U.S. DEPARTMENT OF AGRICULTURE
Foreign Agricultural Service

Modifications

This Notice of Funding Opportunity (NOFO), originally issued on May 14, 2020, has been modified as follows:

Mod. No.	Date	Description of Modification
0001	June 12, 2020	Part D Section 3 c iii Organizational Capacity and Staffing Past Performance Reviews Page 19: Added "Please note that, when requesting a Past Performance Review, these responses cannot be conducted by any current FFPr or McGovern Dole staff."



FOREIGN AGRICULTURAL SERVICE

International Food Assistance Division
Global Programs

FY 2020 Food Assistance Proposal
Instructions and Request for Applications

FOOD FOR PROGRESS (FFPr) PROGRAM
NOTICE OF FUNDING OPPORTUNITY (NOFO)

May 14, 2020

U.S. DEPARTMENT OF AGRICULTURE
Foreign Agricultural Service

EXECUTIVE SUMMARY: The United States Department of Agriculture's (USDA) Foreign Agricultural Service (FAS) is soliciting applications for the Food for Progress (FFPr) Program for Fiscal Year (FY) 2020. FAS implements this program on behalf of the Commodity Credit Corporation (CCC). Acting on behalf of CCC, FAS expects to enter into multiple cooperative agreements under the FFPr Program to make awards totaling up to $190 million **SUBJECT TO AVAILABILITY OF FUNDING**. Applications for cooperative agreements will be prioritized for the following countries and regions: Cashew in West Africa; Spices in Uganda; Cacao in Colombia; SPS Policy in Dominican Republic; and Support for the Trade Facilitation Agreement in Bangladesh. FAS may also review submissions for non–prioritized countries. To fulfill its mandate under the Food for Progress Act of 1985, FAS will enter into cooperative agreements with eligible organizations to implement field–based projects that aim to improve agricultural production and expand trade of agricultural products in developing countries. Programs are primarily funded through the sale of donated commodities within the foreign market where the program is implemented. Some examples of past projects have included: training farmers in improved animal and plant production, establishing and building capacity of agricultural cooperatives, providing microfinance to farmers, and developing agricultural value chains. FAS proposes these FFPr Program guidelines in accordance with 7 CFR part 1499.

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

NEW IN FY20

1. Food for Progress has added a new program priority on eliminating child and forced labor. See Part A Section 10 c, Program Overview, Objectives, and Priorities.

2. See Part A Section 10 c, Program Overview, Objectives, and Priorities, for Table 1 of country and priority areas.

3. See Part D Section 3 c iii, Organizational Capacity and Staffing, for guidance on changes to Past Performance Review requirements.

4. See Part E Section 1, Application Evaluation Criteria, for changes to scoring criteria.

LIST OF ACRONYMS

AfCFTA	African Continental Free Trade Area
CAGR	Compounded Annual Growth Rate
CFDA	Catalog of Federal Domestic Assistance
CFR	Code of Federal Regulations
CTMDA	Coffee & Tea Development and Marketing Authority
CV	Curriculum Vitae
DCFTA	Deep and Comprehensive Free Trade Areas
DUNS	Data Universal Numbering System
EAC	East African Community
EST	Eastern Standard Time
FAIS	Food Aid Information System
FAO	United Nations Food and Agriculture Organization
FAS	Foreign Agricultural Service
FFPr	Food for Progress
FPMA	Food Price Monitoring and Analysis Tool
FSN	Food Safety Network
FY	Fiscal Year
GAIN	Global Agricultural Information Network
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GP	Global Programs
HACCP	Hazard Analysis Critical Control Point
HVH	High Value Horticulture
IR	Intermediate Results
IFAD	International Food Assistance Division
IPPC	International Plant Protection Convention
ITSH	Internal Transport, Storage, and Handling
M & E	Monitoring and Evaluation
MIFIRA	Market Information and Food Insecurity Response Analysis
MRL	Maximum Residue Levels
MT	Metric Tons
MY	Market Year
NGO	Non–Governmental Organization
NICRA	Negotiated Indirect Cost Recovery Agreement
NIFA	National Institute of Food and Agriculture
NOFO	Notice of Funding Opportunity
NTFC	National Trade Facilitation Committee
OECD	Organization for Economic Cooperation and Development
OIE	World Organization for Animal Health
OMB	Office of Management and Budget
PIN	Personal Identification Number
PMP	Performance Monitoring Plan
PPP	Private–Public Partnership
PVO	Private Voluntary Organization

R&R	Rehabilitation and Renovation
RF	Results Framework
SAM	System for Award Management
SCP	Structure, Conduct and Performance Framework
SF	Standard Form
SO	Strategic Objective
SPS	Sanitary and Phytosanitary Systems
TFA	Trade Facilitation Agreement
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
USTR	Office of the United States Trade Representative
WB	World Bank
WTO	World Trade Organization

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

A. PROGRAM DESCRIPTION

1. Issued By

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

2. Catalog of Federal Domestic Assistance (CFDA) Number

10.606

3. CFDA Title

Food for Progress

4. Notice of Funding Opportunity (NOFO) Title

UNITED STATES DEPARTMENT OF AGRICULTURE FOOD FOR PROGRESS PROGRAM

5. NOFO Numbers

USDA-FAS-10.606-0700-20-(388) – Bangladesh
USDA-FAS-10.606-0700-20-(514) – Colombia
USDA-FAS-10.606-0700-20-(367) – Dominican Republic
USDA-FAS-10.606-0700-20-(617) – Uganda
USDA-FAS-10.606-0700-20-(681) – West Africa Regional

Please refer to Appendix B for Country Specific Guidance for each NOFO number.

6. Authorizing Authority for Program

The Food for Progress (FFPr) Program is authorized by section 1110 of the Food for Progress Act of 1985, 7 U.S.C. 1736o.

7. Appropriation Authority for Program

The Food for Progress Program will be funded in FY 2020 through the Commodity Credit Corporation, pursuant to section 1110 of the Food for Progress Act of 1985, 7 U.S.C. 1736o, and not through appropriated funds.

8. Announcement Type

New

9. Program Regulations

Awards within this funding opportunity that are made to Applicants other than foreign public entities (as defined in 2 CFR section 200.46) will be subject to the Food for Progress Program regulations, 7 CFR part 1499 (updated on August 28, 2019). As provided in 7 CFR part 1499, 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 1499, with the exception that Subpart F of 2 CFR part 200 will not apply to a foreign organization (as defined in 2 CFR section 200.47) or a for-profit entity.

10. Program Overview, Objectives, and Priorities

a. Overview

The Food for Progress (FFPr) Program provides for the donation of U.S. agricultural commodities to developing countries and emerging democracies committed to introducing and expanding free enterprise in the agricultural sector. The commodities are generally sold on the local market and the proceeds are used to support agricultural development activities.

b. Objectives

The FFPr Program has two principal objectives: to improve agricultural productivity and to expand trade of agricultural products.

c. Priorities

The FFPr Program has prioritized the following areas: the Cacao sector, the Cashew sector, the Vanilla (Spices) sector, Sanitary and Phytosanitary Standards (SPS), and the Trade Facilitation Agreement (TFA).

Table 1: Country and Priority Areas

Country	Priority Area
Colombia	Cacao sector
West Africa Regional	Cashew sector
Uganda	Vanilla (Spices) sector
Dominican Republic	SPS
Bangladesh	TFA

In addition, the Global Food Security Act of 2016 and corresponding U.S. Government Feed the Future (FTF) initiative affirms the United States' commitment to ending global hunger, poverty, and child malnutrition. Where appropriate, entities are encouraged to align proposed interventions with the objectives found in the FTF results framework and are required to ensure that proposed activities are complementary and not duplicative.

USDA supports the recommendations proposed by the Consultative Group to Eliminate the Use of Child Labor and Forced Labor in Imported Agricultural Products. All proposals for country and priority areas in the NOFO that are identified in the U.S. Department of Labor's report – List of Goods Produced by Child Labor or Forced Labor – must include a child and/or forced labor analysis. The individual NOFO Country Guidance sections will provide further direction on how the proposals should address the use of child and forced labor.

FAS supports USDA's Agriculture Innovation Agenda and Executive Order 13677 on Climate-Resilient International Development (2014) and encourages Applicants to consider climate resilience in their impact analysis. The individual NOFO Country Guidance sections will provide further direction on how the proposals should incorporate climate resilience into their analysis and program design.

Proposals must demonstrate how the requested amount of funding will be used in the most cost-effective manner to support and achieve the key objectives of the proposed project.

B. FEDERAL AWARD INFORMATION

1. Award Amounts, Important Dates, and Extensions

Available funding for the NOFO: Up to $190,000,000 (total) in FY 2020

Total award funding: $190,000,000
Estimated number of awards: 5
Estimated funding per award: $15 – $35 million

Please refer to Appendix B, Country Guidance, for specific budget ranges for each country. All projects in this announcement will be funded subject to availability of funding. Issuance of this solicitation does not constitute an award or commitment on the part of the U.S. Government

(USG) to make awards, nor does it commit the USG to pay for costs incurred in the preparation and submission of a concept note or full application.

Period of Performance:	36–60 months
Projected Period of Performance Start Date:	10/01/2020
Projected Period of Performance End Date:	09/30/2025

Food for Progress Program awards may be eligible for extensions to their period of performance. Refer to Part H Section 1, Extensions.

2. Funding Instrument

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

- FAS specification of the manner, method, performance, or timing of the work in an approved work plan;
- FAS review and approval of one stage of work before a subsequent stage may begin during the performance period;
- FAS review and approval of an evaluation plan;
- FAS review and approval of a monetization plan;
- FAS review and approval of proposed subawards and contracts, prior to award;
- FAS participation in the selection and approval of the individuals or organizations that will conduct all required evaluations;
- FAS participation in data collection and analysis for required evaluations and other performance reports;
- FAS approval of an organizational chart identifying the names, roles, and responsibilities of all of the Applicant's key personnel and any subsequent changes or absences; and
- FAS provision of specific direction or redirection of the work during the period of performance.

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

C. ELIGIBILITY INFORMATION

1. Eligible Applicants

In accordance with the Food for Progress Act of 1985 (7 U.S.C. 1736o), the following entities are eligible Applicants:

- The government of an emerging agricultural country;
- Intergovernmental organizations;
- Private voluntary organizations*;
- Nonprofit agricultural organizations or cooperatives;

- Nongovernmental organizations;
- Colleges or universities; and
- Any other private entity

*See 7 CFR section 1499.2 for the definition of a private voluntary organization.

2. Eligibility Criteria

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

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

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

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

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

3. Debarment and Suspension

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

4. Other Submission Requirements and Information

For an application to be considered complete, the Applicant must submit in FAIS all required content and forms as listed in Part D Section 3, Required Sections and Forms, by the closing date of the announcement. **Incomplete applications will not be considered.** As specified in this NOFO, an Applicant must also submit required information to ppded@usda.gov and SAM.gov. There is no limit on the number of applications which an Applicant may submit.

All Applicants and subrecipients must comply with the conflict of interest requirements in 2 CFR section 400.2.

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

5. Cost Share or Match

Cost sharing or matching is not required for eligibility but is encouraged to maximize lasting program impacts and engender in-country sustainability. If Applicants choose to provide cost share or matching, Applicants must identify and explain any cost share or match in the budget summary and narrative (7 CFR section 1499.4(b)(4)(i)). Applicants should include cost share and in–kind contributions as part of the total award value on the SF–424 and other required budget documents.

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

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

D. APPLICATION AND SUBMISSION INFORMATION

1. Key Dates and Times

Application Start Date: **May 14, 2020**

Question Submission Deadline: **July 7, 2020**
Questions regarding this NOFO will be considered to the extent practicable and should be submitted to ppded@usda.gov. Please include "FY20 Food for Progress NOFO" in the subject line of your email. Responses to questions will be posted on www.grants.gov within three business days.

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

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

Anticipated Funding Selection Date: **August 30, 2020**

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

2. Address to Request Application Package

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

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

This NOFO plus the appendices constitute the full application package.

3. Content and Form of Application Submission

a. Application Format

All submitted applications must:

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

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

b. Required Content and Forms

All applications must include the following content and forms to be considered complete:

- Introduction and Strategic Analysis – 15 pages
- Plan of Operation and Activities – 20 pages
- Organizational Capacity and Staffing – 9 pages
  - Capacity and Staffing – 3 pages
  - Organizational Chart – 1 page
  - In–Country Registration – 1 page
  - Curriculum Vitae of Project Lead – 4 pages
  - Project–Specific Commitment Letters from anticipated subrecipients (if subrecipients are proposed) (no page limit restrictions)
  - Past Performance Records (no page limit restrictions)
  - Applicant's most recent Single Audit (no page limit restrictions)
- Results Framework and Monitoring and Evaluation – 25 pages
  - Project-Level Results Framework – 6 pages
  - Performance Indicators – 5 pages
  - Evaluation Plan – 14 pages
- Commodity Management – 3 pages
- Budget – 26 pages
  - Budget Summary – 1 page
  - Budget Narrative – 25 pages
  - Applicant's most recent approved NICRA agreement (no page limit restrictions) (See Part D Section 3 c vi, Budget, for more on indirect costs)
- SF–424 (https://www.grants.gov/web/grants/forms/sf-424-family.html)
- **SF–LLL Disclosure of Lobbying Activities** (Required if Applicant is involved in lobbying activities.)

Applications that do not provide the required sections and forms listed above will be considered incomplete and will NOT be considered for funding. An Application Content Checklist can be found in Appendix A.

Additional details on the content of each section of the proposal are found below in Part D Section 3 c, Content Guidance. Applicants should review this guidance to determine which sections require data input directly into FAIS and which sections may be submitted as attachments. FAS strongly discourages, and will not consider, any materials submitted by or on behalf of the Applicant other than those materials specifically requested in this NOFO.

i. Domestic Entities

In addition to the required content and forms listed above, each Applicant that is a ***domestic entity*** (as determined by FAS based on the entity's registration information on SAM.gov) must also certify to the "Federal Assistance General Representations and Certifications" and "Grants Certifications" in SAM.gov by the closing date of the announcement. Effective January 1, 2020, the "Financial Assistance General Representations and Certifications" are a common set of

certifications and representations required by Federal statutes or regulations in accordance with 2 CFR section 200.208. Applicants must keep these certifications and representations current, accurate, and complete as part of their entity registration.

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

FAS will endeavor to verify that the proper certifications are completed in SAM.gov and to contact an Applicant if its certifications are not complete. However, it is the responsibility of an Applicant to ensure that its required certifications are complete. FAS will not sign an award agreement with an Applicant if the Applicant's required certifications are not complete and current within the SAM.gov portal.

ii. Foreign Entities

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

All foreign organizations and foreign public entities receiving financial assistance from FAS must respond "yes" to the Grants Certification question: "Does the Non-Federal entity wish to apply for a Federal financial assistance project or program, or is the Non-Federal entity currently the recipient of funding under any Federal financial assistance project or program. "
Effective January 1, 2020, the Financial Assistance General Representations and Certifications are a common set of certifications and representations required by Federal statutes or regulations in accordance with 2 CFR section 200.208. Applicants must keep these certifications and representations current, accurate, and complete as part of their entity registration.

FAS will endeavor to verify that the proper certifications are completed in SAM.gov and to contact an Applicant if its certifications are not complete. However, it is the responsibility of an Applicant to ensure that its required certifications are complete. FAS will not sign an award agreement with an Applicant if the Applicant's required certifications are not complete and current within the SAM.gov portal.

c. Content Guidance

All FFPr Program proposals must include the following as attachments in FAIS:

i. Introduction and Strategic Analysis (15 pages)

The Introduction and Strategic Analysis section is not intended to be a broad, general background on the country, but it must demonstrate a thorough understanding of the priority area and provide the context for proposed interventions. This section should respond to the priorities outlined in the country guidance. The strategic analysis should focus on the needs, challenges, opportunities, and constraints that may impact implementation of the project. This section should provide evidence for the most appropriate chosen interventions and include the expected returns on investment. The Applicant should highlight the socioeconomic and environmental gains that can be achieved. This section must include the methodology and justification for selecting the targeted beneficiaries and geographical regions. In addition, the strategic analysis must include an assessment of the priority area sector value chains and provide information on the impact on the rural economy, when relevant. The strategic analysis should include environmental and climate considerations in the program design. An Applicant's proposal for SPS or TFA must demonstrate an understanding of the policy environment. Applicants must outline how the project will coordinate with other stakeholders (host government, USG, other donors, private sector, etc.) and how the project will complement current and future activities of such stakeholders. The analysis should include the opportunities for lasting impact and sustainability of the benefits of the project after the project ends. Applicants must cite all sources.

ii. Plan of Operation and Activities (20 pages)

Activities should be described in the Plan of Operation. The descriptions should include the targeted geographic area, anticipated beneficiaries, the steps included in implementation, and the anticipated completion date. This section should include an in–depth description of each activity, and how each activity will be implemented and lead to the identified project–level results. In order to achieve long term impact there should be a plan for continuation of project activities, development of stakeholder ownership for the project, and creation of lasting partnerships. It is important to show how the activities will address the needs as identified in the strategic analysis (see above in i. Introduction and Strategic Analysis) and country guidance. Activities that are expected to have the greatest impact and return on investment should be highlighted and appropriately resourced. The Applicant should also show how its Plan of Operation complements existing efforts by USDA, other agencies and donors, and public-private partnerships. Activities implemented by the Applicant should be discernible from those of subrecipients and other entities, and the rationale for inclusion of their role in activity implementation should be clearly explained.

iii. Organizational Capacity and Staffing (3 pages, plus 4 pages for CV)

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(ies). Project management capability and current and past experience in implementing food aid (agriculture, nutrition, or logistics and procurement projects), including experience within the target country, must be included in this narrative.

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

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

- ***Organizational Chart*** *(1 page)* Applicants must include an appropriate and adequate organizational chart that identifies key personnel positions. Should the application be selected for funding, the information on key personnel will be added to the Plan of Operation in the agreement. Applicants should refer to their organization's internal administrative policies for determining key personnel, which may include positions such as the Chief of Party, Country Director, or Program Manager.

- ***Curriculum Vitae (CV)*** *for proposed project lead (submitted as a separate attachment, 4 page limit).* The Applicant must attach, as part of the proposal, the CV for the proposed project lead, i.e., the Chief of Party, Country Director, or Program Manager. This person will provide major oversight of the proposed FFPr Program project. The CV must clearly demonstrate the project lead's relevant work experience and qualifications.

- ***In–Country Registration*** *(1 page)* The Applicant must disclose its registration status in the target country(ies). Applicants not registered must include a plan to become registered and a timeline to complete the registration process.

- ***Past Performance Reviews*** *(submitted as a separate attachment with no page limit restrictions)* Applicants should identify references for no more than three grants, cooperative agreements, or contracts implemented by the organization. Each reference should complete a Past Performance Review form (see Appendix F) and submit it to ppded@usda.gov by the closing date of this announcement. When selecting references to submit past performance review forms, Applicants are encouraged to select references with knowledge of the Applicant's past performance of projects that are similar in scope and size to the programming in the Applicant's proposal, including grants, cooperative agreements, or contracts implemented in the proposed country or specifically mentioned in the Introduction and Strategic Analysis section of the Applicant's proposal. Applicants are strongly encouraged to include at least one form from a reference with knowledge of the Applicant's performance of a past or active award outside of the McGovern-Dole International Food for Education and Child Nutrition Program, the USDA Local and Regional Food Aid Procurement Program, or the FFPr Program. Please note that, when requesting a Past Performance Review, these responses cannot be conducted by any current FFPr or McGovern Dole staff. These reference forms do not have page limit restrictions.

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

iv. Results Framework and Monitoring and Evaluation (25 pages)

Results Framework (6 page limit): All Applicants are required to submit a Project-Level Results Framework (RF). The RF submitted as part of the application process should be no more than 6 pages. A results framework has two components:

1) A graphical representation of the project's theory of change, describing the cause- and-effect linkages outlined in the strategic analysis. This must clearly identify how the proposed project will contribute to USDA Food Assistance Program results frameworks, as shown in Appendix E – Food for Progress Results Framework. The suggested length of the graphical RF is 2 pages. A strong graphical RF should:

   - Use the Food for Progress Program-Level RF as the basis of the Project–Level RF and differentiate in the display the results that the proposed project *will* contribute to vs. the results the proposed project will *not* contribute to.

     - While all the results in the program-level results framework are interconnected and necessary to address for overall success at the program level, USDA recognizes that *not* all results may be necessary to address in the proposed country or regional context. A strong graphical RF will display all results in the program-level RF, but visually identify any results that the project proposes not to address (using shading and a key, for example). Projects are not required to reach every result in the Program-Level RFs, and proposals reaching more results will not be prioritized over those reaching fewer.

- For any results that the project proposes to achieve through coordination or by working with another entity, add the name of the entity to the graphic for the proposed activity or result. An Applicant is responsible for a subrecipient's work, so proposed subrecipients need not be separately identified. This should include, however, any other entity that the proposed project intends to work with explicitly in any way to achieve a result. This may be another USG agency, such as USAID, for example, or may be a Ministry or Ministries in the target country.

- Include any additional results that the proposed project intends to achieve, even those that are not already included in the Program-Level RFs.

- Display how each proposed activity contributes to a result(s) in the RF, at all relevant levels. Vague activity titles, such as "training" or "capacity building," that do not add to the reader's understanding of how the proposed project's specific work will contribute to each result should be avoided.

2) A narrative text, with a suggested length of 3 pages, that accomplishes the following:

   - Articulates a cause-and-effect theory of change that refers to existing research to support the described causal linkages.

   - Identifies critical assumptions that support the theory of change. Critical assumptions are external conditions that are necessary for success of the project, but over which the project implementers have little or no control. While assumptions regarding macroeconomic and climatic stability are important, this section should emphasize the activity-specific critical assumptions that support the theory of change. Critical assumptions that have a high probability of occurring and, if realized, will prohibit the project from achieving its desired results are defined as "killer assumptions." Generally, projects should not have killer assumptions.

   - If the proposed project will not contribute to a result(s) in the program-level results framework, explains why work towards that result(s) is not necessary or possible in the specific context of the proposed project.

   - Achieves sustainability and lasting impact: Proposals should provide a convincing argument that the project's Theory of Change will achieve the intermediate and highest-level results described above and these results will be sustained beyond project completion. Projects should plan for the continuation of project activities where feasible, develop local ownership for the project, and develop sustainable partnerships to maximize the potential for the benefits of the project to endure over time. In the theory of change narrative accompanying the results framework, Applicants should explicitly address and describe sustainability in the context of their proposed activities and desired results.

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

Monitoring and Evaluation (19 pages)

Applicants must provide a table identifying appropriate project standard and custom performance indicators and annual and life of project targets. Applicants must also provide an evaluation plan that explains how the Applicant proposes to monitor the program and assess project outcomes and impact.

Performance Indicators (5 page limit)

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

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

Proposals for projects supporting the Trade Facilitation Agreement should include custom indicators that measure project progress towards reducing the time and cost involved in agricultural trade across borders. Some resources that the Applicant may consider consulting

during indicator development include the Foreign Assistance Standard Indicators-IRS Category 5 Economic Growth indicators on Trade and Investment, the OECD Trade Facilitation Indicators, and the World Bank's Trading across Borders indicators.

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

Evaluation Plan (14 page limit)

Applicants must submit a draft evaluation plan as an attachment. Each evaluation plan should include a comprehensive approach to evaluating the project's performance and impact. Please see the International Food Assistance Division's Monitoring and Evaluation Policy for more information.

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

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

The evaluation plan should be developed as a stand–alone document that can be shared with interested entities and the public. FAS expects the draft evaluation plan submitted as part of the application process to be no more than 14 pages. This evaluation plan must include, at a minimum, the following information:

- **Introduction:** Provide a brief description of the purpose of the evaluation plan and how it will be used by the project and other entities with which the Applicant will be working.

- **Project Overview:** Provide a summary description of the project strategy, including the project strategic objectives and expected results. The project–level RF can be referenced here, and the overview should provide a brief description of the project activities and corresponding targeted project beneficiaries. The project overview will provide important context to the evaluation plan and methodology proposed.

- **Baseline Study:** Baseline data will be collected for two purposes: (1) to measure

progress on performance indicators and (2) to assess project outcomes and impacts using evaluation methods. The evaluation plan should provide a description of the organization's plan to establish performance indicator baseline information and targets for which the project will measure performance every six months of the fiscal year in required progress reports. The evaluation plan should describe the quantitative and qualitative evaluation methods that will be used throughout the length of the project (i.e., an evaluation design may include a randomized control trial (RCT), propensity score matching (PSM) design, repeat cross-sectional designs, or panel studies and also may include direct observations, key informant interviews, and secondary data analysis). These methodologies should be described in detail, including sample design, expected sample sizes, and key informants. The methodological description of the baseline should also be linked to the midterm and final evaluations. For example, the evaluation plan should describe in detail if the project plans to use a PSM design with data collected at the baseline, midterm and final stages.

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

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

- **Alignment with the Food for Progress Learning Agenda:** Review the Food for Progress Learning Agenda. The Learning Agenda was designed to address key research and evaluation questions that align not only with the theory of change outlined in the Food for Progress Program-Level RF but also with the broader program theory. Recognizing that some questions posed in the Learning Agenda lend themselves to broad research, the project-level evidence developed in the course of implementing a Food for Progress Program project can *contribute* to building the evidence base for many of the questions. Applicants must include a short section in their evaluation plan explaining which questions in the Learning Agenda their proposed evaluations, special

studies, or both will contribute to answering. The section should also explain *how* the proposed research will contribute to answering the questions, which may include, for example, specifying the proposed methods to be used to generate evidence regarding a specific question.

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

- **Evaluation Management:** Briefly describe an evaluation management structure that reflects standards and principles of evaluation independence and credibility. Indicate whether the organization maintains an evaluation unit, and if so, describe where it is located and how it will be involved in managing project evaluations. The evaluation plan should also address the roles and responsibilities of other entities with which the project will be working and key interested parties throughout the evaluation process. More detailed descriptions of the roles and responsibilities of the Applicant's Monitoring and Evaluation staff should be included in the staffing plan and organizational chart as described in the Plan of Operation and Activities section above.

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

- **Evaluation Budget**: An evaluation budget is directly related to the purpose, scope, timeline, and approach of the evaluation (includes all baseline, midterm and final evaluations, and other M&E investments). It is dependent on the required skills and expertise, specified deliverables, and any provisions provided by the proposed evaluation project team members.

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

summary of the monitoring and evaluation budget in the General Explanatory Comments section of the Budget Narrative. (See Appendix D - Budget Narrative Example)

v. Commodity Management (3 pages)

The funding for this award is predicated on the sale of U.S. agricultural commodities. The ability to manage the monetization of commodities is an essential element of successfully implementing a FFPr Program award. In this section, Applicants must document the reasoning for their commodity selection and demonstrate that a sufficient level of market analysis has been performed to determine the most appropriate commodity. This includes considerations of local demand, cost recovery, the impact on local production and markets, the impact on commercial sales, and any specific country concerns that would impact the potential sale.

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

Commodity List

Each proposal must include information on the commodities requested. Applicants must provide the following required information.

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

Special Needs and Distribution Methods

Each proposal must include detailed information on special needs and distribution of commodities. This includes information on: 1) Transportation and Storage; 2) Processing or Repackaging; 3) Duty Free Entry; and 4) Economic Impact. Please use the following guidance when completing this information.

- ***Transportation and Storage***
  The purpose of this section is to provide assurances to FAS that the port, transportation infrastructure, and storage facilities are sufficient to prevent undue spoilage or waste of the commodities. Describe the following: (1) the discharge port facilities in the importing country, including offloading and storage capacity, number of discharge berths, depth of draft, and who will receive the commodities at the discharge port; (2) the mode of transport and expected routing (especially if moving to another country) used to move the

commodities from the discharge port to the Applicant's warehouse and/or to a buyer; (3) storage capacity at port of discharge and destination, and structure and level of security at the port and during inland routing; (4) steps taken to prevent undue spoilage or waste; and (5) efforts made to ensure availability of the transportation and storage resources during the entire period required, including acceptance of risk for non-performance taken by contractors providing services. Participants should provide the names of any third party contractors (e.g., marine surveyors and cargo expeditors) used for this analysis and include their findings. Third-party assessments and assistance are viewed favorably.

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

- ***Duty Free Entry***
  Provide information about local customs, duties, and taxes that may be applicable for the commodities to enter the country or countries if being transported through more than one country. For each country or region, the Applicant should list any special laws or taxes that may apply and explain how these could affect distribution, monetization or both. For distribution or barter programs only, the Applicant must indicate that the commodities will be imported and distributed free from all customs, duties, tolls, and taxes. Please cite any written documentation that supports duty–free entry. If the commodities will not enter duty free, indicate who will be responsible for paying applicable customs, duties, or taxes and how this payment will affect the amount of proceeds realized from the sale. Outline any additional steps taken to ensure seamless entry into each country, including the employment of local expeditors or agents.

- ***Economic Impact***
  Please provide information indicating how the commodities were selected. Describe why the commodities can be imported and distributed without resulting in a substantial disincentive to or interference with domestic production or marketing patterns, and why the sale or barter of the commodities will not displace or interfere with any sales of United States commodities that may otherwise be made to or within the target country. Highlight current local agricultural risks, aberrations, and marketing practices for locally produced foods. Discuss how these factors have been considered in the commodity selection process and monetization plan.

  Please include recent production and consumption statistics along with sources to support these statements. An Applicant should provide the names of third-party "monetization agents" used for the analysis and include their findings. Third-party assessments and assistance for the sale is viewed favorably.

Monetization

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

- ***Impact on Other Sales***
  Provide details that give assurance that commercial markets and local production will not be adversely affected by the sale or barter of commodities. Include information on trade of the same and similar commodities from the U.S. and other countries in this market. Discuss current trading partners, including both commercial and traditional regional stakeholders. Discuss the optimal timing of the sale in terms of periods of heightened demand, seasonality, harvest time, etc.

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

- ***Assuring Receipt Procedures***
  Provide information that describes how the Applicant will ensure that it receives payment for the sales. If special banking issues are involved, the Applicant should describe any actions needed to safeguard deposits.

vi. Budget (21 pages)

Per 7 CFR section 1499.4(b)(4), Applicants must submit a budget summary and budget narrative that details the amount of any FAS–provided funds and program income that the Applicant proposes to use to fund the administrative costs, internal transportation, storage, and handling costs, and activity costs.

In order to assess the sale proceeds and overall cost effectiveness of a proposal, FAS requires all Applicants to provide the following budgetary materials:

- ***Budget Summary*** *(one page)* that presents the proposed overall funding for administrative, internal transportation, storage and handling and activity expenses, and shows funding amounts for the specific line items that make up those expense categories (See Appendix C).
- ***Budget Narrative*** *(20 page limit)* that demonstrates in greater detail the composition of each line item, the budget's overall cost effectiveness, and an adherence to applicable cost principles (See Appendix D).
- ***Negotiated Indirect Cost Rate Agreement*** (NICRA) *(attachment, no page limit)* that details the organization's approved indirect rates. Applicants should attach the organization's most up–to–date NICRA. If the Applicant does not have a NICRA, or it is not applicable, attach a brief note explaining the absence of this document. Applicants

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

- ***SF–424*** *(attachment, no page limit)*. Applicants must complete, sign, and submit to FAIS the SF–424. Please note that an unsigned SF–424 will not be accepted. Applicants can download a blank SF–424 on the USDA–FAS website at: https://www.grants.gov/web/grants/forms/sf-424-family.html

d. Food Aid Information System (FAIS)

Due to the technical limitations of FAIS, data must be input into the following fields in order for an application to be successfully submitted 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 where this information can be found)
- Budget Section
  - Budget Narrative (indicate where this information can be found)

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

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

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

- Be registered in SAM before the closing date of this announcement;
- Provide a valid DUNS number in its application; and

- Continue to maintain an active SAM registration with current information at all times during which the Applicant has an active Federal award or an application or plan under consideration by FAS.

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

5. Intergovernmental Review

An intergovernmental review may be required with regard to an application submitted by a public university, but not a private voluntary organization. An Applicant that is a public university must contact its State's Single Point of Contact (SPOC) to comply with the State's process under Executive Order 12372 (see https://www.archives.gov/federal-register/codification/executive-order/12372.html). The names and addresses of the SPOCs are maintained at the Office of Management and Budget's homepage at: https://www.whitehouse.gov/wp-content/uploads/2019/02/SPOC-February-2019.pdf

6. Funding Restrictions

Generally, funds may not be used in any manner that is prohibited by the program regulations at 7 CFR part 1499 or by 2 CFR part 200 and 2 CFR part 400. Any funding restrictions stated in the Budget Narrative section or any section within this document also apply to FAS cooperative agreement funds. In addition, FAS cooperative agreement funds may only be used for the purposes set forth in the award, and must be consistent with the statutory authority for the award. Cooperative agreement funds and non–monetary support may not be used for matching contributions for other Federal grants or cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings. Federal employees are prohibited from serving in any capacity (paid or unpaid) with regard to any proposal submitted under this program. Federal employees may not receive funds under this award. Also, Federal funds may not be used to sue the Federal Government or any other government entity. If an Applicant is selected for an award, the Applicant may incur pre–award costs consistent with the guidance provided in the award letter.

a. Management and Administration (M&A) Costs

M&A costs are not allowable.

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

F&A costs are allowable. Organizations with a current NICRA from a cognizant U.S. Government agency must submit that NICRA with their proposal; indirect costs will be allowable as defined in that NICRA. If the Applicant is applying an indirect cost rate which is

less than the rate approved under the current NICRA, an authorized representative of the Applicant organization must state in the budget narrative that the Applicant is accepting a lower rate than allowed.

Organizations that do not have a NICRA may elect to:

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

7. Other Submission Requirements

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

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

E. APPLICATION REVIEW INFORMATION

1. Application Evaluation Criteria

Applications will be evaluated on the content areas outlined in Table 2, using the points specified in the same table. FAS may invite comments from other USG agencies on its award recommendations, but FAS will make the final determination on which applications to fund. The merits of each application will be reviewed only against other applications received for the same NOFO Number (See Part A Section 5).

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

in managing Federal awards; (4) reports and findings from audits regarding the Applicant; and (5) the Applicant's ability to effectively implement statutory, regulatory, or other requirements.

Table 2: Content and Points

Content	Points
Introduction and Strategic Analysis	30
Plan of Operation and Activities	20
Organizational Capacity and Staffing	10
Results Framework and Monitoring and Evaluation	20
Commodity Management	10
Budget*	10 (+2 potential bonus points for cost share)

*There is **no** cost share or match requirement for this program, however, applications with the inclusion of well-reasoned cost share contributions may result in the addition of up to 2 bonus points within the Budget scoring criteria. To be considered for bonus points, cost share should be equivalent to 1 percent or more of the total operating budget. Cost share will be evaluated in terms of both dollar value and reasonableness (ability to implement). Also refer to Part C Section 5, Cost Share or Match.

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

- FAS or another USG agency has formally expressed concerns, either via letter or email, regarding the Applicant's past performance of a CCC- or FAS-funded project.
- FAS or another USG agency has terminated an agreement with the Applicant within the past three years as a result of a violation of the agreement by the Applicant.
- The Applicant failed to pay a single substantial debt, or a number of outstanding debts (not including sums owed to the USG under the Internal Revenue Code) owed to any Federal agency or instrumentality, provided the debt is uncontested by the Applicant or, if contested, provided that the Applicant's legal and administrative remedies have been exhausted. (This information will be sought by FAS within FAPIIS.gov.)
- The Applicant failed to submit to FAS, or submitted after the due date, at least two required reports within the past three years. Required documentation includes semiannual performance reports, semiannual financial reports, A-133 audits, subrecipient agreements, and any other documentation required under an agreement between the Applicant and CCC or FAS.
- The Applicant has, on at least two occasions within the past three years, failed to respond, or responded late, to an FAS deadline for documents required during a compliance review

or during the closeout of an agreement between the Applicant and CCC or FAS, or failed to notify FAS of commodity losses within 15 days.

- The Applicant has been designated high-risk by FAS (per 2 CFR section 200.205), another Federal government agency (as designated in SAM.gov), or an external auditor within the past three years or the organization's most recent A-133 audit identifies material weaknesses or significant deficiencies.
- The Applicant was responsible for a commodity loss valued at $20,000 or greater, under an agreement between the Applicant and CCC or FAS, during the past three years.

2. Review and Selection Process

a. Review Process

FAS will conduct an initial review of each application submitted in response to this NOFO to determine whether the Applicant is eligible and the application is responsive. If an Applicant is determined to be ineligible (see Part C Section 1 and Section 2) or an application is determined to be non-responsive, FAS will notify the Applicant.

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

- **Ineligible**
  Please refer to Part C Section 1 for a description of which entities are eligible to submit an application.
- **Incomplete**
  Please refer to Part D Section 3 for a description of the elements and attachments that must be included for an application to be considered complete.
- **Late**
  All applications must be submitted by the application deadline. There are **no** exceptions for any reason.

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

- FAS will assemble a panel committee consisting of technical reviewers for each individual NOFO Number (see Part A Section 5). This panel may include both Federal and non–Federal persons. Applications will only compete against applications within the same NOFO Number.
- The technical reviewers will score each application as part of the panel committee and will also provide summary comments based on the evaluation criteria identified in Part E Section 1, Application Evaluation Criteria.

b. Selection Process

The panel committee shall review the programmatic merits of the applications based on the evaluation criteria. However, the FAS Administrator per guidance from IFAD Senior Director, makes the final selection.

The FAS Administrator will give serious consideration to recommendations from IFAD's Senior Director and the panel committees, but may also consider the following factors in making the award selections:

a. Agency priorities, such as achieving greater geographical dispersion, program balance, or diversity;
b. Agency's alignment within USG's whole of government approach to agricultural development and innovation; determined by USDA.

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

c. Review of Applicant Integrity and Performance Information

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

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

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

d. Confidentiality and Conflict of Interest

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

FAS screens all technical reviewers for potential conflicts of interest. To determine possible conflicts of interest, FAS requires potential reviewers to complete and sign conflict of interest and nondisclosure forms. To the extent permitted by law, FAS will keep the names of submitting institutions and individuals, as well as the substance of the applications, confidential

except to reviewers and FAS staff involved in the award process. FAS will destroy any unsuccessful applications after three years following the funding decision.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. Notice of Award

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

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

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

The approved Applicant may be required to submit additional information to enable FAS to determine that the Applicant is capable of complying with the requirements in 7 CFR part 1499 and any special terms and conditions.

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

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

The selection of a cooperative agreement as the funding instrument entails substantial involvement between FAS and the Applicant, with both parties sharing responsibility for the management, control, direction, or performance of the agreement. The agreement will incorporate project details as approved by FAS in accordance with the FFPr Program regulations, 7 CFR part 1499.

2. Administration and National Policy Requirements

a. Domestic Entities

Applicants that are selected to receive an award and registered in SAM.gov as **domestic entities** are required to comply with both the current Administrative General Terms and Conditions and the current National Policy General Terms and Conditions for all grants and cooperative agreements, which are available online at:
https://www.fas.usda.gov/grants/general_terms_and_conditions/default.asp

b. Foreign Entities

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

- Foreign public international organizations (as defined in 2 CFR section 200.46(b)), such as UN organizations, will be subject to the Terms and Conditions for Public International Organizations (PIOs)
- 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 domestic or foreign Applicant should carefully read the award package for instructions on administering the award and the terms and conditions associated with responsibilities under the award. Successful Applicants must accept all conditions in this NOFO as well as any special terms and conditions in the notice of award to receive an award under this program.

3. Reporting

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

a. Federal Financial Reporting Requirements

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

For the October 1–March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30 (7 CFR section 1499.13(b)). If the first semiannual financial report would be due less than two months after the agreement is signed, it will be exempted from submission requirements. The first report will be due for the following reporting period.

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

b. Program Performance Reporting Requirements

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

For the October 1–March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30 (7 CFR section 1499.13(c)). If the first semiannual performance report would be due less than two months after the agreement is signed, it will be exempted from submission requirements. The first report will be due for the following reporting period.

All reports must be submitted via FAIS. FAS may provide for more frequent reporting, but none more frequent than quarterly, in the agreement. Changes in the original project timelines must be approved by FAS prior to their implementation.

c. Closeout Reporting Requirements

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

If applicable, an inventory of all construction projects that used funds under the FFPr Program project must be reported by the recipient using the Real Property Status Report (Standard Form SF–429) available at: https://www.gsa.gov/portal/forms/download/149866.

After FAS has reviewed and approved these reports, it will complete a closeout notice to close out the award. The notice will indicate the period of performance as closed, list any remaining funds that will be de–obligated, and address the requirement of maintaining the records for three years from the final date of submission of reports (see 7 CFR section 1499.13(f)(1) and (2)). The recipient is responsible for returning any funds that have been drawn down but remain as unliquidated in its financial records.

4. Monitoring

FAS through its authorized representatives, has the right, at all reasonable times, to make site visits to review project accomplishments and management control systems and to provide such

technical assistance as may be required. During a site visit, FAS will review the recipient's files related to the FFPr Program-funded project.

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

5. Other Agreement Requirements

a. Organizational Chart

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

b. Annual Work Plan

Within 60 days after an agreement is signed, the recipient will provide a detailed annual work plan for the project, to be approved by FAS. Further details can be found on the FAS Food for Progress webpage.

c. Monitoring and Evaluation Requirements

In accordance with the agreement, FFPr Program project implementors will be required to provide an evaluation plan, a PMP, a project-level results framework, and terms of reference for evaluations, and to conduct baseline and final evaluations and, if applicable, a midterm evaluation, a post–monetization impact assessment, or both.

d. Subaward Requirement

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

e. 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 for the submission of its audits to the Federal Audit Clearinghouse. In addition, if FAS requires an annual financial audit

with respect to a particular agreement, and FAS provides funds for this purpose, the recipient shall arrange for such audit and submit it to FAS via FAIS.

G. AWARDING AGENCY CONTACT INFORMATION

Contact and Resource Information

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

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

Hours of Operation

Monday–Friday, 9:00 am – 5:00 pm EDT

Address

1400 Independence Ave. SW, Stop 1034
Washington, DC 20250

Phone, Fax, Email

Phone: (202) 720–1230
Fax: (202) 690–0251
Email: ppded@usda.gov
Website: https://apps.fas.usda.gov/fais/public

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

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

H. ADDITIONAL INFORMATION

1. Extensions

Extensions to the performance period of a project funded through an award under this NOFO are allowed. Recipients may request a no–cost extension in order to complete all project activities.

The request must be submitted 60 days prior to the expiration of the performance period. Requests for extensions are subject to approval by FAS.

2. Prior Approval

A recipient must not use donated commodities, sale proceeds, CCC–provided funds, interest, or program income for any activity or any expense incurred by the recipient or a subrecipient prior to the start date of the period of performance of the agreement, without the prior written approval of FAS. (See 7 CFR section 1499.11(b)). A recipient must not transfer any funds budgeted for participant support costs, as defined in 2 CFR section 200.75, to other categories of expense without the prior approval of FAS. (See 7 CFR section 1499.11(h)(2)).

3. Budget Revisions

Transfers of funds between direct cost categories in the approved budget when such cumulative transfers among those direct cost categories exceed ten percent of the total budget approved in an agreement will require the prior approval of FAS through an amendment. (See 7 CFR section 1499.12(h)(1)). The recipient shall obtain prior written approval for any budget revision that would result in the need for additional resources or funds. The recipient is not authorized at any time to transfer an amount budgeted for a direct cost to an indirect cost line item or vice versa, without prior written approval.

4. Program Income

In the event program income becomes available, per 7 CFR section 1499.11, it must be used in accordance with the agreement. Program income is defined by 7 CFR section 1499.2 as interest earned on proceeds from the sale of donated commodities, as well as funds received by a recipient or subrecipient as a direct result of carrying out an approved activity under an agreement. This includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Program income does not include proceeds from the sale of donated commodities; CCC–provided funds or interest earned on such funds; or funds provided for cost sharing or matching contributions, refunds or rebates, credits, discounts, or interest earned on any of them.

5. Proprietary Information

Applicants wishing to mark information in their applications as proprietary or business sensitive may do so. Applicants should indicate which information or pages are proprietary or business sensitive through footnote notations. FAS will treat the information as such. In the event of a request through the Freedom of Information Act (FOIA), FAS will work with the Applicant to ensure business sensitive information is respected to the extent permitted by law. Information which is proprietary or business sensitive may be exempt from disclosure under FOIA Exemption (b)(4). The FOIA exemptions may be viewed here.

APPENDIX A – Application Content Checklist

1. **Applicant Requirements**
   - ❑ System for Award Management (SAM)
     - ☐ Active Registration
     - ☐ Current Financial Assistance Certifications
     - ☐ Current Grants Certifications
   - ❑ DUNS number for Applicant
   - ❑ DUNS number(s) for proposed subrecipient(s)

2. **Required Content and Forms** (submitted as attachments in FAIS)
   - ❑ Introduction and Strategic Analysis
   - ❑ Plan of Operations and Activities
   - ❑ Results Framework and Monitoring and Evaluation
     - ☐ Project-Level Results Framework with Narrative
     - ☐ Performance Indicators
     - ☐ Evaluation Plan
   - ❑ Commodity Management
   - ❑ Organizational Capacity and Staffing
     - ☐ Capacity and Staffing Narrative
     - ☐ Organizational Chart
     - ☐ In-Country Registration
     - ☐ CV of Project Lead
     - ☐ Project-Specific Commitment Letters (if subrecipients are proposed)
     - ☐ Applicant's Single Audit (most recent)
   - ❑ Budget
     - ☐ Budget Summary (standard template)
     - ☐ Budget Narrative
     - ☐ Applicant's NICRA (most recent)
   - ❑ SF-424
   - ❑ SF-LLL (Required if Applicant is involved in lobbying activities)

3. **Submitted to ppded@usda.gov**
   - ❑ Completed Past Performance Reviews for Applicant (by reference)
   - ❑ Completed Past Performance Review for Subrecipient (by reference) (if applicable)

4. **Required Fields in FAIS**
   - ❑ Introduction Section
     - ☐ Introduction Details (complete these fields)

- Key Personnel (indicate where this information can be found)

- ❑ Result Section
  - Results (indicate where this information can be found)
  - Activities (indicate where this information can be found)
  - Activity Mapping (indicate where this information can be found)
  - Other Details (indicate where this information can be found)
- ❑ Commodity Section
  - Commodity List (complete these fields)
  - Special Needs & Distribution Methods (indicate where this information can be found)
  - Monetization (indicate where this information can be found)
- ❑ Budget Section
  - Budget Narrative (indicate where this information can be found)

APPENDIX B – Country Specific Guidance

Bangladesh

Thematic Area: Trade Facilitation Agreement
NOFO Number: USDA-FAS-10.606-0700-20-(388)

Purpose: The World Trade Organization's (WTO) Trade Facilitation Agreement (TFA) creates standard rules that customs and other appropriate authorities must follow to be more transparent and streamline import, export, and transit processes for all WTO members. The TFA also contains special provisions for technical assistance and capacity building for developing country and least developed country (LDC) members to meet the measures for effective cooperation between customs and other appropriate authorities on customs compliance issues. Implementation of the TFA is expected to increase trade by reducing costs, rapidly releasing goods, and increasing predictability. Under Food for Progress (FFPr), USDA assists selected developing and LDC members to implement measures under the TFA for which they have requested technical assistance and capacity building.

Trade Facilitation in Bangladesh:
Over the last several years, with donor assistance, the Government of Bangladesh (GoB) has made significant investments into improving the flow of goods across its borders. Policy commitments include the National Board of Revenue's (NBR) Customs Modernization Strategic Action Plan for 2019-2022, implementing the TFA, adoption of the One Stop Service Act, and improving the business enabling environment for more inclusive growth and to improve food safety and security measures. The GoB has adopted an enhanced customs website and the National Enquiry Point, implemented advanced rulings, and launched an Authorized Economic Operators program. The GoB will soon begin implementation on its Risk Management Decree and continue preparation for a Single Window. While there has been significant donor investment in TFA capacity building in Bangladesh, minimal work has focused on articles impacting the agriculture sector. USDA seeks to leverage current investments to ensure that agricultural trade can capitalize on the benefits they produce.

Goal: To simplify, modernize, and harmonize processes for the export, import, and transit of agricultural goods through support to Bangladesh to implement the WTO TFA.

Timeframe: 5 years

Budget: $16 Million

Programming Priorities
USDA is soliciting proposals that demonstrate proposed activities will make substantial contributions to the highest-level strategic objectives – *Expanded Trade of Agricultural Products* – as outlined in the FFPr program-level results framework.

USDA plans to support the GoB's efforts to fully implement the following measures for which they notified as Schedule C and requested technical assistance:

- 5.3 Test procedures
- 7.4 Risk management
- 7.9 Perishable goods
- 10.1 Formalities

The Ministry of Customs and NBR have been the primary government partners for trade facilitation projects funded by international donors. To avoid duplicating efforts, the project should be prepared to engage with GoB agencies that may not have worked directly with donors (including the World Bank, Asia Development Bank, and USAID) on TFA implementation. The complexity of the GoB often means that multiple ministries have stakes in various areas. For example, 38 ministries and 11 private sector bodies play a role in the National Trade Facilitation Committee (NTFC). The Bangladesh Food Safety Authority (BFSA) is the lead agency for policies, laws and science-based decision making; the Bangladesh Standards and Testing Institution (BSTI) addresses CODEX issues; and the Plant Quarantine Wing (PQW) is the lead agency for phytosanitary issues. It is important that the project is aware of the different stakeholders and has a plan to navigate the bureaucracy efficiently and effectively.

This project should also engage Ministry of Agriculture (MoA) and Ministry of Fisheries and Livestock (MoFL) members of the NTFC to understand and fulfill their roles in strengthening trade facilitation in Bangladesh as mandated by the TFA and as designed by the GoB. Strong champions on the NTFC are needed to engage the relevant ministries, trade related private sector organizations, and other relevant stakeholders in a dialogue that is actionable and produce results that different key actors support.

The private sector is an important partner in realizing the economic gains of the TFA implementation and must play an active role in working with the government to support its implementation.. The private sector must be actively engaged as a key partner and used as a resource to enact improvements in trade facilitation. The private sector and civil society have a material investment in efficient trade facilitation and need to take ownership of creating conditions that lead to increased trade flows and economic growth.

Validation and USDA Coordination

Requirements:
Government ownership of the process is necessary for the success of this project. The implementing partner will serve as the technical lead in this project and play an important role in identifying capacity gaps in close collaboration with the GoB and USDA to design interventions. It is imperative that the implementing partner develop effective communication modalities with the GoB that allow them input in determining timelines for benchmarks and activities. The proposal should highlight the approach the applicant would take in adapting the project to GoB needs throughout implementation, including flexibility in the results framework, proposed

activities, and anticipated project results. The project's final results framework and plan of operations will be based upon the initial assessment and require significant input from the GoB.

The proposal should demonstrate the applicant's understanding of the WTO, trade facilitation, the TFA, experience with capacity building to support improved trade facilitation, and the operating environment in Bangladesh. The implementing partner will be expected to work in close cooperation with the GoB, the World Bank (WB), and USAID's Bangladesh Improving Trade and Business Enabling Environment (BITBEE) activity to implement this project.

Initial Government Adaptation and Coordination:
The proposal must include a detailed plan to effectively adapt project design to GoB needs post-award to design the final work plan. The implementing partner will work with the GoB to assess capacity gaps in areas where they have requested technical assistance. The implementing partner will work with USDA/FAS and the U.S. Embassy in Dhaka to identify key GoB partners, to include but not limited to, the NTFC, NBR, BFSA, BSTI and the PQW. The proposal will utilize USAID's BITBEE assessments to identify areas of duplication and faults in business processes, including, but not limited to, assessing how customs duties are performed, identifying all trade related regulations and where they overlap, and how to address the issue of staff rotation. The implementing partner will be expected to use this assessment and other assessments previously released in their negotiations with the GoB and the USG to finalize project goals, objectives, and work plan post-award.

Steering Committee:
The implementing partner will be expected to work in close cooperation and coordination with a project Steering Committee led by USDA and composed of key stakeholders such as FAS/Washington, FAS/Dhaka, USTR, the NTFC, other GoB stakeholders, private sector representatives and others as appropriate. The implementing partner will be expected to engage in substantive work planning with the Steering Committee that includes:

- Monthly summary report and check-in with key stakeholders
- Publication of media content as determined by USDA
- Quarterly meetings with steering committee
- Annual meeting/work planning with steering committee

Program design should include, but is not limited to, the following components:

Component 1: Risk Management Process and Procedures
The proposal will include a plan to document and map: the state of RM procedures at the MoA and MoLF related to the flow of agricultural goods; and the state of RM procedures at ports related to the flow of agricultural goods. Based on the documentation and mapping, the proposal will include a plan to work with the MoA and MoLF to establish a solid foundation for a risk management system for inspection of agricultural goods. For example, this could include gathering data on shipment inspections to designate a level of risk for particular cargos and used to develop processing protocols based on risk level.

Component 2: Capacity Building in Laboratory and Testing Procedures
The proposal will use a system-based approach to address processes and protocols that prevent establishing and adhering to standard operating practices. The proposal will address the need for: operational lab facilities that are capable of meeting testing requirements as set by the GoB for imports and international standards; establishing, updating and documenting protocols; and implementing processes that facilitate the movement of goods across borders. The proposal will improve institutional knowledge management by supporting the recruitment and retention of technical expertise; and by strengthening coordination (e.g., file exchange) between Customs and the relevant Ministries and departments that require the testing.

Component 3: Harmonization of Processes and Formalities
The proposal will include a plan to address IT infrastructure needs at the Ministry of Agriculture and the Ministry of Fisheries and Livestock and develop a procurement plan, including: helping eliminate unnecessary/redundant requirements, documents, and steps; and introducing and providing training on electronic certificate systems for the relevant ministries.

Component 4: Improving Pre-Clearance Processing
The proposal will include a plan to encourage collaboration between government-owned and operated labs, the Bangladesh Accreditation Board (BAB), and private-sector labs to develop and expand an accreditation system that is trusted and utilized by the GoB. As appropriate, the project will coordinate with ongoing donor activities to promote Mutual Recognition Agreements (MRAs) for agricultural products and coordinate ongoing e-certification projects with the Ministries of Agriculture and of Livestock and Fisheries to ensure successful integration into the National Single Window.

Component 5: Increase WTO Notification Compliance
The proposal will include a plan to develop the Ministries of Agriculture, Livestock and Fisheries' understanding of their responsibility to notify the WTO and when to notify the NBR of necessary updates to the National Enquiry Point and Custom's websites. The proposal will include a plan to create and maintain a coordinating body that follows processes and protocols for reporting notifications to the WTO Cell and other notification bodies within the GoB and can serve as a model for other government departments.

Component 6: Perishable Food Products
The proposal will include a plan to support the establishment of a private/public sector partnership by leveraging seed money with private sector and other donor funds to create a cold storage warehouse at Dhaka airport or Chittagong Port. The proposal will include a plan to establish testing procedures, which will take place at those storage facilities, necessary for release of perishable products. The proposal will ensure that the storage facilities have been approved or designated by Bangladesh's relevant authorities; have rules and regulations; and have an auditing system to ensure they are compliant with relevant regulations.

Metrics: USDA anticipates that custom metrics for this project will seek to measure increased alignment of government policies with the TFA, measure impacts of the project on timeliness at the border, and measure impact on agricultural trade volumes as appropriate.

Colombia

Thematic Area: Cacao
NOFO Number: USDA-FAS-10.606-0700-20-(514)

Purpose: USDA seeks to build the capacity of the cacao production zones and farming systems to improve and diversify producer incomes and to sustainably increase productivity, trade, and long-term economic opportunities in cacao production zones. Ecological and economic volatility threaten incomes for cacao farmers. Reliance on high-value cacao for income has proven insufficient because, while Colombia is one of the origins of quality cacao,[1] most high-value cacao is sold as bulk due to supply outstripping demand.[2] Market volatility and periods of economic losses have elevated discussions surrounding living incomes for cacao producers and the need to harness the economic potential of diversified livelihoods.

Colombian cacao producers are trying to mitigate these threats with various measures. They strive to increase quality and productivity while maintaining diversified production from polyculture farms and agroforestry systems where cacao is grown along with other crops. Complementary crops can provide opportunities to diversify livelihoods and build in resilience during periods of shocks but can only do so in the presence of well-established market opportunities. Complementary crops include those that grow in the same ecological zones as cacao. Marketing channels for complementary crops can vary. Some, like bananas, have well-developed markets while others like soursop, breadfruit, cassava, and native horticultural crops, are sold in local markets, but have not yet harnessed opportunities for processing, value addition, and broader marketing potential. One challenge to this is farmer organization. While producers are often organized into cooperatives and associations around key cash crops like cacao, many lack the infrastructure to aggregate buying, selling, and processing for the diversity of products they produce.

To sustainably improve living incomes, USDA seeks an approach that considers productivity and livelihoods from a landscape approach – a concept that balances competing land use demands in a way that is best for human well-being and the environment. It means creating solutions that consider food and livelihoods, finance, rights, restoration, and progress towards climate and development goals.

[1] Caren Rodriguez-Medina, Alvaro Caicedo Arana, Olivier Sounigo, Xavier Argout, Gabriel Alvarado Alvarado, and Roxana Yockteng, "Cacao breeding in Colombia, past, present and future," *Breeding Science 2019 September; 69(3): 373–382*. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6776146/
[2] Purdue University and the International Center for Tropical Agriculture (CIAT), "An Analysis of the Supply Chain of Cacao in Colombia," 2019, p18.

USDA seeks to build upon the investments and ongoing work of USDA and USAID's Cacao for Peace project, which is directly assisting in improved cacao production, and to expand work to support complementary value chains based on strong business models that respond to global demand. The project should liaise, leverage, and coordinate with ongoing work. Proposals should demonstrate a knowledge of stakeholder work and achievements and show how this project can build on those foundations.

Goal: To promote diversified crop production and marketing models for cacao farmers, leading to more diversified incomes, increased resilience, and long-term stability in cacao-based farming systems.

Timeframe: 5 years

Budget: $23 Million

Programming Priorities
USDA has identified cacao production systems in Colombia as a FFPr program priority for fiscal year 2020. USDA is soliciting proposals that demonstrate proposed activities will make substantial contributions to the highest-level strategic objectives – *Increased Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional, and International)* – as outlined in the FFPr program-level results framework. In addition to the standard program indicators, several key custom performance indicators will need to be measured in this and related future cacao projects.
The project will provide short and long-term support in cacao production zones focused on improving incomes through diversification. The project will invest in market opportunities to spur the growth of complementary crop income sources to preserve long-term farmer investments in cacao.

The proposal will take a landscape approach to identify key complementary crops in cacao production zones that could benefit from FFPr support. Areas of support will focus on market opportunities identified and complementary value chains selected during preliminary analysis. Investment areas include market-oriented research and research collaboration, production support, processing investment and support of market linkages.

The project will begin with a preliminary diagnostic study to characterize targeted production zones, to identify rural income sources and crop production patterns, and to quantify the vulnerability of these systems to adverse climate projections. The analysis will identify which complementary crops with market opportunities will be selected for deeper market studies and to prioritize subsequent market-driven investments.

While the full set of complementary value chains will be selected based on the diagnostic and ongoing stakeholder engagement, proposals should demonstrate their methodology for selecting value chains by building one model business case for a potential complementary crop opportunity. This example will demonstrate the organization's approach. It will serve as a model for how the project plans to identify, support, and evaluate the impact of diversification on

farmer livelihoods; who the organization will engage with; assess the size of the market opportunity; and estimate what value this intervention will bring to famer livelihoods and whether the approach will offer any environmental services, like soil health or biodiversity metrics. The model should include a market analysis/business case for at least one complementary crop, and a methodology for the selection and scaling of support to other complementary crop opportunities. Activities to support select value chains can intervene at the levels of the value chains where appropriate (production, processing and commercialization). The project may invest in short and long-term objectives, ranging from small scale processing of complementary crops to investments in regenerative timber production, that will provide benefits beyond the project's completion.

The proposal will include plans to operate collaboratively with Colombian and international public and private organizations specializing in sustainable landscape and agroforestry systems, cacao extension and research, and entrepreneurial support. The project will build on investments and collaborate with structures established by USDA and USAID funds, CfP, and regional USDA research centers. The project will work collaboratively with leaders in resilience, sustainable landscape management and management of agrobiodiversity.

Component 1: Boosting market opportunity for complementary crops in cacao production systems

The proposal will put forward value chains with identified opportunities relevant to their zone of implementation. Possible value chains include spices, fruit, bi-products, timber products, ornamentals, horticultural crops, or complementary animal husbandry activities. Value chains should be selected from among those which are already present in the zone but lack organized aggregation, processing investment, or linkages to innovative marketing channels. Any value chains which can diversify cacao farmer incomes in the selected zone with the help of the project are possible candidates. Proposals should start to build the business case for one or two example opportunities of complementary crops – subsequent market studies, value chain analyses, adoption studies, etc., will help identify additional diversification opportunities during the early phases of project implementation. Identification of any potential businesses interested in collaboration, ranging from start-up to large businesses, are encouraged. Proposals will be judged on their approach to selecting the most appropriate value chains and the strength of the business case they make for their model complementary crop value chain investment.

Component 2: Financial Support for Growth of Complementary Value Chains

The proposal will include a financing mechanism used to support valuable initiatives that work towards the advancement of cacao and complementary crops, as well as obtaining a living income through sustainable landscape management and diversification. Whenever possible, the proposal will support youth and women-led businesses to develop markets for complementary crops. Collaboration with an accelerator or social impact investment entity is encouraged. For underinvested complementary crops and value chains, the project will forge university and producer group partnerships that foster enthusiasm and youth expertise around neglected species. The project will fund market research studies for lesser understood niche markets like underutilized crops, fine flavor cacao, cacao byproducts and other complementary crops.

Additional financial support can include student research grant support, laboratory studies, start-up investments, investments in processing, and facilitating international exchanges, etc.

Component 3: Regional Collaboration
The proposal will include a plan to engage partners to build a framework of collaboration that looks forward to collectively lift underutilized complementary crops. The strength of the team and demonstrated expertise in the approach will contribute significantly to project success. Proposed activities will work nationally and regionally with research and industry partners whose expertise is needed to invest in the long-term growth of these complementary crops. Expanding collaboration on germplasm collections and genetic resources with regional research centers like USDA Agricultural Research Service's Tropical Crops and Germplasm Research in Puerto Rico should continue and be expanded. The project will also work with national or international research stations in the region. For underinvested and under-researched crops, progress will require engaging relevant expertise across the region.

Component 4: Participation in Sector Coordination
The proposal will include a plan to engage Colombian, USG, and U.S. research entities to build a framework for collaboration on improving the commercialization of cacao production systems, cacao byproducts, and complementary crops.

To ensure a sustainable phase-out at the end of the project, the project will establish an endowment to plan and fund research, technology validation, and rural extension beyond project implementation. The proposal will include a detailed plan to leverage private sector and Colombian government contributions to the fund, with sustainable financing (e.g. paid lab services, fundraising, etc.). The proposal will show how the fund will integrate Colombian cacao-sector actors to develop a sector-wide strategy, including the integration and commercialization of complementary crops from agroforestry systems. The fund will integrate with CfP and USAID programming and continue to provide support opportunities beyond the project. The proposal will include a detailed plan to build local capacity of public research entities, private cacao businesses, and cacao farmer apex organizations to professionally and sustainably manage the fund.

Metrics: Beyond the use of standard Food for Progress indicators, the proposal will include and pilot the evaluation of broader improved landscape management and living income goals throughout its implementation. This should be done in partnership with international knowledge leadership partners/subcontractors on the topic that will stay engaged throughout the project's duration. Living income evaluation should be done using household surveys or other innovative data-collection methods. Improved landscape management evaluation should focus on evaluating sustainable use of resources, for example, soil fertility improvements, watershed sustainability, biomass cover, biodiversity index, etc. Methodologies will depend upon partners chosen who can contribute already established metrics and evaluation tools.

Dominican Republic

Thematic Area: Sanitary and Phytosanitary Systems (SPS)
NOFO Number: USDA-FAS-10.606-0700-20-(367)

Purpose: USDA seeks to support the Dominican Republic with implementing international and risked-based SPS measures that will facilitate local, regional, and international trade. The Government of the Dominican Republic's (GoDR) Strategic Development Strategy through 2030 calls for continued reforms to enhance the country's competitive position in the global economy, sustainably achieve high economic growth, and become the trade hub of the Caribbean.

The Dominican Republic began implementing the U.S.-Dominican Republic-Central America Free Trade Agreement (CAFTA-DR) in 2007 and agricultural trade has steadily increased since then. SPS systems in the Dominican Republic are of vital importance for international trade and for the local Dominican consumer to ensure consumption of safe and quality foods. The GoDR and the private sector have made significant strides advancing their SPS systems and included these in the four strategic pillars of their agricultural sector strategy. However, pest and disease remain continuous threats to plant health, animal health, and food safety and further efforts are needed to prepare for new challenges and opportunities. The GoDR has submitted several Category C notifications to the World Trade Organization (WTO) related to SPS risk management, requesting capacity building support to implement the WTO's Trade Facilitation Agreement. A focus on advancing SPS systems will allow for continued trade facilitation and breaking down technical barriers to trade. The GoDR has requested support with a traceability mechanism to control and monitor goods from source to destination.

The two 2015 Food for Progress Awards (FCC-517-2015/015-00 and FCC-517-2015/008-00) in the Dominican Republic made key SPS improvements and cold chain advancements at both seaports and airports that should be leveraged to create market-driven solutions. The GoDR could improve its SPS systems by coordinating between ministries and agencies responsible for SPS measures following the USG model. Support is needed in developing market intelligence systems, a risk-based management approach and the communication structure where SPS information will reach all the stakeholders. While there is some private sector investment in cold chain systems, technical assistance is needed to help navigate the complex technical requirements for repair and maintenance while also facilitating new investments in cold chain infrastructure.

Supporting producers, processors and farmers to implement international and risked-based techniques throughout agricultural supply chains will allow the Dominican Republic to meet international trade standards, meet its commitments as a member of the WTO, and provide consumers with safe, quality foods. Also, support with public-private partnerships and collaboration with regional entities is needed for long-term sustainability.

Goal: USDA aims to support implementation of science and risk based SPS measures, standards, and regulations, with improved technical capacity, which will improve efficiency,

coordination, and transparency of the commercialization, trade, and safety of food and agricultural products.

Timeframe: 5 years

Project Budget: $13 Million

Programming Priorities
USDA has identified SPS as an FFPr program priority for fiscal year 2020. USDA is soliciting proposals that demonstrate activities that will make substantial contributions to the highest-level strategic FFPr objectives – *Increased Agricultural Productivity and Expanded Trade of Agricultural Products*. In addition to the standard program indicators, key custom performance indicators will need to be measured in this and related future SPS projects.

The implementing partner will serve as the technical lead in this project and play an important role by working with the GoDR and the USG to design specific interventions. The proposal should demonstrate the applicant's understanding of the WTO SPS & TFA agreement, Codex Alimentarius, the International Plant Protection Convention (IPPC), and the World Organization for Animal Health (OIE), as well as experience with SPS and biosafety regulatory systems improvement. The proposal should show strong understanding of the constraints of existing SPS systems in the public and private sector and propose capacity building activities only where there is opportunity for sustainably supporting food safety and security through the development of transparent and risk-based food safety and biosafety measures.

The proposal should build upon existing and leverage planned efforts, such as the GoDR National Development Strategy 2030, USDA/USG initiatives and projects, and the Inter-American Development Bank's (IADB) Agricultural Health and Innovation Project (DR-L1137). Strong proposals will explain how the activities compliment and leverage existing projects but do not duplicate existing or planned programs. Proposed activities should target improved local, regional, and international market access and improved trade by incorporating only the priorities listed below that have highest impact potential. It should highlight the approach the applicant would take to remain adaptable to developments in the Dominican Republic's agricultural sector throughout implementation including flexibility in the results framework, proposed activities, and anticipated project results. Activities will be adapted and refined after an initial assessment and require input from the GoDR and the private sector, from farm-level actors through the supply chain to key national and international agribusinesses operating in the Dominican Republic. The implementing partner will work in close collaboration with relevant stakeholders along priority value chains to create sustainable systems and practices.

The proposal should assess where USDA can leverage and complement existing efforts done by IADB and others, making sure to not duplicate other SPS initiatives.

To ensure sustainability and effectiveness of capacity-building outcomes, proposed project activities should address the following Components:

Component 1: SPS - Farm and Institutional Capacity Building

The proposal should aim to strengthen public and private institutions and coordination mechanisms that intervene in local SPS policy (Ministry of Agriculture, Ministry of Health, National SPS Committee, Trade Facilitation Committee, and others) to facilitate the adoption of science-based and technically sound SPS regulations and measures. The proposal should identify priority value chains to focus on Good Agricultural Practices (GAPs) and Good Manufacturing Practices (GMPs) training for farmers and all other value chain stakeholders to ensure sustainable maintenance of SPS systems. Proposed activities could include, but are not limited to:

a) A sustainable training plan to ensure compliance with the Food Safety Modernization Act (FSMA)
b) Continued training on management of improved technologies, natural and water resources, and inputs, through GAPs and GMPs to meet international standards for safety, quality, and labeling.
c) Propose and facilitate reforms aimed at facilitating trade after assessing the legal and institutional framework in which public and private institutions and coordination mechanisms intervene in local SPS policy.
d) Perform a gap assessment and provide customized training and exchanges to managers and staff of the Departments of Plant Heath and Animal Health of the Ministry of Agriculture, and other related institutions on SPS specific topics.
e) Support the Departments of Plant Heath and Animal Health of the Ministry of Agriculture to establish an up-to-date online database for import and export requirements of agricultural and animal products.
f) Strengthen the agricultural trade components of the Single Window for Foreign Trade (VUCE system), facilitating the integration of USDA supported e-Phyto Hub and streamlining market access requirements, such as authorizations and permits for importing and exporting ag products.
g) Support GoDR efforts, in collaboration with USDA/APHIS, to establish a pre-inspection program for selected fruits and vegetables.
h) A youth and gender conscious initiative with components such as developing collaboration between universities and public institutions to support SPS research, ag innovation, and farm level extension work.

Component 2: SPS - Risk Management Systems

The proposal will provide a plan to improve the technical capacity of public and private sector institutions involved in SPS to streamline collaboration and implement transparent, risk-based SPS regulations. Proposed activities could include, but are not limited to:

a) Training of regulators and private sector on international guidelines of SPS measures, including the implementation of Hazard Analysis Critical Control Points (HACCP).
b) Design a risk management plan to identify and assess the long, medium, and short term capacity and infrastructure needed to optimize loading and unloading times for goods transported to and from ports.

c) Map information flows, identify infrastructure deficiencies, and procure mixed or private-sector financing options for ICT improvements to provide up-to-date information for all public and private stakeholders.
d) Support the development of streamlined, transparent, and risk-based approval processes for standards adoption to ensure safe domestic food consumption and to facilitate agricultural imports/exports.
e) Workshops to establish mechanisms for regulators, the private sector, and community stakeholders to collaborate with national officials on regulatory development.
f) Provide training and exchanges on integrated risk management systems modeled on the U.S. and other Latin-American interagency systems of inspections to develop a statistically and scientifically sound inspection methodology.
g) IT infrastructure to streamline processes and ensure effective communication among border agencies.
h) Strengthen the existing traceability system to support risk management and track food safety certifications; building upon existing USDA's efforts.

Component 3: Cold Chain Systems

The proposal should provide a plan to assist the GoDR and the private sector to collaborate and develop a traceable and operational cold-chain system that meets international standards for food safety and the prevention of food-borne diseases. The proposal will detail a plan to meet cold chain capacity gaps by facilitating infrastructure investment in cold chain systems. The proposal should demonstrate how the expanded coverage will improve the quality and competitiveness of transport and logistics infrastructure and services. The Food for Progress project, award # FCC-517-2015/015-00, cold chain activities should be leveraged and expanded on. Proposed activities could include, but are not limited to:

a) Build capacity to train and improve operations for DR inspectors at ports/airports, including coordination with the relevant GoDR border security agencies, ensuring food-safety standards are followed.
b) Farmer training of SPS protocol.
c) Utilize available cold-chain analyses (from Exporta Calidad) to secure financing (mixed finance, matching grants, etc) for construction and provide technical and financial management training to maintain sustainable facilities at the farm level.
d) Address cold-chain transport from the farm to the packing houses.
e) Provide solutions to minimize improper handling of perishable agricultural goods passing from port to vessel.

Steering Committee

The implementing partner will be expected to work under close cooperation and coordination of a project Steering Committee led by USDA, and composed of key stakeholders such as USDA/Washington, USDA /DR (specifically the Agricultural Counselor or other USDA/DR staff to be determined by him/her), GoDR, US Embassy/Santo Domingo and others as appropriate.

The implementing partner will be expected to engage in substantive annual work planning with the Steering Committee that includes:

- Monthly check-ins with key stakeholders as determined by USDA
- Annual and quarterly meetings with steering committee
- Annual meeting/work planning with steering committee

Metrics: USDA suggests – but does not require – the following indicators for proposals under this country guidance:

- Outcomes: amount of facility income from testing, number of items successfully tested

Uganda

Thematic Area: Vanilla
NOFO Number: USDA-FAS-10.606-0700-20-(617)

Purpose: USDA seeks to support the sustainable growth of the vanilla value chain in Uganda by promoting diversified farming systems that help farmers mitigate risk, encourage the production and processing of safe, pure and clean vanilla, and strengthen marketing connections. The global seasonings and spices market was valued at USD 15.93 billion in 2018 and is expected to reach USD 22.87 billion by 2026, growing at approximately 4.7 percent (compound annual growth rate) 9-2026.[3] Responses to the 2019 FAS Request for Information on Spices and discussions with major U.S. buyers of spices highlighted the need to support global expansion and consistent supply of vanilla. In 2019, the United States imported almost $518 million worth of vanilla.[4]

There are a range of reasons that contribute to global shortages of spices, including climate conditions, natural disasters, political instability, and economic development. One of the major price drivers for spices is the lack of geographic diversity in origin; 80 percent of the world's vanilla is grown in Madagascar. The global growth in demand for vanilla presents an opportunity for smallholder farmers to increase their incomes, expand their access to international and premium markets, and support the sustainable growth of the spices sector. Uganda represents an excellent opportunity to diversify source countries for the global vanilla market; as an inland country it is less susceptible to cyclones and has the unique ability to produce two crops per year. There are experienced farmers who are already producing high-quality vanilla sold directly to the global market, and demand continues to outstrip supply. Per the Bank of Uganda, vanilla exports grew almost 60 percent, from 22 metric tons (MT) in 2017/2018 to 35MT in 2018/2019.

Due to the intense demand for vanilla, there have been repeated cycles of boom and bust that have discouraged farmers. Farmers that do grow the crop face risk of theft. Aggregators selling to indiscriminate buyers are willing to buy low quality beans at any price, and a situation has

[3] https://www.fortunebusinessinsights.com/industry-reports/spices-and-seasonings-market-101694
[4] Global Agricultural Trade System: https://www.fas.usda.gov/databases/global-agricultural-trade-system-gats

developed where a farmer must often choose between selling his unripe beans for a lower price or risk having them stolen out of his fields just when the price would increase. The Government of Uganda has made significant policy changes within the last year to disincentivize early harvest, and anecdotal evidence shows that it was effective in reducing instances of early harvest. USDA has prioritized the vanilla value chain in Uganda to develop a constant supply to the world market, while assisting small-holder farmers with risk management through a multi-crop system approach.

Goal: To increase and improve the supply of vanilla by improving productivity and production, enhancing quality and compliance with international regulations and standards, and expanding global trade in spices to meet growing consumer demand worldwide.

Timeframe: 5 years

Project Budget: $13 Million

Programming Priorities
USDA has identified the global vanilla value chain as a FFPr program priority for fiscal year 2020. USDA is soliciting proposals that demonstrate proposed activities will make substantial contributions to the highest-level strategic objectives – *Increased Agricultural Productivity and Expanded Trade of Agricultural Products (Domestic, Regional, and International)* – as outlined in the FFPr program-level results framework. In addition to the standard program indicators, several key custom performance indicators will need to be measured in this and related future spices projects.

USDA welcomes proposals that include other complementary crops appropriate for mixed-cropping with vanilla. The Ugandan vanilla market is small; USDA supports managed growth of the value chain so as not to perpetuate volatile cycles of boom and bust.

USDA has identified the following prioritized need for interventions in the global vanilla value chain. An underlying issue that impacts all these topics in Uganda is physical security. The project will have to partner with a wide range of stakeholders to devise solutions to theft and perverse incentives for early harvesting and adulteration.

U.S. Department of Labor (DOL) identified in its report - List of Goods Produced by Child Labor or Forced Labor that Vanilla in Uganda is a value chain at risk of utilizing child labor in production. Therefore, USDA requires that the applicant include a child labor analysis in the proposal. This analysis should include: 1) a description of the geographic areas and points in the value chain where child labor is most prevalent; 2) where proposed programming overlaps with the identified points; 3) a plan for how the applicant will completely avoid or eliminate the use of child labor in the proposed project; and 4) what entities the applicant will work with to accomplish this.

Component 1: Sustainably Increase Productivity While Managing Risk
In Uganda, vanilla is grown as part of mixed farming systems. The project must support mixed production as a means for farmers to mitigate the risk of extreme price cycles. The project will help farmers determine the best crops for mixed production in their agro-ecological zone.

Interventions in this area should be aimed at promoting sustainable cultivation and helping farmers survive cycles of boom and bust. This could be accomplished through measures that support spice production in agroforestry systems and increased farm diversity such as mixed-cropping or providing for sheltered shade to address climate resilience and sustainable supply. Training and support for diversification of crops and promoting mixed-cropping would allow farmers to diversify incomes and better manage global price cycles. USDA encourages applications to propose innovative models that pilot promising solutions to manage risk for producers and processors within the framework of this program. This can include partnerships on traceability, living income approaches, and sustainability/regenerative agriculture approaches. In addition, efforts to increase the quantity of high-quality runners, and to support proper cutting, maintenance, re-planting and other good agricultural practices (GAP) techniques could yield lasting long-term production benefits.

Metrics: USDA requests applicants to identify measures that capture increased production and productivity (where applicable, given the constraints associated with the project implementation period which could include area planted or runners produced), enhanced farm diversity and overall farm income changes from diversified farms (not just the vanilla value chain), and the price for farmers, aggregators, and international buyers.

Component 2: Promote Safe, Clean and Pure Vanilla
Interventions focused on timely harvests, proper curing and other post-harvest technologies that focus on the prevention of quality degradation in handling, storage, and processing are a key component of a successful vanilla project in Uganda. This will involve efforts to reduce product contaminated with heavy metals, pesticides, mycotoxins, salmonella, polycyclic aromatic hydrocarbons (PAH), mold and fungal infestations developed during the curing process, and adulteration with foreign matter prior to export.

The project should support compliance with the Food Safety Modernization Act (FSMA) and other international food safety and pesticide regulations and standards. Global buyers have begun to require processors to maintain facility and processing certifications like Hazard Analysis and Critical Control Points (HAACP), Global Food Safety Certification (GFSI), or British Retail Consortium (BRC). Rather than being considered “premium” certifications, these certifications are now standard for about 80 percent of globally traded spices. Buyers are demanding certifications and criteria like traceability from their suppliers, and importers are demanding the same to meet both buyer and FSMA requirements. Most actors in the vanilla value chain in Uganda are small volume and need capacity building and financial support to be able to improve their harvesting, curing, handling and storage practices to meet international standards.

Metrics: USDA requests applicants to identify measures that capture enhanced preservation of quality through post-harvest handling, storage, processing and minimum residue level (MRL) management.

Component 3: Strengthen Market Connections
Relationships with exporters and international buyers will play a pivotal role in the success of a new project. In Uganda, private sector buyers are offering a range of services to farmers, including security to guard their plantations, subsidized food stuffs, health insurance and education subsidies. Buyers are relying less on aggregators and going straight to farmers, and emerging and established technology companies are developing platforms to connect farmers with buyers. Given the challenges related to food safety, theft in spices, poor quality and inconsistent volume, more buyers are investing at origin, and prefer traceability back to the grower. Proposals should support solutions that help farmers achieve the best possible returns and build long-lasting relationships with buyers (either aggregators or directly to exporters). Strong, long-lasting relationships within the supply chain help farmers and buyers mitigate risk and are one of the most effective means for transference and adoption of improved practices.

Overall, interventions should focus on supporting producers, traders, and processors to obtain facility and processing certifications, improved on-farm record keeping to lay the foundation for future premium certifications, innovative traceability measures to support compliance with food safety regulatory requirements for export, and improved packaging to enhance the Ugandan spices supply chain and secure fair prices in international and premium markets.

Metrics: USDA requests applicants to identify measures that capture changes in sale price and volume, changes in export prices and volume, changes in shipping rejections due to food safety violations, and change in the number of certified producers, traders and processors.

West Africa Regional

Countries: Côte d'Ivoire, Ghana and Nigeria
Thematic Area: Cashews
NOFO Number: USDA-FAS-10.606-0700-20-(681)

Purpose: USDA seeks to build local capacity, improve economic growth, and increase trade by catalyzing private investment in the Ghanaian, Nigerian, and Ivoirian cashew processing sector. The global cashew market is valued at nearly $12 billion. Recent growth in the industry has been largely driven by consumers' increasing awareness of cashew's health benefits and rising incomes in key overseas markets such as China and India[5]. The United States' average annual demand for cashews has grown by 5-6 percent over the last 5 years. Global demand is

[5] Increased demand in China and India runs at 4% CAGR, internal USDA statistics.

expected to continue increasing as North American consumers search for new plant-based protein sources, and the middle class continues to grow in large Asian markets.

Growing demand for cashews presents an opportunity for West African farmers, who produce 43 percent of global cashew supply and 27 percent of all African raw nut production. Approximately 1,000,000 metric tons (MT) of cashews are produced in Ghana, Nigeria and Côte d'Ivoire annually.[6] However, less than 10 percent of cashew is processed within these countries. Instead, the majority of West African raw cashew nut (RCN) is shipped to shelling and processing facilities primarily in India and Vietnam before being transported to end markets. The governments of Ghana, Nigeria and Côte d'Ivoire wish to develop their cashew processing sectors to retain the higher value-added returns from exporting processed cashew, and have devoted domestic efforts to this through initiatives such as the inclusion of cashew in Ghana's 2019 Tree Crops Development Bill[7] and Côte d'Ivoire's usage of a $200 million World Bank loan facility for domestic processing.[8] Enhancing processing capacity would assist these countries in producing higher value-added products and reduce price variations for farmers and processors alike.

Structural constraints have impeded Ghana, Nigeria and Côte d'Ivoire's push for the development of a cashew processing base within their countries. These include a lack of skilled machinists to repair processing equipment, informal supply chains dominated by middlemen, variability in RCN prices, and limited private sector investment and finance, among other causes.[9] Research shows that foreign private investment is positively correlated with domestic private investment in middle-income countries like Ghana and Côte d'Ivoire.[10] The need for catalyzing private investments in cashew processing is compounded by the increasing debt burdens of West African governments: for example, Ghana spends 40 percent of government revenues to service external debt[11]. By leveraging private investment, both locally and internationally, the cashew sector can access greater financing options, smooth RCN demand, and increase trade without increasing public debt burden.

Goal: To build the competitiveness of the West African cashew processing industry, leading to at least 50 percent of production processed to kernels in each country.

Timeframe: 5 years

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[6] USDA Interviews, 2019; USDA Commissioned Study, 2018

[7] The African Cashew Alliance, "Ghana: Parliament Passes the Tree Crops Development Bill" (December 4th, 2019), accessed January 14th, 2020, https://www.africancashewalliance.com/en/news-and-info/blog/ghana-parliament-passes-tree-crops-development-bill

[8] World Bank Group, "World Bank Approves $200 million to Help Côte d'Ivoire Increase Cashew Productivity and Promote Cashew Processing Industry" (April 10th, 2018), access January 14th, 2020 https://www.worldbank.org/en/news/press-release/2018/04/10/world-bank-approves-200-million-to-help-cote-divoire-increase-cashew-productivity-and-promote-cashew-processing-industry

[9] USDA Interviews, 2019

[10] Nancy Lee and Asad Sami, "Trends in Private Capital Flows to Low-Income Countries: Good and Not-So-Good News," *Center for Global Development Policy Paper 151* (Washington, D.C.: July 2019)

[11] African Development Bank, "Regional Economic Outlook 2019 - West Africa,"

Budget: $21 Million

Programming Priorities
USDA has identified the cashew value chain as a FFPr program priority for fiscal year 2020. USDA is soliciting proposals that demonstrate proposed activities will make substantial contributions to the highest-level strategic objectives – *Increased Agricultural Productivity and Expanded Trade of Agricultural Products* – as outlined in the FFPr program-level results framework. In addition to the standard program indicators, several key custom performance indicators will need to be measured in this and related future cashew projects. Proposals should outline an intervention strategy that is indicative of the on-the-ground realities.

The project should work within the overarching structure that currently exists in the cashew sector in West Africa to complement existing projects and future work in the sector. In addition, the project should develop a leveraging strategy to utilize USDA funds with private-sector and other donor funds. The project's administrative structure should be constructed to focus on a regional, rather than country-specific, approach. To help facilitate this, USDA recommends that the project be centrally managed from one office covering the whole region to prevent a large and burdensome administrative staff.

Applicants are encouraged to submit a proposal that capitalizes commercially viable companies in the cashew value chain with a primary focus on African Cashew Alliance and BRC-certified large[12] cashew processors as well as establishing processing equipment manufactures in proposal countries. Companies need not be identified at the proposal stage. Instead, the structure for raising and operating the fund should be outlined.

USDA seeks to fund projects with benefits that endure over time after the completion of the project, creating a lasting impact for beneficiaries. To achieve a long-term impact, proposals should demonstrate the continuation of project activities, development of stakeholder ownership for the project, and creation of lasting partnerships past implementation.

Component 1: Capital Investment Fund
The proposal should provide a detailed plan to raise seed funding from the private and public sector, as well as through other channels such as impact investors[13], to establish an investment fund of $45 million with USDA's financial assistance. The fund will generate a return on investment for investors and will strive for full self-sufficiency by project's close. The proposal will provide a detailed strategy for the operation, ownership, maintenance, and seeding of the fund. The proposal should provide a plan for addressing the challenges in raising the funds from private and public entities such as the financial infrastructure and information that may be lacking to attract new investors looking to enter the cashew investment market. The fund will catalyze the growth of the cashew sector by providing

[12] Large is defined as having capacity to process a minimum of 5,000 tons annually.
[13] "Impact investments are investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return." The Global Impact Investing Network, 2017.

investment capital and technical expertise to cashew processors and other enterprises, including farmers and cooperatives, through Component 2, and will link these companies to the international market. The proposal should include approaches on how to create a match between capital supply and demand. The investment fund should be designed to become self-sufficient, so that that the fund will continue beyond the life of the project with USDA funds being used during the project to start up and execute the fund as well as providing first loss guarantees.

Component 2: Farmer Investment Fund
The proposal should provide a detailed plan to establish a farmer investment fund that provides supplier cashew farmers ownership stake in the processing businesses established by this project. The proposal will include a minimum 1:1 match from select cashew farmers and/or cooperatives, with a detailed description on the innovative use of asset options for cashew farmers to increase their ability to participate. This fund will be invested along with the funds from Component 1 as one investment vehicle. The proposal will provide a detailed strategy for the operation, ownership, maintenance, and seeding of the fund. A strong proposal will provide a detailed plan for raising additional grant funds from donor and/or public grants. The Farmer investment fund will ensure that farmers are incentivized to establish supply chains with local processors, thereby accessing the international market.

Component 3: Technical Support
The proposal should provide a plan that details what technical support cashew-processing and other agri-enterprises and their workers will be provided to facilitate project participation. The proposal should include a targeted approach to providing on-the-ground technical support to cashew processors receiving investment under this proposed project. The targeted approach should also utilize existing technology and expertise leveraged from investors from Component 1 to build a training program that builds the technical capacity of these agri-businesses and their workers to operate and maintain machinery . Further technical support should take the form of anything necessary for the success of an investment, including business management training to farmers or cooperatives participating in Component 2. The proposal should provide a detailed plan to coordinate with the ongoing efforts of major private-sector, public (including alignment government development strategies), existing Food for Progress projects, and non-governmental organizations working in the West African cashew value chain to link cashew processing units with farmers that have been successfully trained and are implementing good agricultural practices supported by those programs.

Metrics: Kernel Output Ratio (KOR), Net Operating Profit After Tax (NOPAT), wealth growth (for Farmer and Capital Investment Funds)

APPENDIX C – Budget Summary

Note: This template is also available as an Excel file on the FAIS homepage under the "Forms and Guidance" section.

ATTACHMENT C-1

Budget Summary

Program (FFPr or MGD):	FFPr
Country of Operation:	
Implementing Organization:	
Fiscal Year:	2020
Agreement or Proposal Number:	Fxx-xxx-20xx/0xx-00

Total Amount of Federal Funds Obligated

Funding Source (CCC for FFPr) (FAS for MGD)	Funding Year	Commodity Cost	Freight Cost	Administrative Costs (cash portion)	Total Federal Funding Obligated
CCC	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
Office	$0.00	$0.00	$0.00	$0.00	$0.00
Supplies	$0.00	$0.00	$0.00	$0.00	$0.00
Other	$0.00	$0.00	$0.00	$0.00	$0.00
Total Administration	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Activities					
Activity 1: *Insert Description*	$0.00	$0.00	$0.00	$0.00	$0.00
Activity 2: *Insert Description*	$0.00	$0.00	$0.00	$0.00	$0.00
Activity 3: *Insert Description*	$0.00	$0.00	$0.00	$0.00	$0.00
Activity 4: *Insert Description*	$0.00	$0.00	$0.00	$0.00	$0.00
(Insert additional activities as needed)					
Total Activities	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Commodity and Food Purchases (N/A to FFPr)					
Commodity Procurement	$0.00	$0.00	$0.00	$0.00	$0.00
Food Vouchers (N/A to MGD)					
Cash Transfers (N/A to MGD)					
Total Commodity Procurement	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
ITSH (N/A to FFPr)					
Salaries	$0.00	$0.00	$0.00	$0.00	$0.00
Benefits	$0.00	$0.00	$0.00	$0.00	$0.00
Transportation	$0.00	$0.00	$0.00	$0.00	$0.00
Professional Services	$0.00	$0.00	$0.00	$0.00	$0.00
Warehouse	$0.00	$0.00	$0.00	$0.00	$0.00
Supplies	$0.00	$0.00	$0.00	$0.00	$0.00
Other	$0.00	$0.00	$0.00	$0.00	$0.00
Total ITSH	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Total Direct Costs	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Indirect Costs					
ICR on Administration	$0.00	$0.00		$0.00	
ICR on Activities	$0.00	$0.00		$0.00	
ICR on Commodity and Food Purchases (N/A to FFPr)	$0.00	$0.00		$0.00	
ICR on ITSH (N/A to FFPr)	$0.00	$0.00		$0.00	
Total Indirect Costs	**$0.00**	**$0.00**		**$0.00**	
Anticipated Program Income					$0.00
Grand Total Costs	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Total Amount of Federal Award (Total Federal Funds Obligated Plus Cost Share):					**$0.00**

APPENDIX D – Budget Narrative Example

Note: Non-program specific budget narrative guidance is also available on the FAIS homepage under the "Forms and Guidance" section.

Program: Food for Progress
Country: Wakanda
Fiscal Year: 2020
Organization: Food Development
Point of Contact: Johnny Appleseed, Johnny.Appleseed@fooddev.org

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

SECTION 1: GENERAL EXPLANATORY COMMENTS

Food Development (FD) will implement a 4-year Food for Progress (FFPr) Program project in Wakanda. The total Federal award amount is $21,064,691. This includes commodity ($15,007,000), freight ($5,070,000), and administrative costs (cash portion) ($987,691). The total operating budget (grand total costs) for this project is $9,027,110; this includes $10,000 in cost share. The following budget narrative describes the operating budget and does not describe the commodity and freight portions of Federal funding.

Gross Monetization Proceeds	$8,029,419
CCC Funding	$987,691
Total Cost Share	$10,000
Total Project Operating Budget	**$9,027,110**

Summary of Total Project Operating Budget (Includes Cost Share)	
Administration	$4,312,455
Activities	$3,337,531
ICR on Administration	$844,411
ICR on Activities	$532,713
Total	**$9,027,110**

In addition to the total operating costs above, this section should include[14]:

1. Any cost escalations expected during this project, and the manner in which they are accounted for throughout budget (for example, an annual X% increase in expenses per

[14] These must be included for both proposals and final award/amendment narratives.

year). All line items should include the cost escalation over the life of the project, as applicable;
2. A summary and total amount for program income[15] which may be earned by the proposed project;
3. A summary of the indirect rates applied to the proposed budget and their base of application across Administration and Activity expenses; and
4. A summary of the Monitoring and Evaluation (M&E) Budget. For example: The M&E budget for FD's project is $465,000 or **5%**[16] of the total operating budget (excluding cost share) of $9,017,110.

For initial proposal version of the narrative[17], this section should also include:

1. The organization's financial capacity;
2. The cost application methodology used for the proposal;
3. A summary of how the budget components will contribute to the implementation of the project;
4. A description of the overall cost effectiveness of the project;
5. A summary of anticipated interest to be earned on the monetization proceeds over the life of the project. (If no interested is expected over the life of the project then describe the reasons for this.); and
6. Discuss how monetization proceeds will be deposited into a separate, interest–bearing account and when proceeds will be disbursed from the account for program activities, the persons that will have access to the funds, and how the accounts will be monitored and audited.

SECTION 2: ADMINISTRATION

Total Administration Costs: $5,156,886 ($4,164,175 in monetization, $987,691 in CCC funds, $5,000 in cost share)

- **Total Direct Costs: $4,312,455** ($3,610,462 in monetization, $696,993 in CCC funds, and $5,000 in cost share).
- **Total Indirect Costs: $844,411** ($553,713 in monetization and $290,698 in CCC funds)

[15] For further information on program income, see 2 CFR section 200.80, 2 CFR section 200.307, and program specific regulations at 7 CFR section 1499.11.
[16] M&E budget must be at least 3% of the total operating budget.
[17] These items should ONLY be included in proposal. Do not include these items in the final negotiated budget narrative.

2.1. Salaries/Personnel[18] – Total $1,479,600 ($1,379,600 monetization and $100,000 in CCC funds)

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

*Key personnel

2.2. Fringe Benefits[19] – Total $622,969 ($560,009 in monetization, and $62,960 in CCC funds)

Fringe Benefits – Headquarters (HQ), U.S. Nationals (USN) and Third Country Nationals (TCN)[20]

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

Fringe Benefits – Cooperating Country Nationals[21] (CCN) Employees
Fringe benefits for Cooperating Country Nationals are budgeted at 43.05% of their total salary and are based on FD's current practice in-country. This includes:

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

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

[18] See 2 CFR section 200.430 for cost principle information on compensation.
[19] See 2 CFR section 200.431 for cost principle information on fringe benefits.
[20] 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."
[21] 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."

2.3. Travel[22] – Total $247,090 ($231,567 in monetization, and $15,523 in CCC funds)

International Travel ($60,043)
FD headquarters staff/consultants will make 8 international trips during the course of the period of performance. The purpose of the trips will be to provide monitoring and technical guidance. The COP will make 2 international trips to Headquarters in Washington, DC. The total international travel cost estimate is $60,043. This includes tickets (10 trips at $3,000 per trip = $30,000), M&IE ($15,000), travel visas/processing fees ($5,043) and lodging (5 nights at $1,000 per trip = $10,000).

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

Vehicle Fuel and Rentals ($67,121)
FD estimates the cost for vehicle fuel for 3 vehicles to be $40,000. FD plans for vehicle rentals at 10 days/month during high volume periods. Rentals and taxi service are estimated at $27,121 over the life of the project.

2.4. Professional Services/Contractual[23] – Total $1,031,913 ($731,913 in monetization and $300,000 in CCC funds)

Monetization Agent Fee ($260,896)
The Monetization Agent fee is estimated at 2.7% of monetization proceeds received for a total of $260,896.

Support Services ($166,017)
FD has included expenses related to support services over the life of the program. These costs are directly attributable to the project and include: local legal services ($62,450), security services ($50,749), IT services ($35,123), and translation services ($17,695).

Call Forward Fees ($125,000)
FD has budgeted for call forward fees at $25,000 per call forward in Y1 – Y4 for a total of $125,000.

Evaluations ($465,000)
FD estimates the consultant fee for the Baseline, Midterm, and Final Evaluations to be $150,000, $175,000, and $140,000 respectively. FD has selected Circle Food Research Institute to conduct these evaluations based on its unique capabilities and extensive experience working in Wakanda.

[22] See 2 CFR section 200.474 for cost principle information on travel costs.
[23] Any costs associated with a subrecipient agreement or contract should be provided here. See Procurement Standards found in 2 CFR section 200

Special Study ($15,000)
In Y2, FD will secure services of an external evaluator to conduct a monetization impact study for $15,000. FD will go through a bidding process to select the external evaluator. FD will take into consideration factors such as the soundness of the proposal, unique capabilities of the bidder, the amount of the bid, delivery schedule, technical competency of the key personnel proposed for the study, etc.

2.5. Equipment – Total $90,000 ($90,000 in monetization, and $0 in CCC funds)[24]

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

2.6. Supplies[25] – Total $155,497 ($110,518 in monetization, and $44,979 in CCC funds)

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

M&E Supplies ($3,000)
FD will purchase 20 tablets for 20 field M&E staff at a cost of $100 each for a total of $2,000

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

Office Supplies ($52,789)
The budgeted monthly office supply costs are estimated at $863.30. The costs cover all necessary office supplies such as notebooks, pens, calculators, office bags, clip files, registers, photocopy paper, flip chart paper, markers, transparency paper, flip chart boards, etc. Our estimates are based on programs of similar size and market research.

2.7. Office – Total $630,386 ($456,855 in monetization, and $173,531 in CCC funds) In-Country Office

FD estimates the cost of its main in-country office to be $630,386. The costs include: rent,

[24] To meet the definition of equipment, each unit should be valued at greater than $5,000. See 2 CFR section 200.313
[25] To meet the definition of supplies, each unit should be valued at less than $5,000. See 2 CFR section 200.314

office upgrades, utilities, generator fuel, office improvements, cleaning and maintenance, bank charges, branding and marking, recruitment, staff development, internet, landline phone service, cell phone services, printing, postage, shipping, vehicle and motorcycle insurance, tax, and software licenses.

2.8. Other – Total $50,000 ($50,000 in monetization, and $0 in CCC funds)

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

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

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

2.9. Cost Share[26] – Total $5,000

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

2.10. Indirect Costs[27] – Administration – Total $844,411 ($553,713 for monetization and $290,698 for CCC)

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

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

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

[26] See 2 CFR section 200.306 for clarification on what constitutes cost share. Please note IFAD will not consider cost share on indirect costs.
[27] See 2 CFR section 200.414 for cost principle information on indirect costs.

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

3.1.1 Salaries/Personnel – $47,994

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

3.1.2 Fringe Benefits – Total $20,661

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

3.1.3 Professional Services/Contractual – Total $60,000

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

3.1.4 Office – Total $76,303

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

3.1.5 Supplies – Total $20,300

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

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

3.1.6 Travel – Total $17,550

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

3.1.7 Other – Total $50,417

Food Development will implement the following workshops:

Capacity-Building Government Institutions Workshop ($13,229)
One workshop per quarter has been budgeted at roughly 15 attendees per workshop. Cost associated with this workshop includes refreshments, copies of training materials, and transportation for meeting participants.

Coordination Committee Sessions/Meetings Workshop ($ 5,594)
Each workshop/event will last for 1 day and will host roughly 20 attendees. There will be one event in Years 1 and 5, and two events in Years 2-4. Cost includes venue rental, training materials, per diem, transportation, and accommodations for meeting participants.

Lessons Learned Seminars Workshop ($7,923)
Each workshop/event will last one day with roughly 50 attendees. These meetings will be held once a year for the life of the project. Cost include venue rental, training materials, per diem, transportation, and posters for meeting participants.

Facilitation of Links with Research Institutions Workshop ($23,671)
Each workshop/event will last for 1 day and host 50 attendees, 25 of whom will be from out-of-town. There will be one workshop in Years 1 and 5, and two workshops in Years 2-4. Cost include venue rental, training materials, per diem, transportation, and training materials for meeting participants.

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

Salaries/Personnel – Total $500,700

Position	Months	LOE	Monthly Salary	Total
Deputy Chief of Party	58	50%	$8,018	$232,522
Organizational Development Mgr.	54	18%	$4,166	$40,494
Grants Manager	52	100%	$2,917	$151,684
3 Organizational Development	52	15%	$1,250	$29,250
Agriculture Production Mgr.	55	10%	$2,500	$13,750
3 Agriculture Production Technicians	52	10%	$1,250	$19,500
Agriculture Marketing and Value Chain	54	10%	$2,500	$13,500
Total				**$500,700**

Fringe Benefits – Total $215,551

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

Travel – Total $17,550

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

Supplies – Total $3,000

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

Other – Total $275,000

Post-Harvest Workshops ($15,000)
FD will facilitate post-harvest workshops for grant recipients. Each workshop/event will last for 1 day and will host 25 attendees. Workshops will be held in Years 2-4. Estimated cost per workshop $5,000.

Post-Harvest Processing Cash Grants ($210,000)
FD will provide 210 farmers with $1,000 cash grants to purchase materials and equipment with the goal of improving production capacity and diversifying the types of food provided in school meals.

Capacity-Building Cash Grants ($50,000)
FD will allocate up to $1,000 cash grants to farmer cooperatives in 50 municipalities to conduct soil improvement trainings and provide participating farmers with seed and fertilizer.

Cost Share – Total $5,000
Recipients of the "Capacity-Building" grants will provide a 10% cost share totaling $5,000.

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

3.3.1 Salaries/Personnel – Total $41,248

Position	Months	LOE	Monthly Salary	Total
Organizational Development Manager	54	5%	$4,166	$11,248

Agriculture Marketing and Value Chain	54	15%	$2,500	$20,250
3 Organizational Development Technicians	52	5%	$1,250	$9,750
Total				**$41,248**

3.3.2 Fringe Benefits – Total $17,757

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

3.3.3 Professional Services/Contractual – Total $750,000

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

3.3.4 Supplies Total – $3,000

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

3.3.5 Travel – Total $17,550

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

3.3.6 Other – Total $146,119

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

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

3.4.1 Salaries/Personnel – Total $383,000

Position	Months	LOE	Monthly Salary	Total
HQ Agricultural Specialist	60	15%	$7,000	$63,000
Agriculture Production Manager	55	80%	$2,500	$110,000

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

3.4.2 Fringe Benefits – Total $163,281

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

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

3.4.3 Supplies – Total $3,000

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

3.4.4 Travel – Total $17,550

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

3.4.5 Professional Services/Contractual – Total $485,000

FD will execute 3 subrecipient agreements as follows:

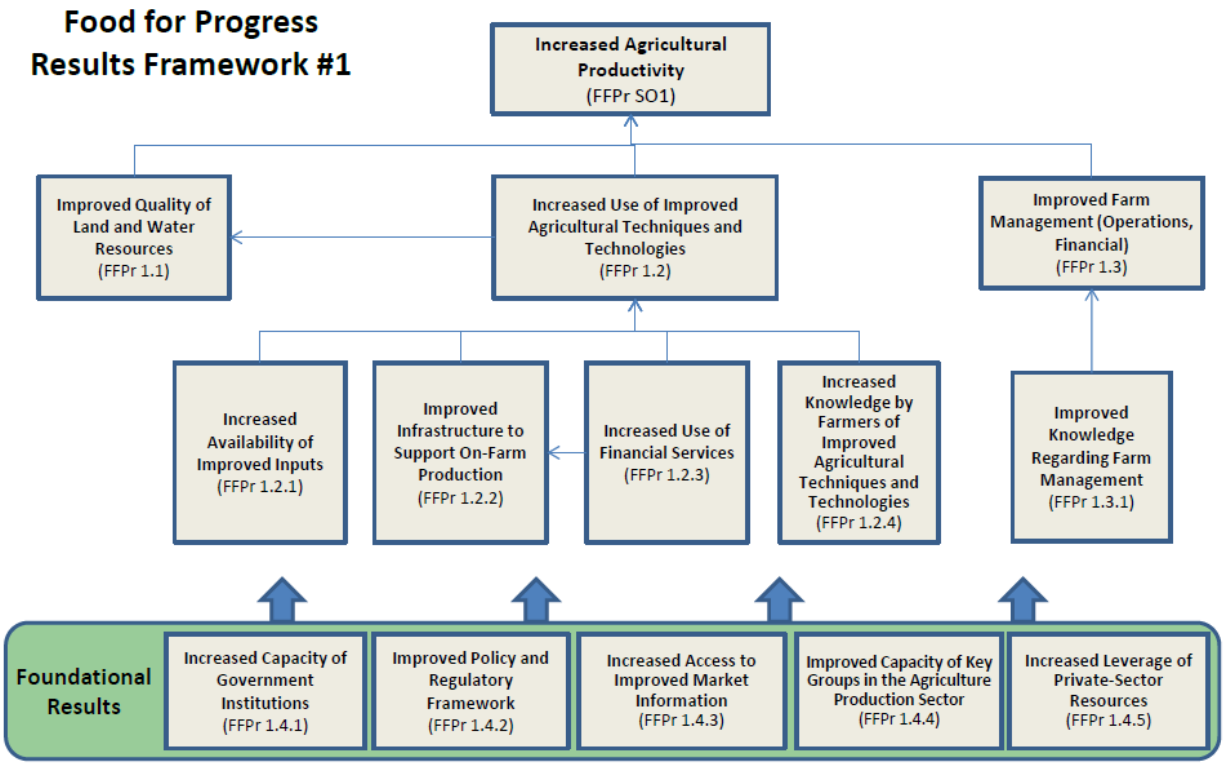
Subrecipient A: $310,000: To provide training to local farmers on water use efficiency.
Subrecipient B: $50,000: To provide training to local farmers on pest management.
Subrecipient C: $125,000: To provide training to local farmers on crop rotation.

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

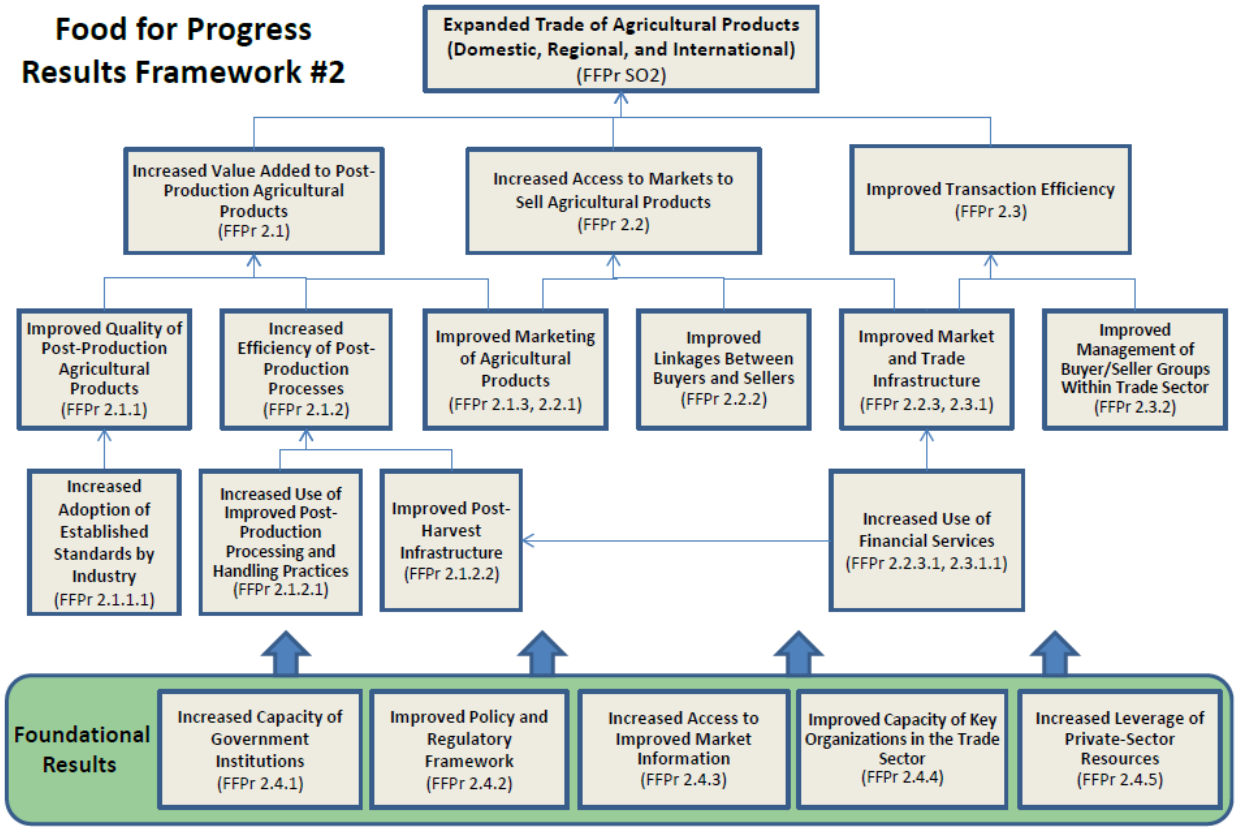
3.5 Indirect Costs – Activities – Total $532,713

In accordance with FD's most recently approved NICRA, indirect costs are estimated at $532,713 in monetization funds.

APPENDIX E – 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.



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

APPENDIX F – Past Performance Review Template

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

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

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

APPENDIX G – Potential Available Commodities

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

Commodities are subject to change, based on price and availability

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

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

*****Availability May Vary