contributor	Status	Comments	
Introduction Section	Contributor 1	In Progress	Comments are displayed here	
Commodity Section	Contributor 2	In Progress	-	
Result Section	Contributor 2	In Progress	-	
Budget Section	Contributor 3	In Progress	-	

Proposal Workflow History				
User	Date	Action	Status	Comments
Proposal Creator	4/20/2015 01:33:34	Assign	In Progress	Assign Proposal
Proposal Creator	4/20/2015 01:27:19	Create	In Progress	Proposal Creation

Showing 1 to 2 of 2 entries Filter all columns:

**Important:** FAIS will prevent the proposal from being submitted if all sections (Applicant Details, Introduction, Commodity, Results, Budget, and *all* attachments) are not reviewed and approved by the proposal creator. During the review process, each proposal section must have a status of *Submitted for Review* for the proposal creator to submit.

### Proposal Assignment

After the proposal is created, the applicant will be immediately brought to the *Proposal Assignment* page. This section is used to assign the roles for the proposal and manage each particular section. These roles include:

**Proposal Creator:** The person in the organization assigned as the overall proposal manager. This person will have edit capabilities to all proposal sections and will be the first level reviewer for the various proposal sections if these sections are assigned to other staff members. In order for a person to be assigned this role, that person must be given this role in their FAIS registration profile. This role can be changed at any time.

**Proposal Contributor:** A staff member who is assigned to write a given section. A section contributor will be given edit capability only to the section(s) to which the person is assigned and has a read-only capability to all other sections. Note: This person may also be the *Proposal Creator* and *PP Director* if there is only one person responsible for producing the proposal.

In addition, there is a **Comments** field that is used to convey any instructions to the persons assigned by the proposal.

Home > Proposal > Proposal Summary > Proposal Assignment Welcome **localadmin**

### Assign Proposal

**INSTRUCTIONS**

**Basic Information**

Director

PP Creator  \*

Comments

Section Name	Contributor	Comments
Introduction Section	<Select> *	
Commodity Section	<Select> *	
Result Section	<Select> *	
Budget Section	<Select> *	

Assign

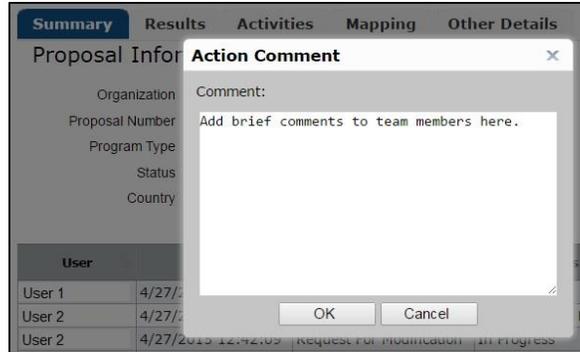
The proposal contains four major sections that require an assigned contributor. The sections can be assigned to persons in the applicant's organization if they are registered in FAIS, and they have their own workflow and statuses as mentioned in the table below. The same person may be selected as contributor for all sections. Each field must have completed with an assigned individual. After the applicant clicks *Assign*, an automated mail is sent out to the contributors assigned to the section. This applies only to contributors who opted for email alerts when they registered.

Proposal Section Status			
Status	Status Description	Action Button	UI / Page
In Progress	Proposal is created by a participant director	Create Online Proposal	Create Proposal
	Modification is requested on a proposal section	Request for Modiciation	Section Summary
Submitted For Review	Proposal section is submitted to proposal creator for review by proposal contributor	Submit for Review	Section Summary
Submitted	Proposal is submitted to FAD by participant director	Submit to FAD	Proposal Summary

**Important:** In each section (Introduction, Commodity, Results, and Budget), the assigned contributor has the decision to click on *Submit For Review*, which is located under *Workflow Actions*. This will send an Email alert to the *Proposal Creator* who will then have access to review the section and make any edits. The proposal creator can then request a modification of that section if necessary.

Workflow Actions	
Submit For Review	

The applicant may also add comments regarding any actions or updates regarding the section in question. These comments should be for the organization team members only.



## SECTION 4: PROPOSAL APPLICANT DETAILS

This page displays the list of people assigned as the contact for the applicant's proposal. Both a Proposal Creator and PP Director are given the ability to specify each contact by clicking *Create New Proposal Contact* link.

**Important:** This is a mandatory section and the list of persons is different than the list of PP Creator and PP Contributors. The persons listed do not necessarily play a part in the proposal development nor require an account in FAIS.

To begin, click on *Create New Proposal Contact*.

You are here : [Home](#) > [Proposal](#) > [Proposal Summary](#) > Applicant Summary Welcome [localadmin](#) [ [Log Off](#) ]

### Proposal Applicant Summary

**INSTRUCTIONS** ?

**Participant & Proposal Information**

Organization Name:

Address Location:

Address Line 1:

Address Line 2:

City:

State/Province:

Country:

Zip Code:

**List of Proposal Contacts** [Create New Proposal Contact](#)

Title	First Name	Last Name	Designation	Email	Phone	Zip	Contact Type(s)	Action
Showing 1 to 1 of 1 entries								
Filter all columns: <input type="text"/>								

There are five types of required contacts. Applicants must assign a contact type to all individuals or FAIS will reject the proposal when submitted. A single person may be assigned multiple roles by selecting one person from the drop-down menu and checking multiple checkboxes. The contact types are:

- **U.S. Contact:** The organization's primary proposal contact located within the United States

- **Legal Signatory:** The organization’s proposal contact with the legal authority to sign proposal documents
- **Donation Country:** The organization’s contact in the proposed project country
- **Organization HQ:** The organization’s proposal contact at the headquarters or main office of operations
- **Applicant:** The organization’s proposal contact who is able to address proposal questions or issues. This is typically the Proposal Director or PP Creator

When a person is selected from the drop-down menu, the person's contact information will be populated from their FAIS registration profile. Only the person's phone number and fax number will be editable for the purposes of this proposal (i.e., the new information will not be stored permanently in the person's registration profile information).

**Basic Information**

Contact Type

- US Contact
- Legal Signatory
- Donation Country
- Organization HQ
- Applicant Contact

Participant Contacts: <Add New>

Salutation: [Text Box]

First Name: [Text Box]

Last Name: [Text Box]

Middle Initial: [Text Box]

Position: Executive Director

E-Mail: [Text Box]

Phone: [Text Box]

Fax: [Text Box]

PP Address Location: This address may either be the primary or branch address located within the proposal country

Address Line 1: [Text Box]

Address Line 2: [Text Box]

City: [Text Box]

State Province: [Text Box]

Country: United States

Zip Code: [Text Box]

[Save]

Applicants may select from a drop-down list of all Participant Contacts who are registered with the organization in FAIS, or create a new contact and complete a new record.

**Reminder:** All listed contact types *must* be included in the proposal. The created records will be displayed on the *Applicant Summary* page.

List of Proposal Contacts							Create New Proposal Contact	
Title	First Name	Last Name	Designation	Email	Phone	Zip	Contact Type(s)	Action
Salutation	First Name	Last Name	Executive Director	Email Address	000-0000	Zip Code	US Contact, Legal Signatory	<a href="#">Edit</a>   <a href="#">Delete</a>
Salutation	First Name	Last Name II	Applicant Contact, HQ Director	Email Address I	000-0000	Zip Code	Donation Country, Organization HQ, Applicant Contact	<a href="#">Edit</a>   <a href="#">Delete</a>

Showing 1 to 3 of 3 entries

Filter all columns: [Text Box]

The following sections details each of the four primary sections required to submit a proposal in FAIS. Refer to the proposal solicitation for specific guidance on producing content.

## SECTION 5: INTRODUCTION

---

### Introduction Summary

The Introduction Summary page displays summary information and a workflow history about the introduction section, e.g., section submissions and requests for modification. This page also allows for submission of the section for review using the *Workflow Actions* section. Two required subsections exist here and are displayed as tabs:

1. Introduction Details (Country Selection)
2. Key Personnel (Program Administration List)

The screenshot shows a web form with three tabs: 'Introduction Summary', 'Introduction Details' (which is active and highlighted in blue), and 'Program Administration List'. Below the tabs, the title 'Introduction Details' is displayed. The form contains the following fields:

- Country:** A dropdown menu with a yellow background and a small downward arrow, followed by an asterisk (\*).
- Anticipated Start Date:** A text input field with a yellow background, a calendar icon, and the format '(MM/DD/YYYY) \*'.
- Anticipated Completion Date:** A text input field with a yellow background, a calendar icon, and the format '(MM/DD/YYYY) \*'.
- Anticipated Monetization Completion Date:** A text input field with a white background, a calendar icon, and the format '(MM/DD/YYYY)'.
- Is This A Continuation Of Previous Program:** A checkbox that is currently checked.

To begin, click on the *Introduction* link, and the system will display the *Introduction Details* page. Applicants will be able to edit the following details:

- **Country** - Please refer to the solicitation for the list of priority countries and regions. Every country, territory, and region is listed alphabetically
- **Anticipated Start Date** – This date must not be prior to the *Anticipated Award Date* stated in the solicitation
- **Anticipated Completion Date** – This is the tentative date to which the program will end
- **Anticipated Monetization Date** – This date must fall within the anticipated start and completion dates
- **Check box for a Continuation of a Previous Program** – Check the box if the proposal is an extension of an existing project.

Click **Save** to record the details for this section.

Introduction Summary **Introduction Details** Program Administration List

Introduction Details

Country Selected Country or Region \*

Anticipated Start Date 7/1/2016 (MM/DD/YYYY) \*

Anticipated Completion Date 4/30/2019 (MM/DD/YYYY) \*

Anticipated Monetization Completion Date 1/1/2018 (MM/DD/YYYY)

Is This A Continuation Of Previous Program

Save

### Key Personnel

This page lists the project staff participating in project administration roles. Applicant should highlight the technical and management experience of the Chief of Party or Country Director and the proposed management structure of the project which outlines the appropriate positions. Refer to [Organizational Capacity and Staffing](#) for instructions regarding the list of project personnel. In addition, applicants may submit as an attachment an organizational chart detailing the list of key positions.

Proposal Program Administration

INSTRUCTIONS ?

Introduction Summary Introduction Details **Program Administration List**

Add new record

Title	Percentage of Time (x.y %)	Main Responsibility	Action
No records to display.			

Displaying items 0 - 0 of 0

To create a new entry, click on the *Add New Record* button. Enter the values for each field; e.g., <Executive Director, 100 percent, corporate support>, in the table and click the *Insert* button.

Introduction Summary Introduction Details **Program Administration List**

Add new record

Title	Percentage of Time (x.y %)	Main Responsibility	Action
M&E Specialist	100.00	Field- Implementation of	Insert Cancel

Displaying items 0 - 0 of 0

Use the *Edit* button to enter new values for an existing entry, then click *Update*. Use the *Delete* button to delete an entry from the table. Applicants should not use more than 128 characters for responsibility description.

Introduction Summary		Introduction Details		Program Administration List	
Add new record					
Title	Percentage of Time (x.y %)	Main Responsibility	Action		
M&E Specialist	100.00	Field- Implementation of monitoring and evaluation system	<input type="button" value="Edit"/> <input type="button" value="Delete"/>		
					Displaying items 1 - 1 of 1

When complete, including all other sections of the introduction section, return to the *Introduction Summary* tab and click on *Submit for Review*.



If there are no submission errors or omissions, a green box will be displayed stating that all data sections have been recorded.

Submit For Review action has been completed successfully

## SECTION 6: RESULTS

FAS has developed program-level results frameworks for the FFPr. In this section, applicants are required to produce a results framework from the tools provided. To begin, click on the Results tab located in the Data Navigation panel. Applicants will be brought to the following screen: To begin, click on the *Results* tab located in the *Data Navigation* panel.

### Proposal Result Summary

In the *Results Summary* page, there are subsections that require data entry. If any subsection is omitted, FAIS will reject the applicant’s proposal submission. These include the following:

1. Results
2. Activities
3. Mapping
4. Other Details.

### Proposal Result Summary

INSTRUCTIONS ?

Summary
Results
Activities
Mapping
Other Details

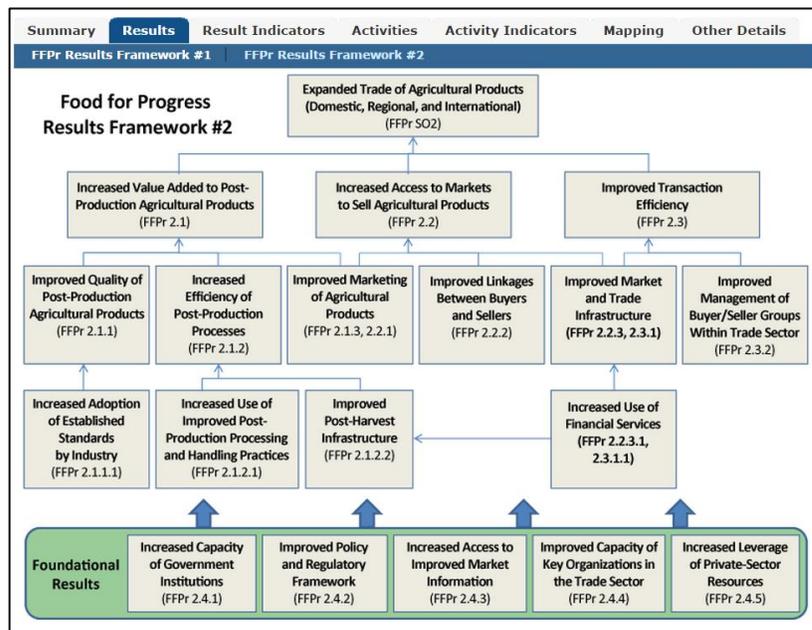
**Proposal Information**

Organization	<input type="text" value="Your Organization"/>
Proposal Number	<input type="text" value="2016-0006"/>
Program Type	<input type="text" value="MGD or FFP"/>
Status	<input type="text" value="In Progress"/>
Country	<input type="text" value="Selected Country or Region"/>

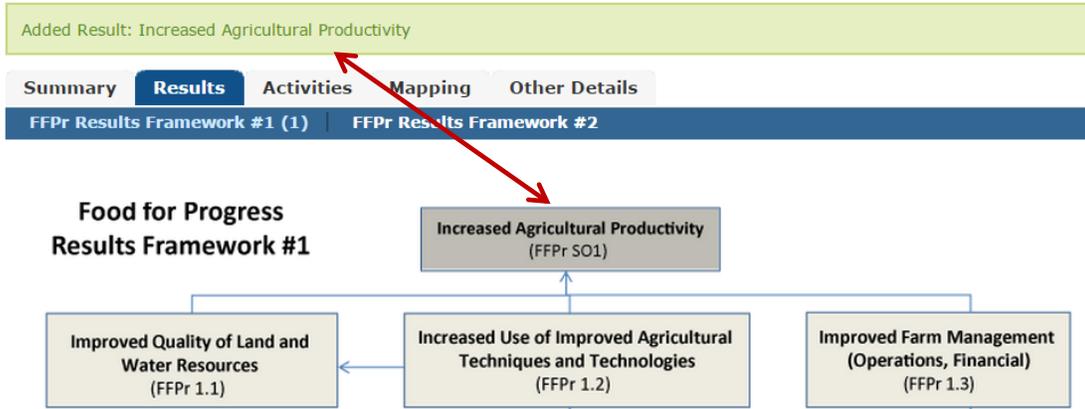
## Results

On this page, applicants are required to identify from the Results Framework map every result that the project will achieve. FAIS allows the applicant to select results based on a hierarchy that captures the relationships in the FFPr Results Frameworks. FFPr has two Results Frameworks. The high-level objectives are supported by two results frameworks with the overarching goal of promoting the development of the agricultural value chain and expanded trade. Therefore, specific results should be listed in the applicant's proposal.

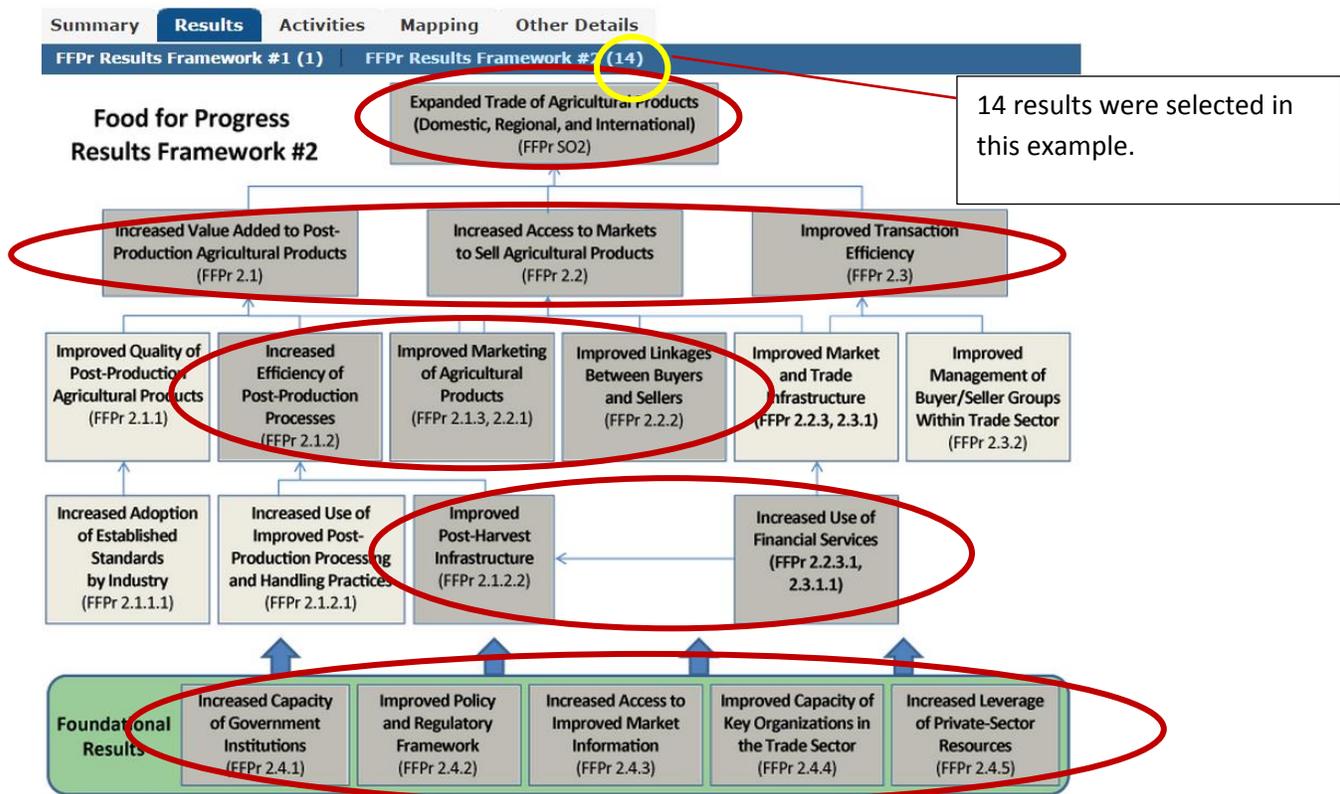
Both the Food for Progress Framework #1 will be displayed, along with a link for the Framework #2.



To select each result, click on each Result box, which will turn a gray color, with a corresponding green message box. Select all of the desired results for each Framework. Refer to the example below.



A number will be displayed on the Results Framework Link that will display the number of results selected. All selected results will be displayed in the *Mapping* section of this proposal.



Although FAS encourages selecting results from the provided list, applicants may also produce custom results. To add a custom result, click on the *Add Custom Result* link. Refer to [Part IV:A, Section II – Project-Level Results Frameworks](#) of the solicitation for more information. Custom results should be appropriately labeled and should be linked with specific activities.



Click *Save & Close* to record the custom result into FAIS. Applicants may edit or delete the result if necessary.

Custom Results for Proposal # 2016-0006		<a href="#">Add Custom Result</a>
Result Title	Actions	
2.4.6 FFPr Custom Result Example 1	<a href="#">Edit</a> <a href="#">Delete</a>	

## Activities

This section provides guidance on how to complete the Activities tab in FAIS.

As part of the proposal application (see [Part IV:A, Section III - Activities](#)) the applicant must provide, a complete list of activities, and a map the activities to the appropriate results function to capture the linkage between activities and results. In addition, applicants are required to provide narratives related to this section which will be detailed below.

Summary	Results	Activities	Mapping	Other Details
<b>List of Proposal Activities</b>				<a href="#">Create New Activity</a>
Activity	Activity Description	Activity Order	Action	

To add an activity, click the *Create New Activity* link located on the activities table.

Refer to the list of activities found in the drop down list. Applicants may produce a custom activity by selecting *Custom Title*, which will produce a cell where the new activity can be recorded.

The field character limits for these cells are: *Custom Title* (64 characters), and *Activity Description* (16,384 characters). The text boxes do not allow for any formatting.

Use the *Activity Order* cell to sort the activities in the table, as desired. Enter whole numbers for *Activity Order* and the list of activities will display in ascending order of the numbers entered. Click *Save* to record the activity into the table. Applicants may edit or delete each activity where necessary.

List of Proposal Activities			
Activity	Activity Description	Activity Order	Action
Applicant's Custom Title	Description Entered Here	1	<a href="#">Edit</a> <a href="#">Delete</a>
Building/Rehabilitation: Kitchens	Description Entered Here	2	<a href="#">Edit</a> <a href="#">Delete</a>
Curriculum development	Description Entered Here	3	<a href="#">Edit</a> <a href="#">Delete</a>

**Create New Activity**

### Mapping

This section provides guidance on how to complete the Mapping tab in FAIS.

This page allows for the connection of the applicant's proposed Activities to the selected Results. Every *Activity* produced must be mapped to a *Result*. Conversely, not every result, including higher level results, requires to be mapped. These linkages should exactly reflect the Project-Level Framework submission. Notice that a single activity may be linked to more than one result as long as all activities are completely mapped. Applicants may create this section by selecting the activities and results already specified for the proposal from the drop-down menus and clicking the *Save* button. Applicants may also edit or delete an existing mapping (relationship) by using the *Edit* or *Delete* links. If there is a *Result* or *Activity* not being displayed, applicants should return to the preceding tabs and review the selection.

You are here : [Home](#) > [Proposal](#) > [Proposal Summary](#) > Result-Activity Mapping

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### Proposal Result & Activity Mapping

**INSTRUCTIONS** ?

Summary Results **Activities** Mapping Other Details

Add/Edit Result & Activity Mapping

Proposal Activity: <Select Proposal Activity> \*

Result: <Select Result>

First, select the activity that were produced in the preceding *Activities* section. All *Custom Activities* produced will be included.

Add/Edit Result & Activity Mapping

Proposal Activity: <Select Proposal Activity>

Result: <Select Proposal Activity>

\* 

- Applicant's Custom Activity
- Capacity Building: Agricultural extension agents/services
- Training: Improved farm management

Next, select the result that was generated from the *Results* tab. In this drop-down menu, all *Custom Results* will also be displayed. If a particular *Result* required by the applicant is not located, return to the *Results* tab to review the selection and make any changes.

Proposal Activity: Capacity Building: Agricultural extension agents/services \*

Result: <Select Result>

- <Select Result>
- Custom Result 1
- Increased Agricultural Productivity
- Increased Leverage of Private-Sector Resources
- Increased Capacity of Government Institutions
- Increased Access to Improved Market Information
- Improved Policy and Regulatory Framework
- Improved Capacity of Key Groups in the Agriculture Production Sector (Coops and Small Shareholder Farmers)
- Improved Quality of Land and Water Resources
- Increased Use of Improved Agricultural Techniques and Technologies
- Increased Availability of Improved Inputs
- Improved Infrastructure to Support On-Farm Production
- Increased Use of Financial Services
- Increased Knowledge by Farmers of Improved Agricultural Techniques and Technologies
- Improved Farm Management (Operations, Financial)
- Improved Knowledge Regarding Farm Management
- Expanded Trade of Agricultural Products (Domestic, Regional and International)
- Increased Leverage of Private-Sector Resources
- Increased Capacity of Government Institutions
- Increased Access to Improved Market Information

Any mapped *Results & Activities* can be edited or deleted prior to submission.

Add/Edit Result & Activity Mapping

Proposal Activity: <Select Proposal Activity> \*

Result: <Select Result>

Save

List of Result & Activity Mapping		Create New
Activity	Result	Action
Applicant's Custom Activity	Increased Agricultural Productivity	Edit   Delete
Applicant's Custom Activity	Increased Leverage of Private-Sector Resources	Edit   Delete
Training: Improved farm management	Increased Agricultural Productivity	Edit   Delete
Training: Improved farm management	Improved Quality of Land and Water Resources	Edit   Delete
Capacity Building: Agricultural extension agents/services	Increased Capacity of Government Institutions	Edit   Delete
Capacity Building: Agricultural extension agents/services	Increased Knowledge by Farmers of Improved Agricultural Techniques and Technologies	Edit   Delete

Showing 1 to 7 of 7 entries Filter all columns: [ ]

### **Other Details**

The final tab of the *Results* section includes the submission of information regarding the following:

- Cash or Non-cash Contributions
- Sub-recipients
- Government and Non-Governmental Agencies
- Method of Educating the Public
- Method of Choosing Beneficiaries
- Target Geographic Area (Illustrative maps can be uploaded in FAIS as an attachment).

All applicants must complete the *Other Details* section regarding the results entered in their proposal. Note: All fields are mandatory; please refer to the guidance [Part IV Section B – Other Details](#) for detailed instructions.

**Please fix the following in Result Section and submit again.**

Cash or Non-cash Contributions is required

Sub Recipients is required

Government and Non-Government Agencies is required

Method Of Educating Public is required

Method of Choosing Beneficiaries is required

**Results Other Details**

Cash or Non-Cash Contributions

**B** *I* U **abc** Arial, Helvetica, : 4 (14pt)      

Please Use Times New Roman or Arial Font size 12 or 14

Save

Once each section is completed, applicants should return to the *Results Summary* tab and click on *Submit for Review*, located under the *Workflow Actions* display. If there are no submission errors or omissions, a green box will be displayed stating that all data sections have been recorded.

Submit For Review action has been completed successfully

**Workflow Actions**

Submit For Review

## SECTION 7: COMMODITY

### **Commodity Summary**

The *Commodity Summary* page displays summary information about the proposal, and the history for the Commodity section; e.g., section submissions and requests for modification. This page also allows the applicant to submit for review using the *Workflow Actions* section. Three required subsections exist in this section and are displayed as tabs:

1. Commodity List
2. Special Needs & Distribution Methods
3. Monetization.

You are here : [Home](#) > [Proposal](#) > [Proposal Summary](#) > [Commodity Section Summary](#)

Welcome **localadmin** [ [Log Off](#) ]

### Proposal Commodity Section Summary

INSTRUCTIONS ?

**Commodity Summary** | **Commodity List** | Special Needs & Distribution Methods | Monetization

Proposal Information

Organization:

Proposal Number:

Program Type:

Status:

Country:

## Commodity List

This page lists the commodities for the proposal. To add a new commodity, click on the link *Create New Commodity*. Each programmed commodity must have a corresponding record in this section. **Important:** Refer to [Commodity List](#) under Part V, Commodity Management for specific guidance on *Commodity sections*.

List of Commodities											<a href="#">Create New Commodity</a>
Commodity	Usage Type	Qty/MT	Pkg. Type	Pkg. Size	Country	Delivery to U.S Port(MM/Year)	Est. Sales/MT (\$)	Kinds of Goods, Svc	Qty. of Goods	Value of Svc (\$)	Action

To begin, enter the *Basic Information* for the commodity:

1. Select the *Commodity* type from the drop down list
2. Select the *Usage Type* from the drop down list
3. Enter the Quantity MT as required. Values must be in whole numbers only, in multiples of 10
4. Select the *Package Type* from the drop down list
5. Select the *Package Size* from the drop down list
6. Select the *Destination Country* from the drop down list
7. Select the Month and enter the *Year of Delivery to U.S. Port* (This date should not fall outside the proposal's start and end date).

Note: All the fields marked yellow with an asterisk are listed are mandatory fields.

### Basic Information

Commodity:  \*

Package Size/Type:  \*

Commodity Usage Type:  \*

Quantity MT:

Destination Country:

Delivery To U.S Port Month & Year:  \*

- Milled Rice
- Lentils
- Light Red Kidney Beans
- Long Grain Brown Rice
- Maize (General)
- Maize (Locally Produced)
- Maize Seeds
- Milled Cleaned Rice
- Milled Rice
- Milled, Cleaned Rice
- Nonfat, Nonfort Dry Milk
- Northern Spring Wheat
- Onion
- Parboiled Well Milled, Medium Grain Rice 3/15
- Parboiled, Well Milled, Medium Grain Rice 5/20
- Parboiled, Well Milled Rice Substitutable
- Parboiled, Well Milled, Long Grain Rice 2/7
- Parboiled, Well Milled, Long Grain Rice 3/15
- Parboiled, Well Milled, Long Grain Rice 5/20
- Parboiled, Well Milled, Medium Grain Rice 2/7
- Parboiled, Well Milled, Medium Grain Rice 3/15

In addition, every commodity available for either direct feed or monetization programs will be displayed in the drop-down list shown above. If the *Commodity Usage Type* selected is Monetization or Barter, those detailed sections listed below will be active.

**For Monetized Commodities:**

1. Enter the *Estimated Sales per MT* in the field.
2. The *Estimated Proceeds* field get calculated based on the applicant’s input.
3. The *Delivery to U.S. Port Month & Year* cells must include a month and year that is inside of the proposal’s start and end date.

Note: The destination for the commodity does not necessarily have to be the same as the project country.

**Basic Information**

Commodity  \*

Package Size/Type  \*

Commodity Usage Type  \*

Quantity MT  \*

Destination Country  \*

Delivery To U.S Port Month & Year  \*  \*

**Monetization Details**

Estimated Sales Per MT (\$)

Estimated Proceeds (\$)

**For Direct Feed Commodities**

Complete this section if there is a direct feed component to in the FFPr proposal. Complete only the basic information required for the commodity. Commodity MT value *must* be whole numbers in multiples of ten. The *Delivery to U.S. Port Month & Year* cells must include a month and year that is inside of the proposal’s start and end date

**Basic Information**

Commodity  \*

Package Size/Type  \*

Commodity Usage Type  \*

Quantity MT  \*

Destination Country  \*

Delivery To U.S Port Month & Year  \*  \*

## **Commodity Table**

Once all of the applicant's commodities are recorded, the data will be displayed in the *List of Commodities* table. Each column will display information appropriate to the level of detail provided. To edit or delete a commodity from the list, click on the links *Edit* or *Delete*.

List of Commodities											Create New Commodity
Commodity	Usage Type	Qty/MT	Pkg. Type	Pkg. Size	Country	Delivery to U.S Port(MM/Year)	Est. Sales/MT (\$)	Kinds of Goods, Svc	Qty. of Goods	Value of Svc (\$)	Action
Milled Rice	Monetization	20,000.00	Packaged	50 kg bag	Unknown	1/2017	50,000.00				<a href="#">Edit</a>   <a href="#">Delete</a>

## **Special Needs and Distribution Methods**

In the *Special Needs and Distribution Method* tab, please refer to [Special Needs & Distribution Methods](#) under Part V, Commodity Management, for specific guidance on the requirements of this section. Each text has a 5,000 maximum character limit. In FAIS, the user is required to enter detailed information for the following fields:

1. Transportation and Storage
2. Processing or Repackaging
3. Duty Free Entry
4. Economic Impact
5. Ration Justification/Other remarks (Ration Justification for Direct-Feed Only)

Select *Save* to record the entered data. The text boxes utilize a rich-text field (RTF), and this section should have an appropriate format that does not detract from the text language.

The screenshot shows a web-based form titled "Special Needs & Distribution Methods". The active tab is "Transportation and Storage". The form contains a rich-text editor with a toolbar at the top. The toolbar includes buttons for Bold (B), Italic (I), Underline (U), text color (abc), font face (inherited font), font size (3 (12pt)), background color, bulleted list, numbered list, indent, and outdent. Below the toolbar is a text area containing the instruction: "Please use Times New Roman or Arial Font Size 12 or 14".

## **Monetization**

This page allows the applicant to enter additional details related to the monetization for the commodities selected for the proposal. The user is required to enter details for the following fields:

1. Impact On Other Sales
2. Private Sector Participation In Sale Of Commodity
3. Sales Proceed Usage Activity Implementation
4. Assuring Receipt Procedures
5. Expected Interest Earned

Enter the value in U.S. Dollars in the *Expected Interest Earned* field (without entering the \$ sign). Click *Save* to record the data. Note: All fields are mandatory; please refer to the guidance on monetization in this solicitation for detailed instructions.

Commodity Summary   Commodity List   Special Needs & Distribution Methods   **Monetization**

Monetization

**Impact on Other Sales**

B I U abc (inherited font) (inherited size) A [color picker] [background color picker]

Please use **Times New Roman** or **Arial** Font Size 12 or 14

Save

Once each section is completed, return to the *Commodity Summary* tab and click on *Submit for Review*, located under the *Workflow Actions* display. If there are no submission errors or omissions, a green box will be displayed stating that all data sections have been recorded.

Submit For Review action has been completed successfully

Proposal Section Workflow History				
User	Date	Action	Status	Comments
No data available in table				
Showing 0 to 0 of 0 entries			Filter all columns: <input type="text"/>	
Workflow Actions				
Submit For Review				

## SECTION 8: BUDGET

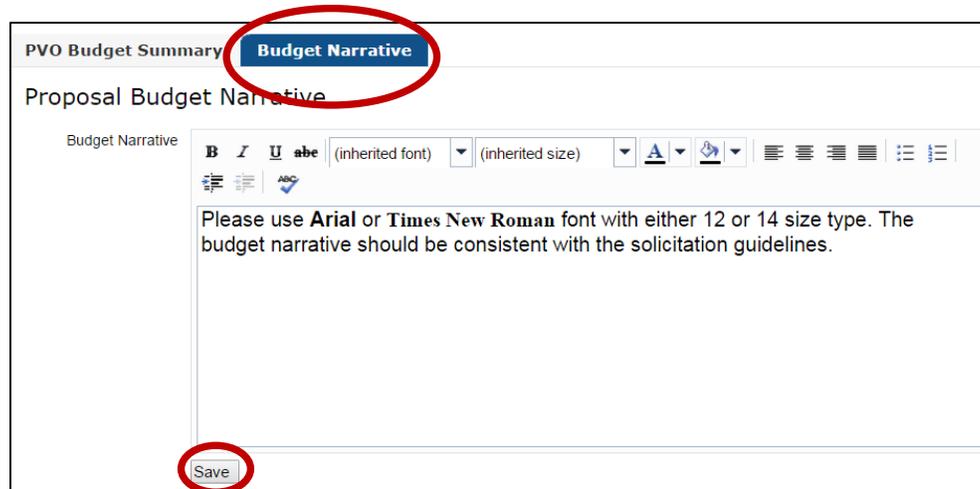
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### **PVO Budget Summary**

Applicants must submit a budget summary corresponding to the example table provided in [Part IV, Section VI – Budget Summary](#) of this solicitation as an attachment. A budget narrative, either copied into the appropriate FAIS section or uploaded as an attachment, must accompany this summary.

### **PVO Budget Narrative**

If submitting directly in FAIS, applicants are required to submit the budget narrative in the RTF box provided. Applicants can access this section by clicking on the Budget Narrative tab. Graphics are not recommended to be pasted into this section, although tables may be included; be sure to check if the cells are formatted properly as it is reviewed. Please refer to specific guidance in [Appendix G](#) that details how the budget narrative should be structured.



The screenshot shows a web interface for entering a budget narrative. At the top, there are two tabs: 'PVO Budget Summary' and 'Budget Narrative', with the latter being selected and circled in red. Below the tabs is a header 'Proposal Budget Narrative' and a sub-header 'Budget Narrative'. A rich text editor is provided with a toolbar containing icons for bold, italic, underline, font color, background color, bulleted list, numbered list, and indent. The text area contains the instruction: 'Please use Arial or Times New Roman font with either 12 or 14 size type. The budget narrative should be consistent with the solicitation guidelines.' At the bottom left of the text area, there is a 'Save' button, which is also circled in red.

Once complete, click *Save*, and the following message will appear on the screen.

Budget Narrative was saved!

When the applicant is finished with the budget narrative, return to the *Budget Summary Page* and click *Submit for Review*.



The screenshot shows a dark blue button with the text 'Submit For Review' in white. The button is circled in red.

## SECTION 9: ATTACHMENTS

---

Use this tab to attach all documents necessary for the proposal. A drop-down list of all required attachments is to upload is displayed. Any documents not in the list below, but supports the proposal can be uploaded here and labeled as *Generic*. **Important:** The applicant's proposal will be rejected in FAIS if *any* File Types in the drop-down list are omitted (excluding *Generic*).

**Proposal Summary**

INSTRUCTIONS ?

Proposal Summary Attachments

Proposal Information

Organization: Your organization  
 Solicitation ID: ID #  
 Proposal Number: 2016-0005  
 Program Type: MGD or FFPr  
 Status: In Progress  
 Country: To Be Decided

**Proposal Section Details**

Section Name	Contributor	Status	Comments
--------------	-------------	--------	----------

Each file type should be selected and included in the proposal. To access this section, click on the *Attachments* tab that is located in *Proposal Summary*

The attachments required to upload in the proposal are the following:

1. Budget Summary
2. Detailed Budget
3. Performance Indicators
4. Introduction and Strategic Analysis
5. Financial Statement
6. Evaluation Plan
7. Curriculum Vitae (CV)
8. Past Performance Records
9. AD-3030
10. Project Framework
11. SF-424
12. NICRA Agreement
13. Generic (Ex. Letter of Support, References).

Refer to the solicitation guidance for more information on each required attachment.

**Attachments**

INSTRUCTIONS

Proposal Summary Attachments

Upload a file

File Type: Budget Summary  
 File Name: Detailed Budget  
 Comment: Performance Indicators  
 Introduction and Strategic Analysis  
 Financial Statement  
 Evaluation Plan  
 CV  
 Past Performance Records  
 AD-3030  
 Generic  
 Project Framework  
 SF424  
 NICRA Agreement

**To attach a document:**

1. Select the *File Type* from the drop down list
2. Select the desired file to upload by selecting *Browse*
3. Add comments or a label describing the file type, this can be the title of the document or a detailed description
4. Select *Upload* to upload the document. Once complete, the document will be listed in the table below.

**Attachments**

INSTRUCTIONS [?](#)

Proposal Summary **Attachments**

**List of Attachments**

ID	Name	Type	Comment	Action
15171	Proposal Upload Document.doc	Financial Statement	Add Comment Here	<a href="#">Download</a>   <a href="#">Delete</a>

Upload a file

File Type:

File Name:  No file chosen

Comment:

To delete any document uploaded, click the *Delete* icon.

## SECTION 10: SUBMITTING THE PROPOSAL

Once each section (Introduction, Commodity, Results, and PVO Budget) are complete and submitted for review, and all required attachments are uploaded, the food aid proposal is ready to submit in FAIS. Applicants should ensure that each section has been submitted for review. Click on the *Submit for Review* icon listed under *Workflow Actions*.

**Proposal Summary** Attachments

**Proposal Information**

Organization: Your Organization  
Solicitation ID: ID #  
Proposal Number: 2016-000  
Program Type: FFP or MGD  
Status: In Progress  
Country: Selected Country or Region

**Proposal Section Details**

Section Name	Contributor	Status	Comments
Introduction Section	Assigned Contributor	Submitted For Review	Comments will be displayed here
Commodity Section	Assigned Contributor	Submitted For Review	-
Result Section	Assigned Contributor	Submitted For Review	-
Budget Section	Assigned Contributor	Submitted For Review	-

**Proposal Workflow History**

User	Date	Action	Status	Comments
Proposal Creator	4/22/2015 11:28:18	Assign	In Progress	Assign Proposal
Proposal Creator	4/21/2015 03:52:57	Assign	In Progress	Assign Proposal
Proposal Creator	4/21/2015 03:48:58	Create	In Progress	Proposal Creation

Showing 1 to 3 of 3 entries Filter all columns:

**Workflow Actions**

Submit For Review

If FAIS detects any incomplete data, the system will reject the submission and a red message box(s) will list all absences.

1. **Attachments and Applicant Contacts** - Check if every required attachment is uploaded with the appropriate File Type label. For applicant contacts, make sure that every required contact type is included. If one is missing the system will reject the proposal.

**Please fix the following in proposal and submit again.**

Proposal cannot be submitted without SF424, AD-3030, Past Performance Records, CV, Evaluation Plan, Financial Statement, Project Framework, Introduction and Strategic Analysis, Performance Indicators, Detailed Budget and Budget Summary attachments

Proposal should have all proposal contact type(s) (Missing: US Contact, Legal Signatory, Donation Country, Organization HQ, Applicant Contact)

2. **Introduction** – If the monetization completion date cell is blank or falls outside of the start and end dates, and/or the Program Administration list is incomplete:

**Please fix the following in Introduction Section and submit again**

Proposal Country is required

Anticipated Start Date is invalid

Anticipated Completion Date is invalid

Program Administration is required

3. **Commodity** – If any section is left omitted, the following errors are displayed in either screenshots. In addition, make sure the *Commodity Delivery to U.S. Port* is included and falls within the proposal start and end dates:

**Please fix the following in Commodity Section and submit again**

Minimum one commodity should be created for a proposal

Special Delivery, Commodity, Processing, or Packaging Needs is required

Transportation / Logistics / Reprocessing / Repackaging Text is required

Duty Free Entry is required

Economic Impact is required

**Please fix the following in Commodity Section and submit again**

Delivery To Port Month & Year (5/2016) should be between Anticipated Start (4/2015) and Anticipated Completion (4/2016) Month & Year for the Commodity

4. **Results** – Regarding the results section, the following errors are displayed:

**Please fix the following in Result Section and submit again**

Minimum one Result should be created for a proposal

Minimum one Activity should be created for a proposal

Cash or Non-cash Contributions is required

Sub Recipients is required

Government and Non-Government Agencies is required

Method Of Educating Public is required

Method of Choosing Beneficiaries is required

5. If there are errors with the **submission date**, the following message will appear. However, this will not prevent the submission of the proposal from occurring.

**Warning: Anticipated Start Date** (Date will be listed here) **should be greater than Anticipated Award Date**

Once all errors have been resolved, click on *Submit for Review*. If successful, and no submission errors exist, the Proposal Creator will be given the next options for final submission. Both the Proposal Creator and Director will then have the following available options:

Workflow Actions		
Submit To USDA	Request For Modification	Reject

- **Submit to USDA** – This is the final step in submitting the proposal, the proposal creator or director may un-submit a report if necessary.
- **Request for Modification** – If there any changes that need to be made in the proposal, a request will be made and FAIS will generate an Email to all assigned contributors. Each section should be submitted and approved by the Proposal Creator or Director.
- **Reject** – Proposal submission to FAIS is cancelled. **Important: Applicants cannot return to a canceled proposal and can only view the data that was recorded.** Proposals are only canceled by the Proposal Creator or Director and should be done only if the organization is certain that the proposal will be abandoned.

If the proposal is canceled, the following message will appear:

Reject action has been completed successfully

If the proposal is submitted successfully, the following message will appear:

Submit To USDA action has been completed successfully

Applicants may return to the *Proposal List*, and the proposal status for the proposal will be listed as *Submitted*. Note: Applicants cannot delete any submitted proposals, and the link is made inactive.

**Proposal List**

INSTRUCTIONS ?

Search Information

Organization

Fiscal Year

Program Type

Country

---

**List of Proposals**

Proposal #	Program Type	Fiscal Year	Proposal Status	PP Creator	Solicitation #	Country	Submit Type	Organization	Contributors	Action
<a href="#">2016-0006</a>	FFP or MGD	2016	Submitted	Name of Creator	ID #	Country X	Online	Name of Organization	All Contributors will be listed here	<a href="#">Delete</a>

Prior to the submission deadline, if applicants must return to the proposal and make any revisions, click on the *Withdraw* link located under *Workflow Actions*, located in the Proposal Summary page. After the proposal is withdrawn, the applicant has access to make changes to

all sections of the proposal. The applicant must submit the proposal using the same links as mentioned earlier.

You are here : [Home](#) > [Proposal](#) > Proposal Summary Welcome **localadmin** [ [Log Off](#) ]

## Proposal Summary

**INSTRUCTIONS** ?

**Proposal Summary** | Attachments

### Proposal Information

Organization:   
 Solicitation ID:   
 Proposal Number:   
 Program Type:   
 Status:   
 Country:

Proposal Section Details			
Section Name	Contributor	Status	Comments
Introduction Section	Contributor Name	Submitted	
Commodity Section	Contributor Name	Submitted	
Result Section	Contributor Name	Submitted	
Budget Section	Contributor Name	Submitted	

**Workflow Actions**

[Withdraw](#)

In this stage, the proposal is accepted and an award letter is produced in FAIS. If the award letter is accepted by the PVO applicant, a draft agreement is generated in FAIS. Applicants may consult their FAS Analyst for more information and instructions regarding this process

## **APPENDIX G – Budget Narrative**

### **OVERVIEW**

The Budget Narrative provides an opportunity for the applicant to demonstrate the organization's capabilities to manage project finances in accordance with 2 CFR Part 200-Subpart E Cost Principles, as well as to detail the cost-effectiveness of this particular proposal. The budget narrative should explain how the costs relate to the implementation of the project as outlined in the proposal. Narratives should be written in such a way that someone not specifically familiar with the project can conceptually understand the rationale, purpose and calculation of the anticipated costs identified.

In crafting the budget narrative, please ensure that it clearly corresponds to the associated budget summary. In the interest of consistency, USDA requests that applicants, to the extent possible, adhere to the following outline when creating a budget narrative.

Narratives for each line item identified above should identify:

- All subcomponents of the line item
- The amount budgeted for each subcomponent
- The manner in which calculations were made.

Note that subrecipient costs should include only the total subcontract cost and purpose of the work under the appropriate category; it is not necessary to include the details of the separate cost components of each subcontract.

If it is unclear how to categorize a particular cost, please send an e-mail to [PPDED@fas.usda.gov](mailto:PPDED@fas.usda.gov) and the reply will be posted on the Frequently Asked Questions page for the benefit of all applicants. Please note that following the proper format is important, because it affects the overall score of the proposal. A budget narrative example can be found on the FAS website under Training Material and User Manual: <https://apps.fas.usda.gov/fais/public>.

### **SECTION 1: GENERAL EXPLANATORY COMMENTS**

Please describe other general and cross-cutting issues, for example: cost escalations expected during this project, and the manner in which they are accounted for in the budget; and an explanation of any program income which may be earned by the proposed project. Summarize the indirect rates applied to the proposed budget and their base of application across Administrative, ITSH and Activity expenses.

### **SECTION 2: ADMINISTRATIVE**

This section should be used to describe costs that are project-wide, or standard "costs of doing business" that are not connected to any specific task. In general, these are the costs incurred by headquarters and/or the primary overseas project office.

Use this section to clearly articulate and detail each applicable Administrative line item as contained in the budget summary as listed below. Show the amount budgeted for each subcomponent, and describe the manner in which calculations were made (see example).

- Salaries
  - Positions should include the Chief of Party, finance team, monitoring and evaluation staff, and monetization and logistics staff; these positions should not be charged to the Activities section. Do not include staff whose time is covered by professional services contracts or subcontracts.
  - The Deputy Chief of Party, Grants Officers, and others may also be included in this section if their work cuts across multiple activity areas.
  - Please identify the total Level of Effort percentage that each position will spend on the project.
- Benefits
  - Depending on the organization, this may include FICA, COLA, danger pay, housing, children's education tuition allowance, home leave, R & R, training, sick and vacation time, bonuses, etc.
- Professional Services
  - Professional services applies to work that is done via contracts. This may include audits, monetization services, and the baseline, mid-term, and final evaluations. It could include subrecipients, but they are generally included under activities.
  - Please include only the total amount for each subcontract. The subcontract amount should include the subcontractor's indirect costs as a direct cost. The prime's indirect cost should be charged on this line item in accordance to the prime's NICRA. Itemization is not necessary.
- Office
  - Include all office-related expenses. Examples of costs in this activity include: rent for main field office, office supplies, communication costs (Internet, telephone, mobile phone charges), bank fees, postage/shipping fees, insurance, furniture, office utilities, equipment that costs less than \$5,000, and repair and maintenance of office equipment.
- Equipment
  - Include equipment purchases over \$5,000 that are not tied to a specific Activity. Include vehicles, vehicle repair and maintenance.
- Travel
  - Include travel performed by staff billing their time to the Administrative section (for example, monitoring trips by home office staff and international travel by the Chief or Party or home office staff). Include vehicle fuel here.
- Supplies
  - This category includes supplies that are not for the office and cost less than \$5,000.
- Administrative Indirect
  - Describe the indirect costs for the Administrative category.
- Cost Share and In-Kind Contributions
  - Describe any cost share or in-kind contributions that fit in the Administrative category.

### **SECTION 3: INTERNAL TRANSPORTATION, SHIPPING AND HANDLING (ITSH)**

Use this section to clearly articulate and detail each applicable ITSH line item as contained in the budget summary, including:

- Salaries
  - Include salaries of staff related to the transportation and storage of commodities paid for under this award.
- Benefits
  - Include associated with the salaries for ITSH staff.
- Warehouse storage costs
  - Includes warehouse leases and other costs associated with storage
- Internal Transportation
  - Include all costs associated with internal distribution of commodities.
- Professional Services
  - This includes contracted services.
- ITSH Indirect
  - Describe the indirect costs for the ITSH category.
- Cost Share and In-Kind Contributions
  - Describe any cost share or in-kind contributions that fit in the ITSH category.

#### **SECTION 4: ACTIVITIES**

For each Activity, please describe the following costs. Please group all costs for a given activity together.

- Salaries
  - Positions should include technical specialists and other staff who are dedicated to a specific activity. Do not include staff whose time is covered by professional services contracts or subcontracts. Do not include salaries for the Chief of Party, finance team, monitoring and evaluation staff, or monetization and logistics staff.
  - Please identify the total % time each position will spend on each activity.
- Benefits (Fringe)
  - Depending on the organization, this may include FICA, COLA, danger pay, housing, children's education tuition allowance, home leave, R & R, training, sick and vacation time, bonuses, etc.
- Professional Services
  - Professional services applies to work that is done via contracts. Most subrecipients will be included here.
  - Please include only the total amount for each subcontract. Itemization is not necessary.
  - Please include the subcontractor's indirect cost as a direct cost. Only charge the prime indirect costs in accordance with its NICRA.
- Office
  - Include all office-related expenses for an office that is dedicated to a specific activity (include field office expenses here). Examples of costs in this activity include: rent for main field office, office supplies, communication costs (Internet, telephone, mobile phone charges), bank fees, postage/shipping fees, insurance, furniture, office utilities, office equipment that costs less than \$5,000, and repair and maintenance of office equipment.
- Equipment
  - Include equipment purchases over \$5,000 that are tied to a specific Activity. Include

- vehicle repair and maintenance.
- Travel
  - Include travel for day-to-day project work. Include vehicle fuel here.
- Supplies
  - This category includes supplies that are not for the office and cost less than \$5,000.
  - Cost of monitoring and evaluation supplies and software under \$5,000.
- Activities Indirect
  - Describe the indirect costs for the Activities category.
- Cost Share and In-Kind Contributions
  - Describe any cost share or in-kind contributions that fit in the Activity category.
- Program Income
  - Describe any program income that will be earned on USDA funded activities.

## APPENDIX H – Glossary of Terms<sup>88</sup>

- **Agreement Executor:** The person in the organization that carries out the terms of the agreement.
- **Applicant:** The person or entity that makes the formal application for the food aid proposal.
- **Barter:** The method of exchanging commodities for goods, services, or activities.
- **Baseline Data:** Initial data that serves as the basis of comparison for measuring project results.
- **Beneficiary:** Recipient of funds or other benefits, including food aid.
- **Capacity Building:** Development process by leaders, coalitions and other agents of change that brings about changes in sociopolitical, policy-related, and organizational factors to enhance local ownership for and the effectiveness and efficiency of efforts to achieve a development goal.
- **Climate Smart Agriculture:** Agriculture that sustainably increases productivity, resilience (adaptation), reduces/removes Greenhouse Gas (mitigation), and enhances achievement of national food security and development goals.
- **Commodity:** Any good or service which has monetary value, including any crops which are internationally traded on spot, or derivatives markets.
- **Commodity Credit Corporation (CCC):** A Government-owned and operated entity that was created to stabilize, support, and protect farm income and prices. CCC also helps maintain balanced and adequate supplies of agricultural commodities and aids in their orderly distribution.
- **Contributor:** In FAIS, a person nominated by the proposal creator or director to work on a section of a proposal.
- **Consumer:** Any person reliant on purchases to meet their basic requirements, including food purchases.
- **Corporation:** An entity that has filed articles of incorporation in one of the 50 States, the District of Columbia, or the various territories of the United States.
- **Cost Sharing:** The portion of project expenses, or necessary goods and services provided to carry out a project, not paid or acquired with Federal funds. The term may include cash or in-kind contributions provided by non-Federal entities, intergovernmental agencies or organizations, private donors, and target country governments.
- **Critical Assumption:** External conditions that must hold in order for the results in a results framework to be achieved. These assumptions are beyond the control of the implementing organization.

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<sup>88</sup> Various definitions are derived from the following:  
[European Commission-FAO](#), (2012). Food and Nutrition Security Working Glossary, GCP/RAS/247/EC.  
[FAO-STAT \(2015\)](#). Concepts and Definitions. Food and Agriculture Organization of the United Nations.  
[Capacity Building Results Framework](#), (2009) World Bank.

- **Crop Production:** Activities related to the cultivation and harvest of plants for food or non-food use.
- **Custom Indicators:** Additional performance indicators that are not included in FAS's list of standard indicators. These indicators can be drawn from or based upon FAS's list of illustrative indicators.
- **Direct Beneficiary:** People or organizations that are directly affected by the proposed project.
- **Direct Feed:** Process of food aid commodities transferred directly to intended recipients, including school feeding programs.
- **Duty Free Entry:** Permission given by a government for an entity to export goods into the country without having to pay tax.
- **eAuthentication:** The system used by USDA agencies to enable customers to obtain accounts that will allow them to access USDA Web applications and services via the Internet.
- **Food Assistance Division:** Main division responsible for the food aid portfolio of the USDA, including the Food for Progress and McGovern-Dole food aid programs.
- **Food for Work:** A method to distribute food aid. The payment of food as wages (in whole or in part) in return for work programs designed to create or rehabilitate community or public assets.
- **Financial Services –** Standard activity indicators in Food for Progress which focus on economic assistance from the finance industry.
- **Food Aid Information System:** An integrated information system through which the Food Assistance Division (FAD) of the USDA manages and administers its food aid programs, while interacting with its strategic food aid partners, both within and outside the U.S. government.
- **Food Insecurity:** Exists when people are at risk of, or actually are consuming food of inadequate quality, quantity (or both) to meet their nutritional requirements.
- **Food Safety:** All measures taken during food production, processing, transport and handling, cooking, consumption and disposal which limit the risks of food borne illness in an individual or group.
- **Food Security:** Exists when all people, at all times, have physical, social and economic access to food which is consumed in sufficient quantity and quality to meet their dietary needs and food preferences, and is supported by an environment of adequate sanitation, health services and care, allowing for a healthy and active life.
- **Foundational Results:** Results for all FAS Results Frameworks which are defined by three characteristics: they feed into one or more higher-level results; they target critical actors or areas that increase the potential for lasting outcomes; and a causal relationships exists among some of the foundational results.
- **Household:** Any household for which the primary livelihood activity, and/or the largest source of income is derived from agricultural activities.
- **Household Income:** The sum of all receipts, in money or in kind, which are received regularly and are recurring, including food.

- **Hunger:** Result when people do not have access to the amount of dietary energy needed for their normal level of activity, often leading to undernutrition or stunting.
- **Hygiene:** Any and all practices related to limiting the spread of disease from any source, and are pertinent to food handling, preparation, consumption, and disposal practices.
- **Illustrative Indicators:** Example indicators provided by FAS.
- **Indicator:** A specific variable, or combination of variables, that gives insight into a particular aspect of a situation. It is a value that can be used to evaluate or assess different types of impact.
- **Indirect Beneficiary:** People or organizations that are indirectly affected by the proposed project (i.e., family members of direct beneficiaries).
- **Internal Transport, Shipping and Handling (ITSH):** Movement of Title II food aid to storage and distribution sites, storage of the food aid, and distribution of the food aid in all emergency programs and in non-emergency programs in least developed countries (LDCs) that meet the poverty and other eligibility criteria established by the International Bank for Reconstruction and Development for financing the International Development Association.
- **Intervention:** Targeted action to improve a situation or condition.
- **Lean Season:** A period during the calendar or agricultural year when food is in short supply, and as a result is consumed in smaller quantities.
- **Legal Signatory:** Person in the entity or organization responsible to sign the agreement contract or other legal document with the USDA.
- **Line Item:** A recorded unit of information in a budget shown on a separate line of its own.
- **Macroeconomic:** Large-scale or general economic factors within a region or country, including national productivity, price levels, inflation, and market disruption.
- **Malnutrition:** All deviations from adequate nutrition resulting from an inadequacy of food (or excess food) relative to need. This includes acute malnutrition (wasting), chronic malnutrition, growth retardation, micronutrient deficiencies, and over-nutrition.
- **Micronutrient:** All vitamins and minerals required by humans for normal physical and cognitive development.
- **Monitoring and Evaluation (M & E):** A continuing function to provide management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. *Evaluation* is the systematic and objective assessment of an on-going or completed project or program, including the design, implementation and results.
- **Negotiated Indirect Cost Rate Agreement (NICRA):** The ratio between the total indirect expenses and some direct cost base. It is a device for determining fairly and conveniently within the boundaries of sound administrative principles, what proportion of indirect cost each program should bear.
- **Outputs:** The immediate and tangible results of a projects' inputs, such as number of children fed, number of schools built, number of trainings provided, etc.

- **Performance Indicators:** Directly measure achievement of results. These indicators can be either FAS standard or illustrative indicators or custom indicators. Performance indicators are essential for monitoring program performance.
- **Performance Indicator:** Quantifiable measures that an entity uses to measure or associate performance in terms of meeting its strategic or operational goals.
- **Performance Monitoring Plan (PMP):** A document to devise and manage the collection of performance data which includes plans for data analysis, reporting, and use.
- **Performance Record:** Results of past programs undertaken by the applicant that is similar to the type and size of programming in the applicant's proposal.
- **Private Public Partnership:** Arrangements between the public and private sectors with certain service obligations of the public sector are provided by the private sector, with clear agreement on shared objectives for delivery of public infrastructure and/or public services.
- **Poverty:** Encompasses different dimensions of scarcity that relate to human capabilities including consumption, food security, health, education, food security, and decent work. It is commonly measured by income per capita.
- **Program-level RF:** FAS's graphical representation of the set of low- and mid-level results that lead to the achievement of a program's strategic objective.
- **Program Participant (PP):** Person(s) authorized by the participant organization to create Food Aid proposals and negotiate Food Aid agreements.
- **Project-level RF:** A graphical representation of the linkages between activities and results, which lead to the achievement of a highest level result.
- **Randomized Control Trial (RCT):** A study design that randomly assigns participants into an experimental group or a control group.
- **Resilience:** The ability to anticipate, prepare for and adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions.
- **Results Framework (RF):** An RF should illustrate how results contribute toward the highest level result (SO).
- **Results Oriented Management:** A strategic course of action within the USDA that focuses on higher-level program results such as the outcomes and the impact of programs, while also monitoring program activities, inputs, and outputs.
- **Result Stream:** A level within the FFPr and MGD results frameworks used to analyze, describe, and improve the flow of information or materials required for the applicant in creating a product or service.
- **Sanitary-Phytosanitary (SPS):** Measures to protect animals, plants, or human from diseases, pests, or contaminants.
- **Sanitation:** The provision of facilities and services for the safe disposal of animal and human waste.
- **Standard Indicators:** A common set of mandatory indicators identified by FAS that must be used by all projects that address results, if applicable.
- **Strategic Objective (SO):** Highest level result in a results framework.

- **Subrecipient:** A non-Federal entity that receives donated commodities, FAS-provided funds, program income, sale proceeds or other resources from a recipient for the purpose of implementing in the target country activities described in an agreement and that is accountable to such recipient for the use of such commodities, funds, program income, sale proceeds or resources.
- **Undernutrition:** Aggregate measure of all forms of inadequate food intake at the population level, arising from the deficiency of one or more nutrients.
- **Value Chain:** The full range of activities that firms, farms and workers do to bring a product from its conception to its end use and beyond. This includes suppliers to end market buyers; as well as the support markets that provide technical, business and financial services to the industry; and the business environment in which the industry operates.
- **Vulnerability:** A function of exposure, susceptibility, and resilience to shocks, leading to the possibility of negative outcomes. Individual and household vulnerability is determined by the inadequacy of their adaptive mechanisms, coping mechanisms or accumulated capital or food.