



FOREIGN AGRICULTURAL SERVICE

Food Assistance Division
Office of Capacity Building and Development

FY 2016 Food Assistance Proposal Guidance and
Request for Applications

Food for Progress

July 16, 2015

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U.S. DEPARTMENT OF AGRICULTURE
Foreign Agricultural Service

Notice of Availability of Funds and Funding Opportunity Announcement for the Food for Progress (FFPr) Program

ANNOUNCEMENT TYPE: Solicitation for Cooperative Agreement

FUNDING OPPORTUNITY NUMBER: USDA-FAS-FFPR-16

CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA) NUMBER: 10.606

DATES: Applications must be submitted to USDA in the Food Aid Information System (FAIS) by 5:00 p.m. Eastern Standard Time (EST) on October 14, 2015. Applications received after this date will not be considered. The Foreign Agricultural Service (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 this application deadline. Comments regarding this request for applications (RFA) will be considered to the extent practicable, and should be submitted to ppded@fas.usda.gov.

EXECUTIVE SUMMARY: The U.S. Department of Agriculture's Foreign Agricultural Service is expected to award multiple cooperative agreements totaling up to \$250 million under the Food for Progress program. Applications for cooperative agreements will be accepted in the following priority countries: Angola, Bangladesh, Burkina Faso, Malawi, Mozambique, Pakistan, and Haiti. In addition, applications will be accepted for cooperative agreements in the following two regions: Cote d' Ivoire and Liberia regional program and The Republic of Senegal, The Gambia, and Guinea Bissau regional program. The 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 cooperatives, providing microfinance to farmers, and developing agricultural value chains. Private Voluntary Organizations (PVOs), foreign governments, universities, intergovernmental organizations, and USDA cooperators have implemented these projects on behalf of FAS.

WHAT IS NEW IN 2016

In previous Food Assistance Guidance and Request for Applications, FAS implemented additional requirements with the goal to improve program results management and accountability. However, applicants reported an increase in system complications, numerous requirements, and the need for additional resources, all of which resulted in a significant rise in labor hours necessary to submit proposals.

For 2016, FAS made several changes to improve the Food Assistance Guidance. This solicitation guide aims to increase process efficiency, flow, and applicant satisfaction. The goal is to eliminate waste; reduce variation; and improve the collaborative effort with the applicant. On March 24, 2015, FAS held a public meeting to discuss and seek public comment on program initiatives including the improvements to the application process for USDA Food

Assistance Division Programs. Based on the feedback provided, the following changes for proposal submission this year are outlined below:

- The Introduction and Strategic Analysis must be submitted as a separate attachment. Please review the [Introduction and Strategic Analysis](#) section of this document for guidance. For guidance on where to attach the Introduction and Strategic Analysis, please refer to [Appendix F – Instructions for Submitting Proposals in the Food Aid Information System](#).
- The Project Monitoring Plan (PMP) must not be submitted during the proposal process. The PMP will be required once awards are announced and negotiations begin.
- Performance indicators for results and activities must be submitted as a separate attachment in FAIS. Please see [Appendix F – Instructions for Submitting Proposals in the Food Aid Information System](#). [Appendix E – Performance Indicators Illustration](#) provides a template for submitting performance indicators in FAIS.
- A Budget Summary must be submitted as a separate attachment. Please see [Appendix F – Instructions for Submitting Proposals in the Food Aid Information System](#) for guidance. To view an example of the Summary Budget, please see the [PVO Budget](#).
- Applicants are required to submit a budget narrative. Applicants will have the option of entering their Budget Narrative directly into FAIS or submitting the Budget Narrative as an attachment. For additional guidance on the composition and format of the Budget Narrative, please also review [Appendix G – Budget Narrative](#).
- The Special Needs & Distribution Methods section of the proposal in FAIS will now allow Applicants input entry as Rich Text Format.
- Applicants are required to submit an organizational chart that demonstrates their designation of key personnel and structure for program management and implementation.

LIST OF ACRONYMS

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
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 – FUNDING OPPORTUNITY DESCRIPTION

A. Authority

The Food for Progress (FFPr) Program is authorized by the Food for Progress Act of 1985, as amended.

B. Program Objectives

The Food for Progress Program helps developing countries and emerging democracies modernize and strengthen their agricultural sectors. U.S. agricultural commodities donated to recipient countries are sold on the local market and the proceeds are used to support agricultural, economic, or infrastructure development programs. Food for Progress has two principal objectives: to improve agricultural productivity and to expand trade of agricultural products.

C. Purpose of Funding

The U.S. Department of Agriculture's Foreign Agricultural Service is soliciting applications for its FY 2016 Food for Progress Program. Priority countries and regions are noted in [Section D – Priority Countries and Regions](#) of this announcement. In addition, FAS considers the participation of the private sector important and will therefore give priority consideration to proposed projects that (1) expand domestic, regional, or international markets and trade through private sector participation, and (2) leverage public or private sector resources in order to achieve lasting impact. The participation of the private sector and leveraging public and private sector resources 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. FAS is focusing on the most urgent challenges—helping agribusinesses address climate change and foster sustainable practices in key sectors such as production, infrastructure, and agriculture financial needs. In some of the world's most challenging markets, we help create the conditions that can accelerate agricultural development and trade. Lastly, FAS will give priority to applications that offer climate smart agricultural solutions in their activities.

Applications must be submitted to USDA in the FAIS system by 5:00 P.M. Eastern Standard Time on October 14, 2015.

Award, Eligibility and Application and Submission Information are found in [Part II – Award Information](#), [Part III – Eligibility Information](#), and [Part IV – Application and Submission Information](#), respectively of this announcement.

D. Priority Countries and Regions

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

Country	Priority Sectors
Angola	Small holder Poultry farming and feed production
Bangladesh	Food safety along the Aquaculture and Poultry Value Chain

Country	Priority Sectors
Burkina Faso	Processing and market linkages in the sesame sector
Guatemala	The rural agricultural extension services to address the coffee and cardamom value chain
Haiti	Integrated Crop Management and farm to market systems.
Malawi	Processing of groundnuts, legumes, fruits and vegetables, and sweet potatoes.
Mozambique	Processing in the dairy sector
Pakistan	Post-harvest losses in wheat, horticultural value chains, and dairy value chains
The region of Liberia and Cote d' Ivoire	The Cacao Value Chain with a focus on improved value addition for increased trade between these two countries
The region of The Republic of Senegal, The Gambia, and Guinea Bissau	The Cashew Value Chain focusing on processing, market linkages, and improving regional trade

The FFP country specific guidance in Annex VI expands on the agricultural background, and programming priorities for the FFP program in 2016. Applicants are encouraged to refer to [Appendix B – Country Specific Guidance](#) for a more in-depth understanding of the FFP 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 in the project. Additional information on cooperative agreements or substantial agreements can be found at GPO.gov.

FAS strives to make awards to both new and existing projects each year, dependent 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

The maximum for transportation funds is \$40 M for FY 2016. Historically, FFPr has been able to award \$250 million in total value of the awards, under this cap, as the value of each agreement depends on estimated freight and commodity costs.

C. Estimated Award Size

Food for Progress cooperative grant 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 budgets for proposed cooperative grant agreements should be based on the anticipated monetization proceeds.

D. Expected Number of Awards

FAS typically awards 6-8 FFPr agreements annually.

E. Anticipated Start Date

Funded projects are anticipated to start in October 2016.

F. Period of Performance

For new programs, FAS seeks proposals for implementation over a **5 year period**.

PART III – ELIGIBILITY INFORMATION

A. Eligibility

1. Applicants must meet eligibility requirements stated in the FFPr Regulations (7 CFR 1499.3) as follows:

§1499.3 Eligibility Determination

(a) An entity will be eligible to become a participant only after FAS determines that the entity has:

(1) Organizational experience in implementing and managing awards, and the capability and personnel to develop, implement, monitor, report on, and provide accountability for activities in accordance with this part;

(2) Experience working in the proposed targeted country;

(3) An adequate financial framework to implement the activities the entity proposes to carry out under FFPr. In order to determine whether the entity is financially responsible, FAS may require it to submit corporate policies and financial materials that have been audited or otherwise reviewed by a third party;

(4) A person or agent located in the United States with respect to which service of judicial process may be obtained by FAS on behalf of the entity; and

(5) An operating financial account in the proposed targeted country, or a satisfactory explanation for not having such an account and a description of how a FFPr agreement would be administered without such an account.

(b) In determining whether an entity will be eligible to be a participant, FAS may consider the entity's previous compliance or noncompliance with the provisions of this part and part 1599 of this title. FAS may consider matters such as whether the entity corrected deficiencies in the implementation of an agreement in a timely manner and whether the entity has timely and accurately filed reports and other submissions that are required to be filed with FAS and other agencies of the United States.

2. An entity (including subcontractors/subgrantees) 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>

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-CCC cash or non-cash contributions accordingly on the Standard Form 424 (SF-424) associated with their proposal submission, as per [7 CFR 1499.4\(d\) \(7\)](#). If an award is made, the applicant will be responsible for obtaining these resources. These resources will not be borne by Commodity Credit Corporation (CCC) funding.

C. System for Award Management

Applicants must include their unexpired DUNS number in the organizational unit section of Block 8 of SF-424. Applicants must submit each organization's DUNS number as an attachment to the Cost Proposal. 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>. An awardee 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. In addition, all sub-recipients listed in the proposal must have a current DUNS number. To remain registered in the SAM database after the initial registration, the Applicant is required to review and update the registration every 12 months from the date of initial registration, or subsequently update its information in the SAM database to ensure it is current, accurate, and complete.

PART IV – APPLICATION AND SUBMISSION INFORMATION

A. Content Guidance and Criteria

Each proposal application must include the following eight (8) sections: 1) Introduction and Strategic Analysis; 2) Project-level Results Framework(s); 3) Plan of Operation and Activities; 4) Graduation and Sustainability; 5) Organizational Capacity and Staffing; 6) Budget; 7) Commodity Management; and 8) Monitoring and Evaluation. FAS has developed the following guidance for these sections. These sections will have data that is directly entered into FAIS or provided as an attachment. More detailed information on the contents of each section is provided below. All applicants must refer to the FFP Regulations 7 CFR 1499.4 which outlines the regulations on the application process. Each proposal application will be reviewed and evaluated on the quality and technical merit of the proposal in addressing these eight sections. Proposals should be written clearly and concisely, and all sections should be consistent. Proposals must be written and submitted in English.

I. Introduction

The Introduction section for all Food for Progress proposal must include the following:

Introduction and Strategic Analysis

Review Criteria – 18 Percent

Introduction Summary

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

Strategic Analysis

The strategic analysis must include a comprehensive analysis of the existing needs, challenges, value chain sector opportunities, and constraints that may impact the project in the recipient country. The strategic analysis will be evaluated 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 needs and how the project will implement this strategy through the activities, which will be further discussed below in [Section III - Activities](#). This section should include the applicant's analysis and cite sources. Applicants should also:

- Explain the needs and/or sectors that the proposed project intends to address.
- Identify the targeted beneficiaries and regions, the specific needs of the targeted population.
- Identify existing host country government and other donor organizations' programs, policies, and strategies that may affect the proposed project.
- Identify specific in-country constraints that could obstruct the program's efforts to address the identified needs.
- Explain and justify 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 Feed the Future (FTF) focus country.

Additionally, applicants are required to address the following points per 7 CFR 1499.4 under this section:

- An explanation of the need for the Food for Progress program in the targeted country and how the applicant's proposed activities would address that need.
- Information regarding the applicant's ability to become registered and operate in the targeted country.
- Information about the applicant's past food aid projects.

Organizational Capacity and Staffing

Review Criteria – 31 Percent

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, report on, and provide accountability for the proposed project in the target country (7CFR 1499.3(a)(2)). 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 the sound technical expertise and experiences required for efficient 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. USDA may make changes to the final staffing plan during award negotiation. 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 key personnel position. Key personnel positions are deemed essential to the successful operation of the project and completion of all proposed activities and deliverables. The applicant may propose these USDA recognized key personnel positions: Chief of Party/Country Director, Monitoring and Evaluation Specialist, and Finance Director. The applicant may 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 and fully describe the role and responsibility of any anticipated sub-recipient(s) and clearly demonstrate the sub-recipient's capability to perform this role and responsibility. A sub-recipient is any entity that will receive FAS funds, commodities, or monetization proceeds from the applicant for the purpose of implementing project activities.

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.

Curriculum Vitae 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 (7 CFR 1499.4(c)(3)).

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 five records submitted with the proposal.

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. If the applicant is subject to the audit requirements contained in the Single Audit Act Amendments of 1996 ([31 U.S.C. 7501-7507](#)) and revised OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations," the submitted financial statements should contain this supplemental.

Sustainability and Lasting Impact

Review Criteria – 10 Percent

According to 7 CFR 1499.4 (d) (11), 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 can 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.

II. Project-Level Results Frameworks

Criteria Review – 8 Percent

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 proposal 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](#).

[Appendix D – Food for Progress Results Framework](#) demonstrates the illustrative project-level results frameworks and displays an example of what project-level frameworks may look like.

III. Activities

Criteria Review – 8 Percent

Activities should be described in the Plan of Operation. Per 7 CFR 1499.4-6, 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 PVO, and those that will be implemented in a coordinated approach with other partners. 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](#).

IV. PVO Budget

Criteria Review – 7 Percent

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 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.

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.

Program (FFPr/MGD):

Organization:

Country:

PROPOSAL BUDGET SUMMARY			
Expense Type	CCC/FAS Cash	Monetization (Mtz)	Total (CCC + Mtz)
ADMINISTRATION			
Salaries			
Benefits			
Office			
Equipment			
Travel			
Professional Services			
Other			
Admin Indirect			
Total Admin:	\$0.00	\$0.00	\$0.00
ITSH			
Salaries			
Benefits			
Warehouse			
Internal Transportation			
Professional Services			
ITSH Indirect			
Total ITSH:	\$0.00	\$0.00	\$0.00
ACTIVITIES			
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			
Total Activity:	\$0.00	\$0.00	\$0.00
TOTAL DIRECT:	\$0.00	\$0.00	\$0.00
TOTAL INDIRECT:	\$0.00	\$0.00	\$0.00
GRAND TOTAL:	\$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: Internal Transport, Shipping, and Handling (ITSH) line items
- Section 4: Activity line items
- Section 5: Additional considerations and cross-cutting expenses including cash or in-kind contributions and income resulting from the proposed project.

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 Negotiated Indirect Cost Rate Agreement (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>.

V. Commodity Management

Criteria Review - 10 Percent

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

If an applicant proposes to monetize commodities it must enter information on the proposed commodity sale. 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. 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 due to reduced ITSH costs 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 (\$)

Enter the expected interest earned from the monetization proceeds during the life of the project.

VI. Monitoring and Evaluation

Criteria Review – 8 Percent

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 FFPr performance indicators are required, where appropriate, please see the list below. Please also refer to [Annex II: Standard and Illustrative Indicators and Definitions](#) for FFPr 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 in the Activities section.

If an award is made, the applicant will be required to submit a full performance monitoring plans, 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

According to 7 CFR Part 1499.13, 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 [<http://www.fas.usda.gov/programs/resources/monitoring-and-evaluation-policy>], each evaluation plan should include a comprehensive approach to evaluating the project's performance and impact. The Food for Progress Program 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.

B. Other Details

All applicants must complete an 'Other Details' section in FAIS regarding the results entered in their proposal. Applicants should use the following guidance when entering this information:

- **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. Method of Submission

The entire application package must be submitted electronically through the proposal entry module of FAS’s Food Aid Information System (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](#).

PART V – APPLICATION REVIEW INFORMATION

A. Merit Review 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 area of criterion is detailed above in [Section A - Application Content Guidance and Merit Criteria](#).

Areas of Criterion	Merit
Introduction and Strategic Analysis	18 percent
Organizational Capacity and Staffing	31 percent
Sustainability and Lasting Impact	10 percent
Project-Level Results Frameworks	8 percent
Activities	8 percent
PVO Budget	7 percent
Commodity Management	10 percent
Monitoring and Evaluation	8 percent

I. 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, another Federal Government Agency 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.

II. 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

I. Review Process

FAS will review all complete applications that are 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.

II. Anticipated Notice of Selection and Award Dates

FAS anticipates notifying applicants that have been selected for award around January 2016 and finalizing agreements by September 2016.

III. 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.

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

PART VI – AWARD ADMINISTRATION INFORMATION

A. Award Notices

FAS will notify each applicant in writing of the final disposition of its application through FAIS. Once the approved applicant accepts the award, FAS will begin negotiations with the applicant to develop a cooperative agreement. The selection of this funding instrument entails substantial involvement. Substantial involvement exists when responsibility for the management, control, direction, or performance of the agreement is shared by FAS and the participant. The agreement will incorporate the details of the project as approved by FAS and in accordance with the Food for Progress regulations, 7 CFR Part 1499. 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.

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.

B. Key Personnel

Upon signature by both parties, FAS requires that an awardee receive approval for key personnel in the form of an organization chart, which must be submitted within 30 days. FAS considers any staff that have general management responsibility to be key personnel including, country director or chief of party, finance director, headquarters managers, and critical technical staff, who oversee activity implementation. After approval of these staffing positions, the awardee must notify FAS within one week of the departure of any key person and must obtain written approval prior to either their absence for more than three months or for a reduction of level of effort equal to or surpassing 25 percent.

C. 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.

D. Administrative Standards and Provisions

The cooperative agreements awarded under the Food for Progress program are administered under 7 CFR Part 1499 and 2 CFR Part 200.

In addition, to the above regulations participants in the Food for Progress program agrees to:

- Comply with the applicable provisions of 2 CFR Parts 180 and 417, Nonprocurement Debarment and Suspension, and 7 CFR Part 3021, Government Requirements for Drug-Free Workplace (Financial Assistance)
- Comply with 2 CFR Part 25, Universal Identifier and Central Contractor Registration
- Comply with 2 CFR Section 175.15(b), Trafficking in Persons
- Comply with OMB Guidelines to Agencies on Government Debarment and Suspension (Nonprocurement) implemented by FAS is 2 CFR Part 417
- Certify that it is in compliance with and will comply with all applicable laws, regulations, Executive Orders, and generally applicable requirements, including those set out in 7 CFR Section 3015.205(b)
- Certify that it will comply with Foreign Agricultural Service Terrorist Financing Certification for Food Aid Grant Agreements.

E. Audit Compliance

A program participant shall submit to FAS, in the manner specified in the agreement, an annual financial audit in accordance with 2 CFR 200.50 and the Single Audit Act. The program participant must comply with the timeframes established in those regulations for the submission of their audits to the Federal Audit Clearinghouse. Program participants must provide a copy of each single audit conducted within the timeframe of the USDA-funded project to FAIS at the time it is submitted to the Federal Audit Clearinghouse. In addition, if FAS requires an annual financial audit with respect to a particular agreement, and FAS provides funds for this purpose,

the participant shall arrange for such audit and submit it to FAS, in the manner specified in the agreement.

F. Reporting

An organization receiving funding under the FFPr program will be required to provide the following: semi-annual financial reports; semi-annual performance reports; a work plan highlighting progress (updated plans are due in conjunction with semi-annual performance reports); an evaluation plan; a performance monitoring plan; a baseline study; a mid-term evaluation; a final evaluation; an annual travel plan; an organizational chart identifying the names, roles, and responsibilities of all of the participant's key personnel, and any subsequent changes or absences; and sub-recipient and subcontractor agreements as provided in the cooperative agreement. All reports must be submitted in FAIS and organizations must follow a reporting cycle with required deadlines as outlined in each agreement. All organizations receiving funding will be required to report against the indicators in the agreement at each reporting cycle. Changes in the original project timelines and adjustments within project budgets must be approved by FAS prior to their implementation.

G. Monitoring and Evaluation

FAS has published a "Monitoring and Evaluation Policy" which explains the required elements of the monitoring and evaluation protocols for cooperative agreements. A participant shall, as provided in the agreement and in accordance with the terms laid out in the Monitoring and Evaluation Policy and in accordance with [7 CFR1499.13\(e\)](#), submit to FAS an evaluation plan, a baseline study, performance monitoring plan, a mid-term, and a final evaluation of the agreement implementation. The participant shall provide to FAS additional information or reports relating to the agreement if requested by FAS.

FAS reserves the right to conduct an evaluation of the project through its own third-party evaluation contractor hired and managed by FAS at any time during the implementation of the project. The evaluation may be funded directly by USDA and will not be included in the funding of this agreement unless otherwise specified in the agreement. The evaluation will be managed by the FAS Monitoring and Evaluation Staff. The program participant is expected to take part in such an evaluation to the capacity deemed appropriate by FAS or the FAS managed third-party evaluation contractor.

PART VII – AGENCY CONTACT

For general questions related to the Food for Progress Program, applicants and other interested parties are encouraged to contact:

Nicola Sakhleh, Branch Chief
Food for Development Branch
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

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

Angola

Food for Progress Targeted Areas: Cuanza Sul, which has an area of 55,660 square kilometers and a population of approximately 1,794,000.

Country Context

Angola has a population of 24.3 million, a population growth rate of 2.8 percent, and is classified by the United Nations as a developing economy. Angola is rebuilding its country after the end in 2002 of a 27-year civil war. Today, the country is stable and the economy is growing due to oil and diamond production. Inflation has moderated, but living costs remain at levels where Luanda, Angola's capital, is considered the most expensive city in the world for travelers and expatriates. Angola is classified by the World Bank as an Upper Middle Income country but, in contrast, its rural areas are among the world's poorest regions. The International Monetary Fund projected that Angola's economic growth would rally to 5.9 percent in 2015 after having slowed in 2014. Gross domestic product (GDP) per capita in 2014 was projected at \$7,532, rising from \$4,755 in 2010 according to Business Monitoring International. In 2012, the oil and gas sectors accounted for over 95 percent of the export earnings, and about 80 percent of government earnings. Diamond exports contribute an additional 5 percent (and they dominate the non-oil industry). As one of Africa's major oil producers, the continued drop in world oil prices has significantly cut the government's main sources of revenue and export earnings. President Dos Santos, in office since 1979, was recently reelected and was sworn into office on September 26, 2012.

Current Agricultural Development Context

Angola's agricultural sector employs 85 percent of the labor force, but only accounts for 10.2 percent of GDP. Most of Angola's agricultural production is subsistence-based and rain-fed, with low productivity levels. Over 90 percent of all food products in retail stores, restaurants, and hotel business are imported. For fresh meat, several retail chains bring it in through air freight from South Africa, the European Union (EU), Brazil, Argentina, and Uruguay due to the lack of cold storage or reefer plug-in facilities at the port. The recovery of the agriculture sector after the civil war has been impacted by the severe drought of 2011–2013, during which the Ministry of Agriculture reported that 1.8 million people, close to 10 percent of the population of 19.2 million, were affected by food shortages, lack of water, and crop failures.

Agriculture has become a priority sector for public investment and the country's largest employer with 4.8 million people. The agricultural sector thus has a key role to play given its importance for poverty reduction. Several obstacles continue to hamper agricultural development, including poor access to credit, poor road conditions, environmental degradation and loss of biological diversity, inadequate systems for preserving and processing agricultural output, and problems with securing clear titles to land despite the adoption of a new land law. Less than half of Angola's population now lives in a rural area almost twice the size of Texas, so it is generally assumed that access to arable land is not problematic. However, issues of Angolans' access to land and security of tenure have arisen repeatedly in the nation's history. These issues have included: (1) encroachment of outsiders onto land claimed by local residents

– initially the Portuguese in the colonial era and following the end of the civil war, but more recently the urban elites and commercial enterprises that have acquired formal rights to former Portuguese farms and prime agricultural land; (2) state expropriation of land for commercial development and urbanization; and (3) displacement and resettlement of combatants and populations fleeing conflict, and their movement into areas where they had few or no prior claim or rights.

Programming Priorities

USDA has identified small-holder poultry production in Angola as a programming priority for 2016 and is focusing on Cuanza Sul as a major agricultural region with high potential for increased poultry production. Angola's poultry sector was traditionally a domestic activity practiced mainly by women. The sector can now be divided into the commercial poultry sector (modern semi-industrial and industrial) on the periphery of large towns, in contrast to traditional poultry production practiced in rural and suburban areas. Broiler meat production has grown slowly, increasing from 8,000 tons in 2004 to an estimated 26,000 tons in 2015. Imports of broiler meat grew at a faster rate, rising from 85,000 tons in 2004 to an estimated 350,000 tons in 2015. Income growth is strengthening demand; total domestic consumption is expected to reach 376,000 tons in 2015, up 7 percent from 2014 at 350,000 tons. (USDA, December 2, 2014).

The main constraints to traditional poultry production are lack of knowledge of improved management practices, shortage of feed, and diseases especially Newcastle disease (ND) which kills about 50–80 percent of chickens each year in the villages. Consequently, ND is a serious problem in areas where appropriate hygiene and prophylaxis are lacking. Traditional poultry production has been given relatively little attention because of lack of coherent policies. In recent years Angolan poultry production has suffered severe shortages, especially of maize, a basic component of rations, generally because of organizational and economic constraints. There is a constant shortage of protein for use in poultry feed such as soy, sunflowers, or other plant sources. The Angolan poultry market is significantly underserved at present and domestic poultry production is negligible. The substantial unmet demand for poultry in Angola is demonstrated by the relatively low level of annual per capita consumption of poultry of 16.63 kg, despite a growing middle class, compared with 31.98 kg in South Africa, a neighboring country with a similar GDP per capita.

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 results framework. Proposals do not need to cover northern regions of Angola, but should provide specific justification for selecting specific regions.

USDA has identified the following prioritized need for interventions to support the FFPr results framework in this sector:

- 1) Develop small holder poultry farming.
- 2) Support local feed production at small scale and semi-industrial scale.

Bangladesh

Food for Progress Targeted Area(s): the southern regions

Country Context

Bangladesh is among the world's least developed countries. With an estimated population of more than 158 million people, Bangladesh is one of the most densely populated countries on earth and population pressure is a serious concern, with 33 percent of the population in urban areas. Fifty-one percent of Bangladesh's predominantly Muslim population is currently under the age of 24, and 89 percent is under the age of 54. The country is a parliamentary democracy, now led by the Awami League, which is committed to a Charter for Change focused on widening access to primary education, promote business investment, improve power generation, and bring justice to perpetrators of liberation war crimes. The Gross domestic product (GDP) per capita was \$3,100 in 2014, similar to the adjusted average GDP for the past decade. Infrastructure remains woefully inadequate and corruption is a significant hindrance to economic growth. A combination of cheap labor and supportive policies propelled Bangladesh's \$21 billion exports of ready-made garments in 2014, though Bangladesh's failure to meet statutory eligibility requirements related to worker rights led the United States to suspend Generalized Systems of Preferences trade benefits for Bangladesh. Foreign exchange remittances inject about 13 percent of the GDP (\$15 billion in 2013).

Current Agricultural Development Context

Despite growing urbanization around Dhaka (15 million people), Bangladesh is an agrarian economy where food security remains a major concern. Approximately 40 percent of the population lives in poverty, and an estimated 17 percent is considered undernourished. The Bangladesh Bureau of Statistics provisionally estimated agriculture accounted for about 16.3 percent of total GDP and supported approximately 47 percent of the total population in 2014. Bangladesh has 15 million farms, where most are below 2.5 hectares total and engage in traditional subsistence production. While redistribution of land to the poor has been accomplished, farmers' access to land, tenure security, or fair dispute-adjudication procedures are limited. Farmers have low access to credit, while inadequate agricultural education and extension services further limit farmers' benefits from modern technologies. In 2014-2015, the Ministry of Agriculture had approximately \$1.57 billion for projects such as technology transfer, integrated pest management, crop diversification, irrigation management, agricultural extension, and research. The Ministry of Fisheries and Livestock had approximately \$89 million to increase egg, fish, meat, and fluid milk production, veterinary services, and animal vaccines. The USAID Office of Food for Peace committed \$36 million to Bangladesh in 2014 and has a 2015-2019 Food Security Country Framework in place there. Overall, Bangladesh is moving from aid dependence to a more trade-based economy and, in general, the Government of Bangladesh continues to adopt a relatively open policy environment that welcomes dialogue with the United States and other partners in developing business opportunities. Wheat, rice, cotton, pulses, soybeans, and soybean oil are the country's major agricultural imports. In 2014, agricultural exports reached \$1.4 billion (4.5 percent of total exports), including \$630 million from aquaculture.

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 Aquaculture Value Chain as the main priority.

Aquaculture Value Chain

Fisheries and aquaculture play a very important role in the lives of the people and the economy of Bangladesh. The Bangladesh fisheries sector currently contributes approximately 60 percent to the human intake of animal protein in the country, 4.39 percent to the country's GDP, and 22.76 percent to the agricultural GDP (2013). The fisheries resources of Bangladesh are generally classified as inland open waters, inland closed waters, and marine waters. The total fish production of the country was 3,261,782,370 metric tons in 2011–2012, out of which 29 percent came from inland open waters, 53 percent from inland closed waters (aquaculture), and 18 percent from marine fisheries. Aquaculture has been growing at a much faster rate than those of the inland open waters and the marine waters. About 40 percent of wild shrimp and 95 percent of cultured shrimp produced in Bangladesh are exported. However, farmed shrimp exports to the United States dropped 54 percent in calendar year 2014, as the Bangladeshi industry generally was unable to meet U.S. food safety standards. One of the most important challenges for the Bangladesh shrimp industry is to become known for quality and safety instead of low prices that result from the export subsidies. International support for the shrimp sector has been focused on productivity, European Union food safety compliance, and improving the productivity of small-scale farmers, while support in export promotion and branding has been limited. Poor farm-level biosecurity and inadequate disease surveillance systems and other veterinary services to prevent, detect, and control diseases are also among major obstacles to boosting productivity and the value of fisheries products in Bangladesh. New activities to improve the value chain for aquaculture products should be coordinated with the current and planned efforts of the Government of Bangladesh to strengthen veterinary services and, as practicable, coordinated with the Food and Agriculture Organization (FAO)-led current and planned FAO initiatives to strengthen animal health and livestock productivity in Bangladesh, as well as the work implemented by FAS through its Participating Agency Service Agreement with the USAID/Bureau for Food Security on aquaculture in Bangladesh. The Government of Bangladesh should be invited to participate in all project activities, as any recommendations may help in more broad policy discussions to further improve the implementation of the food safety policy.

USDA has identified the following prioritized need for interventions to support the FFPr results framework:

- 1) Provide capacity building to aquaculture value chain actors (small holder farmers and processors) on improving their ability to meet international and U.S. food safety and quality standards for domestic and export markets.
- 2) Improve and build an enabling environment for the use of quality, safe, and legal inputs and veterinary services.

Burkina Faso

Food for Progress Targeted areas: Regions of Boucle de Mouhoun, Cascades, Est, and Hauts-Bassins

Country Context

The population of Burkina Faso is 18.3 million with an annual growth rate of just over 3 percent. The Burkinabe population is split around 30 percent urban to 70 percent rural, where about 80 percent of the population relies on subsistence agriculture. Approximately 65 percent of the population is under age 24. The United Nations classifies Burkina Faso as a least developed, low income, and food deficit country at 181 out of 187 countries in the Human Development Index with continued pressure from Malian refugees making the economy less stable.

Burkina Faso is a parliamentary republic. Its chief of state is Interim President Michel KAFANDO (since 18 November 2014). The main political party is the Rally for the Development of Burkina. Although Burkina Faso has been in the midst of political transition, the expected annual gross domestic product (GDP) growth rate of 6 percent is still well above the average rate of 4.5 percent for sub-Saharan Africa. This economic news may not impact a large part of the country as the per capita gross national income (GNI) remains at around \$750 and the primary factor for economic growth has been the export of gold. The economy of Burkina Faso is closely linked to the international trade of gold and cotton, accounting for around 80 percent of exports,

Current Agricultural Development Context

Burkina Faso is a landlocked country with sparse natural resources. Nevertheless, about 34 percent of Burkina Faso's \$26 billion GDP is from agriculture, and the agricultural sector employs approximately 90 percent of the labor force. Cotton is at the center of the country's agricultural sector and in turn, the economy. Since 2005, Burkina Faso has been the largest producer and exporter of cotton within the Cotton-4 (C-4, which includes Mali, Benin, Chad, and Burkina Faso). Cotton production is anticipated to reach 730,000 tons during market year (MY) 2013/14, up from 630,000 tons in MY 2012/13 due, in part, to better yields from Bt (*Bacillus thuringiensis*) cotton. In 2012, Burkina Faso exported about \$350 million in cotton, primarily to China, Indonesia, and Malaysia. Over 75 percent of ginning capacity is owned by the Government of Burkina Faso.

Burkina Faso's reliance on cotton as a chief export leaves the country vulnerable to production fluctuations or changing consumer demands. Sesame seed and cashew nuts rank a far second and third in value, with about equal share of export value; however, sesame value was at around \$967/metric ton (MT) in 2011 compared to \$689/MT for cashew within the same year. Traditional, subsistence agriculture still dominates the sector with most production being cereals, rice, fonio, cassava, peanuts, beans, and fruits. These crops, in addition to livestock management, compose the primary source of livelihoods for the average farmer. Desertification has begun to impact the yields of many of these crops and droughts, floods, and pest invasions are recurring realities for subsistence farmers.

Around 40% of land in Burkina Faso is arable with most pastoral production happening in the sahelian zone of the North, whereas crop production is primarily in the sudanian zone. Burkina Faso's government passed the Rural Land Tenure Law in 2009, which legally recognized the customary rules and practices for land ownership. This law also requires the decentralization of property rights decisions to authority levels closer to municipalities.

The Government of Burkina Faso has tried to reduce barriers to private investment in agriculture for the past 25 years including trade liberalization, introduction of value added tax system, and reform to state-owned industries. Currently, Burkina Faso is ranked in the middle amongst its neighbors in the region for "Doing Business: 2015".

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 results framework, and has selected the sesame sector.

Interest in diversification into sectors other than cotton has become a recent trend in Burkina Faso as a result of loss in confidence in international prices. As Asian and European markets have become more competitive in their purchasing of sesame, the area cultivated for sesame production more than doubled since the year 2000. The Food and Agriculture Organization reports that Burkina Faso has, within this decade, become one of the top ten exporters of sesame globally with annual production of approximately 85,000 MT. Seeing the potential in this export-oriented crop, which had been produced at non-commercial levels prior to 2000, the Burkinabe Ministry of Agriculture has prioritized sesame within its *Stratégie de Croissance Accélérée et de Développement Durable: 2011-2015.* The sesame value chain is characterized by small producers with limited access to mechanization requiring them to plant sesame on plots of fewer than five hectares. Traditionally, local traders or aggregators purchase from smallholders and would either sell to exporters in the capital or aggregate further through more than one trader before reaching exporters. However, foreign-based firms are progressively buying directly from the farm gate at harvest time, reducing the chance that sesame will be processed locally.

Private sector-led investments have had generally poor results in the sesame sector. As a result, private investors have now shied away from these types of linkages and have preferred to rely on intermediaries as opposed to investing directly into farmers.

USDA is seeking proposals to support growth in this sector and encourages programs to be targeted towards increasing processing and marketing for export. The ability to negotiate competitive market prices for farmers will be essential to establishing trust in this cash-generating crop. Proposals should target western and northwestern regions of Burkina Faso and may also suggest programming in the Est region, but need to provide specific justification for selecting specific regions.

Proposals working with exporters may include aggregation points such as the capital, Ouagadougou, or Bobo-Dioulasso. FAS sees a strong need for industrial or semi-industrial processing of sesame seed to strengthen its position for export. Additionally, traceability systems for marketing and branding quality sesame seed for export may be prioritized.

USDA has identified the following prioritized need for interventions to support the FFPr results framework in the sesame sector:

- 1) Support local processors at an industrial or semi-industrial scale.
- 2) Improve the quality and traceability to meet export markets.

Guatemala

Food for Progress Targeted Area(s): The first target zone will be the Western Highlands (Sololá, Totonicapán, Quetzaltenango, San Marcos, Huehuetenango, and El Quiché) followed by the Cardamom area (Alta and Baja Verapaz) and the Dry Corridor (Zacapa, Chiquimula, Jalapa, and Jutiapa).

Country Context

Guatemala is classified as a Lower Middle Income¹ country with an urban population 51.1 percent of total population (2014)². The main drivers of economic growth are agriculture (13.3 percent), industry (23.5 percent), and services (63.2 percent) (2014 est.)³. Guatemala's gross national income is \$7,130 with gross domestic product (GDP) at \$58.3 billion (2014 est.), GDP growth rate 3.4 percent (2014 est.), GDP per capita including world rank (actual and purchasing power parity-adjusted) at \$7,500 (2014 est.)⁴. Guatemala has one of the most unequal income distributions in the hemisphere. The wealthiest 10 percent of the population receives almost one-half of all income; and the top 20 percent receives two-thirds of all income. The bottom 34 percent of the population lives on less than \$2 a day and 15 percent on less than \$1 a day. Since taking office in 2012, President Otto Pérez Molina has focused on reducing crime, increasing social spending, and enacting reforms to strengthen Guatemalan institutions. Guatemala's next general election is anticipated for late 2015.

Current USDA food assistance consists of McGovern-Dole and Food for Progress (FFPr), valued at \$92,155,870.

Current Agricultural Development Context

Agriculture continues to play a major role in Guatemala's economy, contributing over 13 percent of GDP, over 23 percent of exports, and 38 percent of the labor force⁵. Of the total agricultural land, 28 percent is used for perennial crops and 24 percent is used for annual crops (basic grains, vegetables, and some fruits and herbs); the major use of land is dominated by pastures and grasslands for livestock feeding - the most inefficient use of land in the country (1.4 live animals/hectare). Guatemala has trade agreements with the United States (Central American Free Trade Agreement – Dominican Republic), Chile, Colombia, the Dominican Republic, Mexico, and Taiwan as well as partial trade agreements with Belize, Cuba, and Venezuela.

The majority of agricultural production takes place in the in the Highlands, the Atlantic coastal plain, and the eastern part of Guatemala. However, there is a significant imbalance in land

¹ World Bank <http://data.worldbank.org/country/guatemala>

² CIA World Factbook

³ CIA World Factbook

⁴ CIA World Factbook

⁵ CIA World Factbook

distribution in Guatemala with 2.5 percent of the largest farms controlling nearly two-thirds of agricultural land while 90 percent of the farms are on one-sixth of the agricultural land⁶.

The Government of Guatemala has developed a national food security plan called the Zero Hunger Pact which identifies agricultural development as one of key areas of intervention. The private sector has responded to this prioritization by implementing programs that improve and diversify agricultural production, generate micro-enterprise activities, and increase the competitiveness of Guatemalan products in international markets.

Programming Priorities

USDA is soliciting proposals which demonstrate that their proposed activities make substantial contributions to the highest level strategic objectives - *Increase Agricultural Productivity and Expand Trade of Agricultural Products (Domestic, Regional and International)* - as outlined in the FFPr results framework and operate within the identified USDA Feed the Future focus regions.

USDA has identified an intervention to support the FFPr framework: Improve the delivery of rural agricultural extension and, in existing coffee areas, address coffee risk management through improved seed varieties and strengthen supply chain linkages while also promoting crop and income diversification for smallholder coffee family farmers. Use the same (research, extension, and learning centers for rural development) methodology to address cardamom issues and crop diversification in the dry corridor.

This intervention will improve the capacity of the Guatemalan Ministry of Agriculture, Livestock and Food's (MAGA) formal extension agents and certified non-governmental agricultural advisors to provide technical support to smallholder producers for increased productivity and expansion of trade. In addressing rural agricultural extension training the first target area would be the existing coffee areas, followed by the many cardamom zone producers, and then producers in Guatemala's dry corridor.

In existing coffee areas, this project includes rehabilitating coffee production, combating coffee leaf rust disease, improving quality and consistency, expanding trade, strengthening links to the private-sector supply chains, and improving crop and income diversification for smallholder coffee family farmers.

The applicant will serve as trainer and coordinator, and shall work through MAGA extension agents, non-governmental extension advisors, private sector employees, and association specialists, to provide training to producers. The applicant will coordinate with MAGA's National Rural Extension System (SNER) on the "extension-type" work underway in the targeted areas. "Lessons learned" seminars will be held for stakeholders at least annually in Guatemala City as well as in key regional locations.

⁶ USAID Land Tenure and Property Rights Portal

The applicant, indirectly via the wider 'agent' network, is expected to make use of the CADERs - - Centros de Aprendizaje para Desarrollo Rural -- or similar agricultural learning centers (farm demonstration plots, farmer field schools, university field days, etc.) to reach as many smallholder producers as possible.

The applicant submitting the proposal will work collaboratively with existing coffee-related agencies (e.g., Asociación Nacional del Café and the Federacion de Cooperativas Agrícolas Guatemala), regional groups (Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation and The Tropical Agricultural Research and Higher Education Center), as well as coffee research institutions (World Coffee Research, etc.). The same collaborative approach should be used for cardamom and crops promoted for use in the dry corridor.

Close coordination with other U.S. Government, MAGA, and other donor or private-sector activities is expected. There should be a particularly strong link with the new MAGA Instituto de Ciencia y Tecnología Agrícolas, Inter-American Institute for Cooperation in Agriculture- implemented agricultural research project (tying practical agricultural research projects to key value chains across Guatemala).

This work could be undertaken by one group or by a wider consortium of groups working together.

Haiti

Food for Progress Targeted Area(s): Grand Anse, Nippe, Sud, Nord Ouest, Nord, and Centre

Country Context

Haiti is classified as a Low-income⁷ country with total population of 9,996,731 with an urban population 57.4 percent of the total population (2014)⁸. Haiti's gross national income is \$1,720 with gross domestic product (GDP) at \$18.54 billion (2014 est.), a GDP growth rate of 3.8 percent (2014 est.), and GDP per capita including world rank (actual and purchasing power parity-adjusted) at \$1,800 (2014 est.). In 2013, the country had 3 percent GDP growth while 78 percent of the country survived on less than \$2 a day and over 50 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 41 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.

Current Agricultural Development Context

Agriculture generates upwards of two-thirds of the country's employment, yet only generates 24 percent of the GDP. While a majority of Haitians depend upon agriculture for their livelihoods, only 30 percent of Haitian land is arable due to the country's mountainous terrain. Eighty percent of farmers own and operate their land (Oxfam). 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 plantain, dairy, and export goods like mangoes as keys to spur rural economic growth.

Ninety percent of the country's exports are apparel; the remaining exports that are agriculture-related are mangoes, cocoa, and coffee. Haiti's primary trading partners are the United States and Canada.

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 results framework.

In response to the "National Agricultural Investment Plan", distributed by the Haitian Ministry of Agriculture, Natural resources and Rural Development, FAS requests that proposals focus on improving on-farm integration of crop production and small holder livestock management, improving environmental management and resource conservation, improved crop productivity,

⁷ World Bank <http://data.worldbank.org/country/haiti>

⁸ CIA World Factbook

pasturage, and biomass utilization for animal nutrition and improving farm-to-market systems. Secondary areas of focus may include improved post-harvest management, sanitary practices in dairy product handling, and should take into consideration ongoing USDA-Ministry of Agriculture Capacity Building programs being implemented in other regions of Haiti.

Programming should target areas of the country not duplicate areas currently served by USG agricultural development programs, preferably: southwest (Grand Anse, Nippe, Sud), northwest (Nord Ouest, Nord) or center-east (Centre).

USDA has identified the following prioritized need for interventions to support the FFP results framework in the integrated farm management such as fruits and vegetables and livestock sectors:

- 1) Improve agricultural productivity by providing capacity building in crop integrated farm management systems techniques to lower risks for resource poor farmers.
- 2) Improve farm-to-market systems through investments in SPS practices and the prevention of post-harvest loss.

Malawi

Food for Progress Targeted Areas: Dedza, Mchinji, Lilongwe, Ntcheu, Mangochi, Balaka, and Machinga districts.

Country Context

The population of Malawi is 17.3 million, with an annual growth rate of around 3.3 percent and 16 percent of the population living in urban areas. Malawi has faced many challenges, including population pressures coupled with limited available arable agricultural areas, poor governance, and historically high HIV/AIDS rates. The country relies on agriculture for approximately one-third of its total gross domestic product (GDP) and 90 percent of exports. Investment in Malawi faltered due to a joint decision between the African Development Bank, International Monetary Fund, several European nations, and the United States to freeze \$150 million because of a lack of confidence in governance and monetary monitoring, coupled with infrastructure setbacks like unreliable electricity, expensive imports, high fuel prices, and a lack of a functioning waterway for trade. Changes in key government positions have restored confidence and Malawi has recently seen foreign investment resume slowly, now reaching 17 percent of the national GDP. Between 2009 and 2013, food aid contributions through USAID's Food for Peace program averaged \$26.6 million annually. Currently, USAID, the World Food Programme, the Canadian Government, and others are responding to the food security needs of those affected by drought and poor harvest. One positive sign of development is an estimated 5.7 percent GDP growth rate for the year 2014. According to World Bank statistics, Malawi is a low income country with a GDP in 2013 of \$3.7 billion.

Current Agricultural Development Context

Over ten million of Malawians are engaged in agriculture, mostly at the smallholder subsistence level, and the agriculture sector accounts for over 35.5 percent of GDP. Only a third of the country is arable for production. Despite the challenges in agriculture, 90 percent of exports come from agriculture, of which over half comes from Malawi's major cash crop, tobacco. As global demand for cotton has dropped, overproduction of tobacco sparked government intervention to regulate quotas to reduce excess supply. However, Malawi continues to be susceptible to external shocks of world commodity prices for these cash crops. As a diversification method, the donor community has worked closely with the government to promote the production of cotton as another cash crop. Agriculture is characterized by a dual structure consisting of commercial estates that grow cash crops and a large smallholder sub-sector that is mainly engaged in mixed subsistence farming. Maize is the staple food and accounts for 80 percent of cultivated land in the small-holder sector. Other major agricultural production sectors are tea, sugarcane, potatoes, cassava, sorghum, pulses, groundnuts, and livestock. Groundnut production estimates hover around 250,000 metric tons (MT), of which around 20,000MT are destined for export. For such a large sector, more than 90 percent of production comes from smallholder farmers. Prominent export commodities within fruits and vegetables sector are paprika and chilies, which are currently purchased by South African traders and further exported to end-users in Europe and the United States. An analysis in 2010, performed by the University of Malawi, showed that the potential of these products is high at returns ranging from \$1,000 to \$2,000 per hectare for farmers. However, risk adverse farmers

still produce traditional crops such as sweet potato, which are important for household consumption and food security. In 2012, sweet potato production, which is less averse to dry spells, was estimated at 3.6 million MT with an estimated 75 percent coming from smallholder farmers.

Malawi's Ministry of Agriculture and Food Security developed its Agricultural Sector Wide Approach (ASWAp) covering the year's 2011-2015 with an overall emphasis on increasing agricultural productivity. The ASWAp proposes the following areas for prioritization: food security and risk management, commercial agriculture, local agro-processing, market development, sustainable agricultural land, and water management.

Programming Priorities

USDA is soliciting proposals for interventions that improve the processing of groundnuts, legumes, fruits and vegetables, and, with appropriate supporting evidence of commercialization potential, sweet potatoes for value addition and increased trade. Proposed activities should make substantial contributions to Food for Progress's (FFPr) highest level strategic objectives - Increased Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional and International) - as outlined in the FFPr results framework. In line with both the Malawian ASWAp and the Feed the Future Malawi fiscal year 2011-2015 Multi-Year Strategy, FAS will support output processing of groundnuts, legumes, and fruits and vegetables. Although these value chains are being prioritized, FAS will also accept proposals with interventions in the sweet potato value chain, provided they can demonstrate commercialization potential and marketability beyond household consumption, for example through FFPr's Expanded Trade of Agricultural Products (domestic, regional, and International) framework.

Groundnuts are a historically important export of Malawi and account for approximately 3 percent of a typical Malawian's diet. Groundnuts can be grown throughout the country and have many technical and regulatory advantages. Beyond cleaning and packing, further processing into finished roasted nuts, butters, oils, and groundnut cake offer opportunities further up the value chain. Increased investment in these types of products will create off-the-farm employment opportunities and give higher-return from a perspective of reducing poverty. The various steps of agro-processing are crucial for export of these products, particularly where aflatoxin and foreign particle contamination levels have discouraged buyers' interest. Investment in fruit and vegetables packing warehouses is a key constraint to export. Traditionally, products like chilies are processed informally and then sold to exporters ad hoc, whereas modern packinghouses with purchasing agreements offer steady outlets for smallholder producers. FAS seeks proposals to demonstrate an effective approach to support value addition through investments in processing and, where required, support marketing of these products locally, regionally, and internationally.

Proposals should target the Dedza, Mchinji, Lilongwe, Ntcheu, Mangochi, Blaka, and/or Machinga districts, which compose the priority region of the USG's Feed the Future initiative. Clear justification must be provided for selecting specific geographical areas, especially if the proposal targets regions outside of the Feed the Future priority region. Creating diverse income

opportunities and increasing the production of non-cereal commodities is important for these priority regions, which are vulnerable to food insecurity.

USDA has identified the following prioritized need for interventions to support the FFPr results framework:

- 1) Improve processing of groundnuts, legumes, fruits and vegetables; and, only if appropriate supporting evidence for commercialization potential is provided, sweet potatoes for value addition and increased trade.

Mozambique

Food for Progress Targeted areas: Central and Coastal regions of Mozambique

Country Context

The population of Mozambique is 24.6 million, with an annual growth rate of just under 2.5 percent. Despite years of economic hardship caused by prolonged civil war, high HIV/AIDS rates, periodic droughts, and economic dependence on its wealthy neighbor South Africa, the country has seen positive growth of gross domestic product (GDP) by more than 5 percent per annum. Mozambique's ability to attract large investment projects in natural resources is expected to extend high growth rates in coming years. Revenues from these vast resources, including natural gas, coal, titanium, and hydroelectric capacity, could overtake donor assistance within 5 years. Nevertheless, Mozambique still ranks among the 20 poorest countries globally, with more than 50 percent of its population living below the national poverty line. Those living at or below the poverty line are especially susceptible to the effects of natural disasters, such as drought and floods. The United Nations categorizes Mozambique as a Developing Economy. Mozambique's 2014 GDP was estimated at \$16.59 billion and its gross national income was \$1,100 per capita.

Current Agricultural Development Context

Agriculture continues to be the mainstay of the economy, with approximately 80 percent of the country depending on agriculture for their livelihoods, and yet agriculture only represents a quarter of the total national GDP. However, Mozambique has vast potential to eventually become a major food producer in Southern Africa. Only 16 percent of land suitable for farming is currently cultivated, and its geographic location between landlocked countries to ocean ports raises Mozambique's potential to play a role in regional food security and international markets. Improving agricultural productivity and ensuring access to food are now top priorities for Mozambique's leaders. According to the International Food Policy Research Institute, growth of agricultural GDP is at around 3.2 percent nationwide. The effects of this growth are not distributed equally throughout the country, however; as the largest declines in poverty have occurred in the southern region of Mozambique following increased productivity of agricultural commodities. Traditionally, Mozambican agriculture has included maize, rice, cassava, groundnut, beans, sweet potato, and sugar cane. Difficulties faced with this subsistence farming have included drought, flooding, and land rights issues. In terms of agricultural export, the top agricultural exports have historically been tea, tobacco, cashews, cotton, sugarcane, and timber. Most Mozambican exports are destined for the South African or Chinese markets. Raw tobacco exports are currently the greatest export, valued at approximately \$250 million per year. Timber, sugar, and cotton exports are all valued at over \$100 million annually.

Although Mozambique's agricultural competitiveness has increased over the years, the sector is largely characterized by low productivity. Dairy sector processing is consistent with the country's poverty reduction strategy to reduce rural poverty by developing the agriculture sector, and is aligned with the National Agriculture Sector Investment Plan developed under the African Union's Comprehensive Africa Agriculture Development Program agenda.

Programming Priorities

USDA is soliciting proposals with proposed activities that 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. Since 2008, USDA has invested resources, through the FFPr program, into the dairy industry by providing smallholder farmers with improved breed dairy cattle and financing for the processing of milk to higher levels of the value chain. The investment has reignited the potential for a viable dairy sector in Mozambique and has sparked the interest of the Mozambican Ministry of Agriculture. In 2015, Mozambican dairy farmers and processors are estimated to generate more than \$5 million within the historically poor central region of the country. Despite this investment, the local market for dairy products continues to be dominated by South African imports, receiving about 32 percent of total South African dairy exports. Mozambican dairy processors looking to have a larger market share at home and within the region must contend with their greatest obstacle: the availability of fresh, high-quality milk. USDA's prior programming in the production side of the Mozambican dairy sector has increased the income and stability of smallholder farmers. USDA seeks proposals to sustain this emerging industry; however, the new program should focus on processing and improved product quality. Proposals should target the central and northern regions of Mozambique and may include activities in the southern region, but need to provide specific justification for selecting specific regions. The central corridor in Mozambique has more favorable climactic conditions due to its elevation and also benefits from being connected to major trade routes to Zimbabwe from the west and globally from the port city of Beira. The Coastal region of Mozambique is experiencing rapid development from the extractive industries and has received interest from milk processors hoping to invest in the region.

USDA sees the need for producers to be able to increase and improve their herds of dairy cattle at the local level to sustain the industry, instead of relying on the expensive import of pregnant heifers. Additionally, proposals should engage with the private sector, in particular dairy processors that depend on the availability of fresh milk throughout the year. USDA sees a strong need for engagement with the private sector, in particular with producers already investing in product quality and safety. Programs should ensure that critical stakeholders (e.g., local and global retailers and consumer advocate groups) play an active role in the project. Special attention should be paid to promoting constructive dialogue with regulatory and food safety authorities, as well as consumer groups, and improving public-private dialogue on food safety. FAS strongly encourages applicants to have a strategy to work with the private sector and development of private sector investment.

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 dairy processor level.
- 3) Improve the brand of the Mozambican dairy products with the end goal of becoming export-ready within the region.

Pakistan

Targeted areas: Provinces of Punjab and Sindh.

Country Context

Pakistan is the world's sixth most populous country with a population of 196 million. The population is increasing by approximately 1.5 percent per year with 60 percent of the population currently of working age. In 2014, gross domestic product (GDP) grew at 4.1 percent to \$237.5 billion.⁹ The country ranks 174th in purchasing power parity-adjusted GDP per capita at \$4,700.¹⁰ Agriculture accounts for 25.1 percent of Pakistan's economy with industrial production accounting for 21.3 percent. Textiles and garments are the country's leading export products. In 2013, Pakistan experienced its first peaceful democratic transition of power to the Pakistan Muslim League-Nawaz led by Nawaz Sharif, the new prime minister. Pakistan currently ranks 146 out of 187 countries on the United Nations Human Development Report. Food insecurity is generally caused by poor infrastructure, natural disasters, and lack of health services and nutrition education. The United States is the largest food assistance donor to Pakistan, contributing nearly 90 million metric tons in 2012.¹¹

Current Agricultural Development Context

Agriculture is central to economic growth and development in Pakistan, comprising 25.1 percent of GDP in 2014 and employing 45 percent of the country's labor force. Nearly 62 percent of the population resides in rural areas and is directly or indirectly linked to agriculture for their livelihood. Important crops such as wheat, rice, maize, cotton, and sugarcane account for 25.2 percent of the value added in overall agriculture and 5.4 percent to GDP. Livestock contributes 55.4 percent to agricultural value added. Pakistan exports rice, fish, fruits, and vegetables and imports vegetable oil, wheat, cotton, pulses, and consumer foods. Land reform has been limited in Pakistan and there are large numbers of landless sharecroppers and agricultural laborers, especially in Sindh province. Between 20 and 40 percent of rural households are reported to be landless or near-landless. The average farm size has declined from 13.1 acres in the early 1970s to 5.2 acres in 2010 as the population increased and farms fragmented from one generation to the next.

Programming Priorities

USDA has identified post-harvest loss in the wheat, horticultural, and dairy value chains in Sindh and Punjab provinces as a programming priority for 2016.

Wheat

Wheat is the main dietary staple in Pakistan and the government considers it a key strategic commodity. Over 80 percent of farmers grow wheat on approximately 9 million hectares

⁹ CIA World Factbook.

¹⁰ Purchasing power parity (PPP) adjusts for local prices.

¹¹ World Food Programme, Food Aid Information System.

representing 40 percent of the country's cultivated land. Punjab and Sindh contain 88 percent of the area dedicated to wheat cultivation. Wheat flour currently contributes 72 percent of Pakistan's daily caloric intake with per capita wheat consumption of around 124 kilograms per year, one of the highest in the world. The post-harvest loss rate for wheat is currently around 20 to 30 percent due to poor harvesting techniques, inadequate storage, and low adoption of pest management techniques. Approximately 65 to 75 percent of wheat produced is stored at the farm, usually in specially constructed mud bins, inside the house, or in the open courtyard. Although 70 percent of wheat in Pakistan is stored in bags, only 5 to 10 percent of the wheat is put into covered storage. Since flour mills need to hold enough grain for 30 to 60 days of milling, wheat waiting to be milled is stored in sheds, large steel bins, concrete silos, or in the mills' holding bins. The majority of farmers cannot afford costly modern grain protectants and rely on traditional forms of pest control such as sun drying, mercury, and neem oil. Modern pest management techniques exist although they are rarely put into practice due to lack of awareness and high costs of implementation.

Horticulture

Major fruit products include dates, mango, citrus, guava, banana, apricot, peach, strawberry, grape, and apple. Vegetable products include potato, onion, tomato, cucumber, capsicum, chilies, cabbage, cauliflower, arum, okra, brinjal, and gourd. Current national horticulture exports are \$400 million. However, approximately 25 to 40 percent of horticultural crops are lost due to mishandling, spoilage, and pest infestation. Cold storage and protective packaging is critically needed to increase shelf-life and enable products to reach more lucrative markets. Increased processing is another solution to post-harvest loss as many local processors currently function under capacity. Many processors are reluctant to buy from local collectors because local products are not sorted and there are few local laboratories with the capacity to test samples.

Dairy

Pakistan is one of the world's top milk producers, supplying 42 million tons in 2007/2008. Rural areas account for approximately 80 percent of milk production. Formal supply chains, which are the driving force for the establishment of cold chains, account for only 3 percent of total supply. Informal supply chains, representing the other 97 percent of total supply, suffer from poor storage and handling infrastructure and practices. Nevertheless, increasing population and urbanization drive demand for fresh and processed milk and milk products. For decades, Pakistan has faced a domestic deficiency in milk supply and has turned to imports to meet domestic demand. There has been a small amount of private investment in Pakistan over the past decade to help modernize the dairy farming industry. As a result, Pakistan has emerged as a market for bull semen, dairy equipment, and live cattle. There are an estimated 15 farms with over 1,000 head of dairy cattle, and the largest of these farms has a herd of 6,500 cows.

USDA has identified the following prioritized need for interventions to support the FFPr framework:

- 1) Build the capacity of producers for proper pre- and post-harvesting techniques.
- 2) Increase the number of adequate storage facilities, especially cold storage facilities.

- 3) Increase the use of proper packaging and appropriate post-harvest techniques.
- 4) Improve the adoption of improved pest management techniques.
- 5) Increase the availability of inputs for dairy farmers that can be sustained beyond donor support.
- 6) Establish a sustainable cold-chain and cold-chain extension services.
- 7) Improve food safety quality at the local dairy processor level.

Liberia and Côte d'Ivoire (regional)

Food for Progress Targeted areas: The cacao-producing areas such as Nimba, Lofa in Liberia; Man, Danane, and Dimbokro in Côte d'Ivoire

Country Context

Liberia: Liberia has a population of 4.09 million (July 2014 est.) and its population living in urban areas is approaching 50 percent (CIA Factbook). It has an annual population growth rate of 2.1 percent. Most people came from rural communities to urban areas, especially Monrovia, during the years of the war and have not returned since cessation of the conflict in 2003. Hence, Monrovia is heavily populated with 1.8 million and accounts for 28 percent of Liberia's total population. President Ellen Johnson Sirleaf has both chief of state and head of government since 2006.

Liberia's gross domestic product (GDP) for 2014 was estimated at \$3.771 billion and the GDP per capita is \$900 (2014 est.) (CIA Factbook). Real GDP growth in 2014, which was initially projected at 5.8 percent, is estimated to decline to 2.5 percent or less by the end of the year. Liberia is classified as both a least-developed country and a low-income food-deficit country, ranked 174 out of 187 in the 2013 United Nations Development Programme Human Development Index.

Liberia's near and medium-term economic prospects have been adversely affected by the Ebola crisis through its impact on all sectors. Public and domestic private sector investments, particularly in the construction sector, have also been delayed as the government has shifted resources to health and social protection. In the absence of Ebola, growth projections in 2014 reflected a weaker economic outturn compared to the previous year (2013). Growth was driven largely by the expansion in the mining sector (mainly iron ore) as well as increased activities in the construction sector spurred by both public and private investment. Growth in manufacturing continued to be constrained by inadequate electricity and the generally weak business environment.

Côte d'Ivoire: Côte d'Ivoire has a population of 22.8 million with a growth rate of almost 2 percent. Approximately 50 percent live in urban areas and the GDP (purchasing power parity) is \$71.95 billion and gross national income per capita is \$1,450 (2014 est.) with a growth rate of 8.5 percent in 2014. Its world rank is 92 out of 230 countries (CIA Factbook) and the World Bank ranks it as a Lower middle income country.

Côte d'Ivoire is a country heavily dependent on agriculture and related activities, which engage roughly two-thirds of the population. Côte d'Ivoire is the world's largest producer and exporter of cocoa beans and a significant producer and exporter of coffee and palm oil. Consequently, the economy is highly sensitive to fluctuations in international prices for these products and in climatic conditions. Cocoa, oil, and coffee are the country's top export revenue earners, but the country is also mining gold. The country boasted two offshore oil finds in 2012. Following the

end of more than a decade of civil conflict in 2011, Côte d'Ivoire has experienced a boom in foreign investment and economic growth. In June 2012, the International Monetary Fund and the World Bank announced \$4.4 billion in debt relief for Côte d'Ivoire under the Highly Indebted Poor Countries Initiative.

The Government is a republic; the multiparty presidential regime was established 1960. Although Yamoussoukro has been the official capital since 1983, Abidjan remains the commercial and administrative center. The President is Alassane Dramane Ouattara (since 2010) and the head of government is Prime Minister Daniel Kablan Duncan (since). The next elections will be held in 2016.

Following a decade of socio-political crisis that severely affected economic activity and the social sectors, Côte d'Ivoire has, since the end of the first half of 2011, embarked upon an economic reconstruction and recovery process. 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 9 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 (48 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: 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. 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 (World Bank 2012; IDA 1997; Péatiénan 2003). 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 (World Bank Agriculture Sector Support Project, 2013). 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. The agricultural sector contributes just under a third to the GDP. Côte d'Ivoire has become the largest exporter of raw cashew nuts in the world and remains the largest exporter of

rubber, oil palm, bananas, pineapples, and copra in Africa. Côte d'Ivoire is the world's largest producer and exporter of cocoa beans. Côte d'Ivoire covers 40 percent of world supply and 50 percent of beans trade (average production of 1,300,000 tons of beans per year). Côte d'Ivoire produced 1.4 million metric tons of cocoa beans out of world production of 3.9 million metric tons in market year 2012-2013 and exported \$2.7 billion worth of cocoa out of a global export total of \$6.1 billion in calendar year 2013. 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 September 2014, the government announced a price floor increase of 100 Central African Francs (about 20 U.S. cents) for the new 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.

Côte d'Ivoire launched its Revised National Rice Strategy in 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.

Liberia: Agriculture contributes over 75 percent of the country's \$2.7 billion GDP and employs 70 percent of its workforce. Liberia has a total land area of 111,370 square kilometers, including 96,320 square kilometers of land (9.63 million hectares) and 15,050 square kilometers of water. About 3.43 percent of the land is arable, and 1.98 percent is in permanent crops (2005). About 30 square kilometers are irrigated (2003). Liberia's terrain comprises mangrove swamps and beaches along the coast, wooded hills and semi-deciduous shrublands along the immediate interior, and dense tropical forests and plateaus in the interior. The inland grassy plateau and swamplands support agriculture. Forests cover about 45 percent of the total land area (CIA 2009; USDOS 2009; GOL 2006). Principal commodities include rubber, coffee, cocoa, rice, cassava, palm oil, sugarcane, bananas, livestock, and timber. Liberia is the third largest exporter of rubber to the United States. Despite fertile soil, agricultural output is low. There are no significant food processing or value-added industries.

Due to damage from several years of civil conflict, Liberia imports around 95 percent of urban food needs primarily from India, the United States, and Indonesia. Nearly all of its agriculture is small-scale subsistence production, using traditional techniques with very few modern inputs. In its 2014 International Food Insecurity Assessment, USDA's Economic Research Service (ERS) determined that Liberia had fewer than 1 million food-insecure people, which is an improvement over the 2011 estimate of 3 million. However, the latest USDA/ERS projection suggests the number of food insecure people will reach 1 million by 2024 due to an 8,000 ton distribution gap.

Liberia is a very small cocoa player and ranked 21st globally in cocoa exports. Of the 9,000 tons produced annually, 4,000-5,000 tons are exported via Guinea, Côte d'Ivoire, and Sierra Leone, where Netherlands, Spain, and Germany are the top three final destinations. This trade is predominantly informal and delivered entirely on the basis of community and trader networks. International and Liberian exporters sell the product to international grinders in foreign markets. Exporters are required to pay \$1,000 a year for an export license. There are 10-20 exporters of cocoa in Liberia. Liberia Marketing International's exports constitute 60 percent of Liberia's total formal exports. The Minister of Agriculture has finalized the Comprehensive Africa Agriculture Development Programme's Liberia Agricultural Sector Investment Plan (LASIP) and within it has established three agricultural priority value chains: rice and cassava production as the priority staples, diversification into fruits and vegetables, and boosting small ruminants and fish production. Additionally, crop storage and processing, nutritional improvements through fortification and improved varieties, and investing in agricultural research, data collection, and extension are all priorities within LASIP.

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 results framework. USDA has identified the cacao sector in Côte d'Ivoire and Liberia as a programming priority for 2016.

Cocoa Value Chain

Liberia: Liberia produces about 9,000 tons of beans on 25,000 hectares (ha) annually. The yields are low at 200 kg/ha (30 percent of that obtained in other cocoa producing countries in the region). The cocoa sector in general is in an early stage of recovery and growth is gradually ramping up. Since the end of the conflict in 2003, the government has initiated steps to resuscitate the cocoa sector in a bid to realize the potential offered by the sector for both export earnings and jobs. In spite of relatively favorable market access conditions, the Liberian cocoa export value chain is affected by constraints that have prevented it from meeting the requirements of international markets. Fundamental challenges present during the pre-war era and Ebola crisis persist today and in some cases have become exacerbated. On the supply side, the absence of a well-functioning domestic market system has led to a high dependency on imports which result in increased operating costs. The cocoa tree stock in the country is largely old and unattended. As is the case with other agricultural sectors, farming equipment is in short supply. For instance, the shortage of scales at the farm-gate level has led to wide discrepancies in terms of volume across the value chain. Technological and mechanization levels are very low. Other important supply-side weaknesses include an impoverished and outdated human capital base, and weak organization levels among sector stakeholders.

Côte d'Ivoire: Côte d'Ivoire is the world's top producer of cocoa (average production of 1,300,000 tons of beans per year). Cocoa is produced by about 500,000 producers and the sub-sector remains the central pillar of the rural economy. Exporters are private companies that purchase the beans from intermediaries to resell later on the international market. Raw beans

are either exported to downstream processing plants of foreign firms on the Ivorian local market or to independent industrial and manufacturers in Western countries. Three major firms process over 40 percent of cocoa beans produced worldwide: Barry Callebaut (Swiss), Archer Daniels Midland (U.S.), and Cargill (U.S.). The United States and the Netherlands are the main importers of cocoa beans originating from Côte d'Ivoire, with respective market shares of 26.7 and 25.8 percent (311,203 and 300,256 tons). The poverty rate for cocoa farmers rose from 52.4 percent in 2002 to 60.8 percent in 2006. The cocoa farmers receive a very small share of the windfall the industry generates. (Only 4.1 percent of the value of a milk chocolate bar goes to the producers of beans.) Over the last decade, production appears to have plateaued, with the sector adversely affected by heavy taxation and poor governance. Not surprisingly, farmers are starting to abandon cocoa in favor of more profitable crops such as rubber, which offers much higher returns.

USDA has identified the following prioritized need for interventions to support the FFPr results framework in this sector:

- The cacao value chain with a focus on value addition and market linkage within this region for increased trade of cacao and cacao products.

The Gambia, Guinea Bissau, Senegal (regional)

Food for Progress Targeted Areas: Cashew growing areas in The Gambia, Guinea Bissau, and Senegal

Country Context

The Gambia: The Gambia has a population of 1.9 million with an urban population of 59 percent of total population (2014). It has a GDP (PPP) of \$3.4 billion with a real growth rate of 7.4 percent and a GDP per capita of \$1,700 (2014 est.). Its GDP ranks 180 out of 230 countries (CIA Factbook). 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 and its head and chief of state is President Yahya Jammeh (since 1996). Its Vice President is Isatou Njie-Saidy (since 1997).

Guinea Bissau: Guinea Bissau has a population of 1.7 million with an urban population of 48.5 percent of total population (2014). It has a GDP (PPP) of \$2.5 billion with a real growth rate of 2.6 percent and a GDP per capita of \$1,400 (2014 est.). Its GDP ranks 190 out of 230 countries (CIA Factbook). 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. It has great potential for mineral extraction but this sector remains untapped. Guinea Bissau is a republic and its chief of state is President Jose Mario Vaz (since 2014) and its head of government is Prime Minister Domingos Simoes Pereira (since 2014).

Senegal: Senegal has a population of 13.6 million with an urban population of 43.4 percent of total population (2014). It has a gross domestic product (GDP) (purchasing power parity - PPP) of \$33.7 billion with a real growth rate of 4.5 percent and a GDP per capita of \$2,300 (2014 est.). Its GDP ranks 119 out of 230 countries (CIA Factbook). The United Nations designates Senegal as a lower middle income country. The CIA Reports: "Senegal's economy is driven by mining, construction, tourism, fisheries, and agriculture which is the primary source of employment in rural areas. The country's key export industries include phosphate mining, fertilizer production, agricultural products, and commercial fishing and it is also working on oil exploration projects. Senegal relies heavily on donor assistance, remittances, and foreign direct investment." Senegal is a republic. Its chief of state is President Macky Sall L (since 2012) and its head of government is Prime Minister Mohammed Abdallah Boun Dionne (since 2014).

Current Agricultural Development Context

The Gambia: The Gambia's agricultural sector employs 75 percent of the labor force and accounts for only 23 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.” Its main export partners are China 57 percent, India 23 percent (2013). (CIA Factbook)

Guinea Bissau: One of the poorest countries in the world, Guinea-Bissau depends mainly on farming and fishing for its livelihood. Agriculture accounts for 56 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 (CIA Factbook). 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 less than demand. Rice accounts for 50 percent of total food imports. India and Portugal are its main trading partners. Guinea-Bissau lost eligibility for trade preferences under the Africa Growth and Opportunity Act in 2014 after a 2012 military coup, but the benefits were reinstated on January 1, 2015. Guinea-Bissau signed a 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 agriculture production. Despite poor soils, irregular rainfall, and limited irrigation, agriculture employs 52 percent of the working population and accounts for about 15 percent of its GDP. In its 2014 International Food Insecurity Assessment, the Economic Research Service (ERS) determined that Senegal had one million food-insecure people – roughly 7 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 Macky Sall stated that agricultural sector reforms were among his top economic priorities. President Sall 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 has identified the cashew sector value chain as a program priority for 2016.

Regionally: Over 95 percent of the cashews in this region are exported raw to India, Vietnam, and a few other countries for processing and 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, lack of 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 11,000 metric tons (MT), almost 10 times smaller than 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 within its own borders, as well as with its neighbors, Senegal and Guinea Bissau.

Guinea Bissau: Guinea Bissau is the fifth largest producer of cashews at more than 91,000 MT and its cashews are considered higher quality than that of its neighboring countries. Guinea Bissau currently has large, mature processing facilities with great potential to process more of the region's cashews. However, due to Guinea Bissau's high taxes, strict export controls, corruption, less favorable business environment, and historical security issues the situation has 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: Senegal is the tenth largest cashew producer at 12,000 MT, with production highly concentrated in the Casamance region south of The Gambia and the Kolda region. Senegal has only been commercially producing cashews for about 10-15 years and its production is almost eight times smaller than Guinea Bissau's. Additionally, Senegal's production and processing lags 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 its farmers would benefit from opportunities to strengthen the value chain in Senegal and capitalize on its relations with value chain actors within its own borders as well as in The Gambia and especially with processors in Guinea Bissau. It would also benefit from further development of intra-regional and extra-regional trade.

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

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) on facilitating 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.
- 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.

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

INTRODUCTION AND PURPOSE

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 Food for Progress program. 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

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, FFP 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 FFP 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*. FFP 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 FFP 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 HAACP); *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 Agriculture 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

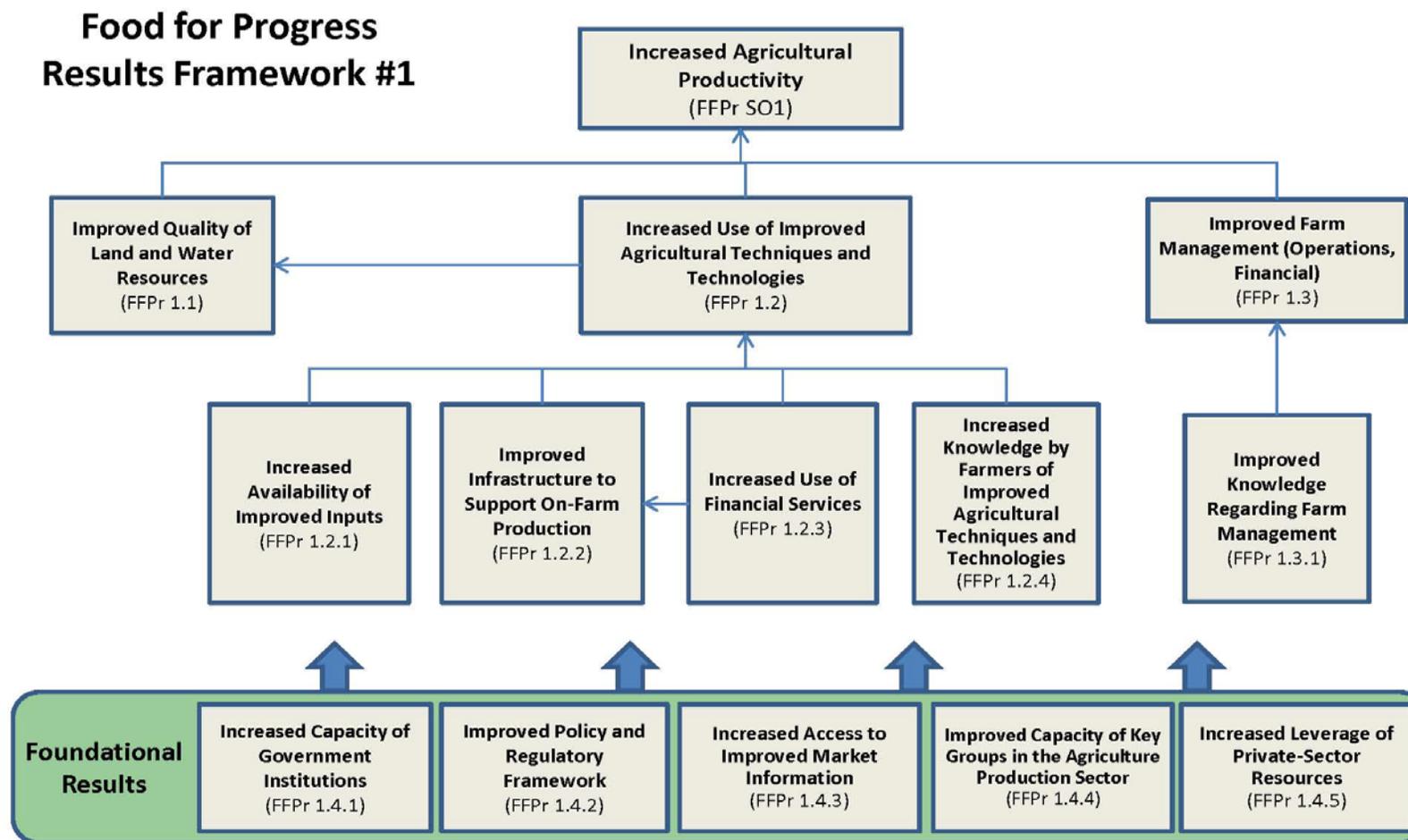
Standard Indicators

Program applicants are required to use the standard indicators developed by FAS when applying to the Food for Progress programs. 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

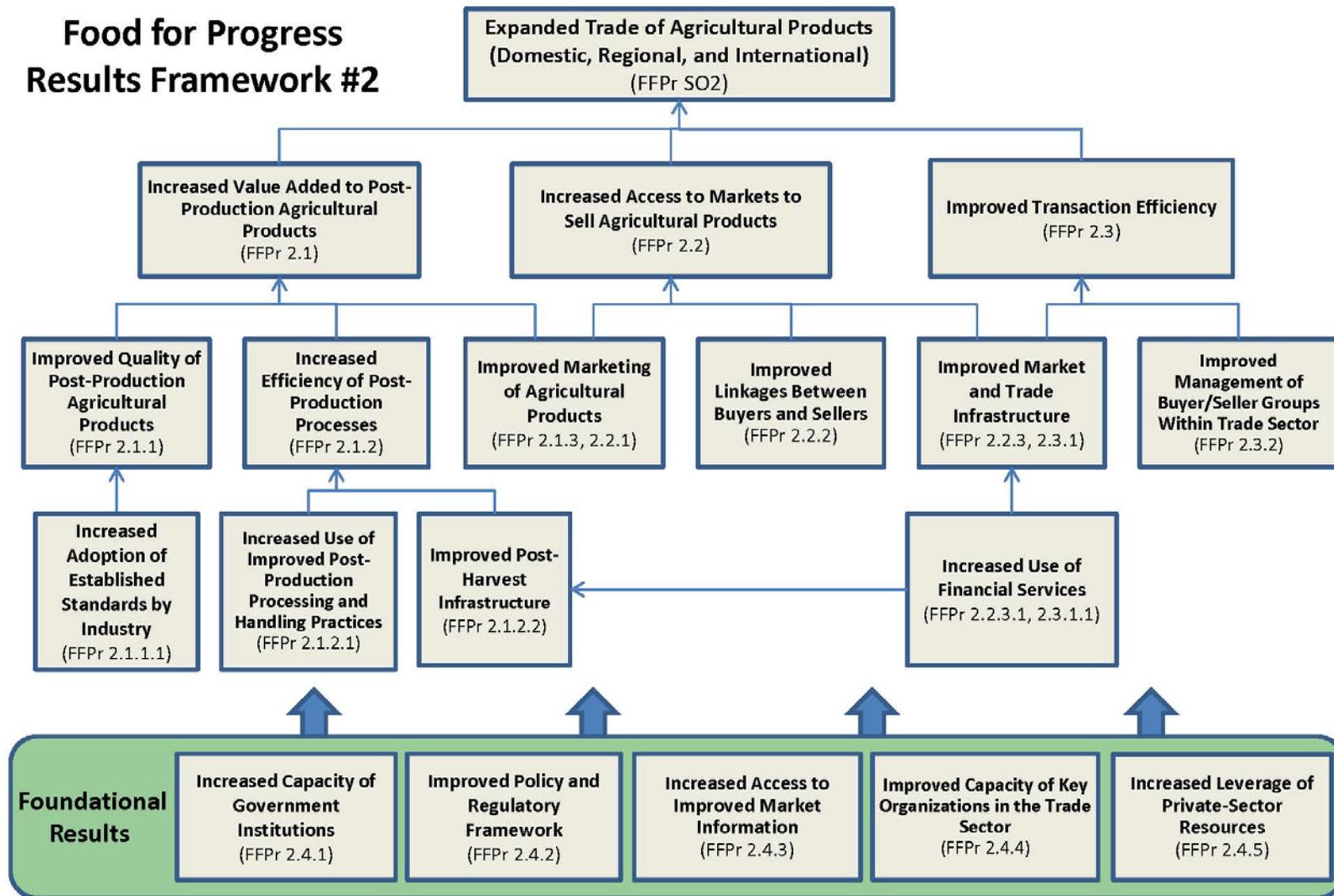
Applicants also may choose to develop custom indicators because the FAS standard indicators alone do not adequately measure the results. Applicants may design custom indicators using FAS's list of illustrative indicators as a guide. The illustrative indicator lists are intended to provide examples of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

APPENDIX D – Food for Progress Frameworks



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	
Results										
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%
...										
Activities										
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 Food Aid Information System

The Food Aid Information System 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 Food for Progress program 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. Below, applicants will find a step-by-step guidance for submitting the proposal in FAIS.

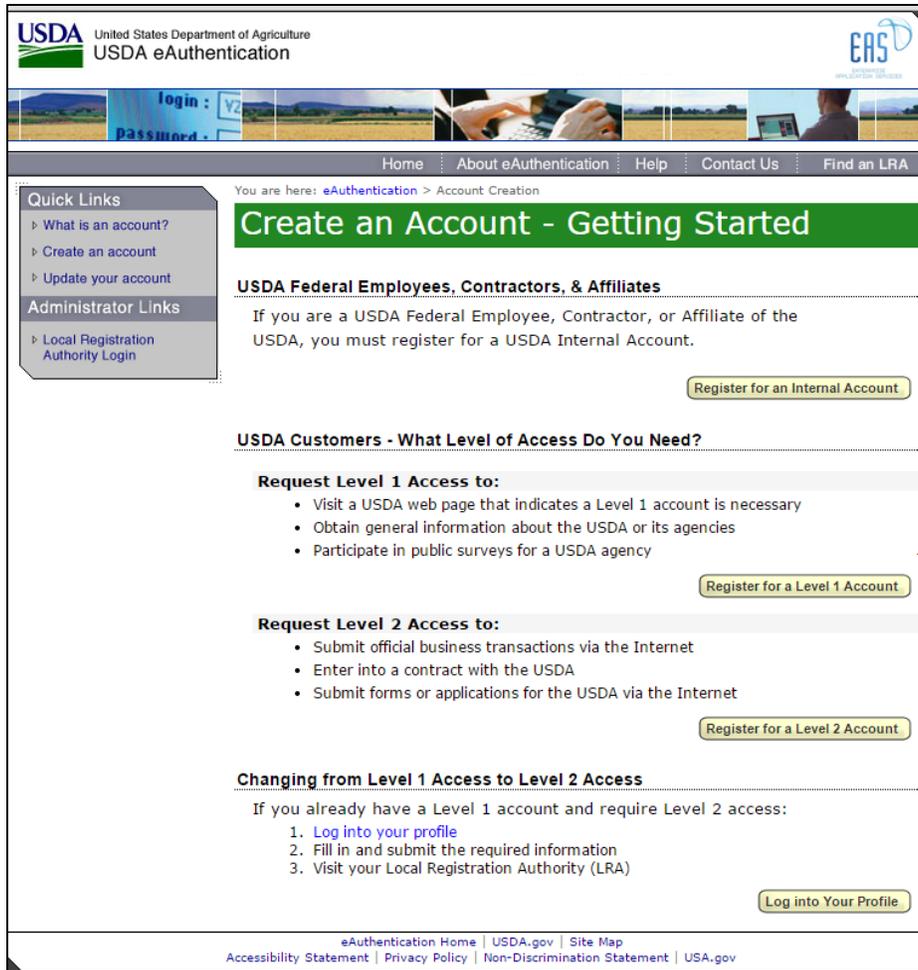
The following instructions use hypothetical examples and are not indicative of one particular country, program, or PVO. It is intended for instructional purposes only. Appropriate screenshots have been included in the manual to aid the user in understanding the functional navigation. A brief orientation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

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:

<Select>

Food Aid Division

Monitoring & Evaluation Staff

Office of Country & Regional Affair

Office of Deputy Administrator

Office of General Counsel

Office of Global Analysis

PCP

POST

Program Participant

State Department

US AID

6. 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

Personal Details

Salutation

Position

Phone

Phone Extension

Fax

Email Alerts?

FAIS Alerts?

Requestor Comments

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 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

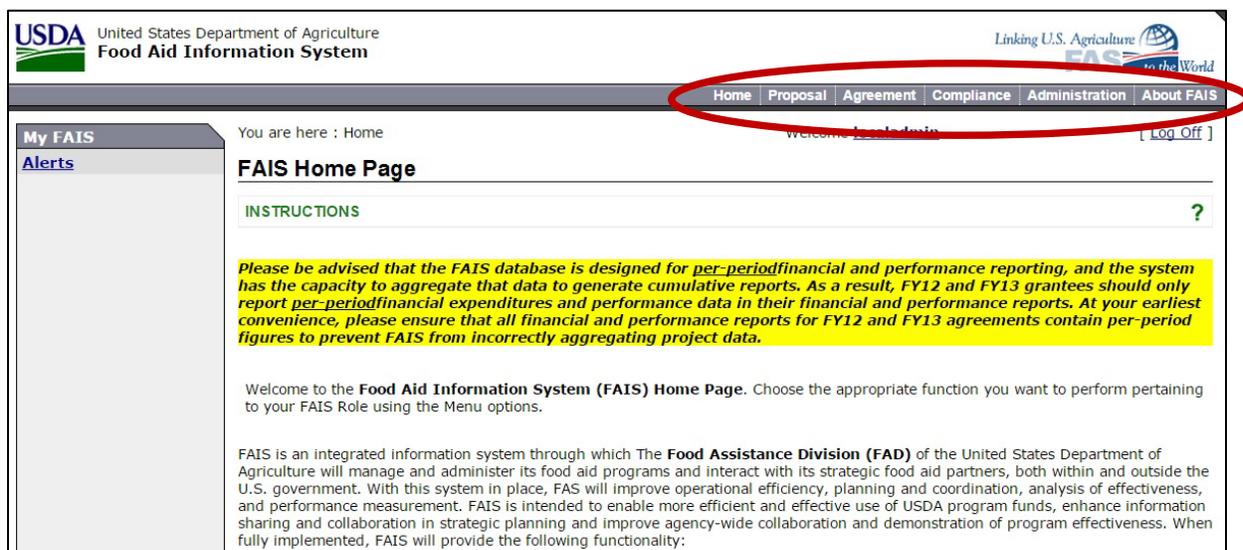
After successfully registers, the applicant will see the following message below regarding the activation of the account. FAD will also receive a notification that a new user has registered, and will approve the account.



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

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

Search

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	View
18	FY16 MGD Solicitation	2016	MGD	04/16/2015 - 10/16/2015	11/16/2015	Published	View

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

[View Solicitation](#) [Create Online Proposal](#)

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

[[Log Off](#)]

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
2016-0004	FFP	2016	In Progress	Name of Proposal Creator	ID #	To Be Decided	Online	Your organization	Every Assigned Contributor will be displayed here	Delete

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 a navigation bar with 'Proposal Summary' and 'Attachments'. The main content area is divided into several sections: 'Proposal Information' with form fields for Organization, Solicitation ID, Proposal Number, Program Type, Status, and Country; 'Proposal Section Details' with a table header for Section Name, Contributor, Status, and Comments; 'Proposal Workflow History' with a table showing a single entry for 'Name of Proposal Creator' on '4/20/2015 01:27:19' with 'Create' action and 'In Progress' status; and 'Workflow Actions' with a 'Submit For Review' button. Red arrows point to the 'Attachments' link, the 'Proposal Section Details' table, the 'Proposal Workflow History' table, and the 'Workflow Actions' section.

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

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

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

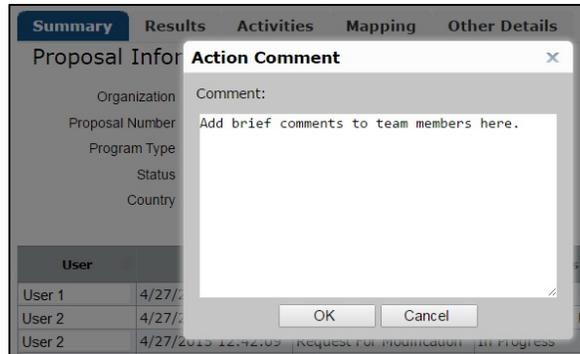
The proposal contains four major sections that require an assigned contributor. The sections can be assigned to persons in the applicant's organization if they are registered in FAIS, and they have their own workflow and statuses as mentioned in the table below. The same person may be selected as contributor 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).

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	Edit Delete
Salutation	First Name	Last Name II	Applicant Contact, HQ Director	Email Address I	000-0000	Zip Code	Donation Country, Organization HQ, Applicant Contact	Edit Delete

Showing 1 to 3 of 3 entries Filter all columns:

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 date input field with a yellow background, a calendar icon, and the format '(MM/DD/YYYY) *'.
- Anticipated Completion Date:** A date input field with a yellow background, a calendar icon, and the format '(MM/DD/YYYY) *'.
- Anticipated Monetization Completion Date:** A date 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 Food for Progress program. 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

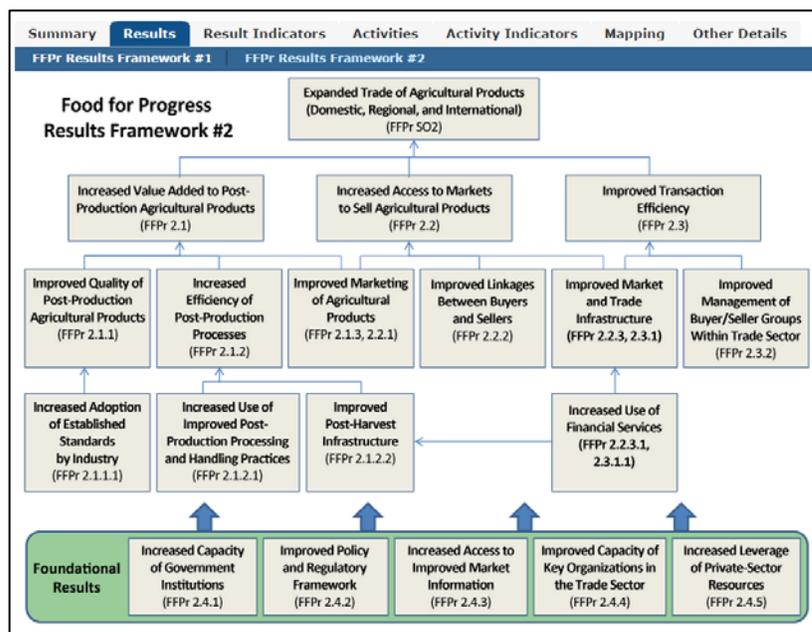
Proposal Information

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"/>

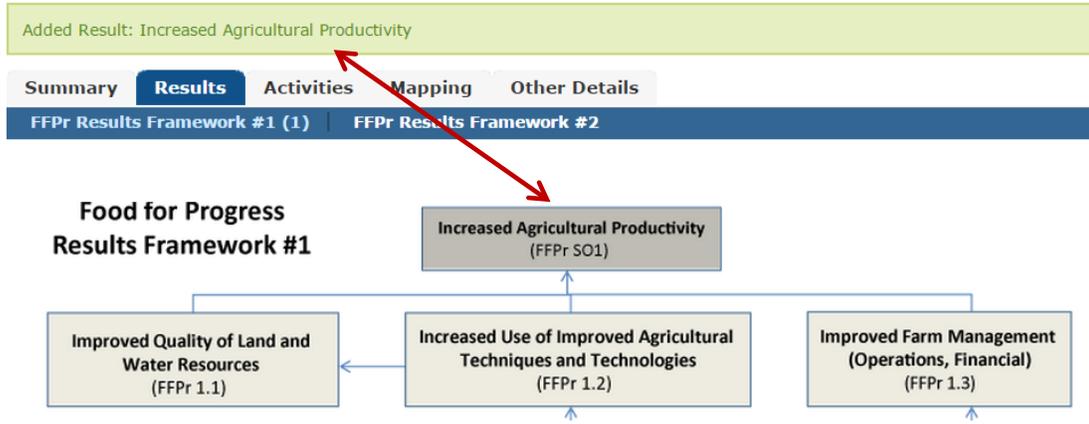
Results

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.

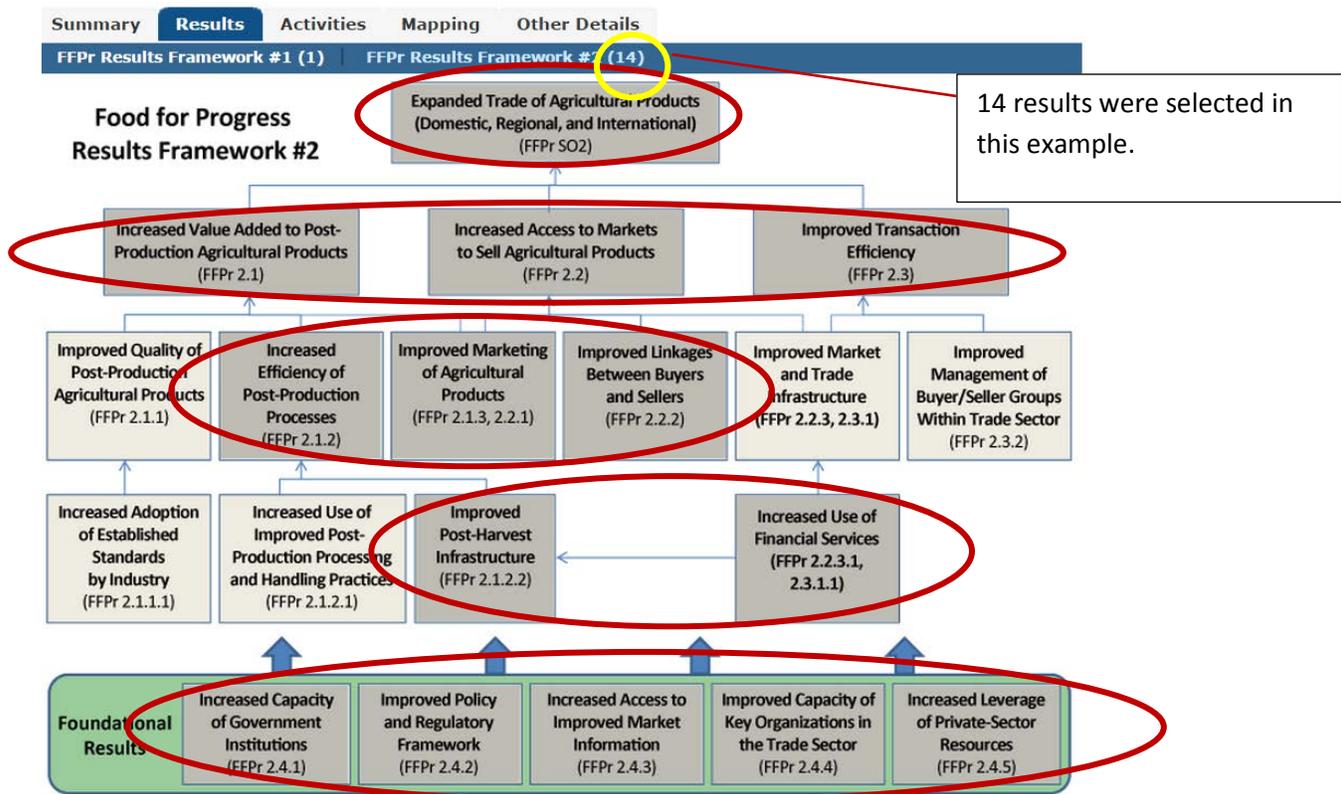
Both the Food for Progress Framework #1 will be displayed, along with a link for the Framework #2.



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		Add Custom Result
Result Title	Actions	
2.4.6 FFPr Custom Result Example 1	Edit Delete	

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.

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	Edit Delete
Building/Rehabilitation: Kitchens	Description Entered Here	2	Edit Delete
Curriculum development	Description Entered Here	3	Edit Delete

[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

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

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											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

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	Milled Rice *
Package Size/Type	Packaged - 50 Kilogram Bag *
Commodity Usage Type	Monetization *
Quantity MT	20000 *
Destination Country	Select your destination country or region here *
Delivery To U.S Port Month & Year	January * 2017 *
Monetization Details	
Estimated Sales Per MT (\$)	Value in Whole \$ only
Estimated Proceeds (\$)	\$ Automatically generated after saved

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	Fortified Rice, 2/7 Long grain, Well Milled *
Package Size/Type	Packaged - 50 Kilogram Bag *
Commodity Usage Type	Direct Feed *
Quantity MT	2000 *
Destination Country	Unknown *
Delivery To U.S Port Month & Year	January * 2017 *

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				Edit Delete

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.

Special Needs & Distribution Methods

Transportation and Storage

B *I* U abc (inherited font) 3 (12pt)

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.

The screenshot shows a web application interface with four tabs: 'Commodity Summary', 'Commodity List', 'Special Needs & Distribution Methods', and 'Monetization'. The 'Monetization' tab is active. Below the tabs is the heading 'Monetization' and a sub-section 'Impact on Other Sales'. This section contains a rich text editor with a toolbar showing options for bold, italic, underline, font color, and background color. The text area of the editor contains the instruction: 'Please use Times New Roman or Arial Font Size 12 or 14'. Below the text area is a 'Save' button.

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

The screenshot shows two sections. The first is 'Proposal Section Workflow History', which is a table with columns for User, Date, Action, Status, and Comments. The table is currently empty, with the text 'No data available in table' and 'Showing 0 to 0 of 0 entries'. Below the table is a 'Filter all columns:' search box. The second section is 'Workflow Actions', which contains a single button labeled 'Submit For Review'. This button is circled in red.

User	Date	Action	Status	Comments
No data available in table				
Showing 0 to 0 of 0 entries				

Filter all columns:

Workflow Actions
Submit For Review

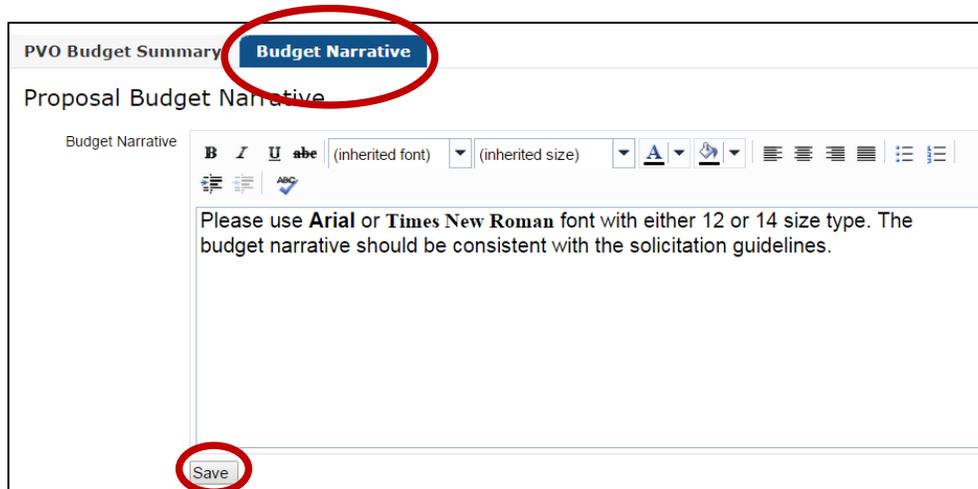
SECTION 8: BUDGET

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 toolbar is visible, followed by a text area containing 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 form, there is a 'Save' button, 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

Solicitation ID

Proposal Number

Program Type

Status

Country

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:

File Name:

Comment:

Budget Summary
Detailed Budget
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.

The screenshot shows a web interface for managing attachments. At the top, there is a header 'Attachments' and a sub-header 'INSTRUCTIONS' with a help icon. Below this are two tabs: 'Proposal Summary' and 'Attachments'. A section titled 'List of Attachments' contains a table with the following data:

ID	Name	Type	Comment	Action
15171	Proposal Upload Document.doc	Financial Statement	Add Comment Here	Download Delete

Below the table is an 'Upload a file' section with the following fields:

- File Type: Financial Statement (dropdown menu)
- File Name: Choose File (button) No file chosen
- Comment: (text input field)
- Upload (button)

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
2016-0006	FFP or MGD	2016	Submitted	Name of Creator	ID #	Country X	Online	Name of Organization	All Contributors will be listed here	Delete

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

My FAIS

Alerts

- Proposal #: 2016-0006
- Organization: Your Organization
- Solicitation ID: 18
- Program Type: FFP or MGD
- Fiscal Year: 2016
- Status: Submitted
- Country: Country X

Data Navigation

- 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

INSTRUCTIONS ?

Proposal Summary
Attachments

Proposal Information

Organization	<input type="text" value="Organization Name"/>
Solicitation ID	<input type="text" value="ID #"/>
Proposal Number	<input type="text" value="2016-0006"/>
Program Type	<input type="text" value="FFP or MGD"/>
Status	<input type="text" value="Submitted"/>
Country	<input type="text" value="Country X"/>

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

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

The budget summary and this narrative is an applicant's opportunity to demonstrate a strong understanding of cost principles, as well as to detail the cost-effectiveness of this particular proposal. Additionally, the budget narrative is the justification of 'how' and/or 'why' a line item is necessary in supporting implementation and the achievement of results. 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:

Program (FFPr/MGD):

Applicant:

Country:

SECTION 1: INTRODUCTION

This section should, at a minimum, include the following points:

- The applicant's financial capacity and level of familiarity with federal cost principles.
- The applicant's cost application methodology.
- The overall cost-effectiveness of the proposed budget.
- Summary of how various budget components will contribute to successful implementation and achievement of results.

SECTION 2: ADMINISTRATION

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

- Salaries
- Benefits
- Office
- Equipment
- Travel
- Professional Services
- Other
- Administrative Indirect.

Narratives for each line item above should identify:

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

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
- Benefits
- Warehouse
- Internal Transportation

- Professional Services
- ITSH Indirect.

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.

SECTION 4: ACTIVITIES

Use this section to clearly articulate and detail each Activity line item as contained in the budget summary. For example, each activity should be expanded upon in the following manner:

Example

Activity 1: Insert Activity Name:

Total Budgeted: \$_____.

- *What is the nature of expenses under this activity?*
- *Identify the subcomponents of this activity, the amount budgeted for each, and how calculations were made.*
- *Is there pass-through to another entity identified as a subrecipient?*
- *Are staff salaries/benefits included? What percentage of staff time is being charged?*

SECTION 5: ADDITIONAL CONSIDERATIONS & CROSS-CUTTING EXPENSES

In this section, at a minimum, applicants should address the following:

- 1) Please explain in detail the overall Monitoring & Evaluation (M & E) budget, including the overall percentage of the total budget dedicated to M & E and its components, such as:
 - a. Funds budgeted for HQ M & E Staff
 - b. Funds budgeted for Field M & E Staff
 - c. Funds budgeted for 3rd Party evaluations
 - d. Funds budgeted for the creation and/or support of M & E tools and systems
 - e. Any additional costs associated with M & E activities
- 2) Describe in detail all funds budgeted for subrecipients, the proposed nature of these agreements, and a clear explanation of under which line items in the budget these sub-contracts or sub-grants reside.
- 3) Briefly comment upon the budget's dispersal of staff salaries and benefits between Administration, ITSH and Activity line-items, and provide justification.

In addition, please explain in greater detail:

- 4) Any cost-sharing arrangements and in-kind contributions identified in the proposal.
- 5) Cost escalations expected during this project, and the manner in which they are accounted for in the budget.
- 6) An explanation of any program income which may be earned by the proposed project.
- 7) The indirect rates applied the proposed budget and their base of application across Administrative, ITSH and Activity expenses. If different indirect rates are applied to subrecipient expenses, please indicate and explain.

Budget Narrative Example 1: Administrative Costs

SECTION 1: Administration

Salary – Total: \$54,818.00

Program Director currently oversees the program and will spend 100% of their time hiring, supervising and training staff. This individual's annual salary is \$26,596.00 and will be covered for the 12 months of the contract.

Program Coordinator will spend 100% of their time providing direct service to the participants (describe services). This individual's annual salary is and will be covered for the 12 months of the contract totaling \$22,000.00.

Fringes – Total: \$18,629.00

FICA will be paid for all salaries: $\$54,818.00 \times .0765 = \$4,194.00$.

Unemployment cost is $\$17,300.00 \times 3 \times .03 = \$2,855.00$.

Retirement for full-time employees: $\$48,596.00 \times .06 = \$2,916.00$.

Health Insurance cost for full-time employees is the following:

Director: $\$357 \times 12 \text{ months} = \$4,284.00$.

Coordinator: $\$365 \times 12 \text{ months} = \$4,380.00$.

Travel – Total: \$1,689.00

The staff is expected to travel around the county to visit sites, attend meetings and trainings/conferences, meet with county partners, farmers etc. The PVO reimbursable rate is 0.445 and not the State rate of 0.585.

Program Director 300 miles $\times .0445 = \$134$; Daily Subsistence $\$91.75 \times 5 \text{ days} = \458.75 ; Total 593.00.

Program Coordinator 200 miles $\times 0.445 = \$89$; Daily Subsistence $\$91.75 \times 5 \text{ days} = \458.75 ; Total \$548.00.

Program Assistant 200 miles $\times 0.445 = \$89$; Daily Subsistence $\$91.75 \times 5 \text{ days} = \458.75 ; Total \$548.00.

Equipment Purchases – Total: \$1,200.00

One computer package including printer, scanner, and Word Programs will be purchased. The computer will be based in the administrative office and will be used to develop and maintain client databases in addition to performing administrative work connected to this program.

Budget Narrative Example 2: Activity Costs

SECTION 3: Activities

Activity 1: Capacity Building- Producers Groups/ Cooperatives Total \$300,000,000.-

Salaries

The following program staff is expected to contribute to Activity 1:

Procurement specialist: 10 percent for 51 months- Facilitate small grants related to institutional strengthening, such as accounting software or mobile apps, for participating producer groups.

Grants assistant/bookkeeper: 50 percent for 44 months- Support Procurement Specialist.

Cacao value chain team leader: 25 percent for 56 months- Conduct outreach workshops in to inform potential producer organizations in the meat sector of the benefits of, and requirements for, participation in the program. Solicit and review applications. Select producer groups for participation. Conduct knowledge sharing workshop at the end of each implementation year.

Coffee value chain coordinator: 25 percent for 52 months- Support design and coordination of meat sector activities related to producer organizations.

Training manager: 20 percent for 54.4 months- Develop and implement training activities for selected producer groups.

Benefits

Statutory benefits for cooperating country national staff: In accordance with Mali labor laws, calculated at 43 percent of the employees at base salary. Total: \$146,668.

Travel

Short-term technical assistance (STTA): The project will deliver 16 technical assistances under Activity 1 that will require round trips from the U.S. to Mali. The costs associated with these trips are round trip plane tickets (16), hotel accommodations (217), M&IE (217), MedEvac (16) and miscellaneous travel expenses (16).

Local travel

The project proposes to allocate 500 days of hotel accommodation at \$40 per night, and M&IE for 450 days at \$45 per day.

Study tours: The project will conduct four regional exposure trips for representatives from each targeted sector. The trips will allow representatives to explore best practices of producer organizations. Costs associated with this study tour are round trip plane tickets, hotel accommodations, M&IE, MedEvac insurance and logistics.

Professional Services

STTA: The project will deliver 155 days of technical assistance related to the facilitation of strengthening plans for producer groups, conducting study tours, and deliver training. Technical assistance is budgeted using an estimated rate of \$629 per day.

Other

Grants

The project will distribute \$160,000 in grants of an average size of \$4,000 to producer organizations to assist investments needed for capacity building.

Training events: Costs associated with five training events include meals and manuals for participants (estimated at \$30 per participant), logistical expenses, including venue reservation, nametags, and, transport costs to transport participants to and from trainings. The cost of each event will vary depending on the number of participants; the current calculated budget amount is estimated for 2,385 total training participants.

Activity 2: ...

APPENDIX H – Glossary of Terms¹²

- **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.

¹² 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.
- **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 FFP 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.