

U.S. DEPARTMENT OF AGRICULTURE
Foreign Agricultural Service

Modifications

This Notice of Funding Opportunity (NOFO), originally issued on May 14, 2020 has been modified. There are four modifications and they are highlighted in yellow in the body of the NOFO.

Mod. No.	Date	Description of Modification
0001	May 29, 2020	Part D 3 c iv Organizational Capacity and Staffing: replacing "...the three-page Organizational Capacity and Staffing narrative..." with "...the six-page Organizational Capacity and Staffing narrative..."
0001	May 29, 2020	Part D 3 c vii Budget: replacing "Applicants must complete, sign, and upload the SF-424A to FAIS." with "Applicants must complete and upload the SF-424A to FAIS."
0001	May 29, 2020	Appendix B Country Guidance for Madagascar: replacing "safe food preparation and handling," with "safe food preparation and handling."
0001	May 29, 2020	Appendix F Results Framework and Illustrative Examples of Foundational Results: addition of Strategic Objective 1 (SO1).



FOREIGN AGRICULTURAL SERVICE

International Food Assistance Division
Global Programs

FY 2020 Proposal Instructions and Request for Applications

**MCGOVERN-DOLE INTERNATIONAL FOOD FOR EDUCATION AND
CHILD NUTRITION PROGRAM
NOTICE OF FUNDING OPPORTUNITY**

May 29, 2020

U.S. DEPARTMENT OF AGRICULTURE
Foreign Agricultural Service

EXECUTIVE SUMMARY: The United States Department of Agriculture's (USDA) Foreign Agricultural Service (FAS) is soliciting applications for the McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole) for Fiscal Year (FY) 2020. FAS expects to enter into multiple cooperative agreements under McGovern-Dole to make awards, totaling up to \$218,000,000 **SUBJECT TO AVAILABILITY OF FUNDING**. These awards will be for three- to five-year projects. FAS will accept applications for the following priority countries: Bangladesh, Cote d'Ivoire, Guatemala, Honduras, Kyrgyzstan, Laos, Madagascar, Mali, Mozambique, Nepal, and Rwanda. McGovern-Dole provides for the donation of U.S. agricultural commodities and the procurement of local and regional agricultural commodities, as well as financial and technical assistance, to carry out school feeding programs that strengthen food security, reduce the incidence of hunger, improve literacy and education, particularly with respect to girls, and support maternal, infant, and child nutrition programs. Projects under McGovern-Dole are carried out in low-income, food-deficit countries around the world.

Applications must be submitted to USDA through the [Food Aid Information System \(FAIS\)](#) by 5:00:00 P.M. Eastern Daylight Time (EDT) on July 14, 2020. Applications received after this date and time will not be considered. FAS advises Applicants to **begin the application process early to allow time to address any information technology difficulties that may arise**. There will be **no** exceptions to this application deadline. Please be advised that incomplete applications will not be reviewed. Refer to [Part C Section 1](#) and [Part D Section 3b](#) for Applicant eligibility and application completeness requirements. Questions regarding this request for applications will be considered to the extent practicable and should be submitted to ppded@usda.gov. Questions must be received no later than 5:00:00 P.M. EDT on July 7, 2020. Responses to questions will be posted to [grants.gov](https://www.grants.gov).

NEW in FY20

- 1. Local and Regional Procurement of Commodities:** The Agriculture Improvement Act of 2018 included revisions to the statute authorizing the McGovern-Dole Program to provide up to ten percent of the funds made available to carry out the program to be used by award recipients to purchase agricultural commodities through local and regional procurement (See [7 USC 1736o-1.](#)) Local and regional commodities are defined as those produced in and procured from a developing country that is a target country or a development country in the target region and at a minimum, meet each nutritional, quality, and labeling standard of the target country, as determined by the Secretary of Agriculture (see [7 CFR section 1599.2.](#)) Local and regional commodities may be used to enhance project sustainability. Illustrative uses of local and regional procurement are to mitigate pipeline breaks; to improve dietary diversity of beneficiaries by incorporating fresh fruits, vegetables, animal proteins, etc. into the ration; and to target specific populations (i.e. pregnant and lactating women and children under five). Applicants are encouraged to propose contextually appropriate and feasible uses of locally- and regionally- procured commodities and are not limited to the above examples.

Please note that:

- a. For FY20, not more than ten percent of the \$220,000,000 made available for the McGovern-Dole Program and not less than \$20,000,000 will remain available until expended to purchase locally- or regionally produced commodities. This amount will include the cost of the commodities and may include transportation, storage, and handling costs associated with getting such commodities to the beneficiaries, as well as staff time directly related to the procurement. It will not include capacity building costs.
 - b. Food vouchers and cash-based transfers are not allowable procurement methods under this new local and regional procurement component of McGovern-Dole.
 - c. The donation of U.S. commodities remains an integral part of McGovern-Dole and Applicants are encouraged to use U.S. donated commodities to maximize program reach of targeted beneficiaries in the most cost-effective manner.
- 2. SF-424A:** This form is required in FY20. [Please see Part D Section 3 b Required Contents and Forms](#) and [Appendix I](#) for instructions.
 - 3. Methodology for Literacy:** Please review the updated literacy section and changes to the suggested methodology used. Applicants should consider the [USAID Reader MATTERS Conceptual Framework](#) which presents the components of the ideal system that evidence shows are critical to supporting reading acquisition for all children, including the marginalized and vulnerable. Please review guidance in '[Plan of Operations and Activities](#)' and [Appendix C](#) for further information.

- 4. Definitions:** Please note, throughout the NOFO, the use of the phrase “USDA-funded commodities” includes commodities procured from the United States and those that are locally and regionally procured. Please see definitions in [7 CFR section 1599.2](#). For the purposes of commodities that are locally or regionally procured, a country that is included among the “Low-Income Economies,” “Lower-Middle-Income Economies,” or “Upper-Middle-Income Economies” on the World Bank Country and Lending Groups list at [World Bank](#) will meet the definition of a “developing country” in 7 CFR 1599.2.
- 5. Past Performance Reviews:** See [Part D Section 3 c Content Guidance](#) for changes to Past Performance Review submission requirements.
- 6. Scoring Criteria:** [Part E Section 1 Application Evaluation Criteria](#) contains changes to scoring criteria.

LIST OF ACRONYMS

CCC	Commodity Credit Corporation
CFR	Code of Federal Regulations
COLA	Cost of Living Adjustment
CV	Curriculum Vitae
DUNS	Data Universal Numbering System
FAIS	Food Aid Information System
FAS	Foreign Agricultural Service
FICA	Federal Insurance Contributions Act
FtF	Feed the Future
FY	Fiscal Year
GFSS	Global Food Security Strategy
IFAD	International Food Assistance Division
IR	Intermediate Results
ITSH	Internal Transportation, Storage, and Handling
M & E	Monitoring and Evaluation
MCN	Maternal and Child Nutrition
McGovern-Dole	McGovern-Dole International Food for Education and Child Nutrition Program
MOU	Memorandum of Understanding
MT	Metric Ton(s)
NICRA	Negotiated Indirect Cost Recovery Agreement
NOFO	Notice of Funding Opportunity
NTD	Neglected Tropical Disease
OMB	Office of Management and Budget
PEPFAR	President's Emergency Plan Fund for AIDS Relief
PIN	Personally Identifiable Number
PMP	Performance Monitoring Plan
PSM	Propensity Score Matching
PTA	Parent Teacher Association
PVO	Private Voluntary Organization
R&R	Rest and Recreation
RCT	Randomized Control Trial
ROM	Results Oriented Management
RF	Results Framework
SAM	System for Award Management
SF	Standard Form
SFP	School Feeding Program
SO	Strategic Objective
UN	United Nations
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
WB	World Bank
WHO	World Health Organization

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NOTE: If you are going to apply for this funding opportunity and have **not** obtained a Data Universal Numbering System (DUNS) number or **are not** currently registered in the System for Award Management (SAM), please take immediate action to obtain a DUNS Number, if applicable, and then to register immediately in SAM at www.sam.gov. It may take 4 weeks or more after you submit your SAM registration before your registration is active in SAM. Detailed information regarding DUNS and SAM is also provided in [Part C Section 2](#), Eligibility Criteria, and [Part D Section 4](#), Unique Entity Identifier and System for Award Management (SAM).

A. PROGRAM DESCRIPTION

1. Issued By

Foreign Agricultural Service, Global Programs, *International Food Assistance Division*

2. Catalog of Federal Domestic Assistance (CFDA) Number

[10.608](#)

3. CFDA Title

Food for Education

4. Notice of Funding Opportunity (NOFO) Title

UNITED STATES DEPARTMENT OF AGRICULTURE MCGOVERN-DOLE INTERNATIONAL
FOOD FOR EDUCATION AND CHILD NUTRITION PROGRAM

5. NOFO Numbers

USDA- FAS-10.608-0700-20-(388) – Bangladesh
USDA- FAS-10.608-0700-20-(681) – Cote d’Ivoire
USDA- FAS-10.608-0700-20-(520) – Guatemala
USDA- FAS-10.608-0700-20-(522) – Honduras
USDA- FAS-10.608-0700-20-(116) – Kyrgyzstan
USDA- FAS-10.608-0700-20-(439) – Laos
USDA- FAS-10.608-0700-20-(687) – Madagascar
USDA- FAS-10.608-0700-20-(688) – Mali
USDA- FAS-10.608-0700-20-(656) – Mozambique
USDA- FAS-10.608-0700-20-(367) – Nepal
USDA- FAS-10.608-0700-20-(696) – Rwanda

Please refer to Appendix [B](#) for Country Guidance for each NOFO number.

6. Authorizing Authority for Program

McGovern-Dole is authorized by section 3107 of the Farm Security and Rural Investment Act of 2002 ([7 U.S.C. 1736o-1](#)).

7. Appropriation Authority for Program

McGovern-Dole will be funded in FY 2020 through Title V of the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act, 2020 (Division B of the Further Consolidated Appropriations Act, 2020, Public Law 116-94).

8. Announcement Type

Continuation

9. Program Regulations

Awards within this funding opportunity that are made to Applicants other than foreign public entities (as defined in 2 CFR section 200.46) will be subject to the McGovern-Dole regulations, [7 CFR part 1599](#) (updated on November 26, 2019). As provided in 7 CFR part 1599, awards to Applicants other than foreign public entities will also be subject to [2 CFR part 200](#), as supplemented by [2 CFR part 400](#) and 7 CFR part 1599, with the exception that Subpart F of 2 CFR part 200 will not apply to a foreign organization (as defined in 2 CFR section 200.47) or a for-profit entity.

10. Program Overview, Objectives, and Priorities

The principal objectives of the McGovern-Dole Program are to carry out: 1) preschool and school food for education programs in foreign countries to improve food security, reduce the incidence of hunger, and improve literacy and primary education, particularly with respect to girls; and, 2) maternal, infant, and child nutrition programs for pregnant women, nursing mothers, infants, and children who are five years of age or younger.

McGovern-Dole feeds school children and improves literacy (especially for girls) in low-income, food-deficit countries around the world. The program provides for the procurement of U.S. agricultural commodities, local and regional agricultural commodities, as well as financial and technical assistance, to support McGovern-Dole objectives. Section 3107 of the Farm Security and Rural Investment Act of 2002, the program authorizing [legislation](#), requires that the agreement include provisions to achieve graduation from the program or to provide other long-term benefits to targeted populations of the country (7 U.S.C. 1736o-1(j)).

By providing school meals, teacher training, government capacity-building, and related education and nutrition support, McGovern-Dole helps boost school enrollment, increase attendance, and improve reading outcomes and literacy results. McGovern-Dole also provides support to Maternal and Child Nutrition (MCN). To improve health, nutrition, and dietary practices, McGovern-Dole encourages the inclusion of health- and nutrition-sensitive activities such as the use of micronutrient-fortified products, take-home rations, treatments for deworming and diarrhea, water, sanitation, and hygiene (WASH) initiatives, school gardens, and curriculum-based nutrition education. FAS prioritizes sustainability, in efforts to reduce poverty and food insecurity in fragile economies on their path to becoming self-sufficient. FAS is focusing on the most urgent challenges, helping communities develop sustainable sources of food supplies while building resilience in their food sourcing practices.

FAS will consider proposals from all eligible organizations, including current recipients and new organizations. For additional information on the priority countries for this funding opportunity, applicants should refer to [Appendix B – Country Specific Guidance](#).

FAS expects that proposals will build upon McGovern-Dole activities and what has been accomplished to date. Expansion beyond current target regions will be considered if sufficiently justified. Applications must focus on transition of McGovern-Dole activities to the host governments and set the path to sustainability. Applicants must work with countries that have a national government that is committed to or is working towards, through a national action plan, the goals of the [World Declaration on Education for All](#). Furthermore, applications must align with the McGovern Dole Program Project-Level Results Framework (See [Part D Section 3 c v.](#)).

B. FEDERAL AWARD INFORMATION

1. Award Amounts, Important Dates, and Extensions

Available Funding for the NOFO:	Up to \$218,000,000 (total) in FY2020
Total award funding:	\$218,000,000
Estimated number of Awards:	11
Estimated Funding per Award:	\$10 million - \$25 million

All projects in this announcement will be funded subject to availability of appropriated funding. Issuance of this funding opportunity does not constitute an award or commitment on the part of the United States Government (USG) to make awards, nor does it commit the USG to pay for costs incurred in the preparation and submission of a concept note or full application.

Period of Performance:	36 to 60 months
Projected Period of Performance Start Date(s):	10/01/2020
Projected Period of Performance End Date(s):	09/30/2023 - 09/30/2025

McGovern-Dole Program awards may be eligible for extensions to their period of performance. Refer to [Part H Section 1 Extensions](#).

2. Funding Instrument

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

- FAS specification of 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 proposed subawards 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 the Applicant’s key personnel and any subsequent changes or absences; and
- FAS provision of specific direction or redirection of the work during the period of performance.

Procurement contracts or subawards may be awarded under this cooperative agreement. Procurement contracts must have an operational or administrative objective and subawards must be related to achieving objectives of project activities.

C. ELIGIBILITY INFORMATION

1. Eligible Applicants

In accordance with the McGovern-Dole authorizing legislation, [7 U.S.C. 1736o-1](#), the following entities are eligible Applicants:

- Private voluntary organizations*;
- Cooperatives;
- Intergovernmental Organizations;
- Governments of developing countries and their agencies; and
- Other organizations

*See [7 CFR section 1599.2](#) for the definition of a private voluntary organization.

2. Eligibility Criteria

Each Applicant, unless exempted by FAS under [2 CFR section 25.110\(d\)](#), is required to:

- Be registered in SAM before the closing date of this announcement;
- Provide a valid unique entity identifier (DUNS number) in its application; and
- Continue to maintain an active SAM registration with current information at all times during which the Applicant has an active Federal award or an application or plan under consideration by FAS.

All Applicants must have an active registration in the SAM database at www.sam.gov – pending or expired registrants are not eligible. This requirement must be met by the closing date of the announcement and will not be waived. Please contact ppded@usda.gov if you have questions about this requirement. **Applicants without an active SAM registration will be found ineligible and the application will NOT be considered for funding.** All subrecipient organizations must also have active SAM registrations before the subaward is signed, unless the organization has an exemption approved by FAS under [2 CFR section 25.110\(d\)](#).

Applicants must include a valid data universal numbering system (DUNS) number in the organizational unit section of Block 8 of the SF-424. All subrecipients listed in the proposal must have a current DUNS number. Organizations that do not have a DUNS number can obtain a DUNS number at no cost by using the web-based form available at: <http://fedgov.dnb.com/webform>.

Refer to [Part D Section 4, Unique Entity Identifier and System for Award Management](#), where SAM requirements are also discussed.

3. Debarment and Suspension

An Applicant will be considered ineligible to receive an award under the McGovern-Dole program if the entity or one of its principals has been debarred or suspended in USG funded procurements or non-procurement transactions, or otherwise prohibited by applicable U.S. law or executive order or U.S. policies. See 2 CFR parts 180 and 417. FAS will review the Federal Awardee Performance and Integrity Information System (FAPIIS.gov) and System for Award Management (SAM.gov) to verify that the Applicant, potential subrecipients and contractors, and their principals have not been debarred or suspended.

4. Other Submission Requirements and Information

For an application to be considered complete, the Applicant must submit in FAIS all required content and forms as listed in [Part D Section 3 b, Required Content and Forms](#), by the closing date of the

announcement. **Incomplete applications will not be considered.** As specified in this NOFO, an Applicant must also submit required information to ppded@usda.gov and SAM.gov. There is no limit on the number of applications which an Applicant may submit.

All Applicants and subrecipients must comply with the conflict of interest requirements in [2 CFR section 400.2](#).

Note: The required forms vary depending on whether an Applicant is a domestic entity, a foreign organization, or a foreign public entity. An Applicant must submit all of the forms that are required to be submitted by the category of entity to which it belongs.

5. Cost Share or Match

Cost sharing or matching is not required for eligibility but is encouraged to maximize program impacts and engender in-country sustainability. If Applicants choose to provide cost share or matching, Applicants must identify and explain any cost sharing in the budget summary and narrative ([7 CFR section 1599.4\(b\)\(4\)\(i\)](#)). Applicants should include cost share and in-kind contributions as part of the total award value on the SF-424 and other required budget documents.

Cost share will be reviewed and considered for bonus points by the review panel as part of the Budget content section.

If an award is made, the Applicant will be responsible for obtaining and providing any cost share and in-kind contributions that are included in the agreement. Award recipients shall not procure these resources with FAS funding. Refer to [Part E Section 1, Application Evaluation Criteria](#), for details on how cost share or match will be evaluated.

D. APPLICATION AND SUBMISSION INFORMATION

1. Key Dates and Times

Application Start Date: **May 15, 2020**

Question Submission Deadline: **July 7, 2020**

Questions regarding this NOFO will be considered to the extent practicable and should be submitted to ppded@usda.gov. Please include “FY20 McGovern-Dole NOFO” in the subject line of your email. Responses to questions will be posted to grants.gov weekly.

Application Submission Deadline: **July 14, 2020** prior to 5:00:00 P.M. EDT

FAS will run a report from the FAIS system showing all submissions prior to 5:00:00 P.M. EDT on July 14, 2020. **Applications received after this date and time will not be considered.** Applicants should begin the application process early to allow time to address any technical difficulties that may arise. There will be **no** exceptions to the application deadline.

Anticipated Funding Selection Date: **August 31, 2020**

Anticipated Award Date: **September 30, 2020**

2. Address to Request Application Package

This NOFO and [instructions for submitting the application](#) are located on the FAIS homepage. Before you can view the FAIS homepage, you must first establish an FAIS account. See the following website for more information: <https://www.fas.usda.gov/food-aid-information-system>. These documents are also located on www.grants.gov. However, all applications must be submitted via FAIS. If an Applicant does not have access to the Internet or experiences trouble accessing FAIS, the Applicant can request a hardcopy of the full NOFO by calling (202) 720-1230 between 9:00 A.M. and 5:00 P.M. EDT or by contacting FAS in writing at:

IFAD Senior Director
1400 Independence Ave. SW, Room 4159
Washington, DC 20250

This NOFO plus the appendices constitute the full application package.

3. Content and Form of Application Submission

a. Application Format

All submitted applications must:

- Be written in English;
- Be written using Times New Roman, 12-point font; tables and graphs may have a smaller font as appropriate;
- Be typed on standard 8.5” x 11” sized paper with 1-inch margins;
- Be paginated with each page consecutively numbered;
- Cite source information and/or provide an explanation of the analysis undertaken;
- Be submitted in PDF; and
- Adhere to the maximum page limits in [Part D Section 3 b](#), Required Content and Forms.

Note: If an application exceeds the page limit for any section, the application will be reviewed, but the review will be restricted to the section's page limit.

b. Required Content and Forms

Each application must include the following content and forms to be considered complete:

- Introduction and Strategic Analysis – 20 pages
- Plan of Operation and Activities – 20 pages
 - Project Map (no page limit restrictions)
- Sustainability and Lasting Impact – 5 pages
- Organizational Capacity and Staffing – 8 pages
 - Capacity and Staffing – 6 pages
 - Organizational Chart – 1 page
 - In-Country Registration – 1 page
 - Curriculum Vitae for Project Lead (no page limit restrictions)
 - Project-specific Commitment Letters from anticipated subrecipients (if subrecipients are proposed) (no page limit restrictions)
 - Past Performance Reviews (no page limit restrictions)
 - Applicant's most recent Single Audit (no page limit restrictions)
- Monitoring and Evaluation – 24 pages
 - Project-Level Results Framework – 5 pages
 - Performance Indicators – 5 pages
 - Evaluation Plan – 14 pages
- Commodity Management – 7 pages
- Budget – 26 pages
 - Standard Budget Summary – 1 page
 - Budget Narrative – 25 pages
 - Applicant's most recent approved NICRA agreement (no page limit restrictions) (See [Part D Section 3 Budget](#) for more on indirect costs)
 - [SF-424A](#) (See [Appendix I](#) and [Appendix J](#) for instructions and an example)
- [SF- 424](#)
- [SF-LLL Disclosure of Lobbying](#) (Required if Applicant is involved in lobbying activities.)

Applications that do not provide the required content and forms will be considered incomplete and will NOT be considered for funding. An Application Content Checklist can be found in [Appendix A](#).

Additional details on the content of each section of the proposal are found below in [Part D Section 3 c. Content Guidance](#). Applicants should review the content guidance to determine what sections may be submitted as attachments and what information is required to be input directly into FAIS. FAS strongly

discourages, and will not consider, any materials submitted by or on behalf of the Applicant other than those materials specifically requested in this NOFO.

i. Domestic Entities

In addition to the required content and forms listed above, each Applicant that is a *domestic entity* (as determined by FAS based on the entity’s registration information on [SAM.gov](https://sam.gov)) must also certify to the “Financial Assistance General Representations and Certifications” and “Grants Certifications” in [SAM.gov](https://sam.gov) by the closing date of the announcement. Effective January 1, 2020, the Financial Assistance General Certifications and Representations are a common set of certifications and representations required by Federal statutes or regulations in accordance with 2 CFR section 200.208. Applicants must keep these representations and certifications current, accurate, and complete as part of their entity registration.

All domestic entities receiving financial assistance from FAS must respond “yes” to the Grants Certification question: “Does the Non-Federal entity wish to apply for a Federal financial assistance project or program, or is the Non-Federal entity currently the recipient of funding under any Federal financial assistance project or program?”

FAS will endeavor to verify that the proper certifications are completed in [SAM.gov](https://sam.gov) and to contact an Applicant if its certifications are not complete. However, it is the responsibility of an Applicant to ensure that its required certifications are complete. FAS will not sign an award agreement with an Applicant if the Applicant’s required certifications are not complete and current within the SAM.gov portal.

ii. Foreign Entities

In addition to the required content and forms listed above, each Applicant *that is a foreign organization or a foreign public entity* (as determined by FAS based on the entity’s registration information on [SAM.gov](https://sam.gov)) must also certify to the “Financial Assistance General Representations and Certifications” in [SAM.gov](https://sam.gov). Not all of the terms apply to foreign entities; however, the Lobbying Disclosure term within does apply to foreign organizations and foreign public entities. Effective January 1, 2020, the Financial Assistance General Certifications and Representations are a common set of certifications and representations required by Federal statutes or regulations in accordance with 2 CFR section 200.208. Applicants must keep these representations and certifications current, accurate, and complete as part of their entity registration.

All foreign organizations and foreign entities receiving financial assistance from FAS must respond “yes” to the Grants Certification question: “Does the Non-Federal entity wish to apply for a Federal financial assistance project or program, or is the Non-Federal entity currently the recipient of funding under any Federal financial assistance project or program?”

FAS will endeavor to verify that the proper certifications are completed in [SAM.gov](https://sam.gov) and to contact an Applicant if its certifications are not complete. However, it is the responsibility of an Applicant to

ensure that its required certifications are complete. FAS will not sign an award agreement with an Applicant if the Applicant’s required certifications are not complete and current within the SAM.gov portal.

c. Content Guidance

All McGovern-Dole proposals must include the following as attachments:

i. Introduction and Strategic Analysis

An Applicant must provide a one-paragraph summary of the proposed project. The summary will be an introduction and should include the duration of the project, estimated costs, number of targeted school-age children, number of direct beneficiaries, number of targeted schools, and the focus of the intervention.

In a table, under the one-paragraph summary, provide the estimated administration cost, activities cost, commodity and food purchases cost, ITSH cost, total indirect costs, as well as estimate U.S. commodity costs and freight costs. All Applicants, including foreign organizations, are required to include costs relating to ITSH: the moving of commodities from designated ports or points of entry to storage and distribution sites as well as costs of storing and distributing the commodities.

Cost Type	Total Budget (USD)
Administration	
Activities	
Commodity and Food Purchases	
ITSH	
Total Indirect Costs	
Sub-Total FAS Cash	
U.S. Commodity Cost	
Freight Cost	
TOTAL PROGRAM VALUE	

Proposals must include a comprehensive analysis of the potential needs, challenges, opportunities, and constraints that may impact the implementation and success of the proposed project. This section should explain the strategy behind the proposed method of intervention.

The strategic analysis will be evaluated based on how well the project is aligned with host government laws, policies, and programs; how well the proposed project will coordinate within the U.S. government, multilateral, private sector, or other stakeholder development strategies or frameworks; how the project aligns with the [Appendix B - Country Guidance](#); and how the proposed program will complement and not duplicate existing projects and programs. This section should cite any sources and provide an explanation of any analyses undertaken by the Applicant.

The following must also be included in this section:

- **Explanation of Need:** Applicants must include an explanation of the need for a McGovern-Dole project in the target country and how the Applicant's proposed activities would address that need. Additionally, the Applicant must provide information regarding (1) the country's current school feeding operations, if they exist, the length and sessions of a typical school year, and current funding resources; and (2) teacher training, parent-teacher associations, community infrastructure, health, nutrition, water and sanitation conditions.
- **Local Capacity Building:** Applicants must explain how they will involve indigenous institutions as well as local communities and governments in the development and implementation of the activities to foster local capacity building and leadership.
- **Commitment to Education:** Applicants must provide a statement verifying the commitment of the government of the targeted country to work, through a national action plan, toward the goals of the World Declaration on Education for All ([Jomtien Declaration](#), and the follow-up [Dakar Framework for Action](#) of the World Education Forum).
- **Method of Choosing Beneficiaries:** Applicants must 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:
 - Why and with what methodology did the Applicant select the particular geographic area(s), and beneficiary group(s)?
 - What are the specific needs of the proposed beneficiaries?
 - Which sources of information did the Applicant use (i.e. government agency survey, computer database, interviews, assessments, etc.)?
 - With whom did the Applicant collaborate to target particular regions, institutions, and beneficiaries?
- **Target Geographic Area:** List the targeted geographic areas where the proposed activities will take place. Applicants must include map(s) to illustrate the areas of activity intervention.
- A description of any current programs, policies, interventions, and strategies of other

stakeholders (government of target country, USG and other public and private donors, private sector, etc. particularly those USG Agencies involved in the new USG International Basic Education Strategy) that are working in relevant sectors (education, school feeding, MCN, WASH, agriculture, deworming, etc.) and how the Applicant intends to coordinate with some of these stakeholders.

- Information specifically identifying opportunities to collaborate per the USG International Basic Education Strategy and USDA/USAID MOU (The MOU can be found on the FAIS homepage). This could include coordinating on policy dialogue, teacher training and coaching, reading materials, and assessments in advance of activity design. In addition, where feasible (if not, it is important to address why not), co- location in designated schools, districts, and regions is desirable to leverage resources, and to promote cost-efficiency, efficacy, and increased impact.
- If the Applicant intends to procure commodities locally or regionally, the Applicant should include information regarding the feasibility within the target area; access to diverse, nutritious, and quality foods; the capacity of relevant producers and producer organizations; and market linkages to project schools in the target region(s).
- A description of the nutrition implementation strategy.
 - Explain how the commodity selection was determined in the context of other nutrition programs in the country or project area and how the commodity selection would be appropriate for the local diet, as well as how it may fill identified nutrition gaps in the local diet.
 - Provide a clear explanation of how the requested commodity and ration size addresses identified nutritional deficiencies of the beneficiaries. To meet the full nutritional requirements in this section, Applicants must offer at least three food components, and are encouraged to add seasonal vegetables, fruits, and/or animal-sourced proteins, when feasible. This will encourage dietary diversity and teach children about nutrition and healthy eating. Applicants who do not offer at least three food components will need to justify the reason for the omission.
 - If applicable, describe how local and regional procurement will contribute to the implementation strategy. Illustrative uses of local and regional procurement are to mitigate pipeline breaks; to enhance project sustainability; to improve dietary diversity of beneficiaries by incorporating fresh fruits and vegetables, animal proteins, etc. into the ration; and, to target specific populations, i.e. pregnant and lactating women and children under five. Applicants are encouraged to propose contextually appropriate and feasible uses of locally and regionally procured commodities and are not limited to the above examples. Applicants must still include U.S. commodities in the project proposal.
- Information about the target population’s access to safe water and sanitation facilities as well as sanitation and hygiene practices and behaviors.
- An identification of specific in-country constraints, including the potential risks related to weather variability and water availability that could obstruct the project’s efforts to address the

identified needs.

- The expected method of educating the public: State the methods of notifying consumers in the Applicant country of the source of funding for program activities.

ii. Plan of Operation and Activities

This section must include a list of each of the activities to be implemented, with a brief statement of the objectives to be accomplished under each activity, the anticipated number of beneficiaries, and a detailed description of the activity, including the steps involved in its implementation, and the anticipated timeline.

Proposed activities must address the needs as identified in [Section i – Introduction and Strategic Analysis](#). The activities should accurately capture the project scope, beneficiaries, and deliverables. Furthermore, this section must detail how each activity will lead to the results as stated in the [Project-Level Results Framework](#). The activities should not only identify the project’s targeted interventions, but also demonstrate how the project will complement existing efforts. The Applicant should distinguish for each activity if it will be implemented by the Applicant or by subrecipients. If an Applicant is a current or past McGovern-Dole implementer, the Applicant should describe successes and challenges from previous experiences and efforts to improve project implementation.

The Activities section will be evaluated on the completeness, quality and technical merit of the content submitted. With respect to this, Applicants must adhere to the following technical guidance:

Proposed literacy activities, in support of McGovern-Dole Strategic Objective 1, must adhere to evidence-based approaches and best practices that sustainably improve reading and literacy outcomes for all learners. Activities designed to improve basic reading and literacy skills should be part of a holistic approach to the challenge of ensuring that disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school.

The Applicant must demonstrate an understanding of the reading and literacy needs and barriers in the local system and propose tailored, contextually relevant, and evidence-based interventions to sustainably improve reading and literacy outcomes for all learners. For more information on local systems, see USAID’s [Local Systems: A Framework for Supporting Sustained Development](#). The Applicant should consider the [USAID Reading MATTERS Conceptual Framework](#) which presents the components of the ideal system that evidence shows are critical to supporting reading acquisition for all children, including the marginalized and vulnerable.

The Applicant must ensure that all reading and literacy activities are designed and implemented to sustain positive outcomes in improved literacy and reading beyond the life of the McGovern-Dole

project. If feasible, the Applicant should also consider co-locating with a USAID-funded literacy activity.

Per the USDA-USAID MOU and USG Education Strategy, the Applicant must demonstrate strategic program coordination and complementarity in countries where both McGovern-Dole and USAID have active or planned activities, while keeping in mind the importance of seeking to leverage “lessons learned” or best practices where applicable. This could include, but is not limited to, coordinating on the following:

- Geographic location, including co-location where feasible (if not feasible, it is important to explain why)
- Evidence-based standards, benchmarks, policies, and curriculum
- Teaching and learning materials
- Teacher training and coaching
- School administration
- Regular assessments to inform instruction
- Extra reading practice and support outside of school
- Monitoring and evaluation

In addition, Applicants must develop nutrition specific and sensitive activities. Proposed school feeding activities, in support of McGovern-Dole 1.2.1.1, 1.3.1.1, must describe the ration: whether it is a snack, beverage, or meal, and specify what it will consist of, i.e. US commodities, locally and regionally procured foods, or community donated foods. Applicants must describe how often (per week, per month, etc.) the foods will be provided. In addition, Applicants must describe how to ensure each child receives his/her portion of food under bulk cooking situations. Consider providing a chart as an attachment to illustrate the ratio of food needed compared to the number of children, and preparation instructions that cooks must follow.

If contextually appropriate, applicants may provide rations for pregnant and lactating women and children under five who live within the communities that receive McGovern-Dole school meals. USDA-funded commodities may be offered alone or combined with locally available foods provided with non-USDA funds or by the community, or through school or community gardens, orchards, or local value chains, livestock and fisheries.

These activities must take place in the same catchment areas as the schools under the proposed project and Applicants must describe how they will be coordinated with the school meals component. Illustrative examples of maternal and child nutrition activities could include, but are not limited to: early childhood development centers; growth monitoring and promotion; take-home rations conditional upon promoted maternal, infant, and young child feeding and care behaviors; and social and behavior change interventions like counseling, peer group education, cooking demonstrations, mass media campaigns, etc. Applicants should also consider the need for medical referrals for childhood illnesses, acute

malnutrition, maternal malnutrition, and other related conditions. Applicants must describe how their proposed project aligns with existing maternal and child nutrition policies, strategies, institutional structures, and programs at the national and sub-national levels in the target country, and ensure their project is carried out in collaboration with the Ministry of Health or another relevant ministry where possible.

In implementing maternal and child nutrition activities, Applicants are encouraged to work with, and build on, any existing nutrition activities to maximize impact, including other activities implemented by the Applicant, other organizations, or target country government agencies in the same school catchment areas. Applicants should distinguish the activities that will be implemented only by the Applicant from the activities that will be implemented in coordination with other entities.

iii. Sustainability and Lasting Impact

Applicants must explain (1) how the benefits of education, enrollment, and attendance of children in schools in the targeted communities will be sustained when assistance under McGovern-Dole terminates and (2) the estimated period of time required until the targeted country or the Applicant would be able to sustain the program without additional assistance under McGovern-Dole.

Applications should include a detailed timeline that shows the project's progression towards graduation with measurable and achievable targets at each stage, including work with any public, private, and local entities. If the graduation of an activity to the target country government or another eligible organization is not imminent, the Applicant must explain the barriers to graduation.

If an Applicant is proposing to continue an existing project, it must be clear whether the proposed project will carry forward activities with the same beneficiaries towards the same long-term goals as the prior project, and build upon previous results, demonstrating progression towards sustainability and graduation. Furthermore, the Applicant should demonstrate any prior successes regarding graduation of food assistance or education projects, especially those funded by USG agencies.

Applicants should include information on their collaboration with the host government and their efforts to build government capacity to take over the activities. All Applicants are encouraged to enter into a MOU with the government detailing a path forward on sustainability.

iv. Organizational Capacity and Staffing

Applicants must clearly demonstrate organizational capabilities to develop, manage, implement, monitor, report, and provide for accountability and sustainability for the proposed project in the target country. Project management capability and current and past experience in implementing food aid

(literacy, agriculture, nutrition, or logistics and procurement projects), including experience within the target country, must be included in this narrative.

The narrative should also include a staffing plan that demonstrates the technical and regional or national expertise required for efficient and effective project implementation, administration, and management. The staffing plan should include a brief description of all long-term staff positions and levels of experience. The staffing plan should be as cost effective as possible. The staffing plan should demonstrate a solid understanding of key technical and organizational requirements and an appropriate mix of skills, while avoiding excessive staffing. FAS may request changes to the final staffing plan during award negotiation or project implementation.

Within the six-page Organizational Capacity and Staffing narrative, Applicants must also identify any subrecipient that would be involved and provide a description of each subrecipient's responsibilities. Subrecipient means an entity that enters into a sub-agreement with a recipient for the purpose of implementing in the target country activities described in an agreement. Such an entity would receive commodities, FAS-provided funds, program income, sale proceeds, or other resources from the Applicant to use for this purpose and would be accountable to the applicant for the use of such commodities, funds, program income, sale proceeds, or resources. The subrecipient's DUNS number must be included in the description. A project-specific commitment letter from each proposed subrecipient must be included as an application attachment. These project-specific commitment letters should be separate attachments beyond the six-page Organizational Capacity and Staffing narrative.

- **Organizational Chart (1 page):** Applicants must include an appropriate and adequate organizational chart that identifies key personnel positions. Should the application be selected for funding, the information on key personnel will be added to the Plan of Operations in the final agreement. Applicants should refer to their organization's internal administrative policies for determining key personnel, which may include positions such as the Chief of Party, Country Director, or Program Manager, etc.
- **Curriculum Vitae (CV) (submitted as a separate attachment, no page limit):** The Applicant must attach the CV for the proposed project lead; i.e., the Chief of Party, Country Director, or Program Manager. This person will provide major oversight of the proposed project. The CV must clearly demonstrate the project lead's relevant work experience and qualifications.
- **In-Country Registration (1 page):** The Applicant must disclose its registration status in the targeted country. Applicants not registered must include a plan to become registered and a timeline to complete the registration process.
- **Past Performance Reviews (submitted as separate attachments beyond the page limits of the Organization Capacity and Staffing narrative):** Applicants should identify references for no

more than three grants, cooperative agreements, or contracts implemented by the organization. Each reference should complete a Past Performance Review form (see [Appendix G](#)) and submit it to ppded@usda.gov by the closing date of the announcement. When selecting references to submit past performance review forms, Applicants are encouraged to select references with knowledge about the Applicant's past performance of projects that are of similar scope and size to the programming in the Applicant's current proposal, including those grants, cooperative agreements, or contracts implemented in the proposed country and/or specifically mentioned in the Applicant's [Introduction and Strategic Analysis](#) section of the proposal. Applicants are strongly encouraged to include at least one form from a reference with knowledge of the Applicant's performance from a past or active award outside of the McGovern-Dole International Food for Education and Child Nutrition Program, the Local and Regional Procurement Program, or the Food for Progress (FFPr) Program. These reference forms do not have page limit restrictions.

If a proposed subrecipient will receive 30% or more of the proposed operating budget, one Past Performance Review for the subrecipient must be submitted by a reference to PPDED@usda.gov by the closing date of the announcement.

v. Monitoring and Evaluation

a. Project-Level Results Framework

All Applicants are required to submit a [Project-Level Results Framework \(RF\)](#). The RF submitted as part of the application process should be no more than 5 pages. A results framework has two components:

- 1) A graphical representation of the project's theory of change, displaying the cause-and-effect linkages outlined in the [Strategic Analysis](#). This must clearly identify how the proposed project will contribute to USDA Food Assistance Program results frameworks, as shown in [Appendix F – McGovern-Dole Results Framework](#). The suggested length of the graphical RF is 2 pages. A strong graphical RF should:
 - Use the McGovern-Dole Program-Level RF as the basis of the Project-Level RF and differentiate in the display the results that the proposed project *will* contribute to vs. the results the proposed project will *not* contribute to.
 - While all the results in the program-level results framework are interconnected and necessary to address for overall success at the program level, USDA recognizes that *not* all results may be necessary to address in the proposed country and/or regional context. A strong graphical RF will display all results in the program-level RF, but visually identify any results that the project proposes not to address (using shading and a key, for example).

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.

- For any results that the project proposes to achieve in coordination or partnership with another entity, add the name of the entity to the graphic for the proposed activity or result. An Applicant is responsible for a subrecipient's work, so proposed subrecipients need not be separately identified. This should include, however, any other entity that the proposed project intends to work with explicitly in any way to achieve a result. This may be another USG agency, such as USAID, for example, or may be a ministry or ministries in country.
 - Include any additional results that the proposed project intends to achieve, even those that are not already included in the Program-Level RFs. Applicants proposing maternal and child nutrition activities, for example, should add additional, complementary results reflecting these activities to their project-level framework, in addition to linking these activities to existing results including intermediate result, "Increased knowledge of nutrition" (McGovern-Dole 2.3), and objective, "Increased use of Health, Nutrition and Dietary Practices" (McGovern-Dole SO2), as relevant.
 - Display how each proposed activity contributes to result(s) in the RF, at all relevant levels. Vague activity titles, such as "training" or "capacity building", that do not add to the reader's understanding of how the proposed project's specific work will contribute to each result should be avoided.
- 2) A narrative text, with a suggested length of 3 pages, that accomplishes the following:
- Articulates a cause-and-effect theory of change that refers to existing research to support the described causal linkages.
 - Identifies critical assumptions that support the theory of change. 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.
 - If the proposed project will not contribute to any result(s) in the program-level results framework, explain why work towards each result is not necessary or possible in the specific context of the proposed project.

Overall, 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. If activities do not align with results, these should be reconsidered, and the budget should be revised to include activities that directly support results.

b. Performance Indicators

Applicants must identify and submit a table of both standard and custom performance indicators for their proposed project results. Performance indicators identify how to recognize the success of the project and help to clarify results. For each indicator, the applicant must identify a baseline value (where possible), annual targets for each year of the project, and a life of project target. Applicants should include, at a minimum, these columns in the table: Performance Indicator, Standard or Custom, Baseline Value, Year 1 Target, Year 2 Target, Year X Target (number to correspond to number of years in the project), and Life of Project Target. The table should include columns for annual targets for each year of the project (Year 1, Year 2, Year X, etc.). The indicator table submitted as part of the application process should be no more than 5 pages.

[Standard McGovern-Dole performance indicators](#) are required, where appropriate. If a proposal addresses a result that has a corresponding standard indicator, the Applicant must include the standard indicator in its table. Each result the proposed project is working towards should have one or more corresponding indicators in the indicator table. When a standard indicator isn't available, the Applicant should include a custom indicator for that result. Custom indicators proposed for a project should be a mix of output and outcome indicators, in alignment with the levels of result(s) they reflect. As described in the [monitoring and evaluation policy](#), custom indicators should also meet the criteria of being direct, objective, adequate, and practical. FAS does not require a specific number of indicators per result, however the proposed indicators should include a sufficient number of indicators for monitoring the proposed project's performance in achieving each result.

Indicator considerations for the McGovern Dole program include the following:

- For proposals that include the new local and regional procurement component, the Applicant must also propose indicators that reflect the local and regional procurement components of their project. While no additional standard indicators reflecting local and regional procurement have been added to the indicator handbook at this time, Applicants are encouraged to review and use the USDA Local and Regional Food Aid Procurement (LRP) Program standard indicators where relevant to their projects, and also to propose custom indicators for local and regional procurement as needed. Awardees may be required to incorporate additional local and regional procurement indicators into their award during negotiation.

- For proposals that include offering any additional complementary components to feed children, whether they are locally or regionally procured (see above) or added via project activities such as school gardens or partnerships with other entities, Applicants are required to track these additions using one or more custom indicators. Potential custom indicators may include, but are not limited to: number of meals provided that include fruits, vegetables, legumes, and/or animal-sourced foods in addition to the donated U.S. commodities; number of kilograms of fruits, vegetables, legumes, and/or animal-sourced foods provided in addition to the donated U.S. commodities; and/or number of children who receive [x] or more meals per week that include fruits, vegetables, and/or animal-sourced proteins in addition to the donated U.S. commodities.
- Applicants must propose custom indicators to measure maternal and child nutrition results, following global best practices for nutrition monitoring and evaluation, if results are not already addressed by [McGovern-Dole standard indicators](#). Relevant Feed the Future indicators have been incorporated into the set of McGovern-Dole standard indicators beginning in FY 2019. Applicants may also wish to review the relevant USAID Food for Peace indicators (see [Food for Peace indicator handbooks](#)), among other resources, to identify applicable, established indicators if custom indicators are needed. During the agreement negotiation phase, successful Applicants may be required to add applicable disaggregates for pregnant and lactating women and children under five years old to relevant standard indicators.

If an award is made, the Applicant will be required to submit a full performance monitoring plan (PMP), which will include additional detail and information regarding indicator definitions, units of measurement, data sources, frequency of data collection, roles and responsibility for data collection, and how and when the data will be used.

c. Evaluation Plan

Applicants must submit a draft evaluation plan as an attachment. Each evaluation plan should include a comprehensive approach to evaluating the project’s performance and impact. Please see the International Food Assistance Division’s [Monitoring and Evaluation Policy](#) on the FAIS homepage under the “Monitoring & Evaluation” section for more information.

If an award is made, recipients will be required to hire external evaluators to conduct evaluations of the project. Unless otherwise provided in the agreement, all evaluations must be conducted by an independent third party that:

- Is financially and legally separate from the participant's organization;
- Has staff with demonstrated knowledge, analytical capability, language skills and experience in conducting evaluations of development programs involving agriculture, education, and nutrition;
- Uses acceptable analytical frameworks such as comparison with non-project areas, surveys, involvement of stakeholders in the evaluation, and statistical analyses;

- Uses local consultants, as appropriate, to conduct portions of the evaluation; and
- Provides a detailed outline of the evaluation, major tasks, and specific schedules prior to initiating the evaluation.

The evaluation plan should be developed as a stand-alone document that can be shared with interested entities and the public. FAS expects the draft evaluation plan submitted as part of the application process to be no more than 14 pages. The evaluation plan should include, 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 other entities with which the Applicant will be working.
- **Project Overview:** Provide a summary description of the project strategy including the project strategic objectives and expected results. The project-level Results Framework can be referenced here, and the overview should 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: (1) to measure progress on performance indicators and (2) to assess 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 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 plan should describe in detail if the project plans to use a PSM design with data collected at the baseline, midterm and final stages.
- **Midterm Evaluation:** Provide a description of the project's midterm evaluation strategy and activities, if applicable. 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.

All McGovern-Dole projects should include questions in the midterm and final evaluations that aim to assess the project's effect on improving early grade reading outcomes of school-age children, including how the project intends to measure changes in reading outcomes, particularly the use of a context-appropriate early grade reading assessment. Evaluation plans should also address how to measure the use of health, nutrition and dietary practices.

- **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.
- **Alignment with the McGovern-Dole Learning Agenda:** Review the [McGovern-Dole Learning Agenda](#). The Learning Agenda was designed to address key research and evaluation questions that align not only with the theory of change outlined in the McGovern-Dole program-level Results Framework (see [Appendix F](#)), but also the broader school meals program theory. Recognizing that some questions posed in the Learning Agenda lend themselves to broad research, the project-level evidence developed in the course of implementing a McGovern-Dole project can *contribute* to building the evidence base for many of the questions. Applicants must include a short section in their evaluation plan explaining which questions in the Learning Agenda their proposed evaluations and/or special studies will contribute to answering. The section should also explain *how* the proposed research will contribute to answering the question(s), which may include, for example, specifying the proposed methods to be used to generate evidence on a specific question.
- **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 complementary to the required midterm and final evaluations. Proposals may also conduct 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. Describe whether the

organization maintains an evaluation unit, and if so, where it is located and how it will be involved in managing project evaluations. The evaluation plan should also address the roles and responsibilities of other entities with which the project will be working and key interested parties throughout the evaluation process. More detailed descriptions of the roles and responsibilities of the Applicant's Monitoring and Evaluation staff should be included in the staffing plan and organizational chart as described in the [Plan of Operations](#) section above.

- **Learning:** Briefly describe the project's dissemination strategy for improving the knowledge base and sharing evaluation findings and lessons learned. Also describe how the project and the organization intend to use evaluation findings, ideally including examples of how findings or evidence have been used in similar contexts, and potentially referencing the organization's overall learning culture.
- **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, and other M&E investments). It is dependent on the required skills and expertise, and specified deliverables, provided by the Applicant as the evaluation commissioner.

Applicants must allocate, at a minimum, three percent (3%) of the project budget towards monitoring and evaluation. The three percent minimum excludes monitoring and evaluation staff salaries and staff travel. Items such as the design of monitoring databases, database licenses, infrastructure for data collection such as tablets, and external contracts for evaluations and special studies are typically included in the three percent minimum. Cost share and indirect costs are not included in the project budget when determining the three percent minimum. For evaluation plans which include conducting impact evaluations, FAS expects costs to range between five to ten percent (5% - 10%) of the project budget. The draft evaluation plan submitted with the proposal should include a short table showing the evaluation budget broken into key line items. Applicants should also include a summary of the monitoring and evaluation budget in the General Explanatory Comments section of the Budget Narrative. (See [Appendix E Budget Narrative](#))

vi. Commodity Management

Ration Justification

The Applicant must clearly describe the appropriateness of each type of commodity selected for the proposed project in the targeted country. The applicant should also demonstrate that the seasonality of the selected commodities has been considered, including verifying that sufficient quantities and storage (if applicable), will be available at times that align with the school calendar. If applicable, the Applicant may provide information on any commodities that would be acceptable substitutions for the proposed

commodities. The application must include a clear explanation of how the requested commodities will be programmed, managed, prepared and served, including ration size.

The total amount of each commodity must be calculated, using the following formula for each commodity: $MT \text{ of each commodity} = (\text{Grams per student per day} \times \text{Total number of students receiving commodity} \times \text{the Number of days the ration will be provided}) \text{ divided by } 1,000,000$. For example: 100,000 students receive 100 grams of Corn Soy Blend plus (CSB+) per student over a 180-day school year term. The total tonnage of CSB+ required for that year is 1,800 MT. The Applicant must split out commodities and tonnages by the intended delivery month/year in the Commodity List below.

Applicants must describe both pre-cooked and cooked ration (for example, 100g of CSB+ per serving per child equals about three portions of cooked porridge). For the school-feeding ration, the goal is to meet the age appropriate 1/3 of the daily requirement if one meal is provided, breakfast or lunch, and/or 1/4 of the daily requirement if a snack is provided. Therefore, Applicants must explain the intended per serving age-appropriate nutritional contribution from the ration, including calories, protein, carbohydrates, and key micronutrients.

If applicants included an MCN activity, they must also describe the ration size and nutritional contribution, including calories and nutrients.

Commodity List

Each proposal must include information on the commodities requested. All donated U.S. commodities must adhere to food safety standards established by the U.S. Food and Drug Administration. For U.S. commodities, applicants must provide the following required information:

- Commodity
- Package Size/Type
- Commodity Usage Type: Select direct feed or monetization to specify how the commodity will be used. The direct feed option includes take-home rations. Barter and Food for Work are also options but are considered only under extraordinary circumstances.
- Quantity MT: Tonnages should be whole numbers only and in multiples of ten.
- Destination Country
- Delivery to U.S. Port (Month & Year)

For locally and regionally procured commodities, applicants must provide the following required information:

- Commodity
- Package Size/Type

- Commodity Usage Type: Select direct feed to specify how the commodity will be used. The direct feed option includes take-home rations. Food for Work is also an option but is considered only under extraordinary circumstances.
- Quantity MT: Tonnages should be whole numbers only and in multiples of ten.
- Country of Origin¹
- Delivery to Destination Country (Month & Year)

Recommended format for locally and regionally procured commodities:

Commodity	Country of Origin	Total Quantity Metric Tons	Commodity Usage	Package Size/Type	Estimated Arrival to Target Country

Method of Procurement (Only if proposing local and regional procurement)

If the applicant proposes to procure commodities by local or regional procurement, it must describe the method of procurement and provide a justification for why the method was chosen. Food vouchers and cash-based transfers are not allowable procurement methods. The Applicant should demonstrate that commodities can be procured at a reasonable market price and that vendors can respond to the increased demand without causing a shortage of the selected commodities or causing prices to rise for other low-income consumers who are not part of the project. In this section, Applicants must demonstrate how the project will consider seasonal fluctuations in agricultural harvests, labor markets, and food commodity prices, including those for same or like products (suitable commodities).

¹ Please identify origin of commodities, in compliance with the below regulations found in:
[7 CFR section 1599.6\(b\)\(5\)](#): If the recipient procures an unprocessed commodity, it must ensure that the commodity has been produced either in the target country or in another developing country within the target region.
[7 CFR section 1599.6\(b\)\(6\)](#): If the recipient procures a processed commodity, it must ensure that the processing took place, and the primary ingredient has been produced, either in the target country or in another developing country within the target region. The primary ingredient is determined on the basis of weight in the case of solid foods, or volume in the case of liquids.

Applicants must demonstrate how they will comply with [7 CFR Part 1599](#) for local or regional procurement. Per [7 CFR section 1599.6\(b\)\(7\)](#), if the Applicant procures qualified commodities through a competitive tender, the applicant must specify the minimally acceptable commodity specifications and food safety and quality assurance standards in the tender. Purchases that are made from commercial wholesalers in a local or regional market must meet the food safety and quality assurance standards specified in 7 CFR section 1599.6(b)(2), (3), and (4). The applicant should demonstrate that the proposed method of procurement is feasible and complies with applicable regulations.

Locally- and regionally-procured commodities, processed and unprocessed, must satisfy relevant nutritional, quality, labeling, and food safety standards of the target country, as determined by the U.S. Secretary of Agriculture. If the Secretary has determined that the target country does not have nutritional, quality, labeling, and food safety standards for a commodity that will be procured locally in that country or regionally and shipped to that country for distribution, an award recipient must ensure that, when it procures such commodity, the commodity complies with the Codex Alimentarius Recommended International Code of Practice: [General Principles of Food Hygiene CAC/RCP 1-1969 Rev 4-2003, including Annex Hazard Analysis and Critical Control Point \(HACCP\) System and Guidelines](#). Applicants must demonstrate that they have considered how to meet the standards and have plans or protocols in place to meet them during program implementation.

The applicant must ensure that the selected commodity, if applicable (such as commodities that are cereals, groundnuts, or tree nuts, or derived from thereof) is able to be tested for aflatoxin and have their moisture content certified. The maximum acceptable total aflatoxin level is 20 parts per billion per the U.S. Food and Drug Administration action level for aflatoxin in human foods.

For the purposes of commodities that are locally or regionally procured, a country that is included among the “Low-Income Economies,” “Lower-Middle-Income Economies,” or “Upper-Middle-Income Economies” on the World Bank Country and Lending Groups list at World Bank will meet the definition of a “developing country” in 7 CFR 1599.2.

Transportation and Storage

The Applicant must provide a clear description of any port, transportation, storage, and warehouse facilities in sufficient detail to demonstrate that the facilities would be adequate to handle the requested commodities without undue spoilage or waste, and, in the cases where the Applicant proposes to distribute some or all of the requested commodities, a clear description of how they would transport commodities from the receiving port or procurement market to the point at which distribution is made to the beneficiaries. The Applicant must address inland transportation, handling and storage (at all levels) of both the donated U.S. commodities and any locally or regionally procured commodities.

Processing or Packaging

The Applicant must provide information on any reprocessing or repackaging of the requested commodities that would take place prior to the distribution, sale, if monetized, or barter ([7 CFR section 1599.5\(d\)\(2\)\(viii\)](#)). Applicants should indicate if no reprocessing or repackaging of the requested commodities will take place.

Duty-Free Entry

The Applicant must indicate that USDA-funded commodities for direct distribution will be imported and distributed free from all customs, duties, tolls, and taxes ([7 CFR section 1599.9\(a\)](#)). Please cite any information or written documentation that supports this. If the commodities will not enter duty free, indicate who will be responsible for paying any applicable customs, duties, tolls, or taxes and how this payment will affect the amount of proceeds realized from any sale. USDA will not pay for any customs, duties, tolls or taxes on USDA-funded commodities. Outline any additional steps taken to ensure seamless entry into each country, including the payment of local expeditors or agents.

Economic and Market Impact

The Applicant must assert that, to the best of its knowledge, the importation, if applicable, and distribution of the USDA-funded commodities in the target country will not result in a substantial disincentive to or interference with domestic production or marketing in that country.

The Applicant should demonstrate that any local or regional procurements are unlikely to do discernible economic harm to key market actors, such as producers, buyers, distributors, and consumers, and that the commodities can be procured without a disruptive impact on farmers located in, or the economy of, the target country or any country in the target region. The Applicant will also assert that the commodities can be procured without unduly disrupting world prices for agricultural commodities or normal patterns of commercial trade with foreign countries.

Applicants must provide a preliminary analysis of the potential impact of proposed procurement(s) on markets in the location of the commodity origin and distributions in the project implementation area. Applicants should also provide a plan for conducting an annual market study of the impacts of procurement of commodities, such as unusual changes in commodity prices.

vii. Budget

Per [7 CFR section 1599.4\(b\)\(4\)](#), Applicants must submit a budget summary and budget narrative that details the amount of any FAS-provided funds and program income that the Applicant proposes to use to fund the administrative costs, internal transportation, storage, and handling costs, and activity costs. In order to assess the overall cost effectiveness of a proposal, FAS requires all Applicants to provide the following budgetary materials:

- **Budget Summary** (*one page*) that presents the proposed overall funding for administrative, internal transportation, storage and handling and activity expenses, and shows funding amounts for the specific line items that make up those expense categories (see [Appendix D](#)).
- **Budget Narrative** (*25 page limit*) that demonstrates in greater detail the composition of each line item, the budget's overall cost effectiveness, and an adherence to applicable cost principles (See [Appendix E](#)).
 - Within the budget narrative, provide a summary description of the local or regional procurement budget. This budget is composed of the direct and indirect costs of purchasing locally- or regionally-produced commodities and may include transportation, storage, and handling costs associated with getting such commodities to the beneficiaries, as well as staff time directly related to the procurement. It will not include capacity building costs. Food vouchers or cash-based transfers are not an allowable procurement method under McGovern-Dole.
- **Negotiated Indirect Cost Rate Agreement** (NICRA) (attachment, no page limit) that details the organization's approved indirect rates; Applicants should attach the organization's most up-to-date NICRA. If the Applicant's organization does not have a NICRA, or it is not applicable, attach a brief note explaining the absence of this document. Applicants should also provide an Excel spreadsheet demonstrating how NICRA rates were applied to the budget.
- **SF-424** (*attachment no page limit*). Applicants must complete, sign, and upload the SF-424 to FAIS. Please note that an unsigned SF-424 will not be accepted.
- **SF-424A** (*attachment, no page limit*). Applicants must complete and upload the SF-424A to FAIS. Instructions for this form and an example SF-424A can be found in [Appendix I](#) and [Appendix J](#).

Food Aid Information System (FAIS)

Due to the technical limitations of FAIS, data must be input into the following fields in order for an application to be successfully submitted to the system:

- Introduction Section
 - Introduction Details: complete these fields
 - Key Personnel (indicate where this information can be found)
- Result Section
 - Results (indicate where this information can be found)
 - Activities (indicate where this information can be found)
 - Activity Mapping (indicate where this information can be found)
 - Other Details (indicate where this information can be found)
- Commodity Section
 - Commodity List (complete these fields)
 - Special Needs & Distribution Methods (indicate where this information can be found)

- Monetization (indicate Not Applicable)
- Budget Section
 - Budget Narrative (indicate where this information can be found)

To reduce the administrative burden of submitting an application and minimize the duplicative entry of information that has already been provided by the Applicant in another part of the application, Applicants may enter language referencing the location of the information in the application in the Key Personnel, Results, Commodity, and Budget fields in FAIS. For example: “See Attachment X: Project Level Results Framework” can be entered in the field for Results.

4. Unique Entity Identifier and System for Award Management (SAM)

Each Applicant, unless exempted by FAS under [2 CFR section 25.110\(d\)](#), is required to:

- Be registered in SAM before the closing date of this announcement;
- Provide a valid a unique entity identifier (DUNS number) in its application; and
- Continue to maintain an active SAM registration with current information at all times during which the Applicant has an active Federal award or an application or plan under consideration by FAS.

All Applicants must have an active registration in the SAM database at www.sam.gov – pending or expired registrants are not eligible. This requirement must be met by the closing date of the announcement and will not be waived. **Applicants without an active SAM registration will be found ineligible and the application will NOT be considered for funding.** Each subrecipient organization must also have active SAM registrations before the subaward is signed, unless the organization has an exemption approved by FAS under [2 CFR section 25.110\(d\)](#).

5. Intergovernmental Review

This program is not subject to E.O. 12372, Intergovernmental Review of Federal Programs.

6. Funding Restrictions

Generally, funds may not be used in any manner that is prohibited by the program regulations or by [2 CFR Part 200](#) and [2 CFR Part 400](#). Any funding restrictions stated in the [Budget Narrative](#) section or any section within this document also apply to FAS cooperative agreement funds. In addition, FAS cooperative agreement funds may only be used for the purposes set forth in the award and must be consistent with the statutory authority for the award. Cooperative agreement funds and non-monetary support may not be used for matching contributions for other Federal grants or cooperative agreements,

lobbying, or intervention in federal regulatory or adjudicatory proceedings. Federal employees are prohibited from serving in any capacity (paid or unpaid) with regard to any proposal submitted under this program. Federal employees may not receive funds under this award. Also, federal funds may not be used to sue the Federal Government or any other government entity. If an Applicant is selected for an award, the Applicant may incur pre-award costs consistent with the guidance provided in the award letter.

a. Management and Administration (M&A) Costs:

M&A costs are not allowable.

b. Indirect Facilities & Administrative (F&A) Costs:

F&A costs are allowable. Organizations with a current [NICRA](#) from a cognizant U.S. Government agency, must submit that NICRA with their proposal; indirect costs will be allowable as defined in that NICRA. If the Applicant is applying an indirect cost rate which is less than the rate approved under the current NICRA, an authorized representative of the applicant organization must state in the budget narrative that the applicant is accepting a lower rate than allowed.

Organizations that have never had a NICRA may elect to:

- Charge a de minimis rate of 10% of modified total direct costs (MTDC), which may be used indefinitely. As described in [2 CFR section 200.403](#), Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. For more information, see [2 CFR section 200.414](#).
- Develop a negotiated rate, upon notification that an award will be made. In this case, organizations should develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not also be charged as direct costs to the award.

7. Other Submission Requirements

The entire application package must be submitted electronically through FAIS, located at: <https://www.fas.usda.gov/food-aid-information-system>. **Any automatic response from FAIS that the proposal has been received does not constitute a statement that the proposal is complete.**

If an Applicant is experiencing technical difficulties, call: (202) 720-1230 or email: ppded@usda.gov for assistance.

E. APPLICATION REVIEW INFORMATION

1. Application Evaluation Criteria

Applications are evaluated on the content areas presented in [Table 3](#), using the points specified in the same table. FAS may invite comments from other Federal and non-Federal reviewers on its award recommendations, but FAS will make the final determination on which applications to fund. The merits of each application will be reviewed only against other applications received for the same NOFO number (See [Part A section 5 NOFO Numbers](#)).

Prior to making a Federal award, the Federal awarding agency is required by 31 U.S.C. 3321 and 41 U.S.C. 2313 to review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information as appropriate. Therefore, FAS may include the following risk-based considerations in its application evaluation criteria: (1) the Applicant's financial stability; (2) the quality of the Applicant's management systems and its ability to meet management standards; (3) the Applicant's history of performance in managing Federal awards; (4) reports and findings from audits regarding the Applicant; and (5) the Applicant's ability to effectively implement statutory, regulatory, or other requirements.

Table 3: Content Areas and Points

<u>Content Areas</u>	<u>Points</u>
Introduction and Strategic Analysis	20
Plan of Operation and Activities	20
Sustainability and Lasting Impact	12
Organizational Capacity and Staffing	12
Monitoring and Evaluation	15
Commodity Management	10
Budget*	10 (+2 potential bonus points for cost share)
Overall Application Quality	1

* There is **no** cost share or match requirement for this program. However, when applications are reviewed and scored, well-reasoned cost share contributions will be taken into consideration and may result in the addition of up to 2 bonus points within the Budget scoring criteria. To be considered for bonus points, cost share should be equivalent to 1 percent or more of the total operating budget. Cost share will be evaluated in terms of both dollar value and reasonableness (ability to implement). Also refer to [Part C Section 4 Cost Share or Match](#).

The content requirements for each content area in [Table 3](#) are described in [Part D Section 3 c, Content Guidance](#), except for Overall Application Quality. The entire application package will be taken into consideration when the review panel scores Overall Application Quality. This will include spelling, grammar, commodity inconsistencies, page limits, overall consistency, and adherence to the NOFO guidance.

In addition to the content submitted by the Applicant in the [Organizational Capacity and Staffing](#) section of the application, the following factors, if applicable, will be considered by the review panel in determining a score for this section:

- FAS or another USG agency has formally expressed concerns, either via letter or email, regarding the Applicant's past performance of a FAS- or CCC-funded project.
- FAS or another USG agency has terminated an agreement with the Applicant within the past three years as a result of a violation of the agreement by the Applicant.
- The Applicant failed to pay a single substantial debt, or a number of outstanding debts (not including sums owed to the USG under the Internal Revenue Code) owed to any Federal agency or instrumentality, provided the debt is uncontested by the Applicant or, if contested, provided that the Applicant's legal and administrative remedies have been exhausted. (This information will be sought by FAS within [FAPIIS.gov](#))
- The Applicant failed to submit to FAS, or submitted after the due date, at least two required reports within the past three years. Required documentation includes semiannual performance reports, semiannual financial reports, A-133 audits, subrecipient agreements, and any other documentation required under an agreement between the Applicant and FAS or CCC.
- The Applicant has, on at least two occasions within the past three years, failed to respond, or responded late, to an FAS deadline for documents required during a compliance review or during the close-out of an agreement between the Applicant and FAS or CCC, or failed to notify FAS of commodity losses within 15 days.
- The Applicant has been designated high-risk by FAS (per [2 CFR Part 200.205](#)), another Federal government agency (as designated in [SAM.gov](#)), or an external auditor within the past three years or the organization's most recent A-133 audit identifies material weaknesses or significant deficiencies.
- The Applicant was responsible for a commodity loss valued at \$20,000 or greater, under an agreement between the applicant and FAS or CCC, during the past three years.

2. Review and Selection Process

a. Review Process

FAS will conduct an initial review of each application submitted in response to the NOFO to determine whether the Applicant is eligible and the application is responsive. If an Applicant is determined to be ineligible (see Part C [Eligibility Information](#)) or an application is determined to be non-responsive, FAS will notify the Applicant.

FAS will not review or provide feedback regarding Applicants or applications that are:

- **Ineligible**

Please refer to [Part C Section 1](#), for a description of which entities are eligible to submit an application.

- **Incomplete**

Please refer to [Part D Section 3](#) for a description of what elements and attachments must be included for an application to be considered complete.

- **Late**

All applications must be submitted by the application deadline. There are **no** exceptions for any reason.

The eligible and complete applications will be reviewed as described below:

- FAS will assemble a panel committee consisting of technical reviewers for each NOFO number to review applications submitted for such country. This panel may include both Federal and non-Federal persons. Applications will only compete against applications within the same NOFO Number.
- Following each panel committee review, technical reviewers who participated in the panel will score each application reviewed by the panel and provide summary comments based on the evaluation criteria identified above in Part E Section 1, Application Evaluation Criteria.

b. Selection Process

The panel committee shall review the programmatic merits of the applications based on the evaluation criteria. However, the FAS Administrator per guidance from IFAD Senior Director, makes the final selection. The FAS Administrator will give serious consideration to recommendations from IFAD's Senior Director and the panel committees, but may also consider the following factors in making the award selections:

- a. Agency priorities, such as achieving greater geographical dispersion, program balance, or diversity;
- b. Agency's alignment within USG's whole of government approaches to international education, nutrition, and school-feeding, determined by USDA.

Following the review of applicant integrity and performance information, outlined in Part E Section 2 c, FAS will notify all Applicants electronically of funding decisions. Applicants may send a written request to ppded@usda.gov to receive a written summary of the strengths and weaknesses of its proposal related to the evaluation criteria. Additional information will not be provided. FAS will send the written summary to the Applicant within 60 days of the request.

c. Review of Applicant Integrity and Performance Information

Prior to making a Federal award with a total amount Federal share greater than the simplified acquisition threshold as defined by 41 U.S.C. 134, FAS is required to review and consider any information about the Applicant that is in the designated integrity and performance system accessible through [SAM](#) (currently [FAPIS](#)).

An Applicant, at its option, may review information in the designated integrity and performance system accessible through [SAM.gov](#) and comment on any information about itself that a Federal awarding agency previously entered and is currently in the system.

FAS will consider any comments by an Applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about factors such as the Applicant's integrity, business ethics, and record of performance under Federal awards when completing the review of risk posed by Applicants as described in [2 CFR section 200.205](#).

d. Confidentiality and Conflict of Interest

Technical and cost proposals submitted under this funding opportunity will be protected from unauthorized disclosure in accordance with applicable laws and regulations. FAS may use one or more support contractors in the logistical processing of proposals. However, funding recommendations and final award decisions will be made solely by FAS. To the extent permitted by law, during the review process, FAS will respect any information which the Applicant has marked as proprietary or business sensitive. Refer to [Part H Section 5](#) for additional information on marking proprietary information.

FAS screens all technical reviewers for potential conflicts of interest. To determine possible conflicts of interest, FAS requires potential reviewers to complete and sign conflicts of interest and nondisclosure forms. To the extent permitted by law, FAS will keep the names of submitting institutions and individuals, as well as the substance of the applications, confidential except to reviewers and FAS staff involved in the award process. FAS will destroy any unsuccessful applications after three years following the funding decision.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. Notice of Award

FAS will notify each approved Applicant in writing of the decision regarding its proposal via FAIS. Approved Applicants will receive an award letter via email from ppded@usda.gov. The notice or award letter is not an authorization to begin performance but will outline allowable pre-award costs which can be incurred at the approved Applicant's own risk. Once the approved Applicant accepts the selection notice, FAS will begin negotiations with the approved Applicant to develop a cooperative agreement. Until the cooperative agreement is signed, FAS reserves the right not to fund a selected proposal.

These negotiations may include but are not limited to the following subjects:

- Appropriateness of the budget for the proposed project;
- Appropriateness of proposed staff;
- Appropriateness of proposed locations;
- Scope and type of activities to be implemented;
- Suitability of proposed indicators;
- Any special terms and conditions;

The approved Applicant may be required to submit additional information to enable FAS to determine that the Applicant is capable of complying with the requirements in [7 CFR Part 1599](#) and any special terms and conditions.

During the negotiations phase, FAS will also ensure that any cost share proposed by the approved Applicant is retained and included in the agreement. Refer to [Part E 1 Application Evaluation Criteria](#) for details on how cost share or match will be evaluated.

Failure to satisfactorily resolve an issue that arises during the negotiation of a cooperative agreement may prevent the timely signing of an agreement and may result in the notice of award or award letter being rescinded.

The selection of a cooperative agreement as the funding instrument entails substantial involvement between FAS and the approved Applicant, with both parties sharing responsibility for the management, control, direction, or performance of the agreement. The agreement will incorporate project details as approved by FAS in accordance with the McGovern-Dole regulations, [7 CFR Part 1599](#).

2. Administration and National Policy Requirements

a. Domestic Entities

Applicants that are selected to receive an award and are registered in [SAM.gov](#) as **domestic entities**, are required to comply with both the current Administrative General Terms and Conditions and the current

National Policy General Terms and Conditions for all grant and cooperative agreements, which are available online at:

https://www.fas.usda.gov/grants/general_terms_and_conditions/default.asp

b. Foreign Entities

Applicants that are selected to receive an award and are registered in [SAM.gov](#) as **foreign entities**, are required to comply with the following terms and conditions, as applicable:

- Foreign public international organizations (as defined in 2 CFR 200.46(b)), such as UN organizations, will be subject to the [Terms and Conditions for Public International Organizations](#) (PIO's)
- Foreign organizations (as defined in 2 CFR 200.47) will be subject to the [Terms and Conditions for Foreign Organizations](#)
- Foreign governments will comply with the [Terms and Conditions for Foreign Governments](#)

Before accepting an award, a domestic or foreign Applicant should carefully read the award package for instructions on administering the grant award and the terms and conditions associated with responsibilities under the award. Approved Applicants must accept all conditions in this NOFO as well as any special terms and conditions in the notice of award to receive an award under this program.

3. Reporting

Recipients that receive funding through a McGovern-Dole agreement will be required to provide the following: semiannual financial reports, semiannual performance reports, annual property reports (if applicable), and closeout reports.

a. Federal Financial Reporting Requirements

Semiannual financial reports must be submitted via FAIS and will follow the budget summary template.

For the October 1 – March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30 (7 CFR section 1599.14(b)).

If the first semiannual financial report would be due less than two months after the agreement is signed, it will be exempted from submission requirements. The first report will be due for the following reporting period.

FAS requires only the financial report that appears in FAIS and does not require the SF-425 under McGovern-Dole. All reports must be submitted via FAIS. FAS may provide for more frequent reporting, but no more frequent than quarterly, in the agreement.

b. Program Performance Reporting Requirements

Semiannual performance reports must be submitted via FAIS. Performance reports must provide information on the overall progress of the project.

For the October 1 – March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30 (7 CFR section 1599.14(c1)).

If the first semiannual financial report would be due less than two months after the agreement is signed, it will be exempted from submission requirements. The first report will be due for the following reporting period.

All reports must be submitted via FAIS. FAS may provide for more frequent reporting, but no more frequent than quarterly. Changes in the original project timelines must be approved by FAS prior to their implementation.

c. Closeout Reporting Requirements

FAS will initiate the award closeout process 60 days before the end of the performance period. Within 90 days after the end of the period of performance, or after an amendment has been issued to close out a cooperative agreement, whichever comes first, recipients must submit a final financial report and final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance. The recipient must also submit a tax certification letter on company letterhead indicating that all required payroll taxes for the employees working in-country have been paid. Lastly, an equipment disposition form must also be submitted. A sample tax certification letter as well as an equipment disposition form are available on the FAIS homepage under “Forms and Guidance.” These documents must be uploaded onto the Agreement-Level Report page for the specific agreement being closed out under the “List of Closeout Attachments” section.

If applicable, an inventory of all construction projects that used funds under the McGovern-Dole program must be reported by a recipient using the Real Property Status Report (Standard Form SF 429) available at: <https://www.gsa.gov/portal/forms/download/149866>

After FAS has reviewed and approved these reports, it will complete a closeout notice to close out the award. The notice will indicate the period of performance as closed, list any remaining funds that will be de-obligated, and address the requirement of maintaining the records for three years from the final date of submission of reports required by 7 CFR 1599 (f) (1) and (2). The recipient is responsible for returning any funds that have been drawn down but remain as unliquidated in its financial records.

4. Monitoring

FAS through its authorized representatives, has the right, at all reasonable times, to make site visits to review project accomplishments and management control systems and to provide such technical assistance as may be required. During a site visit, FAS will review the recipients' files related to the McGovern-Dole funded project.

As part of any monitoring and program evaluation activities, recipients must permit FAS, upon reasonable notice, to review McGovern-Dole project-related records and to interview the organization's staff and clients regarding the program. In addition, recipients must respond in a timely and accurate manner to FAS requests for information relating to its project.

5. Other Agreement Requirements

a. Organizational Chart

A recipient will, within 30 days after the agreement is signed, submit to FAS for approval an organizational chart identifying the names, positions, and responsibilities of all of the recipient's key personnel. Following approval by FAS of the organizational chart, the recipient will be required to obtain written approval from FAS before hiring any new key person and notify FAS within one week after the departure of any key person. Furthermore, the recipient must obtain written approval from FAS prior to the disengagement from the project for more than three months, or a 25 percent reduction in time devoted to the project, by the approved project director. This is required by [2 CFR section 200.308\(c\)](#).

b. Annual Work Plan

Within 60 days after the agreement is signed, the recipient will provide a detailed annual work plan for the project, to be approved by FAS. The workplan will describe all activities, their sequence and timeframes, and all outputs and results, and will detail milestones and key performance indicators with targets. Subsequent annual work plan updates will be due on September 1 of each year.

c. Monitoring and Evaluation Requirements

Additionally, recipients will be required to provide: an evaluation plan, a PMP, a project-level results framework, terms of reference for evaluations, , and to conduct a baseline study, midterm evaluation, and a final evaluation.

d. Local and Regional Commodity Procurement and Distribution Plan

Projects that include local and/or regional procurement will be required to provide an annual procurement plan.

For non-U.S. commodities, recipients must provide a Local and Regional Commodity Procurement and Distribution plan. The procurement plan will include time periods, broken down by month, for commodity procurement, delivery, and distribution. Each commodity should be a separate line in the plan. A template and additional guidance will be provided post agreement signature. The agreement will require the recipient to comply with the procurement plan, as approved by FAS, and will prohibit the recipient from making any changes to the procurement plan without obtaining the prior written approval of FAS.

e. Market Study

Within 90 days after the signing of the agreement, the recipients will provide a complete market study to be reviewed by FAS. The market study will be a detailed assessment of the market functionality to determine the most appropriate strategies for supplying targeted schools with the required quantities of commodities that have been selected for the program. This market study should analyze the level of production for each commodity, assess the level of the market functionality for each commodity, identify key market actors, assess any potential negative effects such as unusual changes in commodity prices, and evaluate the capacity of the market to meet the project's needs and formulate recommendations to inform the procurement plan. Recipients will need to submit an updated market study to FAS on an annual basis at the same time as the annual work plan for each subsequent year of the agreement.

f. Subaward Requirements

Recipients will be required to submit subaward agreements through FAIS. Any subcontract which exceeds the Simplified Acquisition Threshold must also be submitted to FAS through FAIS.

g. Audit Compliance

A recipient other than a foreign public entity, a foreign organization, or a for-profit entity must comply with the timeframes established in [2 CFR 200 – Subpart F](#) for the submission of their audits 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 recipient shall arrange for such audit and submit it to FAS via FAIS.

G. AWARDING AGENCY CONTACT INFORMATION

Contact and Resource Information

For general questions related to McGovern-Dole, Applicants and other interested parties are encouraged to contact:

Shane Danielson
Senior Director
International Food Assistance Division
Global Programs
Foreign Agricultural Service
U.S. Department of Agriculture

Hours of Operation

Monday–Friday 9:00 A.M. – 5:00 P.M. EDT

Address

1400 Independence Ave. SW Stop 1034
Washington, DC 20250

Phone, Fax, Email

Phone: (202) 720-1230

Fax: (202) 690-0251

Email: ppded@usda.gov

Website: <https://www.fas.usda.gov/food-aid-information-system>

Individuals with questions regarding the NOFO or Information Technology (IT) issues with FAIS must submit questions in writing to the above email address. Answers to all questions regarding the NOFO will be posted to grants.gov weekly

Individuals lacking internet access who would like access to these questions and answers should contact IFAD at the number or address above. Provide your address or fax number and IFAD will provide all questions and responses posed about the NOFO.

H. ADDITIONAL INFORMATION

1. Extensions

Extensions to the performance period of a project funded through an award under this NOFO are allowed. Recipients may request a no-cost extension in order to complete all project activities. The request must be submitted 60 days prior to the expiration of the performance period. Requests for extensions are subject to approval by FAS.

2. Prior Approval

A recipient must not use donated U.S. commodities or locally- or regionally-procured commodities, sale proceeds, FAS-provided funds, interest, or program income for any activity or any expense incurred by the recipient or a subrecipient prior to the start date of the period of performance of the agreement, without the prior written approval of FAS. ([See 7 CFR section 1599.12\(b\)](#)). A recipient must not transfer any funds budgeted for participant support costs, as defined in [2 CFR section 200.75](#), to other categories of expense without the prior approval of FAS. ([See 7 CFR section 1599.12\(h\)\(2\)](#)).

3. Budget Revisions

Transfers of funds between direct cost categories in the approved budget when such cumulative transfers among those direct cost categories exceed ten percent of the grand total costs approved in an agreement will require the prior approval of FAS, through an amendment. ([See 7 CFR section 1599.12\(h\)\(1\)](#)). The recipient shall obtain prior written approval for any budget revision that would result in the need for additional resources/ funds. The recipient is not authorized at any time to transfer amounts budgeted for direct costs to the indirect costs line item or vice versa, without prior written approval.

4. Program Income

In the event program income becomes available, per [7 CFR section 1599.12](#), it must be used in accordance with the agreement. Program income is defined by [7 CFR section 1599.2](#) as interest earned on proceeds from the sale of donated commodities, as well as funds received by a recipient or subrecipient as a direct result of carrying out an approved activity under an agreement. The term includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Program income does not include proceeds from the sale of donated commodities; FAS-provided funds or interest earned on such funds; or funds provided for cost sharing or matching contributions, refunds or rebates, credits, discounts, or interest earned on any of them.

5. Proprietary Information

Recipients wishing to mark information in their applications as proprietary or business sensitive may do so. Applicants should indicate which information or pages are proprietary or business sensitive through footnote notations. FAS will treat the information as such. In the event of a request through the

Freedom of Information Act (FOIA), FAS will work with the Applicant to ensure business sensitive information is respected to the extent permitted by law. Information which is proprietary or business sensitive may be exempt from disclosure under FOIA Exemption (b)(4). The FOIA exemptions may be viewed [here](#).

APPENDIX A – Application Content Checklist

1. **Applicant Requirements**

- System for Award Management (SAM)
 - Active registration
 - Current Financial Assistance Certifications
 - Current Grants Certifications
- DUNS number for Applicant
- DUNS number(s) for proposed subrecipient(s)

2. **Required Content and Forms** (submitted as attachments in FAIS)

- Introduction and Strategic Analysis
 - Project Map
- Plan of Operations and Activities
- Sustainability and Lasting Impact
- Organizational Capacity and Staffing
 - Capacity and Staffing Narrative
 - Organizational Chart
 - In-Country Registration
 - CV for Project Lead
 - Project-Specific Commitment Letters (if subrecipients are proposed)
 - Applicant's Single Audit (most recent)
- Results Framework and Monitoring and Evaluation
 - Project-Level Results Framework with Narrative
 - Performance Indicators
 - Evaluation Plan
- Commodity Management
- Budget
 - Budget Summary
 - Budget Narrative
 - Applicant's NICRA (most recent)
- SF-424
- SF-424A
- SF-LLL (Required if Applicant is involved in lobbying activities)

3. **Forms submitted to ppded@usda.gov**

- Completed Past Performance Reviews for Applicant (by reference)
- Completed Past Performance Review for Subrecipient (by reference) (if applicable)

4. **Required Fields in FAIS**

- Introduction Section
 - Introduction Details (complete these fields)
 - Key Personnel (indicate where this information can be found)
- Result Section

- Results (indicate where this information can be found)
- Activities (indicate where this information can be found)
- Activity Mapping (indicate where this information can be found)
- Other Details (indicate where this information can be found)
- Commodity Section
 - Commodity List (complete these fields)
 - Special Needs & Distribution Methods (indicate where this information can be found)
 - Monetization (indicate not applicable)
- Budget Section
 - Budget Narrative (indicate where this information can be found)

APPENDIX B – Country Guidance

A. Bangladesh Programming Priorities

Since 2006, McGovern-Dole has invested roughly \$104 million in Bangladesh’s school feeding efforts. The program has operated through the in-kind donation of U.S. soft-white wheat, bartered with local bakers to produce fortified high-energy biscuits for primary school-age children in the most poverty-stricken areas, such as Cox’s Bazar. Previously, over 600,000 school children have been supported by McGovern-Dole in 3,050 schools in the three sub-national districts of Barisal, Gaibandha, and Kurigram, before these schools were successfully transitioned to the Government of Bangladesh’s Ministry of Primary and Mass Education School Feeding Program.

Currently, USDA has an active McGovern-Dole project in the District of Cox’s Bazar. Under this project in Cox’s Bazar, over 47,000 pre-primary and primary school age children receive a fortified high-energy biscuit daily. However, the National School Feeding Law, passed in 2019, requires that schools provide a hot meal to primary school-age children five days a week, and on the sixth day, which is a half day, schools will provide high-energy biscuits. Thus, the key programming priorities for a FY20 McGovern-Dole project will be to assist in the transition to a hot meal coupled with the continued delivery of the fortified high-energy biscuits. Applicants must sufficiently demonstrate capacity to assist with the transition to hot meals and their ability to address food safety, safe food preparation, and regular monitoring for quality control. Other opportunities for a new McGovern-Dole project include: ensuring that schools have kitchens and latrines; improving access to safe drinking water; and building the capacity of the government at local, regional, and national levels to carry-out the National School Feeding Law. USAID Bangladesh is rolling out a new education activity, focusing on improving learning outcomes in all primary schools in Cox's Bazar. Applicants should demonstrate how they will coordinate and collaborate all literacy activities with USAID Education, ensuring that literacy activities are not duplicated in Cox’s Bazar.

Future McGovern-Dole programming should target Cox’s Bazar.

B. Cote d’Ivoire Programming Priorities

McGovern-Dole has been active in Cote d’Ivoire since 2015, when the first project was funded for \$35.6 million. The current five-year McGovern-Dole project supports 125,000 children in 613 schools across seven regions: Zanzan, Cavally, Bafing, Bagoue, Poro, Tchologo, Bounkani, and Gontougo. School meals include U.S. donated rice, yellow split-peas and vegetable oil, and

take-home rations are provided to girls in target areas. In 2018, the Government of Cote d'Ivoire developed a school feeding policy (2018-2025) and a school feeding strategy (2018-2022).

The Government of Cote d'Ivoire is committed to scaling up school feeding to all 14,000 public primary schools by 2025, with an ambitious target of establishing school feeding in 200 schools per year. Applicants should be specific about how a future McGovern-Dole project will build upon the current project and contribute to building up the Government of Cote d'Ivoire's capacity to scale up school feeding to all primary schools. Applicants should clearly articulate realistic milestones and metrics for sustainability and handover of school feeding activities to the government, including how these will be enforced. Applicants should also explore opportunities for private sector partnerships.

The Government of Cote d'Ivoire recognizes that national school meals are a vital public service to improve educational outcomes, and an economic opportunity to boost the country's agricultural sector by creating a large and stable domestic market for staple crops. Applicants should demonstrate a strong knowledge of local and regional agricultural capacity and consider opportunities for local and/or regional procurement. Other opportunities for a new McGovern-Dole project include addressing the challenge of adequate access to water and sanitary facilities at the school level.

Future McGovern-Dole programming should target regions and beneficiaries based upon need and opportunity for success.

C. Guatemala Programming Priorities

FAS has been supporting school feeding in Guatemala since 2003. Currently, FAS has three active McGovern-Dole projects and one Local & Regional Food Aid Procurement (LRP) project in the Departments of Totonicapán, Huehuetenango, and Quiché. FAS has provided an estimated \$198 million in activities seeking to improve children's ability to read with comprehension; student attentiveness; knowledge of health and hygiene practices; the capacity of government institutions; policy and regulatory frameworks; and engagement of local organizations and community groups by working with community and government structures. Despite these efforts, effective school feeding implementation in Guatemala requires continued support in regions with high disparities to ensure a long-term sustainable impact.

Activities should build on existing legal and institutional structures to ensure sustainable impact and effective school feeding programs in the target Department of Totonicapán. While continuing to provide school meals to primary school children, Applicants should include training of school management committees, teachers, and inspectors on the management of school meals and complementary activities. In addition, Applicants should prioritize increasing

primary school enrollment, improving the quality of pre- and primary school education through stronger teacher training, and continuing to use school meals as an incentive to attend school. Applicants should leverage other organizations' efforts in the area of education and ensure that their proposed activities align with the Ministry of Education's priorities.

Applicants are required to coordinate with existing stakeholders such as USAID, UNICEF, World Bank, and others to improve maternal and child nutrition by developing an intervention that seeks to address chronic malnutrition in pregnant and lactating women and stunting in children 0-59 months old. Applicants should also include activities aimed at improving hygiene and inadequate sanitation conditions.

Applicants should demonstrate how a new McGovern-Dole project will build linkages between farmers and the school feeding program for the benefit of child nutrition and the local economy. Applicants should focus on creating the tools and processes needed to certify producer groups and ensure they comply with quality standards for production and supply chain management. Applicants should plan to work closely with the Ministry of Agriculture on the certification of producer groups and coordinate closely with the Ministry of Education and the national and local school feeding official working groups.

A key programming priority in FY20 is to continue strengthening the overall capacity of the national government to sustain school feeding activities beyond McGovern-Dole and to successfully administer and fund its own national school feeding program, to include hiring and training permanent staff who can administer the national school feeding program for the long-term, improve teacher retention, teacher training and educational methodology, and procurement management. Applicants are encouraged to include in their strategic analysis a discussion on how the proposed project may mitigate and contribute to the reduction of irregular migration to the United States and the reintegration of returned migrants. Also, applicants are encouraged to include a migration proxy indicator relevant to this project.

Future McGovern-Dole programming should target the Department of Totonicapán.

D. Honduras Programming Priorities

FAS has been supporting school feeding in Honduras since 2002. The current McGovern-Dole project, in conjunction with the FY18 LRP project, provides all school meals in the Department of Intibucá, reaching over 51,000 primary school children. The Government of Honduras (GOH), through its national school feeding program (PNAE), supports school feeding in all other departments, but can only cover approximately half of the school days.

The GOH has steadily increased its support for PNAE, who have moved from serving 250,000 children in 1998 to 1.3 million children in 2019. Due to high rates of food insecurity, school feeding is often a determining factor in parents' decision to send their children to school, making the success of PNAE an important mechanism to combat Honduras' persistently low literacy and numeracy levels (in 2018, only 36 percent of 6th graders were reading at grade level and only 12 percent reached grade level standards for math). While the PNAE program represents an annual investment by the GOH of over \$24 million, there are still significant gaps in coverage, technical capacity, infrastructure and institutionalization of the program, as well as untapped synergies with maternal-child health and WASH (water, sanitation, and health) interventions.

Future McGovern-Dole programming should build on the success of the current project and focus on GOH takeover and ownership of activities. Thus, a strong proposal will include system-strengthening activities and continue building towards full coverage by PNAE. Applicants are encouraged to include local and/or regional procurement and a strong proposal will address supply chain and food delivery challenges. A strong proposal will discuss coordination opportunities with the Ministry of Agriculture and other institutions that build the capacity of local producers and producer organizations. Applicants should discuss public and private sector partnerships to improve the coverage of school meals and access to nutritious foods.

Applicants are expected to coordinate with and complement other USG programs, including USAID education, Feed the Future, and local governance activities. In particular, education activities must be based on best practices and aligned with USAID and national education programs.

Applicants should describe how they plan to overcome challenges, such as the lack of resources for school feeding, supply chain development and monitoring, and cold storage at schools. Key programming priorities for FY20 should focus on sustainability and handover to the GOH and promoting the accessibility of education to ensure that vulnerable and disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school. Applicants are encouraged to include in their strategic analysis a discussion on how the proposed project may mitigate and contribute to the reduction of irregular migration to the United States and the reintegration of returned migrants. Also, applicants are encouraged to include a migration proxy indicator relevant to this project.

Future McGovern-Dole programming should target the Department of Intibucá.

E. Kyrgyzstan Programming Priorities

McGovern-Dole has been active in Kyrgyzstan since 2003, investing more than \$43 million to build the national capacity for implementing a healthy mid-day school meal program. Currently FAS has one active four-year McGovern-Dole project in Kyrgyzstan valued at \$15.4 million, providing meals to 86,000 primary school age children in the Oblasts of Talas, Chui, Issyk-kul, Naryn, Osh, Jalalabad, and Batken. The current commodity basket consists of U.S. donated fortified rice, lentils, green split peas, and sunflower oil.

The Government of Kyrgyzstan (GOK) has continually shown to be invested in school feeding and have committed to sustainability by providing a school feeding budget and paying for cooks' salaries. Building on a strong track record of school graduation to local and GOK support, a future McGovern-Dole project should work closely with communities and the GOK to expand school coverage with a mid-day school meal program. Applicants should ensure school kitchen and infrastructure development, including winterization of schools and latrine construction align with GOK guidelines. Additionally, a future McGovern-Dole project should align with the GOK's 3-year "Developing the Region" initiative, which targets activities on less-developed rural areas in need of greater assistance, and support the GOK's newly passed school feeding law, helping to implement it at a national level. Local government officials and community members will be a key driver in the success of a McGovern-Dole project, as decentralized management of school feeding operations expands, and partnerships are facilitated between private agribusiness and schools.

In 2019, USAID Education rolled out a new literacy program to improve reading skills, literacy and math of school-age children nationwide. Applicants should demonstrate how they will coordinate all literacy activities with USAID Education activities to ensure that the target population receives both comprehensive literacy support and a daily hot meal. Additionally, Applicants should have a comprehensive approach to implementation including an appropriate balance of activities that focus on WASH, nutrition, safe food preparation and storage, and food safety. McGovern-Dole targets all regions in Kyrgyzstan. When determining the beneficiaries for McGovern-Dole programming, Applicants should consider need, as well as likelihood for success.

F. Laos Programming Priorities

FAS/USDA has been providing school-feeding assistance to Laos since 2006 under McGovern-Dole. Further, FAS/USDA awarded a FY16 Local and Regional Food Aid Procurement project in Laos, which supported cash-based transfers to schools for the procurement of commodities from local farmer groups and markets. Currently, there are two active McGovern-Dole projects due to end in late 2021. In total, these projects have reached 1,789 pre-primary and primary schools across the following provinces: Phongsaly, Luangnamtha, Oudomxay, Luangprabang, Saravan, Sekong, Attapeu, Khammoune, and Savannakhet. Of these schools, 515 have already been handed over to the government with plans in place to handover the remaining McGovern-

Dole supported schools in 2021. However, there will be significant policy, budget, capacity, and school readiness challenges that need to be tackled in order and needs to support the graduation of school feeding at all of these schools. Applicants must include capacity strengthening activities at the school, community, local, provincial, and national level. Applicants may also propose local and/or regional procurement of nutritious foods, in particular to support the graduation of schools. Applicants are encouraged to coordinate with existing literacy and nutrition projects and initiatives in country wherever possible. Applicants are also encouraged to include activities to improve and expand access to safe water.

Future McGovern-Dole programming will require a strong focus on the sustainable transition of some or all McGovern-Dole schools to the National School Meals Program. Applicants may propose expanding to districts with low socioeconomic, education, and nutrition indicators if graduation appears feasible in the within a new project's timeline.

G. Madagascar Programming Priorities

The Government of Madagascar (GOM) has a national school feeding strategy with an annual budget of \$300,000. However, the government lacks the capacity and funding to scale-up and sustain the school feeding program nationwide and is largely dependent on external donors for support. Under its Sectoral Plan for Education (2018-2022) and formalized under the School Feeding National Policy (2017-2021) and the National School Food and Nutrition Plan (2020-2024), the GOM prioritizes school feeding as a means to address low student attendance, poor learning outcomes, high malnutrition rates, and household food insecurity. The GOM also prioritizes complementary school feeding activities such as improved access to water and sanitation, deworming, and access to energy-efficient stoves. The GOM's vision for school feeding, as articulated in its school feeding policy and strategy, depends upon sustainable local sourcing of key ingredients. The sustainability of this model is reliant on strong community engagement and ownership to achieve the strategy's objective to provide all children in Madagascar with access to quality education and a nutritious school-based meal.

The GOM has set ambitious goals to improve education quality and access. Under the national education strategy, compulsory basic education was increased from five to nine years. With support from the World Bank and the Global Partnership for Education, the GOM has adopted and is seeking to scale-up nationwide an improved Malagasy language-reading curriculum for grades one and two. This curriculum is based on the pilot of the USAID-funded *Mahay Mamaky Teny* Early Grade Reading program implemented by FHI-360 in 2018. The GOM has also set WASH-friendly school standards that all schools are anticipated to progressively meet.

Applicants should demonstrate how to build upon the national school feeding program, including working at the local, regional, and national level of the government to strengthen budgetary

support and create pathways for the handover of McGovern-Dole school feeding activities to local communities and the national government. Additionally, Applicants should propose project activities (e.g., trainings, workshops) that will strengthen management of the supply chain in procuring local and/or regional commodities and will support the GOM's school meals objectives in addressing school-age children's nutritional and diet diversity needs. Applicants should demonstrate how they will build upon USAID's piloted Early Grade Reading program to improve reading and literacy skills, including providing access to literacy materials and improving the quality of literacy instruction by strengthening teachers' training. Other opportunities for a future McGovern-Dole project include ensuring that schools have access to water points and are following WASH-friendly standards; addressing inadequate school infrastructure; high rates of teacher absenteeism; and need for training on safe food preparation and handling.

Currently there are no active USDA McGovern-Dole projects in Madagascar. In selecting target regions and beneficiaries, Applicants should consider southern Madagascar while ensuring that both the need and likelihood of success are maximized.

H. Mali Programming Priorities

FAS has been supporting school-feeding in Mali since 2007 through McGovern-Dole. The current McGovern-Dole project is valued at \$29.9 million over five years and provides daily school meals to 77,000 students at 264 primary schools in the Koulikoro and Mopti regions. The school meals consist of U.S. donated lentils, sunflower oil, green split peas, and fortified rice, supplemented by community-purchased condiments and vegetables.

The Government of Mali continues to expand its school feeding program, devoting further resources and developing policy measures. The National School Feeding Law in Mali was signed in 2019, and national-led efforts are underway as the law's implementation guidelines are being finalized. With the establishment of the National Center for School Feeding (CNCS), strategies to engage partners and develop robust means of supporting school feeding have continued to grow, notably through decentralized local production. CNCS is developing a nation-wide pilot program to support local production as part of a decentralized school feeding approach. Applicants should collaborate with the government, especially CNCS, the Ministry of Education, and Ministry of Agriculture to effectively utilize the McGovern-Dole local and regional procurement provision to support the handover of McGovern-Dole schools to the government program, alongside the use of U.S. donated commodities. All approaches should align with the National School Feeding Law, which underscores local purchases for school meals. This approach has potential to build on current project successes in local engagement, mobilizing community agricultural resources for monetary and in-kind contributions to school canteens, as managed by school management committees. This local engagement's success is, and will

continue to be, enabled through close coordination with the local decentralized offices of the Ministry of Education.

The current McGovern-Dole project closely engages with USG partner projects in support of a wide variety of interventions. A new McGovern-Dole project should build on close collaboration with the active USAID early grade reading project, Selective Integrated Reading Activity (SIRA), supporting local language instruction and teacher training. Additionally, as Mali is a designated target Feed the Future country, alignment with USAID investments in the cereal value chain is encouraged.

Consideration of the in-country security situation should be incorporated into any proposed McGovern-Dole project. Applicants should present a conflict sensitive approach and address gender dynamics throughout the project cycle, including describing plans for how to consult and engage directly with local partners to ensure that their priorities are equitably addressed and owned by all relevant local actors.

Future McGovern-Dole programming should target the Koulikoro and Mopti regions in order to build upon the successes of past and present McGovern-Dole projects.

I. Mozambique Programming Priorities

Since 2007, FAS has provided over \$152 million in school feeding assistance to Mozambique under both the McGovern-Dole and LRP programs. There are currently two active McGovern-Dole projects in Mozambique, one in Nampula Province and the other in Maputo Province. Together both projects are valued at \$60.8 million and benefit over 157,000 Mozambican school children in food insecure communities. The 2017 LRP project procured local foods including dry beans, groundnuts and orange-flesh sweet potato, and iodized salt, from local suppliers to provide to 43 schools in the Muecate and Nacaroa districts of Nampula Province. The Government of Mozambique (GOM) is prioritizing this local and regional procurement approach to ensure a sustainable school feeding program.

The Government of Mozambique approved its national school feeding program (PRONAE) in 2013 to improve primary school student enrollment, retention, pass and completion rates through the provision of locally-procured foods for students. The Ministry of Education and Human Development (MINEDH), which oversees PRONAE, has developed a Strategic Plan for Education 2020-2029, which prioritizes access to education for all children, especially retention of girls in schools. MINEDH is in the process of drafting a national school feeding law, which will create a pathway to secure national funding for PRONAE and enable the GOM to start allocating its own funds for school feeding in the national budget. Given the two history of McGovern-Dole programming in different parts of the country, successful Applicants should

demonstrate how they will coordinate with other school meal actors to support PRONAE efforts to strengthen Mozambique's national school feeding program, including opportunities to address PRONAE budget shortfalls by leveraging the private sector.

Across all proposed activities, Applicants should demonstrate how they will coordinate with other development actors and avoid duplication of efforts. Opportunities for a future McGovern-Dole project include addressing the chronic shortage of teachers and teacher training and building the technical capacity and coordination of school feeding decisionmakers. Applicants should also consider opportunities for accessing local and/or regional agricultural food markets for school meals. Applicants should demonstrate how they will strengthen the government's capacity to deliver a sustainable school feeding program.

For future McGovern-Dole programming, Applicants should target southern Mozambique (Maputo Province) in order to build upon the successes of past and present McGovern-Dole projects.

J. Nepal Programming Priorities

Since 2005, FAS has provided approximately \$81 million in McGovern-Dole programming in Nepal. In FY17, FAS funded a four-year McGovern-Dole project targeting the remote, hilly, and food-insecure Mid-and Far-Western regions of Nepal serving 184,000 primary school children. This project provides a mid-day meal comprised of U.S. donated fortified rice, lentils, and fortified vegetable oil.

Applicants should demonstrate how they will build upon current McGovern-Dole activities in school feeding, nutrition, education, digital learning, school infrastructure, government capacity building, and WASH. Applicants are encouraged to include a local and/or regional procurement component for school meals and must discuss how they will address food safety testing challenges. A strong proposal will include innovative, yet effective, food delivery mechanisms to the most remote target areas. In addition, a strong proposal will include robust nutrition-sensitive activities. Applicants should also describe the capacity of the Government of Nepal at local, regional, and national levels to carry-out Nepal's National School Feeding Law and how they plan to address national school-feeding resource constraints.

Applicants should demonstrate how the new McGovern-Dole project will continue to implement early grade reading and learning activities, ensuring that approaches are aligned with the National Early Grade Reading Program guidelines and follow the minimum package in early grade reading. In addition, Applicants should demonstrate how education activities will be coordinated with USAID and other donor-supported early grade reading activities. A strong

proposal will demonstrate how education activities will be adapted in the context of the new federalized education management structure and new curricula reforms, especially the roll out of integrated curricula in grades one through three. Finally, Applicants should demonstrate how they will leverage partnerships in order to take the piloted approaches in digital literacy to scale.

Future McGovern-Dole programming should continue to target the mid- and far-western regions, in order to build upon the successes of past and current McGovern-Dole activities.

K. Rwanda Programming Priorities

Currently, USDA has an active McGovern-Dole project, valued at \$25 million over five years, that provides daily school meals to 83,000 students at 107 primary schools in the most food-insecure sectors of four districts in Rwanda: Nyamagabe, Nyaruguru, Karongi, and Rutsiro. In addition, USDA funded a \$2 million complementary LRP project, which concluded in September 2019. In Karongi and Rutsiro, the commodity basket consists of U.S. donated Corn Soy Blend Plus, and sugar procured with separate funding. In Nyamagabe and Nyaruguru, the commodity basket consists of U.S. donated vegetable oil, complemented by locally sourced maize meal and beans. The maize meal and beans are procured by vendors supplied in part by LRP-supported farmers. The Government of Rwanda (GOR) has also rolled out a nationwide school feeding program for secondary students.

Future McGovern-Dole programming should build upon the deep level of engagement with the GOR to support the government taking full ownership of primary school feeding nationwide in five to eight years. Applicants should be specific about how they will leverage existing activities and networks to focus on full government ownership of school feeding activities. USAID is implementing a nationwide early grade reading project and McGovern-Dole Applicants should demonstrate how they will align activities with USAID and other development partners to ensure complementarity and avoid duplication.

The GOR's National School Feeding Technical Working Group is developing a plan for nationwide primary school feeding coverage. A new McGovern-Dole project should continue to strengthen local, district, and national government capacity to implement school feeding nationwide. This should include, but not be limited to, developing operational guidelines to include all aspects of school feeding from the national level to the school level, including procurement, logistics, storage, and handling. It is also critical to build the capacity of cooks and food storage managers on safe and hygienic food management. Other opportunities for a new McGovern-Dole project include addressing the challenge of adequate kitchens for school meal preparation and access to water.

In selecting target regions and beneficiaries for McGovern-Dole programming, Applicants should consider need, as well as likelihood for success.

APPENDIX C – Global Strategies and Initiatives

A. United States Government Strategy on International Basic Education

The U.S. Government Strategy on International Basic Education was launched in 2018 to demonstrate the U.S. Government's (USG) commitment to achieving a world where education systems in partner countries enable all individuals to acquire the education and skills needed to be productive members of society. To make progress towards this goal, the two principal objectives are: 1. Improve learning outcomes; and 2. Expand access to quality education for all, particularly marginalized and vulnerable populations.

All Applicants must demonstrate how they will coordinate and collaborate with other USG programs that are also striving to improve learning outcomes and expand access to quality education for all. There is a strong emphasis across all McGovern-Dole priority countries for improved coordination. All Applicants must detail how they will coordinate with other USG initiatives particularly with their emphasis on basic education or explain why coordination is not taking place if it is not applicable to a region or country.

B. USDA-USAID Memorandum of Understanding

In May 2014, an MOU was signed between USDA and USAID to leverage each agency's respective strengths, experiences, technologies, methodologies, investments and resources (human, in-kind, and monetary) to facilitate, in collaboration with host country governments, improved student learning outcomes in a manner consistent with each respective agency's mission.

Under the MOU and the USG Strategy on International Basic Education, FAS is committed to coordinating McGovern-Dole programming (Results Framework McGovern-Dole SO1) with USAID's investments in education and reading. This coordination will maximize cost-efficiency and efficacy and create a holistic approach to ensuring that disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school. Strategic USDA-USAID collaboration is likely to increase the impact of USG investments in education and thereby contribute more significantly to the attainment of education sector goals.

In coordination with the USG Strategy on International Basic Education, FAS will give priority consideration to eligible applications that align with USDA-USAID MOU priorities and demonstrate evidence of collaboration, where applicable, and meet the requirements of McGovern-Dole priority countries. If the education and literacy activities in the proposal are to be conducted by a sub-contractor or subrecipient, submission of the sub-contractor or

subrecipient's relevant past performance is strongly encouraged. If a proposed subrecipient will receive 30 percent or more of the proposed operating budget, one Past Performance Review for the subrecipient must be submitted by a reference to PPDED@usda.gov by the closing date of the announcement.

C. Feed the Future and the Global Food Security Strategy

In October 2018, the Global Food Security Reauthorization Act (GFSRA) was signed into law and reaffirming the U.S. Government's commitment to ending global hunger, poverty, and malnutrition.² The GFSRA ensures continued implementation of the U.S. Government's 2017-2021 Global Food Security Strategy and Feed the Future Initiative.³

McGovern-Dole is committed to reporting on select Feed the Future indicators, particularly in nutrition and health, which are identified and defined as standard McGovern-Dole performance indicators. Applicants should demonstrate alignment of relevant activities with Feed the Future when applying for McGovern-Dole funding in Feed the Future focus countries.

D. The U.S. Global Water Strategy

As required by the Senator Paul Simon Water for the World Act of 2014, the United States launched the U.S. Global Water Strategy⁴ (GWS) in 2017. The objective of the GWS is to help guide USG activities towards achieving a water secure world, where people have sustainable supplies of water of sufficient quality and quantity to meet human, economic and ecosystem needs while managing risks from floods and droughts. School potable water and hygiene activities within USDA McGovern-Dole projects contribute to the GWS strategic objective for increasing sustainable access to safe drinking water and sanitation services, and the adoption of key hygiene behaviors. Applicants should clearly demonstrate how proposed WASH activities strategically align with the GWS.

E. Deworming

² <https://www.usaid.gov/news-information/press-releases/oct-12-2018-administrator-green-reauthorization-global-food-security-act>

³ <https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy>

⁴ <https://www.usaid.gov/what-we-do/water-and-sanitation/us-global-water-strategy>

Applicants should describe current efforts underway on the part of host country governments, international organizations or other actors to mitigate the spread of parasitic disease through school-based deworming. In areas of high prevalence, i.e. 20 percent or more, Applicants must include a plan to implement school-based deworming in all McGovern-Dole schools if other actors are not currently doing so, and the deworming plan must be coordinated with the Ministry of Health or the competent technical host-country government entity. Applicants must clarify whether they are directly implementing deworming themselves or coordinating with another stakeholder’s program, and report on McGovern-Dole standard indicator 24: Number of students receiving deworming medication(s), also in coordination with other actors if necessary.

Applicants must verify Neglected Tropical Disease (NTD) prevalence rates in targeted intervention areas through sources such as the Global Atlas on Helminth Infections, Ministry of Health data, World Health Organization, or U.S. government sources on NTDs from the Centers for Disease Control and Prevention and USAID.

FAS anticipates that Applicants will address the McGovern-Dole intermediate results, especially “Reduced Health-Related Absences (McGovern-Dole 1.3.2)” and its contribution to “Improved Student Attendance (McGovern-Dole 1.3).” FAS encourages Applicants to include information on the prevalence of NTDs transmitted by worms, such as guinea worm disease, lymphatic filariasis, onchocerciasis, schistosomiasis, and soil-transmitted helminths, in targeted intervention regions or areas.

Parasitic worm infections interfere with nutrient uptake and may lead to anemia, malnutrition, and impaired mental and physical development. They pose a serious threat to children’s long-term health, education, and productivity, as infected children may be too sick or lethargic to concentrate at school, or to attend at all. Research indicates that school-based deworming has positive impacts on child education and health, and it may improve nutrition.⁵

⁵ <https://www.evidenceaction.org/blog-full/evidence-action-welcomes-new-rigorous-meta-analysis-showing-benefits-of-mass-deworming-for-children>

APPENDIX D – Budget Summary

Note: This template is also available as an Excel file on the [FAIS](#) homepage under the “Forms and Guidance” section.

ATTACHMENT C-1					
Budget Summary					
Program (FFPr or MGD):	MGD				
Country of Operation:					
Implementing Organization:					
Fiscal Year:	2020				
Agreement or Proposal Number:	Fxx-xxx-20xx/0xx-00				
Total Amount of Federal Funds Obligated					
Funding Source <small>(CCC for FFPr) (FAS for MGD)</small>	Funding Year	Commodity Cost	Freight Cost	Administrative Costs <small>(cash portion)</small>	Total Federal Funding Obligated
FAS	2020	\$0.00	\$0.00	\$0.00	\$0.00
Project Operating Budget					
Expense Type	Monetization Proceeds <small>(FFPr Only)</small>	FAS or CCC Funds <small>(CCC is Admin Only)</small>	Cost Share	Total w/out Cost Share	Total w/Cost Share
Administration					
Salaries/Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Professional Services/Contractual	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activities					
Activity 1: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 2: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 3: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 4: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>(Insert additional activities as needed)</i>					
Total Activities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Commodity and Food Purchases (N/A to FFPr)					
Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Food Vouchers (N/A to MGD)					
Cash Transfers (N/A to MGD)					
Total Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ITSH (N/A to FFPr)					
Salaries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Transportation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Warehouse	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total ITSH	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Costs					
ICR on Administration	\$0.00	\$0.00		\$0.00	
ICR on Activities	\$0.00	\$0.00		\$0.00	
ICR on Commodity and Food Purchases (N/A to FFPr)	\$0.00	\$0.00		\$0.00	
ICR on ITSH (N/A to FFPr)	\$0.00	\$0.00		\$0.00	
Total Indirect Costs	\$0.00	\$0.00		\$0.00	
Anticipated Program Income					\$0.00
Grand Total Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Amount of Federal Award (Total Federal Funds Obligated Plus Cost Share):					\$0.00

APPENDIX E – Budget Narrative Example

Note: Budget narrative guidance is also available on the FAIS homepage.

Program: McGovern-Dole

Country: Wakanda

Fiscal Year: 2020

Organization: Food Development

Point of Contact: Johnny Appleseed, Johnny.Appleseed@fooddev.org

This document contains examples of the types of information to be provided in Budget Narratives submitted to the International Food Assistance Division (IFAD). The examples used in this document are fictitious and are provided to show the required level of detail in Budget Narrative submissions.

SECTION 1: GENERAL EXPLANATORY COMMENTS

Food Development (FD) will implement a 4-year McGovern-Dole program in Wakanda. The total Federal award amount is \$25,133,711. This includes commodity (\$6,977,157), freight (\$5,070,000), and administrative costs (cash portion) (\$13,086,554). The total operating budget (grand total costs) for this project is \$13,106,554; this includes \$10,000 in cost share. The following budget narrative describes the operating budget and does not describe the commodity and freight portions of Federal funding.

FAS Funding	\$13,086,554
Total Cost Share	\$10,000

Total Project Operating Budget \$13,096,554

Summary of Total Project Operating Budget (Includes Cost Share)	
Administration	\$4,312,455
Activities	\$3,337,531
Commodity and Food Purchases	\$1,004,021
Internal Transportation, Storage and Handling	\$1,970,196
ICR on Administration	\$844,411
ICR on Activities	\$532,713
ICR on Commodity and Food Purchases	\$134,385
ICR on ITSH	\$960,842
Total	\$13,096,554

In addition to the total operating costs above, this section should include⁶:

1. Any cost escalations expected during this project, and the manner in which they are accounted

⁶ These must be included for both proposals and final award/amendment narratives.

for throughout budget (for example, an annual X% increase in expenses per year). All line items should include the cost escalation over the life of the project, as applicable;

2. A summary and total amount for program income⁷ which may be earned by the proposed project;
3. A summary of the indirect rates applied the proposed budget and their base of application across Administration, Activity, ITSH, and Commodity Food Purchases expenses; and
4. A summary of the Monitoring and Evaluation (M&E) Budget. For example: The M&E budget for FD’s project is \$465,000 or **3.6%**⁸ of the total operating budget (excluding cost share) of \$13,086,554.
5. A summary of the local and regional procurement budget. For example: FD’s local procurement budget is \$2,825,012 or **11%** of the total federal obligation of \$24,820,190.

Summary of Local and Regional Procurement Budget	
Salaries/Personnel	\$484,103
Internal Transportation	\$854,569
Warehouse	\$196,345
Commodity and Food Purchases	\$1,004,021
ICR on Salaries/Personnel	\$94,791
ICR on ITSH	\$56,798
ICR on Commodity Purchases	\$134,385
Total	\$2,825,012

For initial proposal version of the narrative⁹, this section should also include:

1. The organization’s financial capacity;
2. The cost application methodology used for the proposal;
3. A summary of how the budget components will contribute to the implementation of the project; and
4. A description of the overall cost effectiveness of the project.

SECTION 2: ADMINISTRATION

Total Administration Costs: \$5,156,886 (\$5,151,886 in FAS funds, \$5,000 in cost share)

- **Total Direct Costs: \$4,312,455** (\$4,307,455 in FAS funds, and \$5,000 in cost share).
- **Total Indirect Costs: \$844,411**

2.1. Salaries/Personnel¹⁰ – Total \$1,479,600

⁷ For further information on program income, see [2 CFR Part 200.80](#), [2 CFR Part 200.307](#), and program specific regulations at [7 CFR Part 1599.12](#)

⁸ M&E budget must be at least 3% of the total operating budget.

⁹ The four items should ONLY be included in proposal. Do not include these items in the final negotiated budget narrative.

¹⁰ See [2 CFR Part 200.430](#) for cost principle information on compensation.

Position	Months	LOE	Base Monthly Salary	Total Salary
Chief of Party (USN)*	60	100%	\$7,500	\$450,000
Finance and Administrative Manager*	60	100%	\$3,250	\$195,000
Accountant	60	100%	\$2,500	\$150,000
HQ Technical Support	60	30%	\$7,200	\$129,600
HQ Agricultural Specialist	30	50%	\$7,000	\$105,000
M & E Manager (TCN)	60	100%	\$7,500	\$450,000
Total				\$1,479,600

*Key personnel

2.2. Fringe Benefits¹¹ – Total \$622,969

Fringe Benefits – Headquarters (HQ), U.S. Nationals (USN) and Third Country Nationals (TCN)¹²

FD charges actual fringe benefit costs. It is currently estimating an average fringe benefits rate of 40.51% for total Headquarters, Expatriate and Third Country National salaries. Total HQ Administrative Salaries: \$1,059,600 x .4051 = \$429,244.

Fringe Benefits – Cooperating Country Nationals¹³ (CCN) Employees

Fringe benefits for Cooperating Country Nationals are budgeted at 43.05% of their total salary and are based on FD's current practice in-country. This includes:

- Medical Insurance: 6% of annual income
- Social Security: 10.67% of annual income
- Bonus Payments: 16.66% of annual income
- Severance: 9.72% of annual income

Total TCN Fringe Benefits: \$450,000 x 43.05% = \$193,725

2.3. Travel¹⁴ – Total \$247,090

International Travel (\$60,043)

FD headquarter staff/consultants will make 8 international trips during the course of the period of performance. The purpose of the trips will be to provide monitoring and technical guidance. The COP will make 2 international trips to Headquarters in Washington, DC. The total

¹¹ See [2 CFR Part 200.431](#) for cost principle information on fringe benefits.

¹² TCN is defined as: "A person who is employed by an international organization and who comes neither from the country where the organization has its main base, nor from the country where they are working."

¹³ CCN is defined as "An individual - employee who is a cooperating country citizen, or a non-cooperating country citizen lawfully admitted for permanent residence in the cooperating country."

¹⁴ See [2 CFR Part 200.474](#) for cost principle information on travel costs.

international travel cost estimate is \$60,043. This includes tickets (10 trips at \$3,000 per trip = \$30,000), M&IE (\$15,000), travel visas/processing fees (\$5,043) and lodging (5 nights at \$1,000 per trip = \$10,000).

Local Travel (\$119,926)

FD estimates \$119,926 for quarterly local travel by staff. The estimate includes per diem and miscellaneous costs.

Vehicle Fuel and Rentals (\$67,121)

FD estimates the cost for vehicle fuel for 3 vehicles to be \$40,000. FD plans for vehicle rentals at 10 days/month during high volume periods. Rentals and taxi service are estimated at \$27,121 over the life of the project.

2.4. Professional Services/Contractual¹⁵ – Total \$1,031,913

Support Services (\$166,017)

FD has included expenses related to support services over the life of the program. These costs are directly attributable to the project and include: local legal services (\$62,450), security services (\$50,749), IT services (\$35,123), and translation services (\$17,695).

Call Forward Fees (\$125,000)

FD has budgeted for call forward fees at \$25,000 per call forward in Y1 – Y4 for a total of \$125,000.

Evaluations (\$725,896)

FD estimates the consultant fee for the Baseline, Midterm, and Final Evaluations to be \$225,000, \$225,000, and \$225,896 respectively. In Y3, a special study will be conducted for \$50,000. FD has selected Circle Food Research Institute to conduct these evaluations based on their unique capabilities and extensive experience working in Wakanda.

Recruitment (\$15,000)

In Y1 FD will procure the services of an external firm to recruit and hire personnel on a rolling basis based on need. This is estimated at \$10,000. During Y2-4, a total of \$5,000 is estimated for recruitment for anticipated staff turnover.

2.5. Equipment – Total \$90,000¹⁶

FD plans to purchase three 4x4 vehicles at \$30,000 each totaling \$90,000.

2.6. Supplies¹⁷ – Total \$155,497

¹⁵ Any costs associated with a subrecipient agreement or contract should be provided here. See Procurement Standards found in [2 CFR Part 200](#)

¹⁶ To meet the definition of equipment, each unit should be valued at \$5,000 or greater. See [2 CFR Part 200.313](#)

¹⁷ To meet the definition of supplies, each unit should be valued at less than \$5,000. See [2 CFR Part 200.314](#)

Appliances (\$99,708)

FD plans to purchase two servers, 12 laptops, 12 computer workstations, and related equipment. FD plans to replace computer equipment transferred from prior projects in year 3. Equipment to be replaced includes: 10 laptops and workstations, 2 printers, 1 scanner, 1 projector, 14 cell phones, 2 satellite phones, 12 office furniture sets, 2 AC units, 2 cash safes, and hardware replacements and replacement of two digital cameras in year 3. Estimated costs: \$99,708.

M&E Supplies (\$3,000)

FD will purchase 20 tablets for 20 field M&E staff at a cost of \$100 each for a total of \$2,000

In Y1, FD will purchase a subscription and licenses for EvalU-PLUS+, a highly effective M&E software system for \$1,000. All necessary M&E staff will have access to this system

Office Supplies (\$52,789)

The budgeted monthly office supply costs are estimated at \$863.30. The costs cover all necessary office supplies such as notebooks, pens, calculators, office bags, clip files, registers, photocopy paper, flip chart paper, markers, transparency paper, flip chart boards, etc. Our estimates are based on programs of similar size and market research.

2.7. Office – Total \$630,386 Capitol City Office

FD estimates the cost of its project office to be \$630,386. The costs include: rent, office upgrades, utilities, generator fuel, office improvements, cleaning and maintenance, bank charges, branding and marking, recruitment, staff development, internet, landline phone service, cell phone services, printing, postage, shipping, vehicle and motorcycle insurance, tax, and software licenses.

2.8. Other – Total \$50,000**Maintenance (\$20,000)**

FD estimates equipment and supply maintenance to be \$20,000 for the life of the project.

Insurance (\$25,000)

FD estimates vehicle insurance to be \$25,000 for the life of the project.

Training (\$5,000)

FD plans for \$5,000 in onboarding and training of staff on FD agreement policies in Wakanda in Y1.

2.9. Cost Share¹⁸ – Total \$5,000

FD will provide \$5,000 in in-kind cost share in the form of the time and travel for two headquarters staff to facilitate staff onboarding and training in Y1. This volunteer labor time is valued at \$5,000, with \$2,500

¹⁸ See [2 CFR Part 200.306](#) for clarification on what constitutes cost share. Please note IFAD will not consider cost share on indirect costs.

in Admin: Salaries and \$2,500 in Admin: Travel.

2.10. Indirect Costs¹⁹ – Administration – Total \$844,411

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$844,411.

SECTION 3: ACTIVITIES – Total \$3,870,244 (\$3,865,244 in FAS funds and \$5,000 in cost share)

- **Total Direct Costs: \$3,337,531** (\$3,332,531 in FAS funds and \$5,000 in cost share)
- **Total Indirect Costs: \$532,713**

Activity 1: Capacity Building: Government institutions – Total \$293,225

3.1.1 Salaries/Personnel – \$47,994

Position	Months	LOE	Monthly Salary	Total
Organizational Development Manager	54	17%	\$4,166	\$38,244
3 Organizational Technicians	52	5%	\$1,250	\$9,750
Total				\$47,994

3.1.2 Fringe Benefits – Total \$20,661

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees’ base salary.

3.1.3 Professional Services/Contractual – Total \$60,000

Subrecipient Global Ag Foods will implement capacity building workshops in Y2-Y4 for a total of \$60,000. FD has selected Global Ag Foods to conduct these workshops based on their unique capabilities and extensive experience working in Wakanda.

3.1.4 Office – Total \$76,303

FD estimates the cost of the office in Nebaj to be \$76,303. The costs include rent, start-up and closeout costs, utilities, generator fuel, office improvements, and cleaning and maintenance.

3.1.5 Supplies – Total \$20,300

Office supplies are estimated at \$17,300. This includes five laptops (unit price of \$1,000) for \$5,000, one printer for \$300, six tablets (unit price of \$500) for \$3,000 and 12 cell phones (unit price \$750) for \$9,000.

¹⁹ See [2 CFR Part 200.414](#) for cost principle information on indirect costs.

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 1 is \$3,000.

3.1.6 Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.1.7 Other – Total \$50,417

Food Development will implement the following workshops:

Capacity-Building Government Institutions Workshop (\$13,229)

One workshop per quarter has been budgeted at roughly 15 attendees per workshop. Cost associated with this workshop includes, refreshments, copies of training materials, and transportation for meeting participants.

Coordination Committee Sessions/Meetings Workshop (\$ 5,594)

Each workshop/event will last for 1 day and will host roughly 20 attendees. There will be one event in Years 1 and 5, and two events in Years 2-4. Cost includes venue rental, training materials, per diem, transportation, and accommodations for meeting participants.

Lessons Learned Seminars Workshop (\$7,923)

Each workshop/event will last one day with roughly 50 attendees. These meetings will be held once a year for the life of the project. Cost include venue rental, training materials, per diem, transportation, and posters for meeting participants.

Facilitation of Links with Research Institutions Workshop (\$23,671)

Each workshop/event will last for 1 day and host 50 attendees, 25 of whom will be from out-of-town. There will be one workshop in Years 1 and 5, and two workshops in Years 2-4. Cost include venue rental, training materials, per diem, transportation, and training materials for meeting participants.

Activity 2: Post-Harvest Infrastructure Support – Total \$1,016,801 (\$1,011,801 in FAS Funds and \$5,000 in cost share)

3.2.1 Salaries/Personnel – Total \$500,700

Position	Months	LOE	Monthly Salary	Total
Deputy Chief of Party	58	50%	\$8,018	\$232,522
Organizational Development Mgr.	54	18%	\$4,166	\$40,494
Grants Manager	52	100%	\$2,917	\$151,684

3 Organizational Development	52	15%	\$1,250	\$29,250
Agriculture Production Mgr.	55	10%	\$2,500	\$13,750
3 Agriculture Production Technicians	52	10%	\$1,250	\$19,500
Agriculture Marketing and Value Chain	54	10%	\$2,500	\$13,500
Total				\$500,700

3.2.2 Fringe Benefits – Total \$215,551

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees' base salaries.

3.2.3 Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.2.4 Supplies – Total \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 2 is \$3,000.

3.2.5 Other – Total \$275,000

Post-Harvest Workshops (\$15,000)

FD will facilitate post-harvest workshops for grant recipients. Each workshop/event will last for 1 day and will host 25 attendees. Workshops will be held in Years 2-4. Estimate cost per workshop \$5,000.

Post-Harvest Processing Cash Grants (\$210,000)

FD will provide 210 farmers with \$1,000 cash grants to purchase materials and equipment with the goal of improving production capacity and diversifying the types of food provided in school meals.

Capacity-Building Cash Grants (\$50,000)

FD will allocate up to \$1,000 cash grants to farmer cooperatives in 50 municipalities to conduct soil improvement trainings and provide participating farmers with seed and fertilizer.

3.2.6 Cost Share – Total \$5,000

Recipients of the “Capacity-Building” grants will provide a 10% cost share totaling \$5,000.

Activity 3: Financial Services: Facilitate Agricultural Lending – Total \$975,674

3.3.1 Salaries/Personnel – Total \$41,248

Position	Months	LOE	Monthly Salary	Total
Organizational Development Manager	54	5%	\$4,166	\$11,248
Agriculture Marketing and Value Chain	54	15%	\$2,500	\$20,250
3 Organizational Development Technicians	52	5%	\$1,250	\$9,750
Total				\$41,248

3.3.2 Fringe Benefits – Total \$17,757

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees’ base salaries.

3.3.3 Professional Services/Contractual – Total \$750,000

Subrecipient A: \$750,000: To oversee financial lending to local farmers in Nebaj.

3.3.4 Supplies Total – \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 3 is \$3,000.

3.3.5 Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.3.6 Other – Total \$146,119

FD will implement financial services workshops in Y2-4 for 50 participants each. Total workshop costs will be \$146,119

Activity 4: Training: Improved Agricultural Production Techniques – Total \$1,051,831

3.4.1 Salaries/Personnel – Total \$383,000

Position	Months	LOE	Monthly Salary	Total
HQ Agricultural Specialist	60	15%	\$7,000	\$63,000

Agriculture Production Manager	55	80%	\$2,500	\$110,000
3 Agriculture Production Technicians	52	80%	\$1,250	\$156,000
Agriculture Marketing and Value Chain Specialist	54	40%	\$2,500	\$54,000
Total				\$383,000

3.4.2 Fringe Benefits – Total \$163,281

Fringe benefits for cooperating country national staff are in accordance with local labor laws and calculated at 43.05% of the employees’ base salaries. Total \$137,760.

Fringe benefits for HQ employees are calculated at 40.51% of base salary. Total \$25,521.

3.4.3 Supplies – Total \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 4 is \$3,000.

3.4.4 Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.4.5 Professional Services/Contractual – Total \$485,000

FD will execute 3 subrecipient agreements as follows:

Subrecipient A: \$310,000: To provide training to local farmers on water use efficiency.

Subrecipient B: \$50,000: To provide training to local farmers on pest management.

Subrecipient C: \$125,000: To provide training to local farmers on crop rotation.

Subrecipients will be selected based on a competitive bidding process. FD will take into consideration factors such as the soundness of the proposal, unique capabilities of the bidder, the amount of the bid, delivery schedule, technical competency of the key personnel proposed for the study, etc.

3.5 Indirect Costs – Activities – Total \$532,713

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$532,713.

SECTION 4: COMMODITY AND FOOD PURCHASES Total – \$1,138,406 (in FAS funds)

- **Total Direct Cost: \$1,004,021**
- **Total Indirect Cost: \$134,385**

4.1 Commodity Procurement – Total \$1,004,021

FD anticipates procuring 750 MT of wheat, 22 MT of oil, and 150 MT of rice over the life of the project

(LoP). The LoP budget of the project is as follows:

	Wheat		Oil		Rice		Total	
	Total MT	Total Cost	Total MT	Total Cost	Total MT	Total Cost	Total MT	Total Cost
Year 1	300	\$333,300	10	\$10,000	75	\$90,000	385	\$433,300
Year 2	200	\$222,200	5	\$5,000	25	\$30,000	230	\$257,200
Year 3	250	\$246,521	7	\$7,000	50	\$60,000	307	\$313,521
TOTAL	750	\$802,021	22	\$22,000	150	\$180,000	922	\$1,004,021

4.2 Cash Vouchers²⁰ – Total \$0

4.3 Food Vouchers²¹ – Total \$0

4.4 Cost Share – Total \$0

There is no cost share (cash or in-kind) under Commodity and Food Purchases.

4.5 Indirect Costs – Commodity and Food Purchases – Total \$134,385

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$134,385.

SECTION 5: INTERNAL TRANSPORTATION, STORAGE AND HANDLING (ITSH) Total – \$2,931,038 (FAS cash only)

- **Total Direct Cost: \$1,970,196**
- **Total Indirect Cost: \$960,842**

5.1 Salaries/Personnel – Total \$469,500

Position	Months	LOE	Monthly Salary	Total Salary
Commodity Manager	60	100%	\$4,000	\$240,000
Logistics Coordinator	54	100%	\$2,500	\$135,000
2 Warehouse Officer	54	50%	\$700	\$37,800
7 Truck Drivers	54	30%	\$500	\$56,700
Total				\$469,500

5.2 Fringe Benefits – Total \$202,120

CCN fringe benefit rate is 43.05% (\$469,500 * 43.05% = \$202,119.75).

5.3 Internal Transportation – Total \$937,951

- **Commodities Manager travel = \$5,962**

²⁰ N/A to McGovern-Dole

²¹ N/A to McGovern-Dole

- **Warehouse Officer travel (8 field visits) = \$4,659**
- Food Monitor travel = \$26,242
- In-country vehicle expenses = \$103,568
 - 1960 km/year*\$0.71/km fuel and oil (\$1,392), (\$5,000) parts, (\$15,000) repair, (\$3,000) registration and insurance (\$1,500) = \$20,892 per year for 4 years
- In-Country Commodity Transportation – Dispatch: \$120/MT*6,390MT = \$766,800
- In-Country Commodity Transportation – Retrieval: \$120/MT*64MT (yrs.1-4) = \$30,720

5.4 Professional Services/Contractual – Total \$121,425

- Loading and offloading (\$6/MT*1,278 MT/yr.*4 yrs.) = \$30,672
- Retrieval and reconstitution (\$10/MT*64MT/yr.*4 yrs.) = \$2,560
- Fumigation \$6,212*(twice per yr.)*4 yrs. = \$49,696
- Security at warehouse (for 5 yrs.) = \$35,416
- Security system contract (for 5 yrs.) = \$2,548
- Audit and legal services = \$533

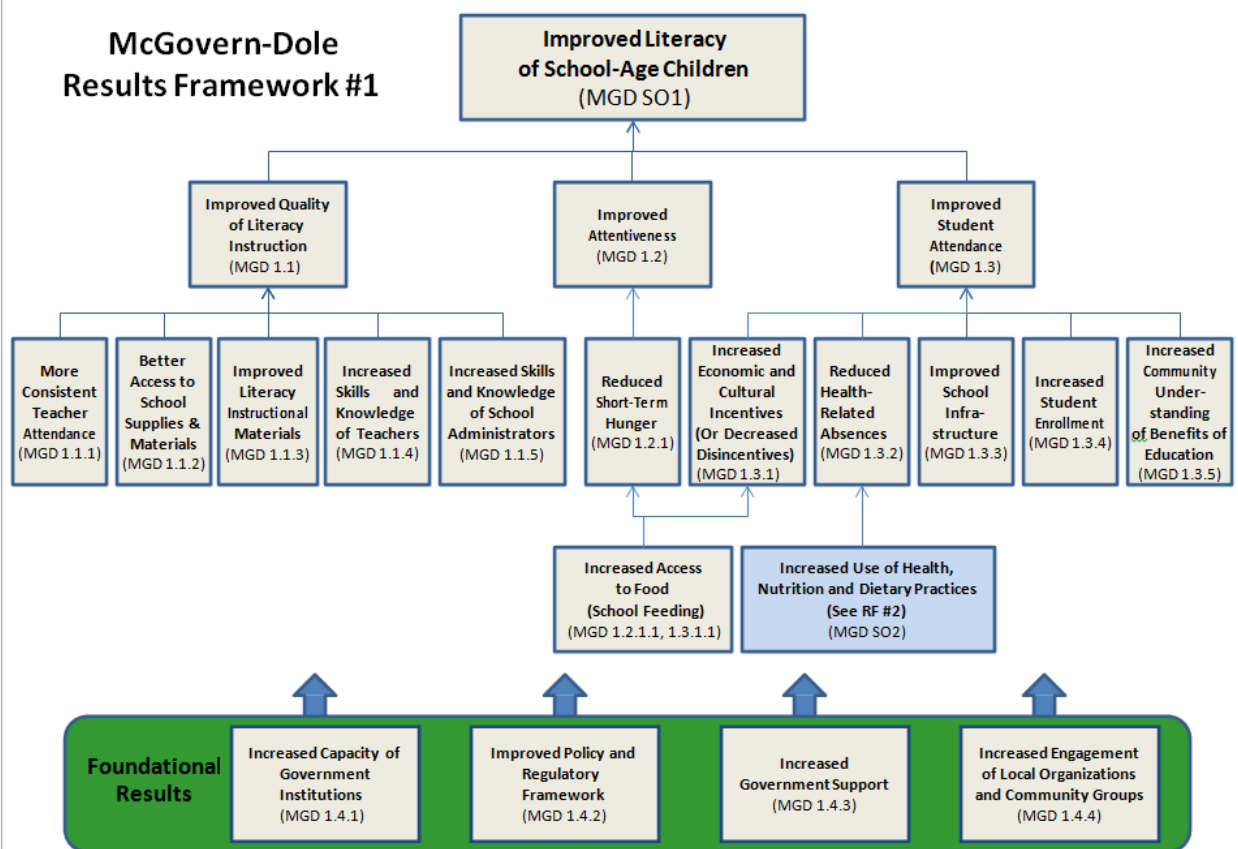
5.5 Warehouse – Total \$239,200

Warehouse rent (\$2,000 per month for 54 months*2 warehouses) \$216,000, four laptops for staff use (\$1,000 per laptop) \$4,000, office supplies (\$100 per month for 54 months) \$5,400, bank fees (\$200 per month for 54 months) \$10,800, and cleaning supplies (\$3,000). Estimated costs: \$239,200

Indirect Costs – ITSH – Total \$960,842

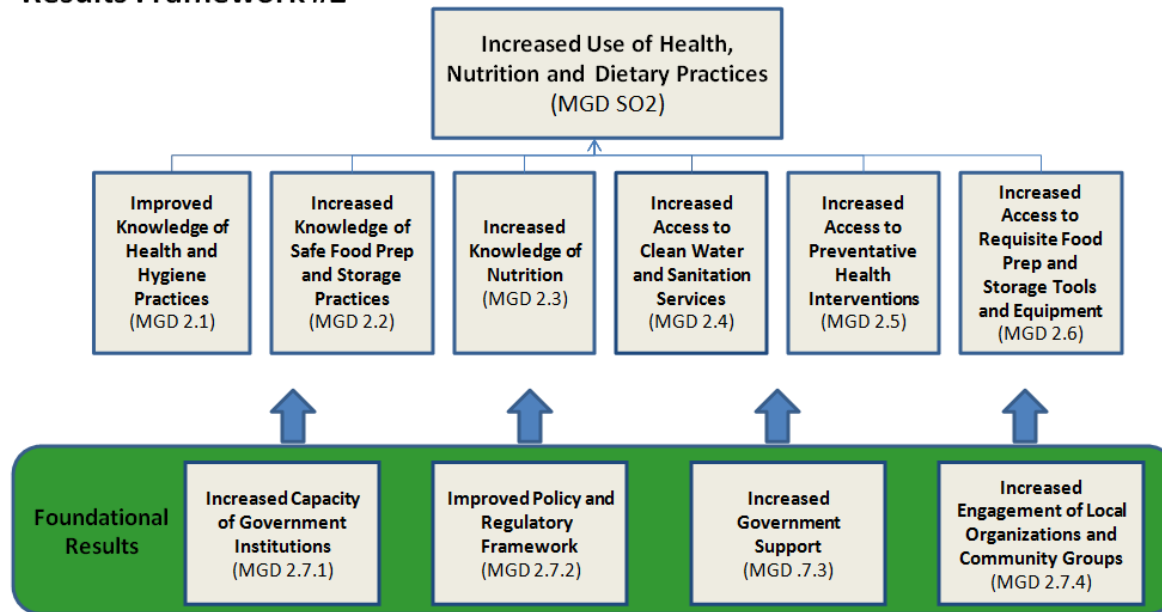
FD will charge \$960,842 in indirect costs according to its NICRA agreement.

APPENDIX F – Results Framework and Illustrative Examples of Foundational Results



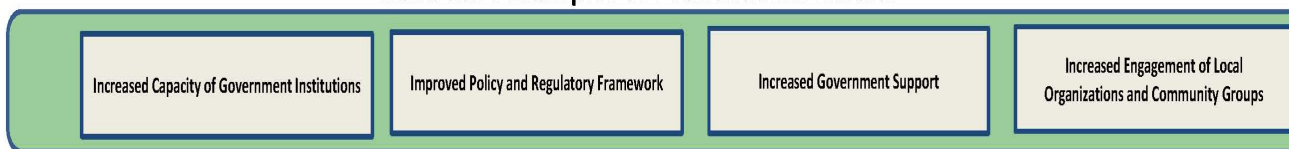
A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

McGovern-Dole 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.

Illustrative Examples of Foundational Results



	Increased Capacity of Government Institutions	Improved Policy and Regulatory Framework	Increased Government Support	Increased Engagement of Local Organizations and Community Groups
More Consistent Teacher Attendance	<p>WHAT: Build local skills, knowledge and tools necessary to monitor teacher attendance and address constraints.</p> <p>HOW: Development of tools, processes and procedures for tracking and reporting; Assessments of constraints and plans to remove barriers/increase incentives.</p>	<p>WHAT: Support the development, implementation and enforcement of policies and regulations that lead to more consistent teacher attendance.</p> <p>HOW: Help school officials draft attendance policies for teachers, including reporting and enforcement procedures.</p>	<p>WHAT: Increase government support for teachers through increased teacher salaries, hiring of more teachers, providing improved benefits to teachers.</p> <p>HOW: Help school officials advocate for more teachers or for increases to teacher salaries.</p>	<p>WHAT: Increase ability of communities, including parents, PTAs, local community groups and the private sector to have an impact on the consistency of teacher attendance.</p> <p>HOW: Train as teacher's aids and/or substitute teachers; increase awareness of attendance through newsletters; empower communities to help address obstacles - e.g. housing, transport.</p>
Better Access to School Supplies and Materials	<p>WHAT: Build local skills, knowledge and tools to ensure students and teachers have the supplies and materials they need, such as books, paper, pencils, chalk, blackboards, etc.</p> <p>HOW: Developing tools and procedures for assessing needs and coordinating procurement and delivery of materials on a timely basis.</p>	<p>WHAT: Development of ministry policies and guidance regarding the minimum ratio of supplies in a classroom to teachers/or students.</p> <p>HOW: Work with school officials to analyze supply needs and build appropriate and practical policies.</p>	<p>WHAT: Increase in government funding for school supplies and materials.</p> <p>HOW: Helping school officials collect and analyze data on essential school supplies, so that they can advocate for increased budgetary support.</p>	<p>WHAT: Increase the capacity of the community to support the availability of classroom supplies and materials.</p> <p>HOW: Teach PTAs how to hold fundraising events and partner with and solicit donations from private companies and organizations.</p>
Improved Literacy Instructional Materials	<p>WHAT: Increase the capability of education staff (e.g. MoE) to revise or strengthen literacy instructional materials.</p> <p>HOW: Provide training to staff on curriculum development or partner with institutions to create supplemental teaching materials.</p>	<p>WHAT: Create or strengthen policies and guidance regarding the quality of literacy education, which would mandate improvements to literacy curricula and instructional materials.</p> <p>HOW: By providing technical support to ministry of education officials on international best practices for youth literacy education.</p>	<p>WHAT: Increases in the budget for development of literacy curriculum and/or the purchase of new books for teachers and students.</p> <p>HOW: Help MOE officials assess the cost to develop or procure the improved instructional material for a district, region or nation.</p>	<p>WHAT: Increase the ability of the community to advocate for improvements to literacy materials, including the curriculum.</p> <p>HOW: By holding town hall meetings to discuss changes to the curriculum and providing an opportunity for community input.</p>
Increased Skills and Knowledge of Teachers	<p>WHAT: Building the capacity of school administrators to provide training and support to teachers.</p> <p>HOW: By working with school administrators to develop teacher assessment tools or by collaborating with school officials to develop a training program for teaching basic literacy to children.</p>	<p>WHAT: Development and implementation of policies regarding the minimum qualifications and/or training required for teachers.</p> <p>HOW: Work with administrators to establish basic skill sets that teachers must have (hiring requirements) or must acquire through in-service training to teach literacy.</p>	<p>WHAT: Increase budgets for training teachers.</p> <p>HOW: Work with officials to assess the cost of training teachers, establishing a teacher training college, developing a new training curriculum, etc., so that they can include it in their budget requests.</p>	<p>WHAT: Increase the ability of communities to advocate for qualified teachers and support the needs of teachers to get the training they need.</p> <p>HOW: Train PTAs on how to advocate for better trained teachers and introduce them to fundraising techniques that they can use to raise money to support teacher training.</p>
Increased Skills and Knowledge of School Administrators	<p>WHAT: Building the capacity of school administrators to give principals and school managers the training and guidance they need to support effective literacy education programs.</p> <p>HOW: By training a cadre of district level school supervisors to be able to train school principals on methods for assessing the strengths of their schools' teachers and ways to coach them to improve.</p>	<p>WHAT: Development and implementation of policies regarding the minimum qualifications and/or training required for principals and school administrators.</p> <p>HOW: Work with ministry of education officials to establish basic skill sets that principals must have (hiring requirements) or must acquire through in-service training.</p>	<p>WHAT: Increase budgets for training principals and/or hiring more qualified principals</p> <p>HOW: Work with officials to assess the cost of training principals, developing a new training course for principals, etc., so that they can include it in their budget requests.</p>	<p>WHAT: Increase the ability of communities to advocate for qualified principals and support the needs of principals to get the training they need.</p> <p>HOW: Train PTAs on how to advocate for better trained principals and introduce them to fundraising techniques that they can use to raise money to support the skills development of principals in their schools.</p>

APPENDIX G – Past Performance Review Template

Applicants should complete all information in Part I. If one of the items does not apply, simply note N/A in that row. Parts II and III should be completed by the reference organization/personnel. The reference organization/personnel must then submit the completed form to PPDED@usda.gov. Please use the subject line “Past Performance Reference for [Proposal Name]”. FAS may contact the reference organization/personnel for verification.

PART I: Award Information (to be completed by Applicant)
1. Name of Applicant’s Organization
2. Contact Name:
3. Title:
4. Phone Number:
5. Email Address:
6. Name of Project:
7. Award Number:
8. Award Type
9. Award Value
10. Description or Work/Services:
11. Location Where Work was Performed:
12. Contracting/Agreement Officer:
13. Contracting/Agreement Officer Phone Number:
14. Contracting/Agreement Officer Email Address:
15. Technical Officer (if applicable):
16. Technical Officer Phone Number:
17. Technical Officer Email Address:

PART II Performance Assessment (to be completed by Reference Organization)
1. Contact Name (person(s) completing this document):
2. Title:
3. Name and address of organization:
4. Phone number:
5. Email address:
PART III: Performance Assessment (to be completed by Reference Organization)
1. Instances of good performance as measured by results achieved and quality of deliverables or services, including, but not limited to the following: timeliness, consistency in meeting goals and targets, effectiveness and appropriateness of personnel, cooperation and effectiveness of the organization in identifying or addressing problems, and cost control issues including forecasting costs as well as accuracy in financial reporting. Comment:
2. Instances of poor performance as measured by results achieved and quality of deliverables or services, including, but not limited to the following: timeliness, consistency in meeting goals and targets, effectiveness and appropriateness of addressing problems, and cost control issues including forecasting costs as well as accuracy in financial reporting. Comment:
3. Significant achievements: including relationships with beneficiaries, initiation and management of several complex activities simultaneously, coordination among country partners, and correction of problems. Comment:
4. Significant Problems: including relationships with beneficiaries, initiation and management of several complex activities simultaneously, coordination among country partners, and correction of problems. Comment:

Appendix H – Potential Available Commodities for FY 2020 Food Aid Solicitations

(Applicable to both McGovern-Dole and Food for Progress Programs)

For specific questions related to commodities, please contact PPDED@usda.gov

For additional commodity specifications please visit: <https://www.ams.usda.gov/services/international-procurement/commodity-requirements>

Commodities are subject to change, based on price and availability.

All Beef Packer Tallow	Nonfat, Non-fortified Dry Milk*
All Purpose Flour	Northern Spring Wheat
Black Beans	Parboiled, Well Milled, Long Grain Rice 2/7
Bread Flour	Parboiled, Well Milled, Long Grain Rice 5/20
Bulgur	Peas/Lentils Substitutable
Cornmeal	Pinto Beans
Corn-Soy Blend	Ready-to-use nutritional food (RUSF or MQ)
Corn-Soy Blend Plus	Salmon, Pink (Canned)*
Crude Degummed Soybean Oil	Small Red Beans
Dark Northern Spring Wheat	Soft Red Winter Wheat
Dark Red Kidney Beans	Soft White Wheat
Dehydrated Potato Granules*	Sorghum
Dehydrated Potatoes Flakes*	Soybean Meal
Extra Fancy Tallow	Soybean Oil
Fortified Rice, 2/7 Long Grain, Well Milled	Soy-Fortified Bulgur*
Fortified Rice, 2/7 Medium Grain, Well Milled	Soy-Fortified Cornmeal
Fortified Rice, 3/15 Long Grain, Well Milled	Split Yellow Peas
Fortified Rice, 3/15 Medium Grain, Well Milled	Super Cereal Plus

Fortified Rice, 5/20 Long Grain, Well Milled	Technical Tallow
Fortified Rice, 5/20 Medium Grain, Well Milled	Vegetable Oil
Great Northern Beans	Vegetable Oil Substitutable
Green Peas	Well Milled, Long Grain Rice 2/7
Green Split Peas	Well Milled, Long Grain Rice 3/15
Hard Milled Long Grain Rice	Well Milled, Long Grain Rice 5/20
Hard Red Spring Wheat	Well Milled, Medium Grain Rice 5/20
Hard Red Winter Wheat	Whole Green Peas
Kabuli Garbanzo Beans	Whole Yellow Peas
Lentils	Yellow Corn
Lipid Based Nutrient Supplement (LNS SF)	Yellow Grease
Milled Rice	Yellow Soybeans

*Availability May Vary

Appendix I – Instructions for Completing the SF-424A

For FY2020, McGovern-Dole Food for Education (MGD) program applicants will be required to fill out and submit a copy of the SF-424A, available on Grants.gov at:

<https://www.grants.gov/web/grants/forms/sf-424-family.html>. This form should be uploaded, along with the proposal, as an attachment in FAIS. This form will be required IN ADDITION to the Attachment C-1 budget summary.

The SF-424A form should be filled out using the same information provided in your budget summary and budget narrative. Please note that Sections A-C will ONLY include the amounts from the project operating budget (administrative costs cash portion). The total Federal award amount, including Commodity Cost and Freight Cost, will be captured under SECTION F - OTHER BUDGET INFORMATION: 23. Remarks.

SECTION A - BUDGET SUMMARY:

- **Grant Program Function or Activity (a):** Insert each of the applicable expense types in the four boxes for this section: 1) Administration, 2) Activities, 3) Commodity and Food Purchases, 4) and ITSH.
- **Catalog of Federal Domestic Assistance Number (b):** For the MGD program, the CFDA is: 10.608. Enter this number in this column for each expense type.
- **Estimated Unobligated Funds (c) & (d):** These sections will be left blank for new applications.
- **New or Revised Budget (e) and (f):** Insert the totals for each of the applicable expenses in these sections. Federal totals should be entered under column (e) and non-Federal (cost share/match) amounts should be entered under column (f).
- **Totals (column (g) and row 5):** Calculate the totals of columns (e) and (f) for each expense type. Please note this total will auto calculate when using the Grants.gov form.

SECTION B - BUDGET CATEGORIES:

- **Object Class Categories:** Enter the same expense types (i.e., Administration, Activities, Commodity and Food Purchases, and ITSH) in the column headings for Section 6. Please note these headers will auto fill when using the Grants.gov form. For each expense type, enter the total expenses for each class category (e.g., Personnel, Fringe Benefits, Travel, etc.) and sum the amounts in column 5 and row K.

FAS is providing the following guidance to assist applicants in transferring their budget requests from the current budget documents to the SF-424A:

- **Administration Expenses**

- a) Personnel: Enter the total for all Administration Salaries expenses
 - b) Fringe Benefits: Enter the total for all Administration Benefits expenses
 - c) Travel: Enter the total for all Administration Travel expenses
 - d) Equipment: Enter the total for all Administration Equipment expenses
 - e) Supplies: Enter the total for all Administration Supplies expenses
 - f) Contractual: Enter the total for all Administration Professional Services expenses
 - g) Construction: Leave blank
 - h) Other: Enter the total for all Administration Office and Other expenses
 - i) Indirect Charges: Enter the total for all Administration Indirect expenses
- **Activities Expenses**
 - a) Personnel: Enter the total for all Activities Salaries expenses
 - b) Fringe Benefits: Enter the total for all Activities Benefits expenses
 - c) Travel: Enter the total for all Activities Travel expenses
 - d) Equipment: Enter the total for all Activities Equipment expenses
 - e) Supplies: Enter the total for all Activities Supplies expenses
 - f) Contractual: Enter the total for all Activities Professional Services expenses
 - g) Construction: Leave blank
 - h) Other: Enter the total for all Activities Office and Other expenses
 - i) Indirect Charges: Enter the total for all Activities Indirect expenses
- **Commodity and Food Purchase Expenses**
 - a) Personnel: Leave blank
 - b) Fringe Benefits: Leave blank
 - c) Travel: Leave blank
 - d) Equipment: Leave blank
 - e) Supplies: Leave blank
 - f) Contractual: Leave blank
 - g) Construction: Leave blank
 - h) Other: Enter the total for all Commodity Procurement expenses
 - i) Indirect Charges: Enter the total for all Commodity and Food Purchase Indirect expenses
- **Internal Transportation, Storage, and Handling (ITSH) Expenses**
 - a) Personnel: Enter the total for all ITSH Salaries expenses
 - b) Fringe Benefits: Enter the total for all ITSH Benefits expenses
 - c) Travel: Enter the total for all ITSH Travel expenses
 - d) Equipment: Enter the total for all ITSH Equipment expenses
 - e) Supplies: Enter the total for all ITSH Supplies expenses
 - f) Contractual: Enter the total for all ITSH Professional Services expenses
 - g) Construction: Leave blank
 - h) Other: Enter the totals for all ITSH Transportation, Warehouse, and Other expenses
 - i) Indirect Charges: Enter the total for all ITSH Indirect expenses
- **Program Income:** Applicants should list all applicable program income here. This amount includes, but is not limited to, income from: fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal

award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds.

FAS is providing the following guidance to assist applicants in categorizing costs:

- a. Personnel:** Costs of employee salaries and wages. For each staff person, provide the name (if known), title, time commitment to the project as a percentage of a full-time equivalent (FTE), annual salary, and grant funded salary. Do not include the costs of consultants, subgrants or contractors. Consultants, subgrants and contractors are to be included under “Contractual.”
- b. Fringe Benefits:** Costs of employee fringe benefits unless treated as part of an approved indirect cost rate. Provide the method used to calculate the proposed rate amount. If a fringe benefit has been negotiated with, or approved by, a cognizant federal agency, **attach a copy of the negotiated fringe benefit agreement**. If no rate agreement exists, provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement insurance, taxes, etc. Identify the base for allocating these fringe benefit expenses. (Attach the agreement to the application package.) For foreign entities this may not apply.
- c. Travel:** Costs of project-related travel by employees of the applicant organization (do not include costs of sub-contractor, subgrantees or consultant travel). For each proposed trip, provide the purpose, number of travelers, travel origin and destination, number of days, and a breakdown of costs for airfare, lodging, meals, car rental, and incidentals. The basis for the airfare, lodging, meals, car rental, and incidentals must be provided, such as past trips, current quotations, Federal Travel Regulations, etc.
- d. Equipment:** Any article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost which equals or exceeds the lesser of (a) the capitalization level established by the organization for financial statement purposes, or (b) \$5000. For each type of equipment requested, provide a description of the equipment, the cost per unit, the number of units, the total cost, and a plan for use on the project, as well as use or disposal of the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy or section of its policy which includes the equipment definition.

NOTE 1: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, calibration and maintenance services, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation shall be included in or excluded from acquisition cost in accordance with the organization's regular written accounting practices.

NOTE 2: Prior to the purchase of equipment in the amount of \$5000 or more per unit cost, the Recipient must obtain the written approval from FAS, unless the equipment was approved in the initial award. The Recipient shall maintain an annual inventory, which will include a brief description of the item, serial number and amount of purchase for equipment purchased with grant funds, or received under a grant, and having a \$5000 or more per unit cost. The inventory must also identify the sub-award under which the equipment was purchased. Maintenance and insurance will be the responsibility of the Recipient. Title of equipment will remain with the Recipient until closeout when disposition will be provided in writing by FAS within 120 days of submission of final reports.

- e. **Supplies:** Supplies are tangible personal property other than that included in the equipment category if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$5,000, regardless of the length of its useful life. Specify general categories of supplies and their costs. Show computations and provide other information which supports the amount requested. A computing device is a supply.
- f. **Contractual:** Costs of all contracts for services and goods that further the work of the project. Do not put sub-contractors, sub-awardees, and/or sub-grantees that do not perform work to further the project. This includes the types of sub-contractors, sub-awardees, and/or sub-grantees that work for the Prime awardee exclusively, (i.e., landscapers, trash collectors, etc.) These costs belong under other cost categories such as equipment, supplies, construction, other, etc.
- Include third party evaluation contracts (if applicable) and contracts with secondary recipient organizations. Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Identify proposed sub-contractor work and the cost of each sub-contractor. Provide a detailed budget for each sub-contractor that is expected to perform work estimated to be \$25,000 or more, or 50% of the total work effort, whichever is less.
 - Identify each planned subcontractor and its total proposed budget. Each subcontractor's budget and supporting detail should be included as part of the applicant's budget narrative.
 - Provide the following information for each planned subcontract: a brief description of the work to be subcontracted; the number of quotes solicited and received, if applicable; the cost or price analysis performed by the applicant; names and addresses of the subcontractors tentatively selected and the basis for their selection; e.g., unique capabilities (for sole source subcontracts), low bidder, delivery schedule, technical competence; type of contract and estimated cost and fee or profit; and, affiliation with the applicant, if any.

- All required flow down provisions in the award must be included in any subcontract.
 - In this section also include subgrantees. Provide information for each planned subgrant. Identify each planned subawardee and its total proposed budget. Include a brief description of the work to be performed.
- g. **Other Direct Costs:** Any other items proposed as direct costs that do not fall under the budget categories listed above. Provide an itemized list with costs and state the basis for each proposed item.
- h. **Indirect Costs:** If indirect costs are included in the budget, include in the budget narrative a description of how the indirect costs were calculated. Include the following information:
- Indirect cost percentages used;
 - Indirect cost base;
 - How the indirect cost base was calculated;
 - How the indirect cost was calculated.

Foreign public entities and foreign organizations may request, and upon approval from FAS use the de minimis rate of 10%, or some other rate in excess of the de minimis rate of 10%, up to 13%, if there is historical evidence that such a rate has been used in the past. However, if the foreign entity has a valid Negotiated Indirect Cost Rate Agreement it may be used.

Attach a copy of the latest indirect cost rate agreement negotiated with a cognizant federal agency. If the applicant is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates, and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not also be charged as direct costs to the award. If the applicant is requesting a rate which is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

Any non-federal entity that has never received a negotiated indirect cost rate (except for those non-federal entities described in [Appendix VII to Part 200](#) States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b) may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. As described in [§200.403](#) Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. For more information, see [2 CFR Part 200.414](#).

SECTION C - NON-FEDERAL RESOURCES

- Applicants should list the amount of cost share and/or matching funds for each expense category.
- **Grant Program (a):** Enter the same expense types (i.e., Administration, Activities, Commodity and Food Purchases, and ITSH) in these rows.
- **Applicant (b):** Enter the total amount of cost share/matching funds that your organization will be providing for each applicable category.
- **State (c):** Enter the total amount of cost share/matching funds that will be provided by the state for each applicable category.
- **Other Sources (d):** Enter the total amount of cost share/matching funds to be provided by other sources for each applicable category.
- **TOTALS (column (e) and row 12):** Calculate the totals for each row and column.

SECTION D - FORECASTED CASH NEEDS

- This is an optional section that does not need to be filled out. Leave all items blank.

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

- This is an optional section that does not need to be filled out. Leave all items blank.

SECTION F - OTHER BUDGET INFORMATION

- **Direct Charges:** Leave blank.
- **Indirect Charges:** Leave blank.
- **Remarks:** Enter the totals for: Commodities, Freight, Admin. cash, and the total Federal award amount

Appendix J - SF424A Example

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 01/31/2019

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Administration	10.608	\$	\$	\$ 5,151,866.00	\$ 5,000.00	\$ 5,156,866.00
2. Activities	10.608			3,865,244.00	5,000.00	3,870,244.00
3. Commodity and Food Purchases	10.608			1,138,406.00	0.00	1,138,406.00
4. Internal Transportation, Storage and Handling	10.608			2,931,038.00	0.00	2,931,038.00
5. Totals		\$	\$	\$ 13,086,554.00	\$ 10,000.00	\$ 13,096,554.00

Appendix J - SF424A Example

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) Administration	(2) Activities	(3) Commodity and Food Purchases	(4) Internal Transportation, Storage and Handling	
a. Personnel	\$ 1,479,600.00	\$ 972,942.00	\$ 0.00	\$ 469,500.00	\$ 2,922,042.00
b. Fringe Benefits	622,969.00	417,250.00	0.00	202,120.00	1,242,339.00
c. Travel	247,090.00	70,200.00	0.00	0.00	317,290.00
d. Equipment	90,000.00	0.00	0.00	0.00	90,000.00
e. Supplies	155,497.00	29,300.00	0.00	0.00	184,797.00
f. Contractual	1,031,913.00	1,295,000.00	0.00	121,425.00	2,448,338.00
g. Construction	0.00	0.00	0.00	0.00	0.00
h. Other	680,386.00	547,839.00	1,004,021.00	1,177,151.00	3,409,397.00
i. Total Direct Charges (sum of 6a-6h)	4,307,455.00	3,332,531.00	1,004,021.00	1,970,196.00	\$ 10,614,203.00
j. Indirect Charges	844,411.00	532,713.00	134,385.00	960,842.00	\$ 2,472,351.00
k. TOTALS (sum of 6i and 6j)	\$ 5,151,866.00	\$ 3,865,244.00	\$ 1,138,406.00	\$ 2,931,038.00	\$ 13,086,554.00
7. Program Income	\$	\$	\$	\$	\$

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Appendix J - SF424A Example

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Administration	\$ 5,000.00	\$	\$	\$ 5,000.00
9.	Activities	5,000.00			5,000.00
10.	Commodity and Food Purchases	0.00			0.00
11.	Internal Transportation, Storage and Handling	0.00			0.00
12. TOTAL (sum of lines 8-11)		\$ 10,000.00	\$	\$	\$ 10,000.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$	\$	\$	\$	\$
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$	\$	\$	\$	\$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. Administration	\$	\$	\$	\$
17. Activities				
18. Commodity and Food Purchases				
19. Internal Transportation, Storage and Handling				
20. TOTAL (sum of lines 16 - 19)	\$	\$	\$	\$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges:		22. Indirect Charges:	
---------------------	--	-----------------------	--

23. Remarks: Project includes funds for commodities (\$6,977,157) freight (\$5,070,000), and admin. cash (\$13,086,554) resulting in a total federal award amount of \$25,133,711.