



FOREIGN AGRICULTURAL SERVICE

International Food Assistance Division

Global Programs

**MCGOVERN-DOLE INTERNATIONAL FOOD FOR
EDUCATION AND CHILD NUTRITION PROGRAM
NOTICE OF FUNDING OPPORTUNITY FISCAL YEAR
2024**

Request for Applications and Instructions

Application Submission Deadline: May 13, 2024

March 1, 2024

NEW IN FY2024

1. General changes to Notice of Funding Opportunity (NOFO) language

USDA/FAS has moved information throughout sections, reworded passages, and added or removed items in comparison to the FY2023 NOFO for the McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole). USDA/FAS made these numerous small changes to improve clarity, reduce redundancies, and ensure consistency with other Federal and USDA/FAS Notices of Funding Opportunity and Federal Regulation. As always, USDA/FAS strongly encourages Applicants to carefully read the entire NOFO to ensure alignment with requirements. Applicants may seek additional clarification by submitting questions per the instructions in [Part D Section 2](#).

2. USAID lead mitigation efforts

In cooperation with USAID on their lead mitigation efforts, USDA/FAS strongly encourages Applicants to briefly address lead exposure context and mitigation in their Introduction and Strategic Analysis. Applicants should review [Appendix C: Global Initiatives and Strategies](#) for more general information and [Part D Section 9a: Introduction and Strategic Analysis](#) for instruction on addressing lead mitigation in applications.

3. Clarification of deworming requirements

USDA/FAS has revised the guidance [Part D Section 9a: Introduction and Strategic Analysis](#) under Strategic Objective 2, Nutrition and Health for deworming activities. This includes clarifying what information Applicants should provide on helminth infections in their Introduction in Strategic Analysis and when Applicants must include deworming activities in their Plan of Operations.

4. Reorganization of the Local and Regional Procurement, Ration Justification, and Commodity Management sections

USDA/FAS has moved items and sought to reduce redundancy between the various subsections within the [Part D Section 9: Content Guidance](#), including the Local and Regional Procurement subsection within the Introduction and Strategic Analysis, the Ration Justification within the Plan of Operation, and Commodity Management section. Applicants should review carefully to ensure they include information in the correct subsection.

5. Revision to Sustainability and Lasting Impact

USDA/FAS has revised [Part D Section 9c: Sustainability and Lasting Impact](#) to provide more detailed guidance on the graduation timeline Applicants must include in their application. This includes providing examples of milestones towards graduation.

6. Additional guidance under Evaluation Criteria

Under [Part E Section 2: Evaluation Criteria](#) USDA/FAS has provided additional information on the evaluation criteria for each section of the Application and the review and selection process to clarify how USDA/FAS will evaluate applications.

7. Updated Budget Narrative

USDA/FAS has updated [Appendix E: Budget Narrative](#) to include a budget example that more closely aligns with current McGovern-Dole programming. The budget example is illustrative of the level of detail requested but not intended to recommend activities, the appropriate number of activities per project (see [Part D Section 9b: Plan of Operation](#) for this guidance), line items, or amounts. USDA/FAS also revised some of the Budget Narrative guidance, including the request that Applicants include the base and average salary for each position in their salary tables. USDA/FAS encourages Applicants to review the text in italics for guidance and explanations.

8. Addition of “Travel” line item under Internal, Transportation, Storage and Handling

USDA/FAS is reconciling the Budget Summary template with our system of record in FAIS by adding a line item for “Travel” under Internal Transportation, Storage, and Handling in [Appendix D: Budget Summary](#) and [Appendix E: Budget Narrative](#). See [2 CFR 200.475 Travel costs](#) for guidance on what to include under this line item.

9. Addition of Appendix L: Terms and Conditions Regarding Acknowledgment of USDA Funding, Use of the USDA Logo, and Communications to the Public

USDA/FAS has added [Appendix L](#) which contains the most recent terms and conditions regarding the acknowledgment of USDA funding, use of the USDA logo, and communications to the public. USDA/FAS encourages Applicants to review these terms and conditions to understand expectations for awards and may use them to inform their method of educating the public, as described in their Introduction and Strategic Analysis.

LIST OF ACRONYMS

| | | | |
|------|--|---------------|--|
| BMI | Body Mass Index | MCN | Maternal and Child Nutrition |
| CCC | Commodity Credit Corporation | McGovern-Dole | McGovern-Dole International Food for Education and Child Nutrition Program |
| CFR | Code of Federal Regulations | MOU | Memorandum of Understanding |
| COI | Conflict of Interest | MT | Metric Ton(s) |
| CV | Curriculum Vitae | NCAGE | North Atlantic Treaty Organization Commercial and Government Entity Code |
| FAIS | Food Aid Information System | NICRA | Negotiated Indirect Cost Rate Agreement |
| FFPr | Food for Progress Program | NOFO | Notice of Funding Opportunity |
| FY | Fiscal Year | RF | Results Framework |
| GRA | Government of the Republic of Angola | SAM | System for Award Management |
| GOB | Government of Bangladesh | SF | Standard Form |
| GOES | Government of El Salvador | SO | Strategic Objective |
| GOE | Government of Ethiopia | UEI | Unique Entity Identifier |
| GOGB | Government of Guinea-Bissau | U.S. | United States |
| GOG | Government of Guatemala | U.S.C. | United States Code |
| GOM | Government of Malawi | USG | United States Government |
| GOR | Government of Rwanda | USAID | United States Agency for International Development |
| HQ | Headquarters | USDA | United States Department of Agriculture |
| HGSF | Home Grown School Feeding | USDA/FAS | United States Department of Agriculture, Foreign Agricultural Service |
| IR | Intermediate Results | WASH | Water, Sanitation, and Hygiene |
| ITSH | Internal Transportation, Storage, and Handling | | |
| LRP | Local and Regional Procurement | | |
| M&E | Monitoring and Evaluation | | |

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A. PROGRAM DESCRIPTION

1. SUMMARY

The United States Department of Agriculture (USDA), Foreign Agricultural Service (FAS), International Food Assistance Division, McGovern-Dole Branch announces this funding opportunity to apply for new Fiscal Year 2024 (FY24) awards under the McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole). This funding opportunity is available to: Private Voluntary Organizations (see [7 Code of Federal Regulations \[CFR\] section 1599.2](#)) for the definition of a private voluntary organization); Cooperatives; Intergovernmental Organizations; Governments of developing countries and their agencies; and Other organizations. USDA/FAS expects to enter into multiple new cooperative agreements under McGovern-Dole to make awards totaling up to \$270,000,000 **subject to the availability of funding**. These awards will be for approximately five-year projects.

2. PROGRAM DESCRIPTION

USDA/FAS will accept applications for projects in the following priority countries: Angola, Bangladesh, El Salvador, Ethiopia, Guatemala, Guinea-Bissau, Laos, Malawi, and Rwanda. Of these, Angola and El Salvador are countries that do not currently have active McGovern-Dole projects. Applicants are advised to refer to [Appendix B: Country Specific Guidance](#) for country-specific information on program emphasis and agency priorities. USDA/FAS will also accept applications for non-priority countries; however, it will prioritize funding applications for the identified priority countries. McGovern-Dole projects are implemented in low-income, food-deficit countries globally.

USDA/FAS expects that Recipients of awards made under this opportunity will leverage donated U.S. agricultural commodities, local and regional agricultural commodities, and financial and technical assistance to carry out school feeding projects 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. USDA/FAS also expects Recipients of awards to address sustainability so that the benefits of the program can be sustained after McGovern-Dole support ends. McGovern-Dole award Recipients are required to engage in monitoring and evaluation of standard and custom indicators and targets throughout the award cycle, including a baseline, midterm, and final evaluation and semi-annual performance and financial reporting. Please see [Part F](#) for more information on Federal Award requirements under McGovern-Dole.

3. ASSISTANCE LISTING NUMBER

(Formerly known as Catalog of Federal Domestic Assistance (CFDA))

[10.608](#)

4. FUNDING OPPORTUNITY NUMBERS

- USDA-FAS-10.608-0700-24-(506) Angola
- USDA-FAS-10.608-0700-24-(609) Bangladesh
- USDA-FAS-10.608-0700-24-(120) El Salvador
- USDA-FAS-10.608-0700-24-(520) Ethiopia
- USDA-FAS-10.608-0700-24-(122) Guatemala
- USDA-FAS-10.608-0700-24-(527) Guinea-Bissau
- USDA-FAS-10.608-0700-24-(311) Laos
- USDA-FAS-10.608-0700-24-(564) Malawi
- USDA-FAS-10.608-0700-24-(544) Rwanda
- USDA-FAS-10.608-0700-24-(000) Non-priority country applications

Please refer to [Appendix B](#) for Country Specific Guidance for each priority country.

5. ASSISTANCE LISTING TITLE

Food for Education

6. AUTHORIZING LEGISLATION

McGovern-Dole is authorized by section 3107 of the Farm Security and Rural Investment Act of 2002 ([7 United States Code \(USC\)1736o-1](#)).

7. ANNOUNCEMENT TYPE

New Agreements

8. PROGRAM REGULATIONS

Awards USDA/FAS makes within this funding opportunity to Applicants other than foreign public entities (as defined in [2 CFR part 200](#)) will be subject to McGovern-Dole regulations, [7 CFR part 1599](#). 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 subsection F of [2 CFR part 200](#) will not apply to a foreign organization (as defined in [2 CFR part 200](#)) or a for-profit entity.

9. 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 donation of U.S. agricultural commodities and funds to procure local and regional agricultural commodities, as well as financial and technical assistance, to support McGovern-Dole objectives. USDA/FAS enters into a cooperative agreement with a successful Applicant, referred to as a Recipient, to fund the project described in the Applicant's application, following successful negotiation of the agreement. The program authorizing legislation, Section 3107 of the Farm Security and Rural Investment Act of 2002, requires that McGovern-Dole agreements include provisions to achieve graduation or 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); school gardens; and curriculum-based nutrition education.

The donation of U.S. commodities is an integral part of McGovern-Dole and Applicants are strongly encouraged to use the U.S. donated commodities to maximize program reach of targeted beneficiaries in the most cost-effective manner. In addition, Applicants must allocate approximately ten percent of the total proposed federal award amount for local and regional procurement (LRP) of commodities. All activities must be consistent with the objectives of the program, as set forth in the first paragraph of this Section. USDA/FAS prioritizes sustainability in efforts to reduce poverty and food insecurity in vulnerable economies on their path to becoming self-sufficient. USDA/FAS is focusing on helping communities develop sustainable sources of food supplies while building resilience in their food sourcing practices.

USDA/FAS will consider applications from all eligible organizations, including current Recipients and new organizations. USDA/FAS will prioritize funding for projects in priority countries. For additional information on the priority countries for this funding opportunity, Applicants should refer to [Appendix B: Country Specific Guidance](#). USDA/FAS will consider funding a project in a non-priority country, but an application for a non-priority country must include sufficient justification.

USDA/FAS expects that applications will build upon the accomplishments of any existing McGovern-Dole activities in the country. Applicants should lay the foundation for a strong McGovern-Dole project, including complementing school feeding efforts already in place. Applications must focus on transition of McGovern-Dole activities to the host governments and local communities and set the path to sustainability. Applicants must work with host governments that have national action plans and are committed to or are working towards the goals of the [World Declaration on Education for All's goals](#).

Furthermore, applications must align with the McGovern Dole Program Project-Level Results Framework (see [Part D Section 9f: Monitoring and Evaluation](#)). All McGovern-Dole projects are subject to independent third-party evaluations.

B. FEDERAL AWARD INFORMATION

1. AWARD AMOUNTS, IMPORTANT DATES, AND EXTENSIONS

- Available Funding for the NOFO: Up to \$270,000,000; Subject to the availability of funding
- Anticipated Number of Awards: 9
- Estimated Funding per Award: \$10 million – \$30 million

USDA/FAS funding for all projects in this announcement is subject to availability of appropriated funding. USDA/FAS may award available funding from past fiscal year appropriations in addition to funding from FY 2024 appropriations. Issuance of this solicitation 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 an application.

- Period of Performance: Approximately 60 months
- Projected Period of Performance Start Date(s): 10/01/2024
- Projected Period of Performance End Date(s): 09/30/2029
- Cost Share or Match Requirements: None/Not Required

“Period of performance” is defined in [2 CFR section 200.1](#). McGovern-Dole Program awards may be eligible for extensions to their period of performance. Refer to [Part H Section 1: Extensions](#).

2. FUNDING INSTRUMENT

USDA/FAS may fund cooperative agreements pursuant to this notice of funding opportunity (NOFO). McGovern-Dole cooperative agreements provide for substantial involvement between USDA/FAS and the selected Applicant in the performance of the project. This USDA/FAS involvement may include:

- Specification of the manner, method, performance, or timing of the work in an approved work plan;
- Review and approval of one stage of work before a subsequent stage may begin during the performance period;
- Close monitoring of the successful Applicant’s performance to verify the achievement of expected results;
- Review and approval of proposed subawards and contracts, prior to award;
- Review of proposed procurement, in accordance with [2 CFR section 200.325](#);
- Review and approval of an evaluation plan;
- Participation in the selection and approval of the individuals or organizations that will conduct all required evaluations;

- Participation in data collection and analysis for required evaluations and other performance reports;
- Approval of an organizational chart identifying the names, roles and responsibilities of all the Applicant's key personnel, as well as key personnel qualifications, and any subsequent changes or absences; and
- Provision of specific direction or redirection of the work during the period of performance.

Recipients may award procurement contracts or subawards under this cooperative agreement. Procurement contracts must have an operational or administrative objective and subawards must be related to achieving objectives of project activities. Please note that a Recipient may not include its own personnel costs in any contract or subaward under the cooperative agreement.

3. ADDITIONAL AWARDS

USDA/FAS reserves the right to make additional awards under this solicitation, consistent with Agency policy and guidance, if additional funding becomes available after the original selections are made. Any additional selections for awards will be made no later than 6 months after the original selection decisions.

4. NO AWARDS

USDA/FAS reserves the right to make no awards under this competition.

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 (see [7 CFR section 1599.2](#) for the definition of a private voluntary organization);
- Cooperatives;
- Intergovernmental Organizations;
- Governments of developing countries and their agencies; and
- Other Organizations

Please note: Higher Education Institutions (HEIs) are eligible to apply under “Other organizations.”

All Applicants will be reviewed for eligibility and must meet the requirements described in Part C to be considered eligible. Applicants deemed ineligible for funding consideration as a result of the threshold eligibility review will be notified within 14 calendar days of the ineligibility determination.

All applicants must have an active registration in the U.S. Government System for Award Management (www.sam.gov) before the application submission deadline of the announcement; applicants with inactive, expired, pending, or excluded listings will be deemed ineligible. Exceptions, waivers, or extensions will not be considered. Please contact ppded@usda.gov if you have questions about this requirement.

2. DEBARMENT AND SUSPENSION

USDA/FAS will consider an Applicant ineligible to receive a McGovern-Dole award if the Applicant or one of its principals has been disbarred or suspended from 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](#). USDA/FAS will review the System for Award Management (SAM.gov) to verify that the Applicant, potential Subrecipients and contractors, and their principals have not been debarred or suspended.

3. COST SHARE OR MATCH

Cost Share/Match Requirement: Not required but will be positively scored. See [Part D Section 7](#) for further details on Cost Share or Match.

4. SUBSTANTIAL COMPLIANCE

Applications must substantially comply with the application submission instructions and requirements set forth in [Part D](#) of this solicitation or else they will be rejected. While this NOFO establishes minimum type size requirements, Applicants are advised that readability is of paramount importance and should take precedence in application format, including selecting a legible font type and size for use in the application.

5. OTHER ELIGIBILITY REQUIREMENTS AND INFORMATION

Evidence of Eligibility: Applicants are responsible for including documentation, if necessary, establishing that they meet the stated eligibility requirements, when it is not immediately obvious. Applicants should not presume that USDA/FAS is sufficiently familiar with their organization that this is unnecessary, and USDA/FAS will not make assumptions as to the nature of the Applicant's organization.

Multiple Applications and Awards: An Applicant may submit more than one application in response to this NOFO and may be offered more than one award.

D. APPLICATION AND SUBMISSION INFORMATION

This announcement contains all information necessary to apply for this funding opportunity.

1. KEY DATES AND TIMES

- Deadline for Question Submission: May 3, 2024

USDA/FAS will consider questions regarding this NOFO to the extent practicable. Please see Part D, Section 2. Submitting Questions.

- Application Submission Deadline: May 13, 2024 prior to 5:00:00 P.M. EDT

Applications must be submitted to USDA/FAS through the [Food Aid Information System \(FAIS\)](#) by the Application Submission Deadline. Please see [Part D Section 3: Food Aid Information System](#) for further details. See additional submission requirements in [Part C Section 5](#). There will be no exceptions to the application submission deadline. The date of the Application Submission Deadline is also the closing date of this announcement.

- Anticipated Funding Selection Date: July 15, 2024
- Anticipated Award Date: September 15, 2024

For USDA/FAS to consider an application complete, the Applicant must submit all required content and forms in FAIS as listed in [Part D Section 8 and 9](#) by the Application Submission Deadline set forth in [Part D Section 1](#). When applications received by the Application Submission Deadline are incomplete, USDA/FAS will notify the Applicant by e-mail that its application is incomplete and that USDA/FAS will grant a grace period of three business days, ending at 5:00:00 P.M. EDT on the third business day after the date of the USDA/FAS e-mail, for the Applicant to submit any omitted content and forms via FAIS. **USDA/FAS will not consider any applications that remain incomplete after the grace period.**

2. SUBMITTING QUESTIONS

Applicants may submit questions up until 5:00:00 P.M. EDT on May 3, 2024 by emailing ppded@usda.gov and including “FY24 McGovern-Dole NOFO” in the subject line of the email. USDA/FAS will consider questions submitted by the deadline to the extent practicable and USDA/FAS will post responses to questions on [Grants.gov](#) on a weekly basis as they are received. Applicants may access the responses in the “Related Documents” tab of the grant opportunity page on Grants.gov.

3. FOOD AID INFORMATION SYSTEM (FAIS)

Applications must be submitted to USDA/FAS through the FAIS by the Application Submission Deadline. USDA/FAS will run a report from the FAIS system showing all submissions received prior to 5:00:00 P.M. EDT on May 13, 2024. Applications received after this time will not be

accepted. Applicants are advised to make their submissions 1-2 days before this deadline in case of computer problems. Any automatic response from FAIS that USDA/FAS received the application does not constitute a statement that the application is complete.

Instructions for submitting the application are located on the [FAIS homepage](#). Before a potential Applicant can view the FAIS homepage, it must first establish an FAIS account. See the following website for more information: <https://www.fas.usda.gov/food-aid-information-system>. Applicants that do not have internet access, have trouble accessing FAIS, or require assistance with any USDA-managed computer system should reach out to the program officer(s) listed in [Part G Section 1: Federal Awarding Agency Contact](#), at least 5 business days in advance of the application submission deadline. Applicants should provide as much detail as possible to facilitate resolution of the issue.

4. UNIQUE ENTITY IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (SAM)

Each Applicant is required to:

- (i) Have an active registration in the System for Award Management (SAM) before submitting its application;
- (ii) Have assented to the federal assistance certifications in the SAM platform;
- (iii) Provide a valid Unique Entity Identifier (UEI) in its application; and
- (iv) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

Please contact ppded@usda.gov if you have questions about this requirement.

Applicants must include a valid Unique Entity Identifier (UEI) in the organizational unit section of Block 8 of the SF-424. All Subrecipients, as defined in [2 CFR section 200.1](#), listed in the application must have a current UEI number. Organizations that do not have a UEI number can obtain a UEI number at no cost by using the web-based form available at: <https://sam.directory/register>.

If you do not have a SAM.gov account, then you will create an account using [login.gov](#)¹ to complete your SAM.gov registration. SAM.gov registration is FREE. SAM.gov registration requires several weeks to process and cannot be expedited; therefore, prospective Applicants should ensure that registrations are submitted well ahead of the submission deadline. The process for entity registrations includes obtaining Unique Entity ID (UEI), a 12-character alphanumeric ID assigned an entity by SAM.gov, and requires assertions, representations and certifications, and other information about your organization. Please review the [Entity Registration Checklist](#) for details on this process.

¹ Login.gov a secure sign in service used by the public to sign into Federal Agency systems including SAM.gov and Grants.gov. For help with login.gov accounts you should visit <http://login.gov/help>.

Foreign entities (defined at 2 CFR section 200.1 as “[foreign organizations](#)” and “[foreign public entities](#)”) must obtain a North Atlantic Treaty Organization Commercial and Government Entity (NCAGE) Code prior to registering in SAM.gov. You can submit your request for an NCAGE Code by going to the North Atlantic Treaty Organization Support Activity (NSPA) NCAGE Request Tool at [CAGE/NCAGE Code Request](#), which contains detailed instructions. You can complete the SAM.gov registration once you enter your NCAGE Code.

If you have done business with the Federal Government previously, you can check your entity status using your government issued UEI to determine if your registration is active. SAM.gov requires you to renew your registration every 365 days to keep it active. Organizations should ensure that their SAM.gov registration includes a current e-Business (EBiz) point of contact name and email address. The EBiz point of contact is critical for Grants.gov registration and system functionality.

Please note that SAM.gov registration is different than obtaining a UEI only. Obtaining a UEI only validates your organization’s legal business name and address. Please review the [Frequently Asked Questions](#) at the Federal Service Desk for additional information about the difference between registering in SAM.gov and obtaining a UEI only.

Contact the [Federal Service Desk](#) for help with your SAM.gov account, to resolve technical issues or chat with a help desk agent: (866) 606-8220. The Federal Service desk hours of operation are Monday – Friday 8am – 8pm ET.

5. INTERGOVERNMENTAL REVIEW

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

6. FUNDING RESTRICTIONS

Funds provided under McGovern-Dole may not be used in any manner that is prohibited by applicable regulations, including [2 CFR part 200](#), [2 CFR part 400](#), and any program-specific regulations identified in Part A. Awards issued pursuant to this NOFO may only be used for the purpose set forth in the award, consistent with the statutory authority for the award. Any funding restrictions in this NOFO also apply to funds provided under McGovern-Dole. Capital expenses, such as the purchase of equipment, not entirely attributable to an award, must be pro-rated. If an Applicant is selected for an award, the Applicant may incur pre-award costs consistent with the instructions provided in the award letter.

For example, agreement funds and other 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 may not receive funds under an award. Federal employees are prohibited from acting as an agent of the Applicant in any capacity (paid or unpaid) on any proposal submitted under this program. Also, federal funds may not be used to sue the Federal Government or any other government entity.

Indirect Costs: In general, costs incurred for a common or joint purpose benefitting more than one cost objective but not readily assignable to specific awards, without effort disproportionate

to the results achieved, are considered indirect costs. These may include costs for facilities not specific to individual projects, enterprise-wide services such as IT, and enterprise management. Pursuant to USDA Departmental Regulation DR2255-001, a Negotiated Indirect Cost Rate Agreement (NICRA) with a cognizant U.S. Government agency will be honored, except where prohibited by statute.

Indirect Facilities & Administrative Costs

Facilities & Administrative costs are allowable; organizations may propose indirect Facilities & Administrative cost consistent with their current NICRA.

7. COST SHARE OR MATCH

USDA/FAS encourages, but does not require, cost sharing and matching (see [2 CFR section 200.306](#) and [7 CFR section 1599.2](#)) to maximize program impacts and engender in-country sustainability. If Applicants choose to provide cost sharing or matching, they should identify and explain any cost sharing in the budget summary and narrative ([7 CFR section 1599.4\(b\)\(4\)\(i\)](#)). Applicants should include any cost share contributions as part of the total award value on the SF-424 and other required budget documents. Applicants may not use cost share to reach the three percent minimum monitoring and evaluation budget or the ten percent LRP budget goal. Applicants' unrecovered indirect costs are not allowable cost share. Food vouchers and cash-based transfers are not currently allowable LRP methods and thus USDA/FAS does not consider them as allowable cost share within McGovern-Dole projects.

Cost sharing or matching to which Applicants voluntarily commit in the application will be included in and become binding as part of an agreement, and Award Recipients are responsible for obtaining and providing these contributions. Award Recipients are not permitted to use Federal Funding to procure these resources.

8. FORM OF APPLICATION SUBMISSION

a. Application Format

Applicants must complete the application in English and adhere to the maximum page limits in [Part D Section 8b: Required Content and Forms](#).

Applicants should:

- Use 12-point font (tables and graphs may have a smaller font as appropriate);
- Type on standard 8.5" x 11" sized paper with 1-inch margins;
- Number each page;
- Cite source information and/or provide an explanation of their analysis; and
- Submit their application as a PDF.

b. Required Content and Forms

Each application must include the following content and forms within the required (bolded) page limits. These sections may be single or double-spaced. Bolded page limits are requirements—if an Applicant exceeds the page limits for a section, USDA/FAS will only review and score material within the page limits for the section. Italicized page limits within the Introduction and Strategic Analysis are suggestions to guide Applicants. Requirements marked with “no page limit restrictions” do not count towards their section page limits.

- Introduction and Strategic Analysis – **26 pages** total.
 - Summary – **1 page**
 - Country Overview and Context – *7 pages*
 - Strategic Objective 1: Literacy and Education – *6 pages*
 - Strategic Objective 2: Nutrition and Health – *6 pages*
 - Local and Regional Procurement – *3-4 pages*
 - Cross-Cutting Topics – *2-3 pages* (or integrated throughout the Introduction and Strategic Analysis)
 - Project Map (no page limit restrictions)
 - List of Acronyms (no page limit restrictions)
- Plan of Operation and Activities – **15 pages**
- Sustainability and Lasting Impact – **5 pages**
- Organizational Capacity and Staffing – **8 pages** total
 - Capacity and Staffing – **6 pages**
 - Organizational Chart – **1 page**
 - In-Country Registration – **1 page**
 - Curriculum Vitae (CV) 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 – **25 pages** total
 - Project-Level Results Framework – **6 pages**
 - Performance Indicators – **5 pages**
 - Evaluation Plan – **14 pages**
- Commodity Management – **6 pages**
- Budget – **26 pages** total
 - Standard Budget Summary – **1 page**
 - Budget Narrative – **25 pages**, in which cost items are quantified and described in sufficient detail to enable USDA/FAS to independently determine cost-effectiveness and that the proposed costs are reasonable and allowable for the project and consistent with applicable regulations.
 - Applicant’s most recent approved NICRA agreement (no page limit restrictions) (See [Part D Section 9g: Budget](#) for more on indirect costs)
 - Excel spreadsheet demonstrating how NICRA rates were applied to the budget (no page limit restrictions)

- [SF-424A](#) (See [Appendix I](#) for instructions) Budget Information for Non-Construction Programs, showing the budget categorization. Applicants are advised to consult 2 CFR 200 Subpart E for guidance on proper categorization of cost items. An improper categorization will not itself be grounds for a determination of ineligibility of the cost but may delay approval and/or adversely impact the application’s evaluation scoring.
- [SF-424](#) Application for Federal Assistance, showing the Unique Entity Identifier, and signed by the Applicant.
- [SF-LLL Disclosure of Lobbying Activities](#) if applicable to the Applicant.

Find additional details on the content of each section of the application below in [Part D Section 9: Content Guidance](#). Applicants should review the content guidance carefully to determine what sections they may submit as attachments and what information they are required to input directly into FAIS. **USDA/FAS strongly discourages, and will not consider, any materials submitted by or on behalf of the Applicant other than those materials it specifically requests in this NOFO.**

9. CONTENT GUIDANCE

All McGovern-Dole applications must include the following attachments:

a. Introduction and Strategic Analysis (Page limit: 26 pages)

The Introduction and Strategic Analysis section communicates the need for the project and an overview of how the proposed project will address those needs. Applicants should reserve detailed activity descriptions for the [Section 9b: Plan of Operations](#). The following subsections are required in the Introduction and Strategic Analysis:

- i. Summary
- ii. Main Section
 - Country Overview and Context;
 - Strategic Objective 1: Literacy and Education;
 - Strategic Objective 2: School Feeding, Nutrition, and Health;
 - Local and Regional Procurement.

Applicants must include a project map and a list of all acronyms used in the application as attachments to the Introduction and Strategic Analysis section. These attachments will not count towards the section page limits.

i. Summary (1 page)

Applicants must provide a one-page summary of the proposed project and how the proposed project meets McGovern-Dole strategic objectives and local needs. This summary 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 the one-page summary, Applicants should include their table of estimated costs using the following format:

Table 1: Costs

| Cost Type | Total Budget (USD) |
|---|---------------------------|
| Administration | |
| Activities | |
| LRP Commodity and Food Purchases | |
| ITSH | |
| Total Indirect Costs | |
| Sub-total USDA/FAS Cash | |
| U.S. Commodity Cost | |
| Freight Cost | |
| TOTAL PROGRAM VALUE (not including cost share) | |
| Cost Share | |

All Applicants should include costs relating to Internal Transportation, Storage, and Handling (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 all commodities.

ii. Main Section (Total page limit: 25 pages)

In this section, Applicants must analyze country context, needs, challenges, opportunities, and constraints that may impact project implementation and success and then they must explain how the project will effectively and appropriately respond to these contextual factors. This section must explain the strategy behind the intervention and how the project will address the two McGovern-Dole strategic objectives (Literacy and Education; Nutrition and Health) and Local and Regional Procurement. Applicants must ensure that the strategy and analysis align with the other sections of the application, such as Monitoring and Evaluation and Sustainability and Lasting Impact. If Applicants have been working in the target country, they should describe the challenges they have faced and how they plan to overcome or mitigate these challenges. Applicants should cite relevant sources to support country context and analysis.

Applicants should address the elements beneath each of the following four sub-sections: Country Overview and Context, Strategic Objective 1: Literacy and Education, Strategic Objective 2: Nutrition and Health, and Local and Regional Procurement. Applicants should also address the elements beneath Cross-Cutting Topics, either in a separate sub-section or, as appropriate, included within their discussion of the other four sub-sections.

Country Overview and Context

Current School Feeding Operations: Applicants should include a brief overview of the need for a McGovern-Dole project in the country. Applicants should also provide information regarding the country's current school feeding operations and financial commitments if relevant, the length and sessions of a typical school year, and current funding resources.

Method of Choosing Beneficiaries: Applicants must identify the criteria and methodology used to target the geographic area(s) and participant group(s). Where USDA/FAS did not recommend a particular geographic area or target population in the country specific guidance, Applicants must describe why some target areas or participant groups in the country will receive resources (funds or agricultural products) while others may not. If Applicants propose working in a different area than USDA/FAS recommends in the country specific guidance, the Applicant must justify their selection. Applicants should consider the following questions when preparing a response:

- Why did they select the geographic area(s) and participant group(s) and what methodology did they use?
- What are the proposed beneficiaries' specific needs?
- Which sources of information did they use (e.g., government agency survey, computer database, interviews, assessments, etc.)?
- Who will they collaborate with to target particular geographic areas, institutions, and beneficiaries?

Target Geographic Area: Applicants must list the geographic areas where they will implement activities. Applicants must include a map to illustrate the activity intervention areas.

Local Capacity Building: Applicants should explain how they will involve indigenous institutions as well as local communities and governments in activity development and implementation to foster local capacity building and leadership.

Method of Educating the Public: Applicants should briefly confirm their organization's ability to meet the branding and marking terms and conditions regarding the acknowledgement of USDA funding, use of the USDA logo, and communications to the public outlined in [Appendix L](#) and should describe contextually appropriate methods of notifying stakeholders and target country residents about the project funding source.

Previous Projects: If Applicants are already implementing McGovern-Dole programming or other programming in the country, Applicants should describe challenges they have faced, opportunities they have had, and how they intend to address or mitigate challenges and build upon the opportunities in a continuation project or a new project.

Strategic Objective 1: Literacy and Education (SO1)

Overview of Context and Need: Applicants should provide context regarding education, literacy, teacher training, parent-teacher associations, and community infrastructure in the country target area. Applicants should describe any education-related programs, policies, interventions, and strategies that other stakeholders (including target country government, USG and other public and private donors, private sector, and other USG Agencies involved in the USG Strategy on

International Basic Education) are implementing. Applicants should provide an overview of education- and literacy-specific needs, challenges, and gaps experienced by communities, particularly community members in vulnerable or marginalized situations. Applicants should identify gender- or disability-related inequities in the education sector or reference their analysis in Cross-Cutting Topics.

Coordination: According to USG’s Strategy on International Basic Education and the Memorandum of Understanding between USDA and the United States Agency for International Development (USDA-United States Agency for International Development (USAID) MOU) (see Appendix C), Applicants should demonstrate strategic program coordination and complementarity in countries where both McGovern-Dole and USAID have active or planned development and humanitarian activities and leverage lessons learned or best practices where applicable. This could include coordination on the following:

- Geographic location, including co-location of McGovern-Dole and USAID activities where feasible (if not feasible, 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;
- Parent teacher associations;
- Use of the [USAID Reading MATTERS Conceptual Framework](#); and
- Use of the [USAID Pre-Primary Framework: All Children Learning](#).

Applicants should describe engagement with relevant education stakeholders, including but not limited to government offices and officials, school leadership, parent teacher associations, local non-governmental organizations, local book chain actors, other donor agencies, education cluster/working groups where applicable, and other stakeholders indicated in the SO1 Overview of Context and Need sub-section.

Commitment to Education: Applicants must verify and note the host government’s commitment to work, through a national action plan, towards 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). Applicants should verify and note the host government’s commitment to work, through a national action plan, towards the Sustainable Development Goals, especially Sustainable Development Goal 4, and [Education 2030: Incheon Declaration and Framework for Action](#).

Strategy: Applicants must provide an overview of their literacy implementation strategy (they must also include the detailed activity description in the Plan of Operation). In describing their strategies, Applicants should:

- Adhere to evidence-based approaches and best practices that sustainably improve reading and literacy outcomes for all learners.
- Demonstrate an understanding of the local system’s reading and literacy needs and barriers and propose tailored, contextually relevant, locally-advised, and evidence-based interventions.
- Ensure that they design inclusive reading and literacy approaches which are guided by Universal Design for Learning and sustain positive literacy and reading outcomes after the McGovern-Dole project ends. If feasible, Applicants should also consider co-locating with a USAID-funded education activity.
- Design activities to improve basic reading and literacy skills as part of a holistic approach to ensure that disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school. For more information on local systems, see [USAID’s Local Systems: A Framework for Supporting Sustained Development](#).

Strategic Objective 2: Nutrition and Health (SO2)

Overview of Context and Need: Applicants should include a description of any nutrition programs, policies, interventions, and strategies that other stakeholders (including government of target country, USG and other public and private donors, and the private sector) are implementing in the target country related to school feeding, MCN, community-based nutrition, and WASH. Applicants should provide an overview of health, nutrition, and WASH- specific needs, challenges, and gaps experienced by communities in the target area, country, or both. Applicants should identify gender- and disability-related inequities in the nutrition and health sector or reference their analysis in Cross-Cutting Topics. Applicants should also include information on:

- The nutritional context of the target population, including typical diet and cultural feeding practices, dietary quality issues and nutrient gaps, and nutrition issues of the school children and any other beneficiaries if they propose MCN activities;
- Malnutrition and morbidity rates among school children if available;
- National and subnational nutrition strategies and policies;
- The health system and how it interacts with the school system in the proposed target area(s);
- Micronutrient fortification, biofortification and supplementation at the national level and in the proposed target area(s);
- The target population’s access to safe water and sanitation facilities as well as sanitation and hygiene practices and behaviors; and
- Current efforts in the proposed target areas to mitigate the spread of parasitic disease through deworming, including helminth infection rates.
- The prevalence rates of Neglected Tropical Diseases in targeted intervention areas (including diseases transmitted by worms, such as guinea worm disease, lymphatic filariasis, onchocerciasis, schistosomiasis, and soil-transmitted helminths) through sources such as the Global Atlas on Helminth Infections, Ministry of Health data,

World Health Organization, or U.S. government sources on Neglected Tropical Diseases from the Centers for Disease Control and Prevention and USAID.

Coordination: Applicants must include a description of how they intend to coordinate with relevant stakeholders such as the government of the target country, USG and other public and private donors, and the private sector. Applicants should describe engagement with relevant nutrition and health stakeholders, including but not limited to government offices and officials, local non-governmental organizations, other donor agencies, and other stakeholders indicated in the Nutrition and Health Overview of Context and Need sub-section.

Strategy: Applicants must describe their implementation strategy for contributing to Strategic Objective 2.

Providing school meals must be a central part of all McGovern-Dole projects. Applicants must briefly list the U.S. and LRP commodities they plan to use in their project and describe the nutritional and cultural appropriateness of the selected commodities. Applicants will provide further detail in the Ration Justification within their Plan of Operations ([Part D Section 9b](#)).

Applicants should propose tailored, contextually relevant, and evidence-based nutrition-specific and -sensitive approaches. Examples of complementary activity topics that may support nutrition include but are not limited to, WASH, school gardens, micronutrient supplementation, nutrition and health education, and deworming. USDA/FAS encourages Applicants to co-locate their nutrition and health efforts in the same communities and target areas as schools. Applicants should describe how they will coordinate these activities with the school meals component.

USDA/FAS strongly encourages Applicants to coordinate with local stakeholders for any activities related to infrastructure construction/rehabilitation, such as latrines and water systems to ensure programming is tailored to the local context and investments will be locally owned and sustained.

If contextually appropriate, Applicants may include MCN activities. Illustrative examples of MCN activities include but are not limited to early childhood development centers, growth monitoring and promotion, take-home rations, and social and behavior change interventions. If proposing MCN interventions, Applicants should describe how their project would align and coordinate with existing MCN policies, strategies, institutional structures, and programs at the country's national and sub-national levels.

In areas with both high helminth infection rates, i.e., 20 percent or more of the population, and where other actors are not implementing deworming activities, Applicants must describe a strategy to implement school-based deworming in target schools. Applicants should coordinate their deworming activities with the Ministry of Health or the competent technical host-country government entity. Applicants should clarify whether they would directly implement deworming activities themselves or coordinate with another stakeholder's program. If helminth infection rates are below 20 percent or other actors are implementing deworming activities that include the project's target population, Applicants should briefly describe deworming activities that are already taking place but are not required to propose deworming activities.

Applicants should consider potential sources of lead exposure for children in the providing of school meals, which could have long-term detrimental impacts on cognitive development. Within the strategy, USDA/FAS encourages Applicants to avoid the use of school meal products (e.g., dishes, cookware) that may contain lead, and encourage practices like hand washing before eating. Applicants should briefly address potential sources of lead exposure and any planned lead exposure mitigation. Please see [Appendix C: Global Initiatives and Strategies](#) for more information.

USDA/FAS encourages Applicants to collect anthropometric measurements to build capacity and better understand both the impact of school meals on children’s nutritional status and the utility and feasibility of anthropometry in school settings. USDA/FAS encourages Applicants to collect anthropometric measurements for all, or a subset of, school children at the start and end of each school year. Applicants may use measurements, such as weight-for-height, weight-for-age, body mass index (BMI), BMI-for-age, or middle upper arm circumference, or another age-appropriate measurement, and should follow best practices for this age group. Applicants should explain how they will use the data from these measurements, include anthropometric indicators in the Monitoring and Evaluation section, and describe how it they will implement these activities in the Plan of Operation. Applicants should demonstrate that they considered the advantages, limitations, and feasibility of collecting data for their chosen measure(s). The health or school system may collect anthropometric measurements as appropriate, and Applicants may propose to build in-country capacity toward this end. Applicants may propose piloting anthropometric measurements in a subset of students to better understand the feasibility and utility of this activity.

Local and Regional Procurement

Applicants must include a local or regional procurement of agricultural commodities component in their implementation strategy. Applicants should allocate approximately ten percent of the total proposed federal award for the LRP component. Applicants should provide the information below:

Strategy: Applicants must describe how LRP will contribute to their implementation strategy. Applicants may use LRP to mitigate pipeline breaks; enhance sustainability by transitioning from USDA-donated commodities; improve dietary diversity by incorporating fresh fruits, vegetables, animal source and fortified foods into the ration; target specific population, e.g., pregnant and lactating women and children under five; and develop local economies by creating new markets. Applicants are not limited to the examples above. USDA/FAS encourages Applicants to propose contextually appropriate and feasible uses for LRP commodities and to consult and engage with relevant stakeholders, such as the Ministry of Agriculture and organizations working in agriculture development, to design and implement LRP activities. Applicants should describe how the LRP component will complement the U.S. donated commodities in the project, which remain an integral part of the McGovern-Dole program.

Availability: Applicants should demonstrate the availability of diverse, nutritious, high quality LRP commodities in sufficient quantities at appropriate times in the school calendar.

Preliminary Market Analysis: Applicants should demonstrate, through a preliminary market analysis, 1) the feasibility of procuring LRP commodities at a reasonable market price; 2) the capacity of local or regional producers or vendors to meet the increased demand for agricultural commodities; and 3) existing or potential market linkages to schools in the target area(s).

USDA/FAS Cross-Cutting Topics

Applicants must identify and respond to specific in-country constraints that could obstruct the project's efforts to address identified needs.

Climate: Applicants should include information on climate change's current impacts on food security and food systems in the country, especially its impact on pre-primary and primary education of school-age children. Applicants should identify potential risks related to weather variability and water availability.

Applicants should identify climate change vulnerabilities that impact project communities and include climate-smart interventions that will address these vulnerabilities. USDA/FAS encourages Applicants to propose contextually relevant interventions and results such as fuel-efficient stoves, climate-smart agriculture adaptations to school gardens, adapted WASH infrastructure, climate resilience committees, and other appropriate climate mitigation and adaption solutions.

Gender: Applicants should analyze gendered norms and patterns in-country and describe their approach to mitigating inequities and risks.

Applicants are encouraged to consider gender from the household to national levels through different domains such as: laws, policies, regulations, and institutional practices; cultural norms and beliefs; gender roles, responsibilities, and time use; access to and control over assets and resources, and patterns of power and decision-making.

Applicants should include information on their plans for integrating gender throughout the project cycle and results, at minimum describing their planned or completed gender analysis or assessment methods. USDA/FAS encourages Applicants to submit, at minimum, a gender-sensitive application, which should describe how their interventions will minimize gender inequities and contribute to child safeguarding. Applicants should consider how the local gender context will affect the project and vice versa.

If the interventions include volunteer or uncompensated support from the community, Applicants should analyze the gendered impact of such contributions on the households and individuals involved, assess their longer-term sustainability, and describe any mitigation measures planned. If applicable, Applicants should analyze how requirements for households to donate foods for school feeding may affect vulnerable families' household food security.

b. Plan of Operation (Page limit: 15 pages)

Applicants must use the Plan of Operation section to provide details on the activities they intend to carry out through the proposed project. Applicants should limit information on why an activity

is necessary to the Introduction and Strategic Analysis. USDA/FAS provides a suggested template for activity descriptions in [Appendix K](#).

Activity Descriptions: This section must include a list of each of the activities included in the project, with a brief statement of the objectives of each activity, the anticipated number of beneficiaries, a description of the activity, including the steps involved in its implementation, and the anticipated timeline. Applicants should also address how they will overcome any anticipated challenges specific to the planned activity.

Proposed activities must align with the needs and intervention approaches the Applicant identifies in their Introduction and Strategic Analysis. The activities should accurately capture the project scope, beneficiaries, and deliverables. Furthermore, this section should notate how each activity will lead to the results the Applicant includes in the [Part D Section 9fi: Results Framework](#). Applicants should indicate whether their organization or a Subrecipient will implement each activity. Applicants who are past or current McGovern-Dole implementers should describe successes and challenges from their previous experiences and efforts they will take to improve project implementation. USDA/FAS encourages Applicants to propose approximately 8-14 focused activities as part of a McGovern-Dole project, with clear activity titles, preferably utilizing the standard activity titles in FAIS. USDA/FAS discourages Applicants from including a very small number of activities with multiple sub-activities.

i. Ration Justification

Within the description of their school meals activity, Applicants must describe the proposed food ration (basket) for school meals, including U.S. donated, LRP commodities, and any other significant food contribution from local communities. Applicants should describe why they chose these foods and describe how often and how many children the project will serve, for example, 5 days a week, 170 days per year (school year), and 100,000 children/meals per day.

Applicants' school feeding activities should be consistent with the nutritional needs of the children they identify in the Introduction and Strategic Analysis section of their proposal. To improve the dietary diversity and to teach children about various foods and health eating, Applicants should offer at least three different kinds of foods, ideally from different food groups or different foods from the same food group. USDA/FAS refers to food groups as defined in [USDA's MyPlate guidance](#) – grains, protein foods, vegetables, fruits, and dairy – or as the following: cereals, starchy roots, legumes, vegetables and fruits, fats, and oil.

Within the Ration Justification, Applicants must provide details on the school meal ration, preparation instructions for cooks, and number of children that they will serve, including the following information:

- List of intended serving per child (unprepared) and total quantities of foods needed to prepare meals. For example, ½ cup or 80 grams (g) uncooked rice per child for a total of (A) quantity of rice, 1/8 cup of uncooked legumes per child for a total of (B) quantity of legume, and 10g of oil per child for a total of (C) quantity of oil, etc.

- List of serving size (cooked/consumed) per child meal. For example, 1 cup cooked (180 gram) rice and ¼ cup cooked beans, 10g of vegetables oil (cooked with meal), and any seasonal vegetables, fruits, or animal foods from LRP and/or local contributions. For example, ¼ cup of cooked vegetables and/or a fruit per child meal.
- List of estimated calories, and nutrients per child meal (cooked). If Applicants use a nutrient analysis software or tables, they should specify the software or table. Applicants should demonstrate that they will provide at least 1/3 of the age-appropriate daily nutrient requirements for meals (or ¼ of the daily requirement if providing snacks), including calories, proteins, carbohydrates, and key micronutrients.
- Description of how the project will prepare meals each day. For example, cook the first batch at (time) by combining (A) quantity of water and oil with (B) quantity of uncooked rice cook for (C) minutes, then add (D) quantity of legume and cook for another (E) minutes, and add (F) quantity of vegetables to the mix and cook for another (G) quantity of time.
- Description of how the project will serve meals each day, what size of measuring tools the project will use to ensure each child receives the correct ration. One of the purposes of using proper measuring tools is to ensure that the last child receives the same amount of food as the first child.

Applicants may provide a chart to reiterate these requirements visually. The chart will not count towards the page limits for this section.

c. Sustainability and Lasting Impact (Page limit: 5 pages)

Applicants must explain:

- How the benefits of school feeding, nutrition, health, education, enrollment, and attendance of children in schools in the targeted communities will be sustained when assistance under McGovern-Dole terminates; and
- The estimated period of time required until the target country or the Applicant would be able to sustain the program without additional assistance under McGovern-Dole.

Graduation Plan and Timeline: Applicants must include a contextually appropriate and feasible plan and timeline for graduation. The timeline must describe the expected time it will take for the project to ultimately hand McGovern-Dole supported schools to the host-country government, communities, or other private/public entities to continue school feeding and other program activities without McGovern-Dole support. Applicants' timelines should:

- Include milestones to demonstrate progression towards graduation with measurable and achievable targets at each stage. Strong applications will describe how the proposed project interventions will facilitate a gradual progression toward graduation within the project lifecycle.
- Indicate where the Applicant will collaborate with any public, private, and local entities.

- Describe barriers to graduation and what steps the Applicant will take to overcome and navigate them.

Applicants should consider the Foundational Results of the McGovern-Dole Program-Level Results Frameworks ([Appendix F](#)) while designing their plans for graduation. Applicants must ensure their graduation plan is reflected in the activities included in their Plan of Operation to demonstrate they will allocate resources (i.e., staffing and budget) to implement their graduation plan.

USDA/FAS encourages Applicants to engage with and strengthen capacity of stakeholders at various levels, including the national government and at local/community levels.-

Applicants should include information on their plans for collaboration with the target country and efforts to build government capacity to take ownership of the activities. Applicants are strongly encouraged to enter a MOU with the government detailing a path forward to sustainability. To support program sustainability and graduation, USDA/FAS strongly encourages Applicants to include advocacy, capacity building, and policy strengthening activities at all levels of government. Strong applications will also support schools and communities to build self-reliance and sustain school feeding. Examples of milestones towards graduation and the handover of McGovern-Dole supported activities may include, but are not limited to:

- Development, strengthening, and roll-out of school feeding and education policies/strategies.
- Engagement in the [School Meals Coalition](#) and other public commitments to a national school feeding program or education.
- Increase in government budget allocation and disbursement towards school feeding.
- Increase in coverage of schools supported under a national school feeding program.
- Handover of McGovern-Dole activities to be managed/implemented by a relevant government stakeholder.
- Building and strengthening local food production connections between schools and communities to supply food for school feeding.
- Mobilization of community contributions to support school feeding and other McGovern-Dole activities.
- Development and execution of sustainability plans for school feeding, education or other McGovern-Dole supported activities by the host-country government, schools, and communities.
- Creation and strengthening of linkages between schools and other key actors to manage and monitor school feeding and other program activities.
- Establishment of feedback loops to ensure proper record keeping, documentation, and communication.

- Establishment and strengthening inter-ministerial committees to manage and monitor school feeding and other program activities.

Previous Projects: If Applicants propose continuing an existing project, they should clarify if the project will implement activities with the same beneficiaries towards the same long-term goals as the prior project and how they will build upon previous results to progress towards and achieve sustainability and graduation. Furthermore, Applicants should demonstrate any prior successes regarding graduation of food assistance, education, or nutrition projects, especially those funded by USG agencies. Applicants should review [Appendix B: Country Specific Guidance](#) for further information on previous successes and USDA/FAS’s country-specific emphasis on graduation.

d. Organizational Capacity and Staffing (Page limit: 8 pages)

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. Applicants must also describe their project management capability and experience implementing food assistance projects (e.g., experience with literacy, agriculture, nutrition, and logistics and procurement projects), including experience within the country. Applicants should state any relevant target country requirements for registration, operation, or MOUs that may affect ability to implement; whether their organization has already met those requirements; and if not, their plan for meeting those requirements in a timely fashion.

The Organizational Capacity and Staffing section must include the following:

i. Staffing Plan

Applicants must include a staffing plan for the project 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 staff positions and levels of experience. USDA/FAS does not require descriptions for service-level staff, such as cleaning staff. The staffing plan should be cost effective and demonstrate a solid understanding of key technical and organizational requirements, including adequate field monitoring staff, and an appropriate mix of skills, while avoiding excessive staffing. Applicants must also identify key personnel positions in the staffing plan. The Applicant’s key personnel should be managers with general responsibilities for implementation of the agreement, such as the country director, finance director, and chief of party, as well as critical technical staff for specific activities under the agreement. Applicants should refer to their organization’s internal administrative policies for determining key personnel. If appropriate for project implementation, Applicants may designate staff of proposed Subrecipients as key personnel.

Subrecipients: USDA/FAS will only be responsible for monitoring the Recipient and any changes in its key personnel. Recipients will be responsible for monitoring any Subrecipient(s) key personnel issues or changes. USDA/FAS may request changes to the final staffing plan during award negotiation or project implementation.

Applicants should identify any Subrecipients that would be involved and provide a description of each Subrecipients' responsibilities. USDA/FAS uses "Subrecipient" to refer to means an entity that enters into a sub-agreement with a Recipient for the purpose of implementing in the target country as described in an agreement. Such an entity would receive commodities, USDA/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. Applicants must include the Subrecipient's unique entity identifier number in the description.

ii. Organizational Chart (1 page)

Applicants must include an appropriate and adequate organizational chart identifying all proposed positions, including positions within Subrecipients, that will be involved in implementing the project. Applicants should also identify all key personnel positions.

iii. In-Country Registration (1 page)

Applicants must disclose their registration status in the targeted country. Applicants not registered must include a plan to become registered and a timeline to complete the registration process.

iv. Other Attachments

Project-specific commitment letter (submitted as a separate attachment, no page limit)

Applicants must include a project-specific commitment letter from each proposed Subrecipient. USDA/FAS discourages submission of, and will not review, project-specific commitment letters from the target country government unless the target country government is a proposed Subrecipient.

CV (submitted as a separate attachment, no page limit)

Applicants must attach the CV for the project lead, most typically the chief of party. The Applicant should also submit CVs for any person in a key personnel position with major oversight of the proposed project, e.g., the country director and program manager. The CV should clearly demonstrate the person's relevant work experience and qualifications for the position.

Past Performance Reviews (submitted by references via the PPDED@usda.gov inbox, no page limit)

Applicants must identify references for at least one and no more than three grants, cooperative agreements, or contracts they have implemented. Each reference should complete a Past Performance Review form ([Appendix G](#)) and submit it to ppded@usda.gov by the closing date of the announcement. USDA/FAS encourages Applicants to select references with knowledge about their past performance managing projects similar in scope and size to the programming in their current application. This may include grants, cooperative agreements, and contracts that the Applicant implemented in the proposed target country or that the Applicant specifically mentions

in the Introduction and Strategic Analysis section. USDA/FAS encourages Applicants to include at least one review from a reference with knowledge of their performance from a past or active award outside of the McGovern-Dole International Food for Education and Child Nutrition Program, Local and Regional Procurement Program, or Food for Progress Program. Applicants may not request references from current staff in USDA/FAS's McGovern-Dole Branch.

If a proposed Subrecipient will receive 30 percent or more of the proposed operating budget, the Applicant must also submit one Past Performance Review for the Subrecipient to ppded@usda.gov by the closing date of by the Application Submission Deadline; the Applicant may not serve as reference for the Subrecipient's Past Performance Review. USDA/FAS will confirm receipt of all Past Performance Reviews received via ppded@usda.gov.

e. Monitoring and Evaluation (Page limit: 25 pages)

All Applicants must include the following monitoring and evaluation documents in their application:

- Results Framework (RF) (graphic and narrative)
- Performance Indicators Table
- Evaluation Plan

i. Results Framework (6-page limit)

The RF must clearly identify how the proposed project will contribute to the McGovern-Dole program-level results framework, as shown in [Appendix F](#). A project-level results framework has two components:

Graphic

A graphical representation of the project's theory of change. The suggested length of the graphical RF is 2-3 pages. A strong graphical RF should:

- Use the McGovern-Dole Program-Level RF as the basis of the Project-Level RF.
- Identify which results in the Program-Level RF the proposed project will contribute to and which results it will NOT contribute to.
- A single project is not expected to contribute to all results in the program-level RF. Projects typically contribute to a subset of program-level results, and may also contribute to custom results, reflecting the specific country and programmatic context of the proposed project. The number of results the project contributes to will not be a factor in application evaluation.
- Display the project's proposed activities and align each with the result(s) the activity will help achieve. Applicants should use short, descriptive activity titles so that readers have enough information to understand how a proposed activity will logically lead to a result.
- Include the names of any external entities the Applicant will coordinate with to achieve a result, e.g., USAID or a target government ministry. Applicants are

responsible for Subrecipients' work, so they are not required to identify them separately in the RF.

- Add custom results, beyond the results available in the program-level RF, to communicate additional results the proposed project is designed to achieve. Applicants should use the LRP Program's Program-Level RF ([Appendix F](#)) as a starting point to identify the specific desired result of proposed LRP activities and should add custom results as needed. Applicants that propose maternal and child nutrition activities may add additional, complementary results to their Project-Level RF. They can also link 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.

Narrative Text

The narrative text must articulate the project's theory of change and describe the cause-and-effect linkages reflected in the Introduction and Strategic Analysis section. The suggested length of the narrative is 3-4 pages. A strong narrative should:

- Reference existing research to support the described cause-and-effect linkages.
- Identify 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.
- For each McGovern-Dole program-level result that the proposed project will not contribute to, explain why.

Overall, the Project-Level RF should reflect sound, causal thinking. The logic of the project should follow a chain of cause-and-effect relationships with no significant causal gaps or large leaps from one level in the causal hierarchy to the next. Proposed activities should be sufficient to produce outputs, achieve initial and intermediate results, and contribute to the program's two strategic objectives, Improved Literacy of School Age Children and Increased Use of Health, Nutrition and Dietary Practices. If activities do not align with results, Applicants should remove them and revise the proposal to include activities that directly support results.

ii. Performance Indicator Table (5-page limit)

Applicants must 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 should 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 X, Year Y, etc. Targets (numbers to correspond to each year in the project), and Life of Project Target.

[Standard McGovern-Dole performance indicators](#) are required, where appropriate. Each result included in the proposed project should have one or more corresponding indicators in the indicator table. If an Applicant addresses a result that has a corresponding standard indicator, it should include the standard indicator in its table. If the Applicant believes that the corresponding standard indicator is not applicable to its project, the Applicant should provide a brief explanation of why the indicator is not appropriate in a footnote at the bottom of the table. When a standard indicator is not available for a proposed project result, 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 result level(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. USDA/FAS does not require a specific number of indicators per result; however, the proposed indicator table should include sufficient indicators to monitor the project's performance in achieving each result.

Indicator considerations for McGovern Dole include the following:

Local and Regional Procurement Indicators

The Applicant should propose indicators that reflect the desired results of the LRP component of their project. Applicants should include these three indicators in their application:

- (LRP Standard Indicator 4) Cost of transport, storage and handling of commodity procured as a result of USDA assistance (by commodity)
- (LRP Standard Indicator 5) Cost of commodity procured as a result of USDA assistance (by commodity and source country)
- (LRP Standard Indicator 6) Quantity of commodity procured (MT) as a result of USDA assistance (by commodity and source country)

Applicants should then review the USDA LRP standard indicators and select any additional indicators relevant to the project. Applicants may also propose custom indicators for the LRP component of the project.

Complementary Foods

Applicants should track complementary school feeding components by adding one or more custom indicators. This includes plans to procure food locally or regionally (see above) or via project activities such as school gardens or partnerships with other entities. Potential custom indicators may include, but are not limited to: the number of meals provided that include fruits, vegetables, legumes, and/or animal-sourced foods in addition to U.S.-donated commodities; the number of kilograms of fruits, vegetables, legumes, and/or animal-sourced foods the project provided in addition to U.S.-donated commodities; and the number of children who received [x] or more meals per week that include fruits, vegetables, and/or animal-sourced proteins in addition to U.S.-donated commodities.

Nutritional Status Indicators

If Applicants propose to collect anthropometric measurements for school children under the Plan of Operation, they should also propose custom indicators that reflect the anthropometric measures, e.g., percent of children with low BMI, percent of children who are underweight, percent of children with normal Middle Upper-Arm Circumference etc. These measurements may contribute to formative research and the resulting data may help the project identify school children's nutritional challenges and ways it can adapt the ration and other activities to address them. Recipients may be able to use the data collected at the start and end of each school year to assess whether the project is having an impact on children's nutritional status. External evaluators may analyze the anthropometric data collected to produce findings or recommendations related to nutrition. Applicants may also propose piloting anthropometric measurements in a subset of students. Finally, if anthropometric measures are not feasible or appropriate in the proposed context, Applicants should propose other custom indicators that reflect desired nutrition changes. Proposing nutrition-specific indicators may enable Recipients to determine the nutritional status of the children at the start of the project more specifically and whether activities are achieving the intended results.

Maternal and Child Nutrition

Applicants should propose custom indicators following global best practices for nutrition monitoring and evaluation to measure any proposed MCN results that the [McGovern-Dole standard indicators](#) do not already address. Applicants should review relevant USG maternal and child nutrition indicators to identify applicable, established indicators if custom indicators are needed.

iii. Evaluation Plan (14-page limit)

The evaluation plan must include a comprehensive approach to evaluating the project's performance and impact. Please review the International Food Assistance Division's [Monitoring and Evaluation Policy](#) for information that will shape the evaluation plan. For example, note that Recipients will be required to hire external evaluators to conduct project evaluations. Applicants should develop the evaluation plan as a stand-alone document that they can share with interested entities and the public. This evaluation plan should include 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 Applicants intend to work.

Project Overview

Provide a summary description of the project strategy including the project strategic objectives and expected results. Applicants can reference the Project-Level RF 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.

Evaluation Approach and Methodologies

Describe the overall evaluation approach including how the Applicant will cooperate in the design of evaluations to ensure a participatory process, and the quantitative and qualitative evaluation methods that the Applicant will use throughout the project. An evaluation approach may include repeat cross-sectional designs or panel studies and may consist of direct observations, key informant interviews, focus group discussions and secondary data analysis. The Applicant should describe included methodologies in detail, including sample design, expected sample sizes, and key informants.

Applicants should also describe the strengths and limitations in the proposed methodology for measuring impact and assessing attribution. If Applicants are proposing an impact evaluation, the evaluation plan should identify the proposed design (experimental or quasi-experimental) and method of attribution (e.g., a randomized control trial, difference-in-differences, or propensity score matching). If the project will not include an impact evaluation, it should provide a justification for why not and describe how the methodology will assess contribution. A good evaluation plan will demonstrate why the evaluation approach is appropriate to the project context and how that evaluation design will be useful for project learning.

Baseline Study

Provide a description of the plan to establish performance indicator baseline information and targets that the project will use to measure performance and report to USDA/FAS on a periodic basis. Recipients will collect baseline data for two purposes: (1) to measure progress on performance indicators and (2) to assess project outcomes and impacts using evaluation methods. Applicants will also specify who will conduct the baseline, the timeline, and how the project plans to use the baseline findings.

Midterm Evaluation

Provide a description of the project's midterm evaluation strategy and activities. Applicants should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, and key audience for the evaluation. They should also include a timeline for key evaluation activities and a description of how the project will use the evaluation findings and recommendations.

All 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. Applicants should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, and the key audience for the evaluation. They should also include a timeline for key evaluation activities and a description of how the project will use evaluation findings and recommendations.

Alignment with the McGovern-Dole Learning Agenda

USDA/FAS advises Applicants to review the [McGovern-Dole School Meals Learning Agenda](#). Applicants should include a short sub-section in their evaluation plan explaining which question(s) in the Learning Agenda their proposed evaluations, special studies, or both will address. The Applicant should explain in this sub-section how the proposed research will address the question(s), which may include, for example, specifying the methods that the Applicant will use to generate evidence on a specific question.

Learning

Briefly describe the project's dissemination strategy for improving the knowledge base and sharing evaluation findings and lessons learned. Applicants should describe how they intend to use evaluation findings, ideally including examples of how they have used findings or evidence in similar contexts, and potentially referencing their organization's overall learning culture.

Special Studies (where applicable)

Applications may include plans to conduct special studies focused on a particular intervention, sector, or thematic area that may aid Applicants in identifying project effectiveness, impact, or lessons learned complementary to the required midterm and final evaluations. Applications 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. Applicants should describe whether their 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 the project will work with and key interested parties it will consult throughout the evaluation process. Applicants should include more detailed descriptions of the roles and responsibilities of their Monitoring and Evaluation staff in the staffing plan and organizational chart as [Part D Section 9b: Plan of Operation](#) describes above.

Evaluation Budget (Included in Applicant's Budget Narrative)

Applicants must allocate, at a minimum, three percent of the operating budget (Grand Total Costs) towards monitoring and evaluation. Applicants should include a short table in their Budget Narrative under General Explanatory Comments showing the monitoring and evaluation budget broken down into key line items, including separate lines for the baseline, midterm, and final evaluation costs. See [Appendix E: Budget Narrative](#) for guidance and an example.

f. Commodity Management (Page limit: 6 pages)

i. Commodity List

Each application must include lists of requested commodities that includes the information below. All U.S. donated commodities will adhere to food safety standards established by the U.S. Food and Drug Administration. All locally or regionally procured commodities must adhere to the food safety requirements in [7 CFR section 1599.6](#). Applicants are responsible for complying with commodity import laws in target countries. Applicants are encouraged to consult with USDA/FAS Overseas Offices (Posts) regarding necessary import documentation and approval procedures, especially for products that are derived from genetically engineered crops.

For US donated and LRP commodities, Applicants should provide the following information using the suggested table format below:

- Commodity: For example, Fortified Rice, 5/20 Long Grain, Well Milled; For LRP, USDA/FAS encourages Applicants to list specific commodities (e.g., cowpeas, eggs [chicken], orange-fleshed sweet potatoes) or at minimum, a specific food group (e.g., fresh vegetables and fresh fruits).
- Total Quantity Metric Tons (MT): Applicants should provide U.S. commodity tonnages as whole numbers only and in multiples of ten. Applicants should provide LRP commodity tonnages as whole numbers.
 - Applicants should calculate the total quantity of each commodity per year using the following formula: MT of each commodity = (Grams per student per day * Total number of students receiving commodity * the number of days the project will provide the ration) divided by 1,000,000. For example, if 100,000 students receive 100 grams of Corn Soy Blend Plus per student over a 180-day school year term, the total tonnage of Corn Soy Blend Plus required for that year is 1,800 MT.
- Commodity Usage: Applicants should specify how the project will use the commodities for direct feeding. The direct feed option includes take-home rations. Barter and Food for Work are also options, but USDA/FAS only considers them under extraordinary circumstances.
- Package Size/Type (e.g., 25/50 kg bag/ Packaged in 6/4-liter cans or 20-liter pail)
- Estimated Delivery to Destination Country (Month and Year)

For LRP commodities, Applicants should also provide the Country/Countries of Origin.

Table: The recommended format for commodities

| Commodity | Total Quantity Metric Tons | Commodity Usage | Package Size/Type | Estimated Arrival to Destination Country | Country of Origin (LRP only) |
|-----------|----------------------------|-----------------|-------------------|--|------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |

ii. Additional Commodity Details - Locally and Regionally Procured Commodities

Procurement Method

Applicants must describe the project's chosen procurement method for local and regional agricultural commodities and provide a justification. At present, food vouchers and cash-based transfers are not allowable procurement methods under McGovern-Dole's LRP component.

Applicants should demonstrate that the proposed procurement method is feasible and complies with applicable regulations.

Regulatory Compliance and Food Safety Standards

The Applicant must ensure that the project will not procure commodities from actors that the U.S. Treasury Office of Foreign Assets Control includes on its [Specially Designated Nationals And Blocked Persons List Human Readable Lists](#).

Applicants may only propose conducting LRP in developing countries that are either the target country (local procurement) or located in the target region, as defined in [7 CFR section 1599.2](#) (regional procurement). For the purposes of commodities that are 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](#) will meet the definition of a "developing country" in 7 CFR section 1599.2.

Applicants must demonstrate how they will comply with [7 CFR part 1599](#) for LRP. In accordance with 7 CFR section 1599.6(b)(7), if the Applicant plans to procure qualified commodities through a competitive tender, the tender must specify the minimally acceptable commodity specifications and food safety and quality assurance standards in the tender. Purchases 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).

Processed and unprocessed LRP commodities must satisfy the target country's relevant nutritional, quality, labeling, and food safety standards 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 the project will procure locally in that country or procure regionally and ship to the country for distribution, the 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 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 project implementation.

Applicants should describe how they will test for aflatoxin and have the moisture content certified if they plan to procure cereals, groundnuts, or tree nuts, or food products derived from or containing cereals, groundnuts, or tree nuts. 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.

iii. USDA/FAS Additional Commodity Details – U.S. Donated Commodities

Processing or Packaging

Applicants should:

- Provide information on any reprocessing or repackaging of the requested commodities that would take place prior to the distribution, sale, if monetized, or barter (see [7 CFR section 1599.5\(d\)\(2\)\(viii\)](#)).
- Indicate if there will not be any reprocessing or repackaging of the requested commodities.
- Request additional commodity packaging if Applicants anticipates that it might be needed in case of damage during shipping or internal transportation. USDA/FAS recommends Applicants add an additional two percent to the requested number of bags or cartons needed for commodity packaging.

iv. Additional Details – All Commodities (U.S. Donated and LRP)

Duty-Free Entry

Applicants must:

- Indicate that the project will import and distribute U.S. donated and LRP commodities for direct distribution free from all customs, duties, tolls, and taxes (see [7 CFR section 1599.9\(a\)](#)). Applicants should 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. USDA/FAS will not pay for any customs, duties, tolls or taxes on USDA-funded commodities; and
- Outline any additional steps taken to ensure seamless entry into the target country and each country in route, including the payment of local expeditors or agents.

Transportation and Storage

Applicants should:

- Provide a clear description of proposed port, transportation, storage, and warehouse capacities in sufficient detail to demonstrate their capability to handle the requested commodities without undue spoilage or waste;
- Provide a clear description of inland transportation and handling procedures from the receiving port or procurement markets to distribution points; and
- Address warehouse security, safety, storage and commodity handling practices, and fire prevention and protection.

Applicants should be advised that USDA/FAS requires 24-hour security at warehouses and surrounding premises while there are commodities on site and budget accordingly.

Cargo preference applies to both U.S. donated commodities and locally or regionally procured commodities that require ocean transportation.

Economic and Market Impact

Applicants must:

- Assert that, to the best of their knowledge, the importation, if applicable, and distribution of the U.S. donated and LRP commodities in the target country will not result in a substantial disincentive to or interference with domestic production or marketing in that country;
- Describe why the U.S.-donated commodities will not displace or interfere with any sales of U.S. commodities that may otherwise be made to or within the country;
- 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 and producers located in, or the economy of, the country or any country in the region;
- Assert that the commodities can be procured without unduly disrupting world prices for agricultural commodities or normal patterns of commercial trade with foreign countries;
- Provide a preliminary analysis of the potential impact of proposed procurement(s) on markets located where the commodity will be procured and in the project implementation area; and
- Provide a plan for conducting an annual market study on the impacts of commodity procurement, such as unusual changes in commodity prices.

g. Budget (Page limit: 26 pages)

Per [7 CFR section 1599.4\(b\)\(4\)](#), Applicants must submit a budget summary and budget narrative that details the amount of any USDA/FAS-provided funds that the Applicant proposes to use to fund the administration costs, LRP costs, internal transportation, storage, and handling costs, and activity costs. Strong applications will include budgets that are realistic, demonstrate cost effectiveness, and leverage cost efficiencies while also delivering on project results.

For international organizations and agencies within the United Nations system, the available funding amount indicated in [Part B: Federal Award Information](#) of this NOFO includes the U.N. Development Coordination Levy, if applicable. If USDA/FAS determines that the levy is applicable to the Applicant, this levy will be “agency-administered,” and the Applicant must explicitly account for this in its application and budget.

To assess the overall cost effectiveness of an application, USDA/FAS requires all Applicants to provide the following budgetary materials. In all documents, Applicants should present figures

rounded to no more than two decimal places and round consistently, to the same decimal place, across all budget documents.

i. Budget Summary (1 page):

The summary must present the proposed overall funding for administrative, internal transportation, LRP commodity and food purchases, storage and handling and activity expenses, and shows funding amounts for the specific line items that make up those expense categories ([Appendix D](#)). Applicants must submit an estimated budget for U.S. donated commodities (Commodity Cost) and Freight Cost. The estimates should account for rising commodity and freight rates².

ii. Budget Narrative (25-page limit)

The narrative must complement the Budget Summary by providing greater detail on the composition of each line item, the budget's overall cost effectiveness, and the Applicant's adherence to applicable cost principles. Applicants should refer to [Appendix E](#) and provide a similar cost categorization structure and level of detail in their application's Budget Narrative.

Applications must provide a summary of the LRP budget. Applicants must allocate approximately ten percent of the total federal award value towards the local or regional commodity procurement component. Cost share cannot be used to meet the recommended ten percent. The LRP budget is composed of costs found in multiple line items of the budget summary, including both the direct and indirect costs of purchasing locally or regionally produced commodities and may also include transportation, storage, and handling costs associated with getting such commodities to the beneficiaries, as well as staff time directly related to the procurement. The budget should not include costs for LRP capacity building activities, which should be budgeted under the relevant activities with non-LRP administrative funds. Please refer to the General Explanatory Comments section of [Appendix E](#) for more information on how to represent the overall LRP budget.

Negotiated Indirect Cost Rate Agreement (NICRA) (attachment, no page limit)

Organizations with a current NICRA from a cognizant U.S. Government agency must submit that NICRA with their application; 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 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 percent of modified total direct costs, which may be used indefinitely. As provided in [2 CFR section 200.403](#), Factors Affecting Allowability of Costs, the Applicant must consistently charge costs as either indirect

² USDA's Agricultural Marketing Service (AMS) publishes quarterly International Commodity Procurement Reports, available here: <https://www.ams.usda.gov/reports/international-commodity-procurement-information>

or direct costs but not double charge or inconsistently charge as both. If the Applicant chooses this methodology, it must use it consistently for all federal awards until such time as the Applicant chooses to negotiate for a rate, which it may apply to do at any time. For more information, see [2 CFR section 200.414](#).

- Develop a negotiated rate, upon notification that USDA/FAS will make an award. In this case, the Applicant should develop a tentative indirect cost rate application 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 rate applications may also request indirect costs. When an Applicant requests an indirect cost rate, it must not charge costs that it includes in the indirect cost pool to the award's direct costs.

Applicants must also provide an Excel spreadsheet demonstrating how NICRA rates were applied to the budget.

SF-424, Application for Federal Assistance, (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, Budget Information for Non-Construction Programs, (attachment, no page limit).

Applicants must complete and upload the [SF-424A](#) to FAIS. Instructions for this form and an example of an SF-424A can be found in [Appendix I](#) and [Appendix J](#).

h. Food Aid Information System (FAIS)

Due to the technical limitations of FAIS, Applicants must input data into the following fields of proposal summary to successfully submit their application:

Introduction Section

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

Results Section

- Results (indicate where this information can be found)
- Activities (indicate where this information can be found; do not add detail under "Activity Description")
- 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 applying and minimize duplicative information in 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: Enter “See Attachment X: Project Level Results Framework” in the field for Results. It is the Applicant’s responsibility to ensure that their application is complete in FAIS.

E. APPLICATION REVIEW INFORMATION

1. REVIEW AND SELECTION PROCESS

In all cases, USDA/FAS will conduct an initial responsiveness review of all applications submitted to determine whether:

- 1) the Applicant is **eligible** (see [Part C: Eligibility Information](#));
- 2) the application is **complete** and all the required forms and documents are submitted in accordance with [Part D Section 8: Form of Application Submission](#) and [Section 9: Content Guidance](#); and
- 3) the application was submitted **on time** as specified in this announcement ([Part D: Application and Submission Information](#)).

If an Applicant is determined to be **ineligible** or an application is determined to be **incomplete**, the agency will notify the Applicant prior to commencing the evaluation of applications, usually within 14 business days after the Application Submission Deadline. An Applicant that feels such a determination was made in error may request reconsideration, highlighting evidence supporting its claim, by email to the program officer(s) listed in [Part G: Awarding Agency Contact Information](#), within 3 business days of notification by USDA/FAS. USDA/FAS will not review **late** applications.

USDA/FAS will review eligible, complete, and timely applications as described below:

- USDA/FAS will assemble a separate panel committee consisting of technical reviewers and scorers to review applications for each funding opportunity number. USDA/FAS may invite comments from Federal and non-Federal reviewers and scorers on its award recommendations.
- Following each panel committee review, the technical reviewers and scorers who participated in the panel will provide summary comments, scores, and funding recommendations to the International Food Assistance Division based on the evaluation criteria identified above in [Part E Section 2: Evaluation Criteria](#).

USDA/FAS will review the merits of each application against other applications received for the same [Part A Section 4: Funding Opportunity Numbers](#). The USDA/FAS Administrator will make the final selection of applications to approve for funding. The USDA/FAS Administrator will give serious consideration to recommendations from International Food Assistance Division and the panel committees, but may also consider the following factors in making the award selections:

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

Following the review of Applicant integrity and performance information, outlined in [Part E Section 4](#), USDA/FAS will notify all Applicants electronically of funding decisions. An Applicant may send a written request to ppded@usda.gov to receive a written summary of the strengths and weaknesses of its application related to the evaluation criteria. Applicants must submit requests for feedback no later than September 30, 2024. USDA/FAS will send the written summary to the Applicant within 60 days of the request.

2. EVALUATION CRITERIA

USDA/FAS reviews applications on the content areas presented in Table 2, using the points specified in the same table. The requirements for each content area in Table 2 are described in [Part D Section 9: Content Guidance](#). USDA/FAS will only grant points for requirements met in the correct section of the application. For example, an Applicant may only receive points towards Ration Justification requirements met in the application’s Plan of Operation: Ration Justification. A description of the Ration Justification in the Commodity Management Section would not receive relevant points.

Table 2: Content Areas and Points

| <u>Content Areas</u> | <u>Points</u> |
|---|----------------------|
| <p>Introduction and Strategic Analysis</p> <p>USDA/FAS will evaluate Applicants on the quality of content and the extent to which they clearly adhere to the Content Guidance, including strength of analysis; technical soundness of strategy to meet strategic objectives in the country context; alignment with Country Specific Guidance; coordination with relevant stakeholders; alignment with relevant programs, policies, and interventions; effectiveness, feasibility, and appropriateness of proposed LRP approach; and effectiveness of integration of Cross-Cutting Topics into analysis and strategy.</p> | 23 |
| <p>Plan of Operation</p> <p>USDA/FAS will evaluate Applicants on the quality of content and extent to which they clearly adhere to the Content Guidance including demonstrating how the proposed activities align with the Applicant’s Introduction and Strategic Analysis; proposing activities that are technically sound; and providing an effective and complete Ration Justification.</p> | 20 |
| <p>Sustainability and Lasting Impact</p> <p>USDA/FAS will evaluate Applicants on the quality of the content and extent to which they provide a realistic graduation plan and timeline with achievable targets and a clear approach towards sustaining program benefits after assistance under McGovern-Dole concludes, including collaborating with and/or building the</p> | 17 |

| | |
|---|--|
| capacity of the target country government, communities, and other relevant stakeholders. | |
| <p>Organizational Capacity and Staffing</p> <p>USDA/FAS will evaluate Applicants on the extent to which they clearly provide the required information in this section and how effectively they demonstrate that their organization and proposed staff, including subrecipients, have the relevant experience, expertise, and resources to perform assigned roles for successful program completion and sustainable results.</p> | 12 |
| <p>Monitoring and Evaluation</p> <p>USDA/FAS will evaluate Applicants on the quality of the content and extent to which they demonstrate monitoring and evaluation competency; adhere to the criteria; and provide a comprehensive, technically sound description of the Program-level results framework, narrative theory of change, performance indicator table, and evaluation plan.</p> | 12 |
| <p>Commodity Management</p> <p>USDA/FAS will evaluate Applicants on the quality of the content and extent to which they provide the required information in this section and describe a feasible, comprehensive approach to U.S. and LRP commodity procurement, transportation, storage, handling, and reprocessing/repackaging. USDA/FAS will also evaluate Applicants on the quality and extent to which they demonstrate a plan for conducting market studies and show that proposed commodities will not have negative market impacts.</p> | 10 |
| <p>Budget*</p> <p>USDA/FAS will evaluate Applicants on the reasonableness, allowability, and allocability of costs; cost-effectiveness and adequacy of the proposed budget to accomplish the project, along with the extent to which budget documents are detailed, organized, in-scope, and appropriate, including consistency of information across the Budget Summary and Narrative. Although there is no cost share or match requirement, Applicants may receive up to 2 additional points for a voluntary cost share contribution. To be considered for these bonus points, the cost share must be equivalent to one percent or more of the grand total costs under the project operating budget (cash portion). If an Applicant meets this</p> | 5 (+2 potential bonus points for cost share) |

| | |
|---|----------|
| <p>threshold, FAS will then determine whether to award up to 2 bonus points by evaluating the extent to which the proposed cost share contribution is reasonable, and the Applicant is likely to be able to provide and use it in the project as proposed. Also refer to Part D Section 7: Cost Share or Match.</p> | |
| <p>Overall Application Quality</p> <p>USDA/FAS will assess Applicants on the quality and extent to which they use clear and concise language, appropriate spelling and grammar, demonstrate logical flow and consistency of information across sections, and follow the formatting guidance throughout the application.</p> | <p>1</p> |

Under the requirements of [2 CFR section 200.206](#), prior to making a Federal award, USDA/FAS is required to review information available through any Office of Management and Budget-designated repositories of government-wide eligibility qualification or financial integrity information. USDA/FAS must evaluate the risks posed by Applicants before they receive Federal awards, and it may consider the following items: (1) financial stability; (2) quality of management systems and ability to meet management standards; (3) history of performance in managing federal award; (4) reports and findings from audits; and (5) ability to effectively implement statutory, regulatory, or other requirements.

3. PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE

In addition to the content the Applicant submits in [Part D Section 9d: Organizational Capacity and Staffing](#), USDA/FAS may consider the following factors, if applicable, when making funding recommendations:

- (i) USDA/ FAS or another USG agency has expressed concerns via official letter between agency leadership, regarding the Applicant’s past performance of a USDA/FAS- or Commodity Credit Corporation (CCC)- funded project.
- (ii) USDA/FAS or another USG agency has terminated an agreement with the Applicant within the current or past three fiscal years from the date of application as a result of a violation of the agreement by the Applicant.
- (iii) 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 USDA/FAS within [SAM.gov](#))

- (iv) The Applicant failed to submit to USDA/FAS, or submitted after the due date, at least two required reports within the current or past three fiscal years from the date of application. 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 USDA/FAS or CCC.
- (v) The Applicant has 1) on at least two occasions within the current or past three fiscal years from the date of application failed to respond, or responded late, to a USDA/FAS deadline for documents required during a compliance review or during the closeout of an agreement between the Applicant and USDA/FAS or CCC or 2) failed to notify USDA/FAS of commodity losses within 15 days.
- (vi) The Applicant has had multiple USDA/FAS compliance reviews with multiple negative findings in the past five years.
- (vii) The Applicant has been designated high-risk by USDA/FAS (per [2 CFR section 200.206](#)), another Federal government agency (as designated in [SAM.gov](#)), or an external auditor within the current or past three fiscal years from the date of application or the organization's most recent audit identifies material weaknesses or significant deficiencies.
- (viii) The Applicant was responsible for a commodity loss valued at \$20,000 or greater, under an agreement between the Applicant and USDA/FAS or CCC, during the current or past three fiscal years from the date of application.

In evaluating Applicants under items (i) through (vii), USDA/FAS will consider relevant information from sources such as agency files, [SAM.gov](#), and current and prior grantors of awards to Applicants (e.g., to verify and/or supplement the information provided by the Applicant).

4. REVIEW OF APPLICANT INTEGRITY AND PERFORMANCE INFORMATION

Prior to making a Federal award with a total amount of Federal share greater than the Simplified Acquisition Threshold, currently \$250,000, a Federal agency is required to review and consider any information about the Applicant that is in the designated integrity and performance system accessible through SAM.gov.

- An Applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM.gov and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM.gov.
- The Federal awarding agency will consider any comments by the Applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about 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 200.206](#).

5. CONFIDENTIALITY AND CONFLICT OF INTEREST

USDA/FAS will protect technical and cost applications submitted under this funding opportunity from unauthorized disclosure in accordance with applicable laws and regulations. USDA/FAS may use one or more support contractors in the logistical processing of applications. However, USDA/FAS will make the sole funding recommendations and final award decisions. To the extent permitted by law, during the review process, USDA/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.

USDA/FAS screens all technical reviewers for potential conflicts of interest. To determine possible conflicts of interest, USDA/FAS requires potential reviewers to complete and sign conflicts of interest and nondisclosure forms. The Applicant's Conflict of Interest (COI) Point of Contact as defined in must notify the USDA/FAS contact identified in Part G of this solicitation of any actual or potential conflict of interest that they are aware of that may provide the Applicant with an unfair competitive advantage in competing for USDA/FAS financial assistance awards within 10 calendar days of becoming aware of the COI. Examples of an unfair competitive advantage include but are not limited to situations in which a USDA/FAS employee reviewed and commented on or drafted all or part of an Applicant's application. Note that USDA/FAS does not generally consider receiving information from a USDA/FAS employee limited to whether the Applicant or the Applicant's proposed project is eligible to compete for funding to confer an unfair competitive advantage. In addition, assistance agreements made under this solicitation will include a term and condition notifying Recipients of their COI disclosure obligations and responsibilities under the award including the need to have systems in place to address, resolve, and disclose COIs to USDA/FAS.

All Applicants, Recipients, and subrecipients must comply with the COI requirements in [2 CFR section 400.2](#).

F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. NOTICES OF FEDERAL AWARD

USDA/FAS will notify Applicants whose applications have been preliminarily selected for funding via ppded@usda.gov and in FAIS. The notice is not an authorization to begin performance and such notification should be construed as provisional. This notice will outline allowable pre-award costs which may be incurred at the selected Applicant's own risk. Once the selected Applicant accepts the selection notice in FAIS, USDA/FAS will begin negotiations with the selected Applicant to develop a cooperative agreement. Until the cooperative agreement is signed, USDA/FAS reserves the right not to fund a selected application.

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

- Amounts of U.S.-donated and locally or regionally procured commodities
- 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

USDA/FAS may require the selected Applicant to submit additional information to enable USDA/FAS to determine whether the Applicant is capable of complying with applicable statutes and regulations, including the requirements in [7 CFR part 1599](#) and any special terms and conditions.

During negotiations, USDA/FAS will also ensure that any allowable cost share proposed by the selected Applicant is retained and included in the agreement.

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 USDA/FAS electing not to fund and application and rescinding the Notice of Award, and, in that case, the Applicant will not receive funding for any incurred pre-award costs.

The use of a cooperative agreement as the funding instrument entails substantial involvement between USDA/FAS and the selected Applicant, with both parties sharing responsibility for the management, control, direction, or performance of the agreement, as specified in the agreement. The agreement will incorporate project details as approved by USDA/FAS in accordance with the McGovern-Dole regulations, [7 CFR section 1599.4](#).

2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

a. Domestic Entities

All Applicants that are domestic entities (i.e., that are not registered in SAM.gov as foreign entities) and that have been notified of preliminary selection for funding under a McGovern-Dole cooperative agreement will be required to comply with the applicable General Administrative Terms and Conditions. The Applicant is presumed to have read, understood, and accepted these terms when accepting a USDA/FAS award. Applicants with questions about the applicable terms should contact the program officer(s) listed in [Part G: Awarding Agency Contact Information](#).

Before accepting an award, a domestic entity Applicant should carefully read the award package for instructions on administering the award and the terms and conditions associated with responsibilities under Federal awards. Selected Applicants must accept all conditions in this NOFO as well as any Special Terms and Conditions in the notice of selection for funding to receive an award under this program.

b. Foreign Entities

All Applicants that are registered in [SAM.gov](#) as foreign entities and that have been notified of preliminary selection for funding under a McGovern-Dole cooperative agreement will be, are required to comply with the following terms and conditions, as applicable:

- Public international organizations (as described within the definition of “foreign public entity” in [2 CFR section 200.1](#)), such as U.N. organizations, will be subject to the [Terms and Conditions for Public International Organizations](#)
- Foreign organizations (as defined in [2 CFR section 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 foreign entity Applicant should carefully read the award package for instructions on administering the award and the Terms and Conditions associated with responsibilities under Federal awards. Selected Applicants must accept all conditions in this NOFO as well as any special terms and conditions in the notice of selection for funding to receive an award under this program.

c. Subaward and Executive Compensation Reporting

Applicants must ensure that they have the necessary processes and systems in place to comply with the subaward and executive total compensation reporting requirements established at [2 CFR part 170](#), unless they qualify for an exception from the requirements, should they be selected for funding.

d. Mandatory Disclosures

As required by [2 CFR section 200.113](#), non-federal entities or Applicants for a Federal award must disclose, in a timely manner, in writing to the Federal awarding agency or pass-through entity all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Failure to make required disclosures can result in any of the remedies described in [2 CFR section 200.339](#) including suspension and debarment.

3. REPORTING

Recipients of McGovern-Dole must comply with Federal financial reporting requirements, program performance reporting requirements, and closeout reporting requirements. To meet these requirements, Recipients will be required to provide the following: semiannual financial reports, semiannual performance reports, annual property reports (if applicable), and closeout reports.

a. Financial Reporting Requirements

Recipients must submit semiannual financial reports via FAIS and follow the Budget Summary template in [Appendix D](#).

For the October 1 through 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. If the first semiannual financial report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

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

b. Program Performance Reporting Requirements

Recipients must submit semiannual performance reports via FAIS. Performance reports must provide information on the overall progress of the project.

For the October 1 through 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. If the first semiannual financial report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

USDA/FAS may provide for more frequent reporting, but no more frequent than quarterly, in the agreement.

c. Closeout Reporting Requirements

USDA/FAS will initiate the award closeout process 60 days before the end of the performance period. Recipients must submit and upload the following documents to FAIS in the Agreement-Level Report page under the “List of Closeout Attachments” section:

- A final financial report and a final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance;
- A tax certification letter on company letterhead indicating that all required payroll taxes for the employees working in-country have been paid; and
- An equipment disposition form.

A sample tax certification letter as well as an equipment disposition form are available on the FAIS homepage under “Forms and Guidance.”

If the Recipient uses funds under an agreement to establish a Federal interest in real property, such as through construction, the Recipient will submit to FAS a Real Property Status Report ([Standard Form - 429](#)).

After final reports have been reviewed and approved by the agency, and any residual amount due to the recipient or due to be returned to the agency, the award is subject to closeout. Acceptance of final reports by the agency constitutes a closeout of the award with no further notice or obligation to either party. This acceptance will indicate the period of performance has expired, and any remaining funds will be deobligated. Records must be retained for a minimum of three years after the final reports are submitted.

4. MONITORING BY AGENCY

USDA/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 site visits, USDA/FAS will review the Recipients’ files related to the McGovern-Dole agreement.

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

5. OTHER AGREEMENT REQUIREMENTS

a. Organizational Chart

Recipients will, within 30 days after both parties have signed the agreement, submit to USDA/FAS for approval a complete organizational chart identifying all positions and position titles (including Subrecipients). Recipients must also identify the names and positions of the key personnel. The organizational chart should show the links and reporting structure between staff.

Following USDA/FAS approval of the organizational chart, Recipients will be required to obtain USDA/FAS's written approval before hiring any new key personnel and notify USDA/FAS within one week after the departure of any new key personnel. Furthermore, in accordance with [2 CFR section 200.308\(c\)\(3\)](#), Recipients 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.

b. Annual Work Plan

Within 60 days after the agreement is signed, Recipients will provide a detailed annual work plan for the project for USDA/FAS's approval. The workplan will describe all activities, their sequence and timeframes, outputs and results, and milestones and key performance indicators with targets. The work plan must also include a management and staffing plan, annual travel plan, project map, Gantt chart, and a list of planned submission dates for deliverables and reports the Recipient will submit during the next fiscal year. Subsequent annual work plans will be due annually as specified by USDA/FAS. USDA/FAS must approve changes in the original project timelines prior to their implementation.

c. Monitoring and Evaluation Requirements

USDA/FAS also requires Recipients to provide an evaluation plan, a performance monitoring plan, a project-level results framework, and 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

Within 120 days after the agreement is signed, Recipients will provide a Local and Regional Commodity Procurement and Distribution plan for USDA/FAS's approval. Recipients must receive USDA/FAS approval of the Local and Regional Commodity Procurement and Distribution plan prior to contracting for or procuring LRP commodities. The procurement plan will include a monthly timeline for commodity procurement, delivery, and distribution. Each commodity must be a separate line in the plan. USDA/FAS will provide a template and additional guidance post-agreement signature. The agreement will require the Recipient to comply with the USDA/FAS-approved procurement plan and will prohibit the Recipient from making changes to the procurement plan, with limited exceptions, without obtaining USDA/FAS's prior written approval.

e. Market Study

Within 120 days after the agreement is signed, Recipients will provide its first market study for USDA/FAS's review. 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 the selected commodities. 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; evaluate the market's capacity to meet the project's needs; and formulate recommendations to inform the procurement plan. Recipients will submit an updated market study to USDA/FAS on an annual basis at the same time as the annual work plan.

f. Subaward or Subcontract Requirements

USDA/FAS requires that Recipients submit subaward agreements through FAIS. Applicants must submit any subcontract that exceeds the Simplified Acquisition Threshold to USDA/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 part 200, subpart F](#) when submitting audits to the Federal Audit Clearinghouse. In addition, if USDA/FAS requires an annual financial audit that is not required by 2 CFR part 200, subpart F, with respect to a particular agreement, and USDA/FAS provides funds for this purpose, the Recipient shall arrange for such audit and submit it to USDA/FAS via FAIS.

G. AWARDING AGENCY CONTACT INFORMATION

1. FEDERAL AWARDING AGENCY CONTACT

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

Lindsay Carter
Director, McGovern-Dole Branch International Food Assistance Division
Global Programs, Foreign Agricultural Service
U.S. Department of Agriculture

Address:
1400 Independence Ave. SW Mail Stop 1034
Washington, DC 20250

Phone: (202) 236-1095

Email: ppded@usda.gov

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

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

Individuals with questions regarding the NOFO or Information Technology (IT) issues with FAIS should submit questions in writing to the above email address. USDA/FAS will post answers to all questions regarding the NOFO to Grants.gov.

Individuals lacking internet access who would like access to these questions and answers should contact USDA/FAS’s International Food Assistance Division at the phone number or address above and provide their address or fax number. Applicants should reach out at least 5 business days in advance of the application submission deadline. Applicants should provide as much detail as possible to facilitate resolution of an issue.

H. ADDITIONAL INFORMATION

1. EXTENSIONS

Extensions to the period of performance of a project funded through an award under this NOFO may be allowed. Recipients may request a project extension in order to complete all project activities, in accordance with [2 CFR section 200.308](#). Requests for extensions are subject to USDA/FAS approval.

2. PRIOR APPROVAL

Recipients must not use donated U.S. commodities or locally or regionally procured commodities, sale proceeds, USDA/FAS-provided funds, interest, or program income for any activity or any expense the Recipient or a Subrecipient incurs prior to the start date of the period of performance of the agreement, without USDA/FAS's prior written approval. See [7 CFR section 1599.12\(b\)](#). Recipients must not transfer any funds budgeted for participant support costs (as defined in [2 CFR section 200.1](#)) to other categories of expense without USDA/FAS's prior approval ([see 7 CFR section 1599.12 \(h\)\(2\)](#)).

3. BUDGET REVISIONS

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

4. PROGRAM INCOME

In the event that program income (as defined in [7 CFR section 1599.2](#)) becomes available to the Recipient post-award, the Recipient must notify the USDA/FAS Program Manager about the program income to explain it was earned or received, and request guidance or approval. If approval is granted, an award modification will be issued with an explanatory note in the remarks section of the face page concerning guidance and/or options pertaining to the Recipient's approved request. All instances of program income shall be listed in the performance and financial reports. Recipient must use program income in accordance with the agreement and as specified in 7 CFR section 1599.12.

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. USDA/FAS will treat the information as such. In the event of a request through the Freedom of Information Act, USDA/FAS will work with the Applicant to ensure proprietary or business sensitive information is respected to the extent permitted by law. The Freedom of Information Act exemptions may be viewed [here](#).

6. ELECTRONIC SIGNATURES

Consistent with the Electronic Signatures in Global and National Commerce Act (ESIGN Act), USDA/FAS uses and accepts electronic signatures for application and award documents. USDA/FAS will neither solicit nor send physical copies of documents.

APPENDIX A – Application Content Checklist

Applicant Requirements

- System for Award Management (SAM)
 - Active registration
 - Financial Assistance General Certifications and Representations Report
- Unique Entity Identifier number for Applicant
- Unique Entity Identifier number(s) for proposed Subrecipient(s)

Content and Forms (Submitted as Attachments in FAIS)

- Introduction and Strategic Analysis
 - Project Map
 - List of Acronyms
- Plan of Operation
- 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)
- 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)
 - Excel sheet demonstrating how the NICRA rate is applied to the budget
- SF-424
- SF-424A
- SF-LLL (Required if Applicant is involved in lobbying activities)

Forms Submitted via email (ppded@usda.gov)

- Completed Past Performance Reviews for Applicant (by reference)

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

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 Specific Guidance

USDA/FAS expects that proposals will build upon current McGovern-Dole activities including school feeding, literacy, health, and nutrition, other school feeding activities, and accomplishments to date. This could include continuing or adapting existing activities or adding new activities as appropriate for the current context. USDA/FAS encourages Applicants to review previous McGovern-Dole and Local and Regional Food Aid Procurement (LRP) evaluations published on the Development Experience Clearinghouse maintained by the U.S. Agency for International Development. The country specific guidance is subject to change until the NOFO is finalized. USDA/FAS recognizes Applicants may need to adapt their approach based on changes in the country context; Applicants should justify deviations from this guidance in the Introduction and Strategic Analysis section of their Applications.

Angola Programming Priorities

Angola would be a new country for McGovern-Dole. Previously, USDA/FAS funded a McGovern-Dole project in Angola in 2009 for a value of \$29.5 million for a period of four years, targeting 200,000 school-age children in the Benguela region in central Angola.

The Government of the Republic of Angola (GRA) is committed to school feeding and is a member of the School Meals Coalition. Angola has a national school feeding program that is overseen by The National Directorate for Social Action in Schools, under the Ministry of Education and administered by the Ministry of Social Action and Female Promotion. The GRA has a Presidential Decree that defines school feeding regulations. Its national budget includes a line item for school feeding allocated under the Ministry of Education and delivered to the Provinces and Municipal governments. Despite these commitments, the GRA's ability to reach the areas of greatest need is constrained. Further, economic fluctuations, exchange rate devaluation, and negative impacts of climate change have increased food insecurity and led to increased malnutrition rates. USDA/FAS seeks to strengthen the existing national school feeding program for long-term sustainability and support holistic interventions to improve child nutrition and literacy.

A strong proposal should demonstrate how the Applicant will work with the GRA at the national and local levels to expand and decentralize school feeding on the path to achieving sustainability, including strengthening budgetary support and monitoring. Applicants should also focus on complementing the local and regional procurement component by supporting smallholder farmers and supply chain improvements for local products, ensuring a nutritious and culturally acceptable daily school meal that uses a combination of locally procured and US donated foods.

Angola is very vulnerable to drought, with food insecurity and malnutrition being highest in the south and rural areas. A strong proposal should include an implementation strategy that accounts for the significant nutritional need and challenges posed by climate-change, including an integrated design to consider water access, local supply chains, school meals ration, and nutrition

education. To address high malnutrition rates among children under 5 in the target communities, Applicants are encouraged to propose MCN activities, seek to improve institutional capacity, and address the significant challenges in nutrition and public health. Applicants should demonstrate how they will coordinate with ongoing nutrition programming responding to the December 2021 UNICEF humanitarian appeal to address the malnutrition crisis.

Currently there are no active McGovern-Dole projects in Angola. USDA/FAS encourages Applicants to target regions and beneficiaries based on need, ability to implement a successful McGovern-Dole project, and opportunities for meaningful collaboration with other activities to maximize the likelihood of program success. USDA/FAS recommends targeting areas of need in the southern provinces of Benguela, Cunene, and/or Huila. USDA/FAS encourages Applicants to concentrate their targeting to protect against beneficiaries migrating to project schools and to maximize cost-effectiveness and impact.

Bangladesh Programming Priorities

USDA/FAS has provided school feeding assistance to Bangladesh through the McGovern-Dole Program since 2006, investing over \$123 million. Currently, there is one active McGovern-Dole project valued at \$19 million, benefitting over 49,000 pre-primary and primary students in 170 schools in the District of Cox's Bazar. Under this project, students receive a daily, fortified high-energy biscuit as a school snack.

The Government of Bangladesh (GOB) is committed to school feeding, has a National School Feeding Law, and recently joined the School Meals Coalition. Despite having a budget line item, the national school feeding program is funded through project cycles and is susceptible to administration priority shifts and long approval processes. The national school feeding program does not cover all regions and lacks sufficient investment to allow the GOB to take over its school feeding program. Bangladesh continues to face economic challenges with high inflation and increased cost of living. USDA/FAS strongly encourages Applicants to support the GOB to establish a sustainable financing mechanism for school feeding in Bangladesh and facilitate the GOB's active participation in the School Meals Coalition's initiatives.

The GOB suspended the national school feeding program in 2022 but is working to approve a new school feeding project with an increased budget to expand coverage and incorporate additional food items under a new "Biscuits Plus" modality. Applicants should demonstrate capacity to assist the GOB and targeted schools in the transition to this new modality and enhance their ability to address food safety, safe food preparation, and regular monitoring for quality control. Proposed programming should support development of national standards and guidelines to implement the new modality, generate evidence to strengthen the GOB's school feeding program, and continue to advocate for a more robust meal. To supply new food items to schools under the Biscuits Plus modality, USDA/FAS encourages Applicants to coordinate with the World Bank-funded school milk project and to build upon successes with existing farmer groups and school gardens supported under current McGovern-Dole programming.

Applicants should build on previous successes under McGovern-Dole programming with child-led literacy, health, and nutrition initiatives. Applicants should coordinate with USAID Education to inform and strengthen the next phase of Bangladesh's Primary Education and Development Plan. USDA/FAS encourages Applicants to leverage capacity building of the public sector and local market actors in the current USDA Food for Progress - Bangladesh Climate Smart Livestock project.

To build upon previous graduation efforts, a strong project should target schools and communities that are currently supported by the active McGovern-Dole project in Cox's Bazar. Applicants should clearly detail how targeted schools will transition school feeding to the GOB's national school feeding program. Applicants are strongly encouraged to target schools that can be regularly monitored.

El Salvador Programming Priorities

El Salvador would be a new country for McGovern-Dole. The Government of El Salvador (GOES) is a member of the School Meals Coalition, has a national school meals directorate, and an annual school feeding budget. The GOES currently implements a nationally run school meals program with an annual budget of approximately \$22 million.

Improved security in El Salvador has created an opportunity for increased investment in social programs, including school feeding. The GOES has prioritized social programming that targets vulnerable women and youth in country. USDA/FAS wants to build momentum and support for the GOES's efforts to expand its national school feeding program. The Ministry of Education's vision is to decentralize school feeding and increase local procurement for school meals. Applicants should coordinate with the government to initiate and implement local procurement activities which the GOES can fully manage and monitor after graduation and should provide technical assistance to support the government takeover of LRP. Applicants should plan for limited project cycles that transition quickly to the GOES or community support in line with existing government commitments, ideally graduating individual schools within a project cycle. Applicants should identify opportunities to build off lessons learned from USAID Education approaches in country.

Food insecurity is rising in the region and the GOES has prioritized food security as critical for its population. El Salvador's location in the Dry Corridor makes it particularly susceptible adverse effects from climate change, like prolonged droughts. El Salvador is one of the most vulnerable countries in Latin America to climate-related disasters. USDA/FAS encourages Applicants to introduce climate smart activities that improve schools' access to water. USDA/FAS also encourages Applicants to engage with stakeholders working in the agricultural development sector, including USAID, to inform the design of LRP activities and coordinate efforts where feasible.

USDA/FAS encourages Applicants to target regions and beneficiaries based on need, ability to implement a successful McGovern-Dole project, and opportunities for meaningful collaboration with other education, nutrition, and agricultural activities to maximize the likelihood of program success. USDA/FAS recommends targeting the Morazán Department and other areas within the eastern border region with Honduras or the Ahuachapan and/or Sonsonate Departments in the western region. Applicants should select departments in either the eastern or western region, clearly justify their choice of region, and explain how McGovern-Dole project will be successful in the chosen region. Applicants must demonstrate the ability to work in the chosen region and ensure sustainability and graduation can be achieved.

Ethiopia Programming Priorities

USDA/FAS has provided school feeding assistance to Ethiopia through McGovern-Dole since 2008. Currently, there is one active project valued at \$28 million which benefits over 200,000 pre-primary and primary school students in 715 public schools in the regions of Afar and Oromia. The current project provides U.S.-donated fortified rice, corn-soy blend plus, and fortified vegetable oil.

The Government of Ethiopia (GOE) is committed to providing school meals, is a member of the School Meals Coalition, and has a School Feeding Directorate dedicated to expanding its National Home-Grown School Feeding (HGSF) Program. The GOE seeks to implement its National School Meals Policy Framework and Strategy and expand the coverage and quality of its existing HGSFP. Applicants should advocate for regional governments to continue increasing their school feeding budgets. Additionally, as Ethiopia does not have a national budget line item, Applicants should advocate for a national-level budget line item to scale-up Ethiopia's HGSFP.

Applicants should clearly describe technical assistance and a results-driven process to improve administration of the GOE's HGSF and strengthen capacity of the regional Bureaus of Education to enhance monitoring at all targeted schools, ensure timely and secure commodity transportation to schools, and reinforce schools' proper commodity management and safe food preparation, handling, and storage to prevent commodity loss or misuse. USDA/FAS strongly encourages advocacy for the Bureaus of Education to develop an action plan for government ownership of school feeding activities, such as a roadmap and timeline for handover. Applications should identify opportunities to advocate and share evidence on the benefits of school feeding to continue mobilizing support within the government, advocate for increased investment, and strengthen policies and national guidelines to scale and sustain its HGSF.

Applicants should propose literacy interventions in all project-supported schools that focus on quality of education rather than simply access to education. Literacy interventions should align with GOE priorities and leverage coordination with UNICEF, World Bank, USAID, and others to identify and address gaps in education quality. USDA/FAS encourages Applicants to improve schools' access to water and enhance school infrastructure to guarantee adequate commodity storage and food preparation.

To support graduation, Applicants should target schools in the Afar and Oromia regions that are supported under the current McGovern-Dole project. Applicants are strongly encouraged to target schools they can regularly monitor and hand over to the GOE HGSF.

Guatemala Programming Priorities

USDA/FAS has been supporting school feeding in Guatemala since 2003. USDA has provided an estimated \$247 million in McGovern-Dole funding to Guatemala. Currently, USDA has three active McGovern-Dole projects operating in the Departments of Totonicapán, Huehuetenango, and Quiché. The projects provide U.S. donated black beans, milled rice, CSB+, and vegetable oil to feed approximately 132,000 pre-primary and primary students.

The Government of Guatemala (GOG) passed a national school feeding law in 2017 and is a member of the School Meals Coalition. The GOG continues to increase their school feeding budget and improve and expand their school meals program. Strategic GOG priorities include bilingual education, working with stakeholders to produce appropriate and high-quality school material, and investment in Farmer Field Technical Schools to create and strengthen linkages with farmers and schools.

USDA/FAS recognizes the achievements and commitments made in Guatemala under the McGovern-Dole Program and recognizes that because of Covid-19 and natural disasters, Guatemala still needs assistance to fully transition school feeding to GOG. USDA/FAS seeks to provide a final cycle of support to high-disparity regions to ensure long-term sustainable impact.

A strong application will identify ways to support the GOG scale-up of its national school feeding law and takeover of program activities. Applicants should include training of school management committees, teachers, and school administrators on school feeding management to promote the institutional sustainability of school feeding. Applicants should coordinate with and propose technical assistance to the GOG to support Local and Regional Procurement (LRP) implementation that the GOG can take over. USDA/FAS encourages Applicants to support linkages between farmers and the school feeding programs by building capacity for certification of producer groups and adherence to quality standards for production and supply chain management. USDA/FAS encourages Applicants to address farm holder capacity building and crop loss mitigation with respect to hurricane risk mitigation. Applicants may consider coordinating with Coordinadora Nacional para la Reducción de Desastres de Guatemala and civil associations that monitor the impact of hurricanes.

A strong application will address expansion of bilingual education in coordination with stakeholders. Applicants should demonstrate coordination with education sector stakeholders, and particularly how they will leverage resources on reading, writing, math and social and emotional skills acquisition in coordination with USAID's Basic Education Quality and Transitions project. Applicants should coordinate with UNICEF, USAID, and the GOG on the

Safe Return to School Plus project for schools impacted by tropical storms and COVID-19 and possible future projects. A strong application will propose educational materials development and training for pedagogical school gardens in line with the GOG's school feeding law, address dissemination of best practices in school gardening, and address water and infrastructure needs.

Applicants should target the Department of Quiché and focus on full handover of McGovern-Dole project activities to the GOG.

Guinea-Bissau Programming Priorities

USDA/FAS has been providing school feeding assistance to Guinea-Bissau through McGovern-Dole programs since 2006. The active project is valued at \$18.7 million and has donated U.S. fortified rice, lentils, pea beans and vegetable oil to approximately 120,000 primary school students in 350 primary schools in the Oio, Cacheu, Quinara, Bafata, and Gabu regions. The project will end August 2024.

In recent years, the Government of Guinea-Bissau (GOGB) has been steadily building and strengthening its nationally owned school feeding program. The GOGB developed and staffed School Canteen Program within the Ministry of Education, ratified a School Feeding Law, and created a school feeding budget line item. It has plans to join the School Meals Coalition and implement a local procurement program for school meals. The GOGB also has emphasized education as a top priority, including its goal to provide universal, free primary education to all students. Challenges to reaching these goals include funding constraints, strikes in the education sector, and high levels of government turnover.

Applicants should coordinate with the government to implement a local procurement program. A strong application will align LRP activities with the GOGB's existing plans and provide technical assistance to transition to the GOGB for management and monitoring over time. USDA/FAS encourages Applicants to engage with other stakeholders working in the agricultural development sector, including FFPs' LIFFT-Cashew Project, to learn from their experiences to inform LRP activity design and coordinate efforts where feasible. For example, Applicants may consider opportunities to support the Ministry of Education's proposed pilot for poultry and egg production to diversify school meals.

Given high levels of turnover in Ministry positions, Applicants should ensure education and literacy activities align with the GOGB's long-term priorities to improve the likelihood interventions will be sustained. The Ministry of Education recently cited reform of the national curriculum, teacher training, and reduction of gender disparities in schools as priorities for the education sector.

USDA/FAS encourages Applicants to support the GOGB to strengthen cross-ministerial support and coordination for school feeding activities. For example, this may include helping the GOGB to develop a government-validated roadmap and timeline for the handover of school feeding

activities. Applications should identify opportunities to advocate and share evidence on the benefits of school feeding to continue mobilizing support within the government.

To support graduation, Applicants should target schools and communities included in the current McGovern-Dole project.

Laos Programming Priorities

USDA/FAS has been providing school-feeding assistance to Laos through McGovern-Dole since 2008, investing over \$172 million. Currently there are two active McGovern-Dole projects that reach a combined 92,000 Laotian children in approximately 1,000 pre-primary and primary schools. One project operates in the Bokeo, Luangprabang, Xiengkhouang, Vientiane, Vientiane Capital, Khammouane, Savannakhet, Saravan, Champasack, Xekong, Attapeu provinces and will end in FY25. The other operates in Savannakhet province and will end in FY26. These projects provide U.S.-donated vegetable oil, lentils, and fortified rice, and procure local and regional fortified palmolein oil, canned fish, fortified rice, soymilk, sacha inchi and eggs.

Laos has a growing need for food assistance as it contends with climate change, increasing food insecurity in rural areas, and an economic crisis following the COVID pandemic. There are significant budget, policy, capacity, and school readiness challenges causing challenges to graduation of school feeding in the specified target areas. Applicants must propose a well-developed approach to capacity strengthening at the local and national levels to develop graduation readiness by the end of the project cycle. To ensure sustainability, USDA/FAS encourages Applicants to support the government in developing a financing strategy to ensure adequate resourcing to expand the national school feeding program.

Applicants should align their activities with the Ministry of Education and Sport's curriculum and coordinate with USAID-funded Learn to Read projects. USDA/FAS encourages Applicants to include WASH activities to improve and expand access to safe water at schools. USDA/FAS encourages Applicants to build upon previous project activities including school gardens and interventions to strengthen school/community income and support for school meals. Strong Applicants will focus their graduation plans on sustainably transitioning McGovern-Dole schools to the National School Meals Program.

Applicants should target the schools in the same districts covered in the project ending in FY2025 to build on past McGovern-Dole successes and support gradual handover to the Government of Laos' National School Meals Program by the end of the project cycle. Applicants may expand to additional schools within the current districts that have low socioeconomic, education, and nutrition indicators if graduation is feasible within the life of the proposed project.

Malawi Programming Priorities

USDA/FAS has been providing school feeding assistance to Malawi through McGovern-Dole since 2003. There have been three school feeding projects through McGovern-Dole totaling \$114 million dollars and 26,000 MT worth of U.S. donated commodities. Currently, there is one active project valued at \$22 million and working in 81 primary schools and 25 early childhood development centers located in the Central and Southern Regions. The current project, which is set to end September 2024, has provided U.S.-donated fortified rice, corn-soy blend plus, lipid-based nutrient supplements, and vegetable oil.

The Government of Malawi (GOM) is committed to providing school meals, is a member of the School Meals Coalition, and has a School Feeding Directorate dedicated to expanding its national program through HGSF. Applicants should strengthen the sustainability of the National School Feeding Program by linking school meals to local food production and building capacity of small holder farmers and cooperatives in alignment with the GOM's school feeding model.

Applicants should clearly describe a results-driven process to improve community resilience through climate smart agriculture, livelihood linkages, and watershed management activities. A strong application should address HGSF systems strengthening and capacity building, including training on safe food preparation, handling, storage and transportation.

Due to natural disasters, environmental degradation and regional precipitation patterns, food insecurity is an increasing issue in the region. A strong application should align with the GOM's HGSF model focusing on building community capacity through agricultural capacity building, improved business management, post-harvest loss reduction, sustainable inputs, increased agricultural land productivity, and school gardens. Proposed LRP interventions should align with the GOM's vision, which depends upon sustainable local sourcing, dietary diversity, and robust community engagement and ownership. As chronic malnutrition continues to be an issue, Applicants should consider activities to reduce micronutrient deficiencies, introduce nutrition-sensitive agriculture, and ensure well-nourished households and communities.

USDA/FAS encourages Applicants to build on past McGovern-Dole successes to continue to improve school meals, literacy, and school-based health outcomes and to include advocacy, government capacity building, and policy strengthening at all levels.

To support graduation, future programming should target schools and communities served under the current McGovern-Dole project. Strong Applicants should work towards graduation of the current schools to the Government of Malawi within the life of the proposed project. Programming should continue to target public schools and should prioritize low-income families and children.

Rwanda Programming Priorities

USDA/FAS has provided assistance to Rwanda through the McGovern-Dole program since 2015. Currently, there is one active FY2020 project valued at \$25 million benefitting

approximately 118,000 students in 140 schools through the direct implementation of school feeding, education, WASH, health, nutrition, and infrastructure activities. The project provides U.S.- donated fortified rice and vegetable oil and supports the local procurement of maize meal, fortified whole grain maize meal, and beans. In 2023, the project transitioned 108 McGovern-Dole supported schools to Rwanda's National School Feeding Program. It continues to provide daily school meals and complementary support to nearly 29,000 students in 32 schools in the Burera, Kayonza, and Gasabo districts.

The Government of Rwanda (GOR) has played a leadership role in the School Meals Coalition and made commendable strides in expanding its National School Feeding Program. However, due to continuing global supply chain issues and inflation, it faces resource and capacity constraints that prevent it from achieving national coverage. Additional investment will support the GOR to recover from these shocks while facilitating a gradual transition from McGovern-Dole support.

A strong proposed project should strengthen Rwanda's National School Feeding Program to ensure its sustainability. The focus should be on building school, district and national level capacity to take full ownership of the program within the life of the proposed project, including support to develop a financing strategy to ensure adequate resourcing for the national program. USDA/FAS encourages Applicants to propose a gradual, phased approach to transition implementation in the remaining McGovern-Dole project schools in the Burera, Kayonza, and Gasabo districts to the national program; Applicants may propose continuing technical support to strengthen local and national management and monitoring capacity post transition. If proposing to target new schools, Applicants should provide strong justification and demonstrate that graduation to the national program is feasible within the project's timeline. USDA/FAS encourages Applicants to outline concrete steps to ensure the sustainability of project outcomes after the handover of McGovern-Dole supported schools.

USDA/FAS encourages Applicants to build on past McGovern-Dole successes in improving school meals, literacy, WASH, health, nutrition, and infrastructure as context requires. A strong application would also include continued support to farmer groups to develop linkages and capacity to supply food to schools with an eye towards sustainability. USDA/FAS encourages McGovern-Dole Applicants to demonstrate how they will align with USAID's early grade reading project and other development activities to ensure complementarity and avoid duplication.

APPENDIX C – Global Strategies and Initiatives

United States Government Strategy on International Basic Education

The U.S. Government launched the Strategy on International Basic Education 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 to (1) improve learning outcomes and (2) expand access to quality education for all, particularly marginalized and vulnerable populations.

All Applicants should 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 should 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 the target area or country. Applicants are encouraged to review the [USG International Basic Education Strategy Map](#).

Lead Mitigation Coordination Efforts

To address the effects of lead poisoning in low and middle-income countries (LMICs), USAID is aligning with other USG efforts to improve child development, health, and education. Early lead exposure can affect a child’s educational success, increases risk of lifelong health issues, and results in up to 6 million premature deaths annually. Recent research indicates that elevated lead levels account for an estimated 21 percent of the learning gap between high income countries and LMICs. School feeding programs may introduce potential sources of lead exposure, such as the use of recycled aluminum cookware, lead-glazed cookware, and food products that may be contaminated or adulterated with lead. If schools are located near industries where lead may be released into the environment (e-waste or scrap recycling, automotive repair, mining, battery recycling), contaminated indoor dust may pose a hazard.

USDA-USAID Memorandum of Understanding

In May 2014, USDA and USAID signed an MOU 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, USDA/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, USDA/FAS will strongly consider 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.

Feed The Future and the Global Food Security Strategy

In October 2018, the U.S. Government signed the Global Food Security Reauthorization Act (GFSRA) into law and reaffirms the commitment to ending global hunger, poverty, and malnutrition. The act ensures continued implementation of the U.S. Government's Feed the Future initiative along with the whole-of-government 2022-2026 Global Food Security Strategy

As relevant, Applicants should demonstrate alignment of activities with Feed the Future when applying for McGovern-Dole funding. Per the USDA Implementation Plan for the Global Food Security Strategy 2022- 2026, McGovern-Dole is committed to aligning, where appropriate, with Feed the Future efforts, including through the inclusion of standard McGovern-Dole performance indicators in annual Feed the Future reporting to Congress.

The U.S. Global Water Strategy

The U.S. Global Water Strategy (GWS) guides USG and its partners towards priorities for - achieving a water-secure world. School potable water and hygiene activities within USDA McGovern-Dole projects contribute to the GWS strategic objective for increased equitable access to safe, sustainable, and climate-resilient drinking water and sanitation and adoption of key hygiene behaviors among project beneficiaries. Per the GWS, Applicants' proposed hygiene and sanitation interventions should prioritize local ownership and capacity development. Applicants should clearly demonstrate how proposed WASH activities align with the GWS and will contribute to its implementation with positive results.

School Meals Coalition: Nutrition, Health and Education for Every Child

Launched at the U.N. Food Systems Summit in September 2021, the School Meals Coalition: Nutrition, Health and Education for Every Child is a country member-led initiative, which the UN World Food Program supports through a small secretariat³. The objectives of the Coalition are to restore access to school feeding that was lost during the COVID-19 lockdowns; reach children who were not previously benefiting from school feeding, with an emphasis on the most vulnerable populations in low- and lower middle-income countries; and improve the quality and efficiency of school feeding programs by 2030. Several initiatives support these goals, including

³ <https://schoolmealscoalition.org>

a Research Consortium, a Multi-sectoral Financing Taskforce, a Monitoring and Data Initiative, a Peer-to-Peer Community of Best Practice, and an Advocacy and Outreach Taskforce. USDA led the United States to join the Coalition on August 30, 2021. USDA is a member of the Coalition Steering Committee and is participating in the Financing Taskforce, the Monitoring and Data Initiative, and the Research Consortium.

APPENDIX D – Budget Summary

This template is also available as an Excel file on the [FAIS homepage](#) under the “Forms and Guidance” section. Applicants must ensure figures use no more than two decimal places and lines add correctly.

| ATTACHMENT C-1 | | | | | |
|---|--------------------------------------|---|---------------|--|---------------------------------|
| Budget Summary | | | | | |
| Program (FFPr or MGD): | MGD | | | | |
| Country of Operation: | | | | | |
| Implementing Organization: | | | | | |
| Fiscal Year: | 2024 | | | | |
| Agreement or Proposal Number: | Fxx-xxx-20xx/0xx-00 | | | | |
| Total Amount of Federal Funds Obligated | | | | | |
| Funding Source (CCC for FFPr) (FAS for MGD) | Funding Year | Commodity Cost | Freight Cost | Administrative Costs (cash portion) | Total Federal Funding Obligated |
| FAS | 2020 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Project Operating Budget | | | | | |
| Expense Type | Monetization Proceeds (FFPr Only) | FAS or CCC Funds (CCC is Admin Only) | 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 |
| 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 |
| Travel | \$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

Budget narrative guidance is available on the [FAIS Homepage](#). Applicants must ensure figures include no more than two decimal places and lines add correctly. The figures in the Budget Summary and Budget Narrative must match, i.e., if Applicants round figures to the nearest dollar in the Budget Summary, they should round to the nearest dollar in the Budget Narrative. In the example below, costs are rounded to the nearest dollar. Applicants should provide sufficient detail to explain how they estimated totals and allow for cross-checking of calculations. For example, this includes providing the estimated unit cost and the number of units purchased.

Program: McGovern-Dole Country: Target Country Fiscal Year: 2024

Organization: Food Development

Point of Contact: POC Name

This document contains examples of the types of information Applicants should provide in the Budget Narratives. USDA/FAS provides the fictitious examples in this document to show preferred cost categorization and the required level of detail in Budget Narrative submissions. These examples are not meant to recommend activities, line items, or amounts.

SECTION 1: GENERAL EXPLANATORY COMMENTS

Food Development (FD) will implement a 5-year McGovern-Dole program in the target country. The total Federal award amount is \$28,000,000. This includes commodity (\$6,398,137), freight (\$5,070,000), and administrative costs (cash portion) (\$16,531,863). The total operating budget (grand total costs) for this project is \$16,561,863; this includes \$30,000 in cost share. The following budget narrative describes the operating budget and does not describe the commodity and freight portions of Federal funding.

- USDA/FAS Funding: \$16,531,863
- Total Cost Share: \$30,000
- Total Project Operating Budget: \$16,561,863

| Summary of Total Project Operating Budget (Includes Cost Share) | |
|--|---------------------|
| Administration | \$4,862,463 |
| Activities | \$4,462,805 |
| Commodity and Food Purchases | \$1,035,250 |
| Internal Transportation, Storage and Handling (ITSH) | \$2,385,145 |
| ICR on Administration | \$1,458,739 |
| ICR on Activities | \$1,331,342 |
| ICR on Commodity and Food Purchases | \$310,575 |
| ICR on ITSH | \$715,544 |
| Total | \$16,561,863 |

In addition to the total operating costs above, this section should include the following information for both applications and final award/amendment narrative:

- Any cost escalations expected during the anticipated life of project, and how Applicants will account for them throughout the budget (for example, an annual X percent increase in expenses per year). All line items should include the cost escalation over the life of the project, as applicable.
- Any salary increases, such as the annual percent increase for any or all staff positions, including an explanation of differences between position type. For example, in this example, the Total Salary Cost includes a 5 percent compounding annual increase from the Base Monthly Salary for every staff person each year. Applicants should also provide information on how they determined the annual increase rate.
- An explanation for why cost share is allocated to a particular section of the budget. See [2 CFR section 200.306](#) for clarification on what constitutes cost share. Please note USDA/FAS **will not consider cost share on indirect costs**.
- A summary and total amount for program income that the proposed project may earn. For further information on program income, see [2 CFR section 200.1](#) , [2 CFR section 200.307](#) and program specific regulations at [7 CFR section 1599.12](#).
- A summary of the indirect rates applied to the proposed budget and their base of application across Administration, Activity, ITSH, and Commodity Food Purchases expenses.
- A summary of the monitoring and evaluation budget. Applicants should not include cost share in the operating budget (grand total costs) when calculating the required monitoring and evaluation investment. The 3 percent minimum excludes monitoring and evaluation staff salaries and staff travel and the required annual market study. Examples of items that count towards the 3 percent minimum investment are costs of designing a monitoring database, database licenses, infrastructure for data collection such as tablets, and external contracts for evaluations and special studies. For evaluation plans that include conducting impact evaluations, USDA/FAS expects costs to range between 5 and 10 percent of the operating budget (grand total costs).
 - For example, the monitoring and evaluation budget for FD’s project is \$730,896 or 4.4 percent of the total operating budget (grand total costs excluding cost share) of \$16,531,863.

| Summary of Monitoring and Evaluation Budget | |
|--|-----------|
| M&E Item | Cost (\$) |
| Baseline Evaluation | \$225,000 |
| Midterm Evaluation | \$225,000 |
| Final Evaluation | \$225,896 |
| Special Study | \$50,000 |
| M&E Supplies – Tablets and Software System | \$5,000 |

| | |
|--------------|------------------|
| Total | \$730,896 |
|--------------|------------------|

- A summary of the local and regional procurement (LRP) budget as a percent of the total federal obligation. For example: FD’s LRP budget is \$2,800,000 or approximately 10 percent of the total federal obligation of \$28,000,000. Applicants may include the following costs in their LRP budget:
 - The portion of Salaries/Personnel (salaries and benefit) costs found in the “Administration” and “ITSH” sections that directly relate to LRP.
 - The portion of ITSH costs that are necessary for LRP commodities.
 - The Commodity Procurement cost must equal the Commodity Procurement costs in the budget summary. Capacity building costs (i.e., Activity costs) and cost share are not allowable as part of the LRP budget.
 - The table below provides examples of costs that may contribute to the required LRP portion of the award (a recommended target of 10 percent of the total federal award). This LRP budget total figure (\$2,800,000) does not appear on the budget summary.

| Summary of Local and Regional Procurement Budget | |
|---|--------------------|
| Salaries/Personnel (from Administration) | \$163,000 |
| Benefits (from Administration) | \$63,000 |
| Salaries/Personnel (from ITSH) | \$86,000 |
| Benefits (from ITSH) | \$34,000 |
| Internal Transportation | \$717,139 |
| Warehouse | \$196,036 |
| Commodity Procurement | \$1,035,250 |
| ICR on Administration | \$94,791 |
| ICR on ITSH | \$100,109 |
| ICR on Commodity and Food Purchases | \$310,675 |
| Total | \$2,800,000 |

Please include the following information in the Budget Narratives for applications. (The four items are only relevant to applications. Do not include these items in final negotiated budget narratives):

- A description of the organization’s financial capacity;
- A summary of how the budget components will contribute to the implementation of the project; and
- A description of the overall cost effectiveness of the project.

SECTION 2: ADMINISTRATION

Please include costs that contribute to primarily administrative functions, such as costs related to human resources, financial management, and overall program management in the “Administrative” section of the budget. Generally, costs that are related to most or all activities are administrative.

Total Administration Costs: \$6,326,202 (\$6,321,202 in USDA/FAS funds, \$5,000 in cost share)

Total Direct Costs: \$4,862,463 (\$4,857,463 in USDA/FAS funds, and \$5,000 in cost share).

Total Indirect Costs: \$1,458,739

2.1. Salaries/Personnel –Total \$1,955,477

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

In the salary tables charts, Applicants should include both a Year 1 Base Monthly Salary and Average Monthly life of project salary for each position. The multiplication calculation across each row should use the average salary, such that Months * LOE x Average Monthly Salary = Total Salary so that USDA/FAS can evaluate the total estimated cost to the project.

Where the project will hire multiple staff for the same position, please note the number of positions, e.g., 3 Drivers. Please include the base salary for one employee and total salary for all three positions in the table.

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary** | Total Salary |
|---|---------------|------------|----------------------------|---------------------------------|---------------------|
| Chief of Party (USN)* | 60 | 100% | \$7,500 | \$8,288 | \$497,307 |
| Finance and Administrative Manager* (USN) | 60 | 100% | \$3,250 | \$3,592 | \$215,000 |
| Accountant (CCN) | 60 | 100% | \$2,500 | \$2,763 | \$165,769 |
| Finance Assistant (CCN) | 60 | 100% | \$1,059 | \$1,170 | \$70,220 |
| Information and Technology Manager (CCN) | 60 | 100% | \$2,022 | \$2,235 | \$134,074 |
| Technical Support Officer (HQ) | 60 | 30% | \$7,200 | \$7,957 | \$143,224 |
| Administrative Specialist (CCN) | 60 | 100% | \$3,500 | \$3,868 | \$232,077 |
| Monitoring and Evaluation Manager (TCN) | 60 | 100% | \$7,500 | \$8,288 | \$497,307 |
| Total | | | | | \$1,955,477 |

*Key personnel

*** USDA/FAS understands that there may be slight discrepancies in the total salary calculation due to rounding, particularly if the base and average salaries are presented in whole dollars. USDA/FAS encourages Applicants to include a footnote to the table in this case.*

2.2. Fringe Benefits & Allowances – Total \$818,407

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

Please provide your organization’s internal definition of TCN or CCN if you use the terms in your budget narrative.

According to FD’s internal organization policies, 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.” 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.”

Fringe Benefits (\$668,407)

- Expatriate Staff (\$341,351): This includes Headquarters (HQ), U.S. Nationals (USN) and Third Country National (TCN) staff. FD estimates an average fringe benefits rate of 30 percent for HQ, USN, and TCN staff. Total Expatriate Staff Administrative Salaries: $\$1,137,838 \times .30 = \$341,251$. This includes the following:
 - Employee Retirement Fund: 8 percent
 - Medical Insurance: 13 percent
 - Social Security: 8 percent
 - Workers’ Compensation: 1 percent
 - Fringe Benefits Local Staff (\$327,055): Cooperating Country Nationals (CCN) Employees: Fringe benefits for Cooperating Country Nationals are budgeted at 40 percent of their total salary and are based on local labor laws and FD’s current practice in-country. Total Local Staff Fringe Benefits: $\$817,639 \times .40 = \$327,055$
This includes:
 - Medical Insurance: 12 percent of annual income
 - Social Security: 15 percent of annual income
 - Housing Tax (target country requirement): 1 percent
 - Severance: 9 percent of annual income
 - Transportation Allowance: 3 percent of annual income

Allowances (\$150,000): FD provides housing and overseas allowances for the Chief of Party. The allowances are based on FD’s internal policies and Department of State norms:

- Housing Allowance: \$9,000 per year for five years
- Education Allowance for dependents: \$20,000 per year for five years. This is for two dependents at the primary school level.
- Storage: \$1,000 per year for five years

2.3. Travel – Total \$225,800

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

According to FD's organizational policy, FD provides per diem based on 75 percent of the applicable U.S. State Department and General Services Administration rates.

- International Travel (\$47,000): FD headquarter staff will make 8 international trips from FD's headquarters in Washington, DC to the target country during the period of performance for administrative and training purposes. The Chief of Party (COP) will make 2 international trips from the target country to headquarters in Washington, DC. The total international travel cost estimate is \$47,000. This includes tickets (10 trips at \$3,000 per trip = \$30,000), M&IE (\$75 per day * 6 days * 10 trips = \$4,500), travel visas/processing fees (\$500 per trip * 10 trips = \$5,000), and lodging (5 nights * \$150 per night * 10 trips = \$7,500).
- Local Travel (\$101,300):
 - Target Country Headquarters Monitoring (\$88,800): FD estimates staff will need to complete 12 total local trips per year for program monitoring and administration, estimating about 48 trips for 3 nights and 4 days per year. The estimate includes per diem \$38,400 (\$40 per day * 4 days per trip * 48 trips * 5 years), lodging \$50,400 (\$70 per night * 3 nights per trip * 48 trips per year * 5 years).
 - Start-up training travel (\$12,500): This includes travel costs associated with an onboarding training for staff on FD agreement policies in Y1. This will comprise 3 days of training for 30 staff, including subrecipients and will require 20 staff to travel to and stay in the capital city for the training. Costs include lodging (2 nights * \$150 hotel fee * 20 = \$4,500), M&IE (\$75 per day * 3 days * 20 = \$6,000), and transportation (\$50 * 40 = \$2,000).
- Vehicle fuel (\$57,000): FD estimates vehicle fuel for 3 vehicles to cost \$11,400 per year or \$57,000 in total for the five-year project for day-to-day monitoring and administrative travel. This is based on an average cost of \$950 for all three vehicles per year or approximately \$317 per vehicle per month.
- Vehicle rental (\$20,500): FD plans to rent a vehicle for 10 days/month during high volume periods to support program monitoring during the school year, given it will be less expensive than purchasing an additional vehicle and is not needed for the full year. FD estimates the rental will cost \$820 for 10 days out of the month and plans to rent a vehicle for 5 months every year for a total of \$25,000 for Y1-5.

2.4. Professional Services/Contractual – Total \$966,000

Provide any costs associated with a Subrecipient agreement or contract in this section. See [2 CFR part 200, subpart D](#) for more information on Procurement Standards.

Professional Services (\$190,104): FD has included following expenses related to support services over the life of the program:

- Local legal services (\$62,450): FD will use legal services to negotiate contracts and other legal services as needed, estimated at \$12,490 per year for 5 years.

- Security services (\$50,750): The cost of security services for the main capital city office estimated at \$10,150 per year for 5 years.
- IT services (\$43,904): This includes support and repairs for computers, laptops, printers, and other equipment. This is estimated at \$8,781 per year for 5 years.
- Translation Services (\$18,000): FD estimates it will use 120 hours of translation services per year for five years at \$30 per hour to support with the translation of project documents and project meetings between the target country national language and English.
- 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, estimating a \$1,000 fee per hire. During Y2-4, a total of \$5,000 is estimated for recruitment for anticipated staff turnover.

Evaluations and other assessments (\$775,897): FD estimates the following consultant fees for the Baseline, Midterm, and Final Evaluations: \$225,000, \$225,000, and \$225,897 respectively. In Y3, FD will conduct a special study for \$50,000. FD estimates \$50,00 for the initial annual market study in Y1. (The LRP manager will complete updates of the market study for Y2-5.)

2.5. Equipment– Total \$135,000

To meet the definition of equipment, each unit should be valued at \$5,000 or greater with a useful life of more than one year. See [2 CFR section 200.313](#).

FD plans to purchase 3, 4x4 vehicles at \$45,000 each. FD determined that purchasing vehicles is the most cost effective, reliable option because of the relatively high cost and limited availability of 4x4 vehicles for rent and lease. As indicated under the Travel section, FD will rent vehicles to support monitoring during the school year.

2.6. Supplies – Total \$152,180

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

Appliances (\$95,400): FD plans to purchase 2 servers, 12 laptops, 12 computer workstations, 10 headsets, 10 laptop chargers. FD plans to replace computer equipment transferred from prior projects in Y3. 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 (1 desk and 1 chair), 2 AC units, 2 cash safes, and hardware replacements and replacements of two digital cameras in year 3. Estimated costs: \$95,400.

M&E Supplies (\$5,000): 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 \$3,000. All necessary M&E staff will have access to this system.

General Supplies (\$51,780): FD estimates monthly supply costs at \$863 for five years. The costs cover all necessary office supplies use for the project such as notebooks, pens, calculators, office bags, file clips, registers, photocopy paper, flip chart paper, markers, transparency paper, flip chart boards, printing, postage, shipping, etc. FD's estimates are based on market estimates and experience implementing programs of similar size in the target country.

2.7. Other Direct Costs – Total \$609,600

Office (\$561,000): The estimated total cost of the capital city project office for Y1-5. The costs for the office, rented solely for the proposed project, include the following costs for 5 years:

- Office Rental: \$6,000 per month, \$360,000 total
- Electricity and Water: \$550 per month, \$33,000 total
- Internet: \$600 per month, \$36,000 total
- Cleaning: \$300 per month, \$18,000 total
- Repair and Maintenance: \$300 per month, \$18,000 total
- Landline Phone Service: \$100 per month, \$24,000 total
- Cell Phone Services: \$200 per month, \$30,000 total
- Office Insurance: \$700 per month, \$42,000 total

Maintenance and Insurance (\$47,400): FD estimates \$35,400 in equipment and supply maintenance costs for Y1-5 including the following:

- Vehicle maintenance: \$100 per vehicle per month for five years (3 vehicles), \$6,00 total
- Motorcycle maintenance: \$40 per motorcycle per month (6 motorcycles), \$14,400 total

Vehicle Insurance (\$27,000): \$450 per month for five years

Start-up training (\$1,200): In addition to the travel costs budgeted above, the start-up orientation costs will include the costs of renting a venue for 3 days at \$400 per day.

2.8. Cost Share – Total \$5,000

https://www.ecfr.gov/cgi-bin/text-idx?SID=bd2ce3796f68961cf86f67830eb294e8&mc=true&node=se2.1.200_1306&rgn=div8

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

2.9. Indirect Costs – Administration – Total \$1,458,739

See [2 CFR section 200.414](#) for cost principal information on indirect costs.

In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$1,458,739.

SECTION 3: ACTIVITIES

As cited in [Part D Section 9b. Plan of Operations](#), USDA/FAS encourages Applicants to propose approximately 8-14 focused activities as part of a McGovern-Dole project.

Total: \$5,794,147 (\$5,769,147 in USDA/FAS funds and \$25,000 in cost share)

Total Direct Costs: \$4,462,805 (\$4,437,805 in USDA/FAS funds and \$25,000 in cost share)

Total Indirect Costs: \$1,331,342

Activity 1: Capacity Building: Government Institutions – Total \$632,240

3.1.1. Salaries/Personnel – \$271,599

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary | Total |
|-----------------------------|---------------|------------|----------------------------|-------------------------------|------------------|
| Deputy Chief of Party (CCN) | 58 | 25% | \$8,018 | \$8,890 | \$128,905 |
| Advocacy Manager (CCN) | 58 | 100% | \$3,166 | \$3,401 | \$197,266 |
| Advocacy Officer (CCN) | 54 | 50% | \$1,740 | \$1,943 | \$52,468 |
| Advocacy Assistant (CCN) | 52 | 30% | \$1,250 | \$1,402 | \$21,599 |
| Total | | | | | \$271,599 |

3.1.2. Fringe Benefits – Total \$108,640

FD calculated benefits for CCN staff at 40 percent of the employees’ base salary. See the detailed breakdown in section 2.2.

Fringe Benefits CCN Staff: \$271,599* .40 = \$108,639

3.1.3. Travel – Total \$10,700

Global Child Nutrition Forum (\$10,700): Cost per person includes flights (\$2,500 roundtrip), (\$150 per night *4 nights =\$600), conference fees (\$1,300), and M&IE (\$150 per day * 5 days = \$750), totaling an estimated at \$5,350 per person. Under this activity, FD aims to support travel for two target country government officials to attend Global Child Nutrition Forum in Y2. Travel for FD staff to participate in the Global Child Nutrition Forum is included under Activity 4: Provide School Meals.

3.1.4. Professional Services/Contractual – Total \$61,800

Subrecipient A will implement capacity building workshops in Y2-Y4 for a total of \$60,000. FD anticipates holding 4 workshops a year with an average price of \$5,150 per workshop. Costs will

include participant transportation stipends, venue rental, and materials. FD has selected Subrecipient A to conduct these workshops based on their extensive experience facilitating capacity building workshops with government stakeholders and extensive experience working in the region.

3.1.5. Supplies – Total \$11,600

IT Equipment (\$3,500): Two laptops (unit price of \$1,000) for \$2,000 and 2 cell phones (unit price \$700) for \$1,400.

Workshop supplies (\$8,200)

- Training materials (\$4,000): Training materials related to school feeding program management for the 10 coordination committee meetings (\$2,000) and 5 lessons learned seminars (\$2,000)
- Workshop materials, including printed reference materials, posters, pens (\$4,200): Costs are estimated at \$150 for each of the 18 capacity building workshops (\$2,700), \$75 for each of the 10 coordination/committee sessions/meetings (\$750), and \$150 per workshop for the lessons learned seminars (\$750).

3.1.6. Other – Total \$22,000

FD will implement the following workshops (supplies costs are included above):

- Capacity-Building Government Institutions Workshop (\$8,100): FD has budgeted one workshop per quarter (starting halfway through Y1) for a total of 18 workshops at roughly 15 attendees per workshop. Other costs include venue rental (\$150 per workshop) and refreshments (\$300 per workshop) for meeting participants and are estimated at \$450 per workshop.
- Coordination Committee Sessions/Meetings Workshop (\$6,500): Each workshop/event will last for 1 day and will host roughly 20 attendees. There will be two workshops each year, for a total of 10 workshops. Other costs include venue rental (\$250 per workshop) and refreshments (\$400 per workshop) are estimated at \$655 per workshop.
- Lessons Learned Seminars Workshop (\$7,400): 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. Other costs include venue rental (\$350 per workshop) and refreshments (\$1,000 per workshop) are estimated at \$1,350 per workshop.

3.1.7. Indirect Costs – \$145,902

In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$145,902.

Activity 2: Establish activities to promote literacy– Total \$1,718,580 (\$1,693,580 in USDA/FAS Funds and \$25,000 in cost share)

3.2.1. Salaries/Personnel – Total \$587,421

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary | Total |
|---|--------|-----|---------------------|------------------------|------------------|
| Deputy Chief of Party (CCN) | 58 | 25% | \$8,018 | \$8,890 | \$128,905 |
| Literacy Coordinator (CCN) | 54 | 50% | \$4,166 | \$4,653 | \$125,621 |
| 8 Literacy Field Specialists (CCN) | 52 | 50% | \$1,250 | \$1,450 | \$301,538 |
| Education Technical Advisor (TCN) | 52 | 5% | \$5,500 | \$6,030 | \$15,679 |
| Gender and Child Protection Technical Advisor (TCN) | 52 | 5% | \$5,500 | \$6,030 | \$15,679 |
| Total | | | | | \$587,421 |

3.2.2. Fringe Benefits – Total \$231,833

Benefits for USN/TCN/HQ staff are calculated at 30 percent of employee’s base salary and CCN staff are calculated at 40 percent of the employee’s base salary. See section 2.2 for a detailed breakdown.

Fringe Benefits TCN Staff: $\$31,358 * .30 = \$9,407$

Fringe Benefits CCN Staff: $\$556,063 * .40 = \$222,425$

3.2.3. Travel – Total \$200,700

- International travel by HQ-based technical advisors (\$51,000): Annual visits by Education and Gender/Child Protection advisors Y1-5 estimated at \$5,100 per visit including transportation (\$2,500), lodging ($\$150 * 10 \text{ days} = \$1,500$), per diem ($75 * 12 \text{ days} = \$900$), and other travel costs (\$200), totaling an estimated \$10,200 per year for two travelers.
- Teacher trainings (\$72,000): Travel costs for 75 teachers including transportation ($\$100 \text{ roundtrip} * 75 = 7,500$) and lodging ($70 * 2 \text{ nights} * 75 = \$10,500$) is \$18,000 per 3-day workshop, which FD will host for 4 times, once each year from Y1-4.
- School administrator training (\$41,600): Travel costs for 26 school administrators including transportation ($\$100 \text{ roundtrip} * 26 = \$2,600$) and lodging is ($\$150 \text{ per night} * 2 \text{ nights} * 26 = \$7,800$) \$10,400 per 3-day workshop years, which FD will host 4 times, once each year from Y1-4.
- Literacy field specialist overnight visits (\$10,500): Field specialists occasionally need to stay overnight in the field for visits to more remote schools. FD estimates 30 nights per year for lodging at \$70 per night, totaling \$2,100 per year for Y1-5.

- Local per diem (\$25,600): FD estimates per diem costs at \$40 per day for 155 travel days per year totaling \$4,600 Y1-4, and 60 travel days totaling \$14,700 Y5 for trainings/workshop participants, literacy field specialist overnights.

3.2.4. Professional Services/Contractual – Total \$50,000

- FD will hire a consultant to conduct a special study on literacy gains by language of instruction to examine the impacts of teaching in local languages on student literacy gains. The consultant will provide data collection services in Y1 (\$15,000) and will complete data collection and their report in Y4 (\$35,000).

3.2.5. Supplies – Total \$155,000

- FD will print and provide USAID-produced books in local languages to 105 project school libraries estimated at \$1,000 per school (\$105,000)
- FD will print classroom literacy materials and teacher instructional aids for 200 project schools estimated at \$250 per school (\$50,000)
- Workshop supplies (\$13,500)
 - Printed materials for teacher training workshops are estimated at \$30 per participant ($\$30 * 60 \text{ participants} * 4 \text{ trainings} = \$7,200$)
 - Printed materials for school administrator trainings are estimated at \$30 per participant ($\$30 * 35 \text{ participants} * 6 \text{ workshops} = \$6,300$)

3.2.6. Other – Total \$77,800

- Motorcycle fuel (\$12,000): Cost of fuel for literacy field visits at \$200 per month for 12 months per year for 5 years
- Teacher trainings (\$28,000): FD will facilitate 2 regional teacher training workshops for project schoolteachers each year Y3 and Y4 for a total of 4 workshops. Each workshop/event will last for 3 days and will host 60 attendees. Estimated venue ($\$600 \text{ per day} * 3 = \$1,800$) and refreshments ($\$1,200 \text{ per day} * 3 \text{ days} = \$3,600$), and training materials (\$1,600) is \$7,000 per workshop.
- School administrator training (\$37,800): FD will facilitate 2 regional school administrator training workshops for project school administrators per year Y2-Y4 for a total of 6 workshops. Each workshop will last 4 days and will host 35 attendees. Costs include the venue ($\$500 \text{ per day} * 4 \text{ days} = \$2,000$), refreshments ($\$700 \text{ per day} * 4 \text{ days} = \$2,800$), and training materials (\$1,500). FD will hold workshops in Years 1-4. Estimated cost per workshop is \$6,300.

3.2.7. Indirect Costs – \$390,826

In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$390,826.

1,302,753.7

3.2.8. Cost share – \$25,000

FD will provide library or reading corner supplies for 50 schools such as: shelves, tables, children’s chairs. Estimated cost of \$500 per school.

Activity 3: Building/Rehabilitation: Latrines and Handwashing Stations – Total \$1,026,443

3.3.1 Salaries/Personnel – Total \$173,523

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary | Total |
|------------------------------|---------------|------------|----------------------------|-------------------------------|------------------|
| Deputy Chief of Party (CCN) | 54 | 25% | \$8,0186 | \$9,548 | \$128,905 |
| Infrastructure Manager (CCN) | 54 | 25% | \$2,500 | \$2,772 | \$37,423 |
| 3 Field Officers (CCN) | 52 | 10% | \$1,250 | \$1,384 | \$77,195 |
| Total | | | | | \$173,523 |

3.3.2. Fringe Benefits – Total \$69,409

USDA/FAS calculates benefits for CCN staff at 40 percent of the employees’ base salaries. See section 2.2 for a detailed breakdown.

Fringe Benefits CCN Staff: \$173,523 * 40 percent = \$69,402

3.3.3. Travel – Total \$5,760

- Local Travel (\$5,760): Four facilitators will travel to schools to lead two, 1-day workshops, including a latrine maintenance workshop in Y2 and a WASH training in Y5. Costs for each workshop are estimated at \$2,880 based on the following:
 - Lodging (\$1,120): \$70 per night for 2 nights for 4 trainers = \$560 for each workshop
 - M&IE (\$960): \$40 per day for 3 days for 4 trainers = \$480 for each workshop
 - Local travel (\$800): \$400 per roundtrip travel for each workshop

3.3.4. Professional Services/Contractual – Total \$508,000

Latrine construction (\$480,000): FD will identify one or more local construction companies to build latrines equipped with handwashing facilities in 60 schools in years 2 and 3. This will include digging and regrooving of septic tanks and construction of perimeter walls and roofs, following the target country Ministry of Health guidelines. FD will select companies based on a competitive bidding process, considering factors such as the unique capabilities of the bidder, the amount of the bid, and delivery schedule. The cost per school is estimated at \$8,000.

WASH Consultant (\$28,000): FD will hire a local consultant to provide WASH technical assistance. This will include support in developing hand washing and menstrual hygiene training for students and teachers in consultation with the Ministry of Health to incorporate into the national curriculum. The daily rate is estimated at \$200 per day for 140 days LOE (90 days in Y1, 30 days in Y2, 20 days in Y3).

3.3.5. Supplies Total – \$19,400

- Workshop supplies (\$200): FD will purchase workshop supplies for 2, 1-day workshops, including flip chart (\$20 each), printing (\$70 each), markers and pens (\$10 each)
- WASH training materials (\$19,200): FD will print the updated training WASH training materials to distribute to 60 schools in Year 4. FD estimates printing costs at \$320 per school.

3.3.6. Other – Total \$13,480

- Other workshop costs (\$13,480): FD will organize two workshops: a 1-day latrine maintenance workshop at all 60 schools including 12 participants per school for the full day, and WASH workshops at 60 schools to pilot the training materials, including 10 participants per school for the full day. Costs other than the travel and supplies above include:
 - Lunch (\$13,200): \$10 per participant for 2, 1-day workshops
 - Venue rental (\$280): \$140 for 2,1-day workshops across 60 schools

3.3.7. Indirect Costs - \$236,872

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$236,872.

Activity 4: Training: Provide School Meals – Total \$2,416,884

3.4.1. Salaries/Personnel – Total \$959,048

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary | Total |
|-----------------------------------|---------------|------------|----------------------------|-------------------------------|--------------|
| Deputy Chief of Party (CCN) | 60 | 50% | \$8,018 | \$8,861 | \$265,827 |
| School Feeding Officer (CCN) | 60 | 100% | \$2,500 | \$2,763 | \$165,769 |
| Nutrition Technical Advisor (USN) | 60 | 25% | \$8,250 | \$9,117 | \$136,759 |
| 3 Field Officers (CCN) | 58 | 60% | \$1,250 | \$1,386 | \$144,692 |

| | | | | | |
|---------------------------|----|------|---------|---------|------------------|
| 2 Food Aid Monitors (CCN) | 58 | 100% | \$1,550 | \$1,719 | 199,353 |
| Driver (CCN) | 60 | 75% | \$938 | 1,037 | \$46,647 |
| Total | | | | | \$959,048 |

3.4.2. Fringe Benefits – Total \$369,943

FD calculates fringe benefits for CCN staff at 40 percent of the employees’ base salaries and 30percent for USN/TCN staff. See section 2.2 for a detailed breakdown.

Fringe Benefits TCN Staff: $\$136,759 * .30 = \$41,028$

Fringe Benefits CCN Staff: $\$822,288 * .40 = \$328,916$

3.4.3. Supplies – Total \$399,500

- Food Preparation and serving materials (\$375,000): FD will provide each school with cooking materials, including cooking pots, bowls, serving plates, water containers, forks, and serving spoons, which is estimated at \$2 per student for 125,000 students, with a planned replacement for half of the materials for lost and damaged items.
- Posters and informational materials (\$7,500): Printing of posters with ration and storage room guidance estimated at \$50 per school for 150 schools.
- Storeroom logbooks (\$17,000): Two logbooks at \$50 each for 170 schools for record keeping.

3.4.4. Travel – Total \$78,150

- International Travel (\$64,900)
 - Annual Global Child Nutrition Forum – Location TBD (\$53,500): Cost of 2 FD staff attending the Global Child Nutrition Forum annually for 5 days. For each participant, this includes the flight (\$2,500), taxis ($\$100 * 2 = 200$), (\$1,300 participation fee), lodging ($\$150 * 4 \text{ nights} = 600$) and M&IE ($\$150 * 5 \text{ days} = 750$) for an estimate of \$5,350 per participant each year.
 - Regional School Feeding Learning Visit – Location TBD (\$11,400): Cost of sending 2 FD staff and 2 government staff for a learning visit in the region for 5 days. For each participant this includes flight (\$1,500), taxis (\$200), lodging ($\$200 * 4 \text{ nights} = \800), and M&IE ($\$70 * 5 \text{ days} = \350) for an estimate of \$2,850 per participant.
- Local Travel (\$13,250): Costs of travel for the Food Aid Monitors to check warehouses and storerooms and lead trainings for 3, 5-day trips per year for 2 Food Aid Monitors and one Driver. This includes lodging ($4 \text{ nights} * \$100 = \400 for 3 travelers is \$1,200), M&IE ($5 \text{ days} * \$30 = \150 per travel for 3 travelers is \$450), and gas ($\$200 \text{ per day} * 5 \text{ days}$ is \$1,000) for a total of \$2,650 per year for 5 years.

3.4.5. Professional Services/Contractual – Total \$0

3.4.6. Other – Total \$52,500

Signposts for project schools (\$52,500): Cost is estimated at \$350 per sign with USDA branding for 150 project schools.

3.4.7. Indirect Costs – Activities – Total \$557,743

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$557,743.

SECTION 4: COMMODITY AND FOOD PURCHASES – Total \$1,345,825

- Total Direct Cost: \$1,035,250
- Total Indirect Cost: \$310,575

4.1. Commodity Procurement – Total \$1,035,250

| | Cowpea | | Fortified Palm Oil | | Fortified Rice | | TOTAL | |
|--------------|--------|-----------|--------------------|----------|----------------|-----------|-------|--------------------|
| | MT | Cost | MT | Cost | MT | Cost | MT | Cost |
| Y1 | 300 | \$333,300 | 10 | \$10,000 | 75 | \$90,000 | 385 | \$433,300 |
| Y2 | 200 | \$222,200 | 5 | \$5,000 | 25 | \$30,000 | 230 | \$257,200 |
| Y3 | 250 | \$277,750 | 7 | \$7,000 | 50 | \$60,000 | 307 | 344, 750 |
| TOTAL | 750 | \$833,350 | 22 | \$22,000 | 150 | \$180,000 | 922 | \$1,035,250 |

FD anticipates procuring 750 MT of cowpea, 22 MT of fortified palm oil, and 150 MT of fortified rice over the life of the project.

4.2. Cash Vouchers – Total \$0

Not Applicable to McGovern-Dole

4.3 Food Vouchers– Total \$0

Not Applicable to McGovern-Dole

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 \$310,575

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$310,575.

SECTION 5: INTERNAL TRANSPORTATION, STORAGE AND HANDLING (ITSH) – Total \$3,100,689

- Total – \$3,100,689 (FAS cash only)
- Total Direct Cost: \$2,385,145
- Total Indirect Cost: \$715,544

5.1. Salaries/Personnel – Total \$736,654

| Position | Months | LOE | Base Monthly Salary | Average Monthly Salary | Total Salary |
|--------------------------------|--------|------|---------------------|------------------------|------------------|
| Senior Commodity Manager (CCN) | 60 | 100% | \$4,000 | \$4,420 | \$265,230 |
| LRP Manager (CCN) | 48 | 100% | \$3,300 | \$3,645 | \$174,948 |
| Logistics Coordinator (CCN) | 54 | 100% | \$2,200 | \$2,323 | \$125,432 |
| 2 Warehouse Officers (CCN) | 54 | 100% | \$1,200 | \$3,166 | \$171,044 |
| Total | | | | | \$736,654 |

5.2. Fringe Benefits – Total \$294,662

FD calculates fringe benefits for CCN staff at 40 percent of their total salary. See section 2.2 for a detailed breakdown.

Fringe Benefits CCN Staff: $\$736,654 * .40 = \$294,662$

5.3. Travel – Total \$3,300

Local Travel: (\$3,300):

- LRP Manager (\$1,980): Travel 4 days and 3 nights every 6 months for Y1-3 to visit LRP suppliers for a total of 24 days. This includes lodging ($\$70 * 18 \text{ nights} = 1,260$) and M&IE ($\$30 * 24 = \720).
- Logistics Officer (\$1,320): Travel for 4 days every year, Y1-4 for receipt at port for a total of 16 days. This includes lodging ($\$70 * 12 \text{ nights} = \840) and M&IE ($\$30 * 16 = \480).

5.4. Internal Transportation – Total \$797,520

This includes transportation of commodities in-country from the central to secondary warehouse and from secondary warehouse to school storerooms.

- In-Country Commodity Transportation – Dispatch (\$766,800): \$120/MT to transport 6,390 MT during Y1-4
- In-Country Commodity Transportation – Retrieval (\$30,720): \$120/MT to transport 256 MT per year for Y1-4

5.5. Professional Services/Contractual – Total \$269,110

- Loading and offloading (\$38,340): Loading services for commodities at port and the offloading at the warehouse is estimated at \$6/MT 1,278 MT/year for 5 years
- Test and inspection of locally procured commodities (\$3,000): Laboratory testing for unfit food estimated at \$500 per shipment for 5 shipments: Year 1 (shipment), Year 2 (2 shipments), Year 3 (1 shipment), Year 4 (1 shipment).
- Fumigation (\$89,600): Fumigation for the warehouse is estimated at \$12,800 twice per year for 4 years
- Security (35,420): Contact with security services to guard two warehouses for 5 years
- Security system (\$2,750): Cost of security cameras system in 2 warehouses for five years
- Call Forward Fees (\$100,000): FD has budgeted for call forward fees at \$25,000 per call forward in Y1 – Y4 for a total of \$100,000.

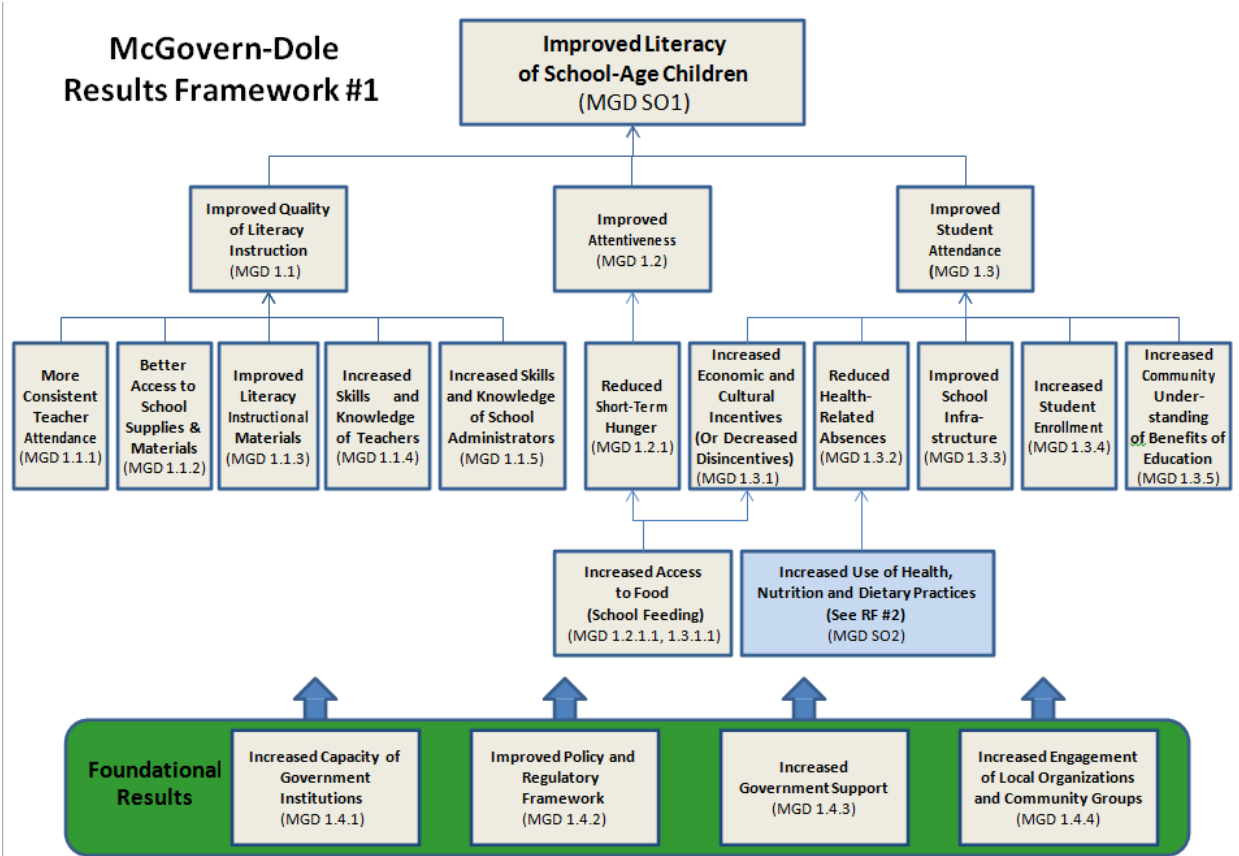
5.6. Warehouse – Total \$287,200

- Warehouse rent (\$237,000): Rent for warehouse located in capital city and secondary city at \$2,200 per month for 54 months including bank fees is \$118,800 per warehouse for the life of the project
- Replacement pallets (\$18,000): Replacements for pallets to store commodities in two warehouses in Year 1 estimated at 60 pallets at \$300 per pallet
- Fire extinguisher and refilling (\$1,600): Cost of a fire extinguishers for two warehouses (\$500) and refilling for each at \$300
- Cleaning supplies (\$2,500): Disinfectant, brooms, and rodent traps is estimated at \$500 per year for each warehouse
- Laptops (\$6,000): Four laptops for staff use for warehouse inventory, including two laptops at each warehouse at \$1,500 per laptop
- Repackaging (\$10,000): Reconditioning bags and fees are estimated at \$20 per bag at and 100 bags per year for 5 years
- Projective clothing for warehouse staff (\$9,000): Protective clothing including hard hats, boots, weight belts, gloves, and respirators for 6 staff each at the two warehouses (\$750 per person)
- Warehouse equipment (\$4,500): 2 flashlights and batteries, 4 scales, a table and chair, stockcars, and waybills for 2 warehouses, at an estimated \$2,250 per warehouse

5.7. Indirect Costs – ITSH – Total \$715,544

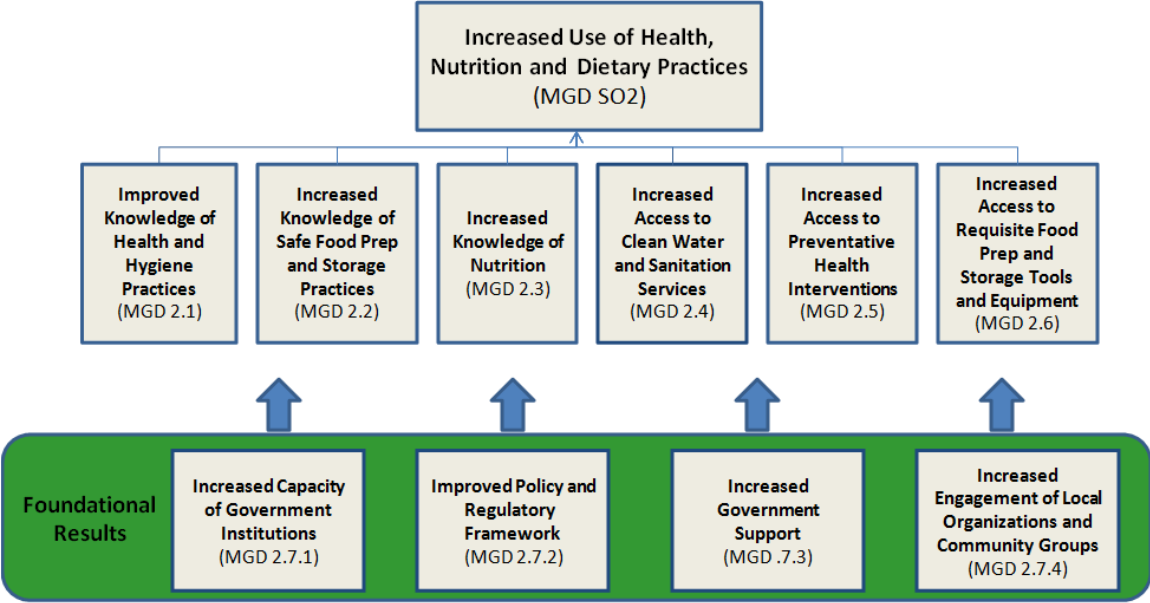
In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$715,544.

APPENDIX F – Results Framework and Illustrative Examples of Foundational Results



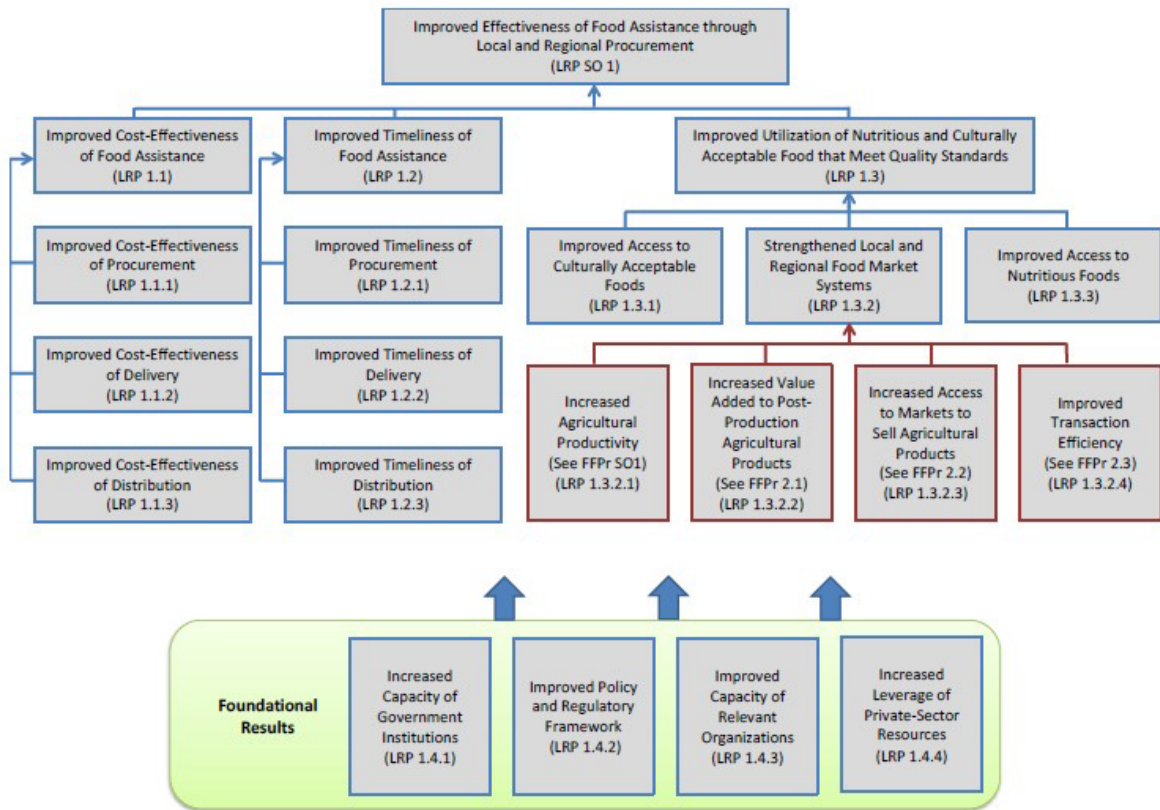
A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

McGovern-Dole Results Framework #2



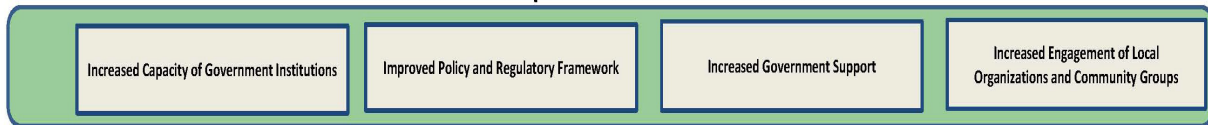
A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

LRP Results Framework



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 should then submit the completed form to ppded@usda.gov. Please use the subject line “Past Performance Reference for [Application Name]”. USDA/FAS will confirm receipt of reviews submitted via ppded@usda.gov. USDA/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 – Available Commodities for FY 2024 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. Quarterly International Commodity Procurement Awards are available here:

<https://www.ams.usda.gov/reports/international-commodity-procurement-information>

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

APPENDIX I – Instructions for Completing the SF-424A

For FY2024, McGovern-Dole 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/forms/forms-repository/sf-424-family>. Applicants must upload this form along with the application as an attachment in FAIS. This form will be required IN ADDITION to the Attachment C-1: Budget Summary.

Applicants must fill out the SF-424A form 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, 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 McGovern-Dole program, the Assistance Listing Number (formerly known as 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.

Guidance for SF-424A

USDA/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.

Cost Categories

USDA/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, Federal Insurance Contributions Act, 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 Subcontractor, 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 should 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.

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.

Prior to the purchase of equipment in the amount of \$5000 or more per unit cost, the Recipient must obtain the written approval from USDA/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 USDA/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 Subcontractors, Subawardees, and/or Subgrantees that do not perform work to further the project. This includes the types of Subcontractors, Subawardees, and/or Subgrantees 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 subcontractor work and the cost of each Subcontractor. Provide a detailed budget for each Subcontractor that is expected to

perform work estimated to be \$25,000 or more, or 50 percent 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 USDA/FAS use the de minimis rate of 10 percent, or some other rate in excess of the de minimis rate of 10 percent, up to 13 percent, if there is historical evidence that such a rate has been used in the past. However, if the foreign entity has a valid NICRA 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 application 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 applications 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 percent of modified total direct costs, 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](#).

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 (row 12 column e):** 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 – SF-424A Example

[View Burden Statement](#)

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0008
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 | \$ <input type="text"/> | \$ <input type="text"/> | 5,151,866.00 | \$ 5,000.00 | \$ 5,156,866.00 |
| 2. Activities | 10.608 | <input type="text"/> | <input type="text"/> | 3,865,244.00 | 5,000.00 | 3,870,244.00 |
| 3. Commodity and Food Purchases | 10.608 | <input type="text"/> | <input type="text"/> | 1,138,406.00 | 0.00 | 1,138,406.00 |
| 4. Internal Transportation, Storage and Handling | 10.608 | <input type="text"/> | <input type="text"/> | 2,931,038.00 | 0.00 | 2,931,038.00 |
| 5. Totals | | \$ <input type="text"/> | \$ <input type="text"/> | 13,086,554.00 | \$ 10,000.00 | \$ 13,096,554.00 |

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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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| 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 (\$13,006,554) resulting in a total federal award amount of \$25,133,711.

APPENDIX K –Activity Description Example

The sample below is an example of possible (but not required) formatting for activity descriptions in [Part D Section 9b: Plan of Operation](#). USDA/FAS does not require or recommend this example as a model for project operations or as a suggested activity. USDA/FAS intends this example to show the scope of information Applicants should share in the Plan of Operation. USDA/FAS encourages Applicants to include between 8-14 total activities. ff

Activity 1: Training: Teachers

Results: Increased Knowledge and Skills of Teachers (McGovern-Dole 1.1.4)

Responsible: Implementing Organization Subawardee X

Coordinating Entities: Country X Ministry of Education, Local Literacy Org, USAID Education

Beneficiaries: 100 teacher trainers, estimated 1000 teachers total

Following the baseline assessment, Implementing Organization and Subawardee will convene a working group of stakeholders from the Ministry of Education (MOE), USAID Education, and Local Literacy Org to review gaps in teacher training and assess key training needs for teachers with attention to Universal Design Principals and inclusive education. The working group will make recommendations for the teacher training curriculum and additions/changes to pedagogical resources. Subawardee X will build or adapt the training curriculum and pedagogical resources.

Subawardee X will organize and hold regional Trainings of Trainers for 100 teachers selected from the project districts in coordination with the Ministry of Education and school administrators. These teachers will complete a five-day training on the updated teacher training curriculum, inclusive pedagogy, positive discipline, and mentorship skills for training their fellow teachers. Following the training, Subawardee X will provide support, resources, and follow-up to ensure that Trainers complete trainings in their school and nearby schools.

Following the Training of Trainers, Subawardee X will launch district-level text messaging groups for teachers and trainers so that they can support one another and collaborate as they put the training practices into action. Trainers will also have access to a group with a representative of Subawardee X and a representative of the district's MOE office in case they or the teacher-only groups have questions that need follow-up at a higher level.

APPENDIX L – Terms and Conditions Regarding the Acknowledgment of USDA Funding, the Use of the USDA Logo, and Communications to the Public

This appendix contains the terms and conditions regarding the acknowledgment of USDA funding, use of the USDA logo, and communications to the public that were included in FY2023 McGovern-Dole agreements. USDA/FAS provides this information so that Applicants can propose activities in alignment with these terms and conditions. While USDA/FAS expects to use similar language for FY2024, this language is subject to change prior to the signature of FY2024 agreements.

I. General Requirements

The Recipient will comply with the requirements in [7 CFR section 1599.9\(d\) – \(f\)](#) and with these terms and conditions in implementing a project under this agreement.

II. Acknowledgment of USDA Funding

- A. The Recipient will notify beneficiaries and officials in the target country that the U.S. Department of Agriculture (USDA) provided funds for the activities under this agreement. The Recipient will publish notifications in local newspapers to highlight its activities under this agreement and identify USDA and the McGovern-Dole Program as the funding source of these activities. The Recipient will recognize USDA and the McGovern-Dole Program as the source of funding in all printed materials produced with USDA resources under this agreement.
- B. The Recipient will prominently display signs that inform beneficiaries that funding for the project was provided by USDA and the McGovern-Dole Program at all USDA-supported activity implementation sites and events unless a waiver in accordance with 7 CFR part 1599.9(g) or (h) is applicable. These sites and events include, but are not limited to, commodity distribution sites, schools, demonstration plots, farms, and construction or rehabilitation activities.
- C. The Recipient will comply with [2 CFR section 415.2](#), Acknowledgement of USDA Support on Publications and Audiovisuals.

III. Use of the USDA Logo

- A. The Recipient will use the USDA logo in all communications to the public, promotional materials, vehicles, and structures that are produced, purchased, or constructed using funds provided or sale proceeds realized under the McGovern-Dole Program. This will include, but

not be limited to, publications, posters, websites, signs, presentations, t-shirts, aprons, hats, instructional materials, handwashing stations, latrines, hygiene rooms, water tanks, and demonstration plots.

- B. The Recipient will use the USDA logo in accordance with the 2013 USDA Visual Standards Guide and the official USDA Style Guide website.
- C. The Recipient will place the USDA logo and the text “United States Department of Agriculture – McGovern-Dole International Food for Education and Child Nutrition Program” or “United States Department of Agriculture – McGovern-Dole Food for Education Program,” as preferred, in the upper left corner of communications material or other marked item, unless otherwise approved by FAS. The Recipient may also add the American flag. The Recipient will not use project-specific logos.
- D. The Recipient will not use the USDA logo on administrative materials such as stationery and business cards.
- E. The Recipient may use the USDA logo in conjunction with a symbol of the target country, another donor, or a nongovernmental organization that is involved in the project, subject to the following conditions:
 - The USDA logo with the text “United States Department of Agriculture – McGovern-Dole International Food for Education and Child Nutrition Program” or “United States Department of Agriculture – McGovern-Dole Food for Education Program,” as preferred, will be placed prominently on the upper left corner of the item being marked.
 - The other symbol(s) will be placed to the right of the USDA logo, provided that, with advance approval by FAS, the symbol of the target country may be placed to the left of the USDA logo in a situation where such placement would be advantageous to the success of the project.
 - The placement of the USDA logo will be at least as favorable, in terms of size and prominence, as the placement of the other symbol(s).
- F. The Recipient may choose not to place the USDA logo on, or otherwise mark, target country government-owned products if marking would undercut host-country “ownership” of policies, studies, reports, publications, or other communications better positioned as “by” or “from” a target country ministry or government official. In such cases, the Recipient will acknowledge USDA, as appropriate, within document text or verbally at meetings and events.

IV. Communications to the Public

A. Project Naming Criteria

When naming the project to be implemented under this agreement, the Recipient will:

- Begin with “U.S. Department of Agriculture” followed by the program name (e.g., U.S. Department of Agriculture McGovern-Dole International Food for Education and Child Nutrition Program) and will not use “MGD.”
- Reference the country or region where the project is focused. If the project is global in nature, either omit the country or region, or include the word “global” instead.
- Be clear, concise, simple, and descriptive.
- Not use jargon or acronyms.
- Not reference the Recipient’s internal organizational structures (e.g., “Recipient’s School Meals Activity”).

B. Project Communication Plan

The Recipient will submit a Project Communication Plan as an appendix to the annual work plan. The Project Communication Plan will include the following information:

- The central project message.
- An “official” translation of the project name and central project message. The Recipient must obtain approval of the translation from FAS before procuring or printing promotional materials.
- A description of how the Recipient intends to use the USDA logo in conjunction with a symbol of the target country, another donor, or a nongovernmental organization that is involved in the project, if applicable.
- The names of any other donors or nongovernmental organizations involved in the project and their communications and marking plans as they relate to the project.
- Any research publications expected to result from project funding, as well as any anticipated authorship issues, and how they will be handled.
- A Marking Plan (sample in Annex 1), which will include:
 - Types of materials that the Recipient intends to produce and mark.
 - The type and number of social media accounts the Recipient seeks approval from FAS to create, if applicable.
 - The approximate number of project sites that the Recipient plans to mark.
- Anticipated events, listed by fiscal year, and any potential communication materials that will be released before, during, or after each event, e.g., press releases, success stories, etc.

C. Media Communications

1. *General*

- a. The Recipient will notify the appropriate USDA program analyst and USDA Post of all media interactions in the same communication or as close to simultaneously as possible.
- b. The Recipient will not claim the status of, and will not take any action that is likely to lead to it being perceived as, a USDA employee or member of the U.S. Government or

Diplomatic Mission.

2. Press Conferences, Interviews, and Speaking Engagements

The Recipient will notify USDA in advance of any scheduled press conferences, interviews, or speaking engagements with the media regarding the project to be implemented under this agreement. In the event of an unexpected or unplanned media engagement, the Recipient will notify the appropriate USDA program analyst and USDA Post as soon as possible to enable them to inform the U.S. Embassy Public Affairs Section. The Recipient will ensure that its project staff or other appropriate personnel acknowledge U.S. Government support and USDA as the source of funding during any press or media engagement with the Recipient.

3. Press releases

The Recipient will include the following standard language in a footnote at the bottom of any press release related to the project implemented under this agreement:

“The USDA McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole) funds school meals and education and nutrition programs for women, infants, and children in countries with high food insecurity. By providing school meals, teacher training, and related education and nutrition support, McGovern-Dole projects help boost school enrollment, increase attendance, and improve reading outcomes and literacy results. The program provides for the donation of U.S. agricultural commodities, local and regional procurement of agricultural commodities, and financial and technical assistance to support school feeding and maternal and child nutrition projects. For more information, visit <https://www.fas.usda.gov/programs/mcgovern-dole-food-education-program>.”

4. Social Media

a. The Recipient may create a project-specific social media account only if it demonstrates to USDA that there is a clear connection between the use of social media and the achievement of the project’s objectives, and the Recipient obtains approval from USDA to create such project- specific social media account. In using an approved project-specific social media account, the Recipient will:

- Include only content that provides clear and accurate information that is focused on the project, consistent in quality and accessibility, family friendly, positive, and used to advance the project’s development objectives.
- Include only posts that are consistent with stated USDA public positions, messaging, and communications strategies.
- Include high-quality pictures in the content, whenever possible.

- Place the USDA logo only on the introductory and closing frames of a video and include the USDA URL in the closing frame of a video.
- Maintain the privacy of project staff and beneficiaries.
- Take appropriate precautions to safeguard accounts from unauthorized use, hacking, or defacement.
- Tag relevant USDA accounts (@USDAForeignAg on X (formerly Twitter)) or hashtags.
- Include a disclaimer that the information in the account does not necessarily reflect the views of the U.S. Government.
- Archive and deactivate all project-specific social media accounts at the end of the project.
- Not include any disparaging remarks, including such remarks about the U.S. Government, the target country government, or U.S. agricultural products.
- Not advocate for target country government policies that disadvantage U.S. agricultural exports.
- Not use social media to respond to reports in other media, such as newspapers, broadcast, and online reports.

b. The Recipient may use its organization’s social media platform to inform beneficiaries and the public about the project’s objectives and achievements. In social media posts related to the project, the Recipient must identify USDA as the funder and include the program name. The Recipient will tag the USDA handle (@USDAForeignAg) in messages delivered through X (formerly Twitter) related to the project, whenever possible. The Recipient must notify the appropriate USDA program analyst of all social media posts that it makes related to the project.

c. The Recipient will remove specific content related to the project from social media if USDA determines it to be inappropriate. If the Recipient fails to comply with a requirement of Section IV, Paragraph C.4, USDA may require that all of the Recipient’s individual social media posts related to the project be pre-cleared by the appropriate USDA program analyst.

5. Disclaimer Language

The Recipient will include the following language in any non-pedagogical or training materials that are distributed to the public under the project:

“This [study/report/publication/audiovisual/other information or media product (specify)] was made possible by the generous support of the American people through the United States Department of Agriculture’s McGovern-Dole International Food for Education and Child Nutrition Program. The contents are the responsibility of the Recipient and do not necessarily reflect the views of the United States Department of Agriculture or the United States Government.”

6. Other Communications Requirements

a. Approval Process for Materials

The Recipient will submit the following materials to, and obtain the approval of, the appropriate USDA program analyst before using or distributing the materials:

- Templates for banners, project-site signs, presentations, and other common formats
- Templates for Press releases
- Templates for Policy Papers

The Recipient must submit such materials in the English language as part of the work plan or annual update referenced in Part IV, Item II, Paragraph D, of this agreement.

b. The Recipient must update fact sheets on a regular basis, but not less frequently than once a year, and as requested by the appropriate USDA program analyst.

c. The Recipient must submit at least one success story as an attachment to each semiannual performance report or as requested by the appropriate USDA program analyst. Multiple stories are encouraged to show a fuller picture of the success of the project. The Recipient will submit a success story(ies) that:

- Is grounded in data.
- Reflects a broader look at the success of a specific activity or the project rather than a focus on specific individuals.
- Includes a high-quality photo with corresponding caption and photo credit.

USDA is also interested in receiving human interest stories that may be shared with FAS Post and U.S. Embassy colleagues.

d. When beneficiaries will receive donated commodities directly, the Recipient will provide information to the beneficiaries regarding the proper preparation and use of such commodities.

7. Promotional Items

a. The Recipient will clearly outline any plans to produce promotional items related to the project in its Project Communication Plan. The Recipient will only produce such products when necessary to advance the goals of the project.

b. The Recipient will not produce or distribute any promotional item that is marked with the USDA logo until after it has demonstrated a clear connection between the item and the project's objectives, and the production and distribution of the promotional item has been approved by the appropriate USDA program analyst.

8. Reporting on Public Outreach and Response

The Recipient will submit to the appropriate USDA program analyst, in the semiannual performance report submitted in accordance with Part IV, Item II, Paragraph H(1), of this agreement, information that quantifies the Recipient's outreach activities and response during the reporting period for the project implemented under this agreement. In each such report the Recipient will quantify the media used, the number of pieces of content per media, the exposure of each piece of content, and the total estimated exposure for the reporting period across all media platforms. The information in each report must include the following categories:

- Press Releases: Quantify number of releases, outlets picking up content, and circulation.
- Events: Quantify number of events and total attendees.
- Radio: Quantify segments and listenership.
- TV: Quantify segments and viewership.
- Web: Quantify pieces of content (e.g., articles, blogs, etc.) and webpage visits.
- Social Media: Quantify pieces of original content (not comments, likes, etc.), outlets (e.g., Facebook, X (formerly Twitter), YouTube, Instagram, etc.), and total views across media platforms.

V. Waiver of Requirements

A. In accordance with [7 CFR section 1599.9\(g\)](#), the Recipient may request USDA to waive compliance with one or more of the labeling, marking, or notification requirements under this agreement. The Recipient will not have to comply with such requirement(s) while awaiting a determination by USDA regarding its waiver request if the Recipient determines that compliance with such requirement(s) poses an imminent threat of injury, loss of life, or destruction of property in the target country. In such case, the Recipient must submit to USDA an explanation of the safety or security risk, as soon as possible, in a letter on the Recipient's letterhead and signed by an authorized official within the Recipient's organization.

B. Except as provided in Section V, paragraph A, the Recipient must comply with all labeling, marking, and notification requirements under this agreement unless it has received a specific approval from USDA of a request to waive compliance with one or more of such requirements. Approval of a work plan or Project Communication Plan does not constitute an approval of a waiver.

C. Pursuant to 7 CFR section 1599.9(g), the Recipient may submit a written request for a waiver at any time after the agreement has been signed. The Recipient is encouraged to submit any request to waive a marking requirement, any proposed alternatives, and detailed information to justify the waiver request before submitting the Project Communication Plan, to the extent possible. The Recipient may not incorporate in the

Project Communication Plan a deviation from a marking requirement unless USDA has approved a waiver request to permit such deviation. The Recipient may request a waiver when a marking requirement would:

- Prevent an appearance of neutrality that would further the objective or purpose of the product.
- Reduce the credibility of the project’s data or findings.
- Impair the functionality of the product.
- Not be cost-beneficial or practical.
- Violate cultural or social norms or otherwise be considered inappropriate.
- Violate applicable international law.
- Deter achievement of project goals.
- Detract from host country “ownership.”
- Place project beneficiaries or the Recipient’s staff in physical jeopardy.

Annex 1: Communications Plan – Sample Marking Plan

| Product | Type & Placement of Marking | Remarks |
|--|--|--|
| 200 Project Signs (located at each of the 200 project schools) | 3ft x 2ft signboard placed at entrance of school. Signboard will include USDA logo, program name, target country’s logo, project title, and name of school, and acknowledge USDA as the donor. | Ministry of Education requires that its logo be placed in the upper left corner. |
| Training Manuals | USDA logo, program name, Recipient’s logo, and project title will be displayed on the cover of the manual. | |
| Project page on Recipient website | USDA logo, program name, Recipient’s logo, and project title will be displayed. | Webpage information will be maintained in the French language. |
| Latrines (located at each of the 200 project schools) | USDA logo sticker (8in x 8in) will be placed on side. | |