

MCGOVERN-DOLE INTERNATIONAL FOOD FOR EDUCATION AND CHILD NUTRITION PROGRAM (FOOD FOR EDUCATION)

NOTICE OF FUNDING OPPORTUNITY

FISCAL YEAR 2026

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NEW IN FISCAL YEAR 2026

1. The U.S. Department of Agriculture (USDA) has implemented a department-wide standardization of its General Terms and Conditions (GT&Cs) for all federal financial assistance awards. Effective December 31, 2025, a single, consolidated set of GT&Cs will apply across all USDA grants, cooperative agreements, and similar instruments, replacing the previous regime of 106 agency-specific documents. This update enhances consistency, streamlines award administration, and supports stronger oversight — including clearer expectations around prohibited entities, performance benchmarks, termination protocols, and advance payment controls.
2. USDA/FAS has reorganized, streamlined and simplified the Content Guidance to reduce redundancies and burden on Applicants. USDA/FAS encourages Applicants to review the Content Guidance carefully to ensure they meet requirements in the correct section of their application. USDA/FAS has changed page limits and application review points accordingly.
 - a. Most of the required information on local and regional procurement (LRP) has been moved from the Introduction and Strategic Analysis and combined into the Commodity Management section.
 - b. The previous standalone Sustainability and Lasting Impact section has been removed, and the critical elements and strategy have been moved into the Introduction and Strategic Analysis or Plan of Operation to reduce redundancy and ensure further integration of sustainability throughout the project design. USDA/FAS expects a similar level of detail to prior years and application review points dedicated to graduation and sustainability have been reallocated to the Introduction and Strategic Analysis or Plan of Operation sections.
 - c. The Monitoring and Evaluation section requirements at the application stage have been simplified. USDA/FAS also now requires information on routine project monitoring plans in the Monitoring and Evaluation section. Applicants should still review the Monitoring and Evaluation Handbook while preparing their application and note what will still be required for selected Applicants at the negotiation or post-award stage.
 - d. USDA/FAS has moved requirements on risk assessment and management and now requires that information in relevant places throughout application sections.
3. To reduce the burden on Applicants, USDA/FAS no longer requires Applicants to include Past Performance Reviews as part of the application package. However, Applicants will still be subject to risk assessment parameters set by USDA/FAS to determine risk posed by applicants as described in section 6.5 Risk Assessment.
4. USDA/FAS has added Appendix J, which provides an example of a graduation timeline as required in the Plan of Operation.
5. To promote innovation, burden-sharing, and sustainability of projects, USDA/FAS will consider voluntary committed cost sharing and matching when reviewing applications. Strong cost share and match proposals may earn up to two additional bonus points.

1. BASIC INFORMATION

1.1 EXECUTIVE SUMMARY

The United States Department of Agriculture (USDA), Foreign Agricultural Service (FAS), International Food Assistance Division, McGovern-Dole Branch announces this funding opportunity to support the McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole) by issuing new awards. This funding opportunity is available to: Private Voluntary Organizations (see [7 CFR 1599.2](#)); Cooperatives; Intergovernmental Organizations; Governments of developing countries and their agencies; and Other organizations. Per the McGovern-Dole program’s authorizing legislation, this funding opportunity is intended to improve food security, reduce the incidence of hunger, and improve literacy and primary education, particularly with respect to girls, through the procurement of U.S. agricultural commodities, the provision of financial and technical assistance, and provision of maternal, infant, and child nutrition programs. In accordance with the authorizing legislation, all McGovern-Dole projects provide school feeding through a combination of predominantly U.S.-provided and some locally and regionally procured commodities and address the two strategic program objectives 1) Improved Literacy of School-Aged Children, and 2) Increased Use of Health, Nutrition and Dietary Practices. McGovern-Dole projects may also provide some context-specific complementary activities that support these program objectives. McGovern-Dole projects need to represent America First objectives, including a strong focus on providing U.S. agricultural commodities purchased from American Farmers; clear oversight and monitoring of activities to reduce fraud, waste, and abuse; and realistic strategies to graduate project activities and have a sustainable lasting impact after USDA McGovern-Dole support ends. USDA/FAS expects to enter into multiple new cooperative agreements under McGovern-Dole to make awards totaling no more than \$240,000,000 subject to the availability of funding. These awards will be for approximately five-year projects.

1.2 FEDERAL AGENCY NAME

United States Department of Agriculture, Foreign Agricultural Service (USDA/FAS)

1.3 FUNDING OPPORTUNITY TITLE

Food for Education

1.4 ANNOUNCEMENT TYPE

New Announcement

1.5 FUNDING OPPORTUNITY NUMBERS

- USDA-FAS-10.608-0700-26-(511) Bolivia
- USDA-FAS-10.608-0700-26-(442) Cambodia
- USDA-FAS-10.608-0700-26-(518) Ecuador
- USDA-FAS-10.608-0700-26-(675) Guinea
- USDA-FAS-10.608-0700-26-(522) Honduras

- USDA-FAS-10.608-0700-26-(669) Liberia
- USDA-FAS-10.608-0700-26-(472) Timor Leste
- USDA-FAS-10.608-0700-26-(000) Non-priority country applications

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

1.6 ASSISTANCE LISTING NUMBER

10.608 Food for Education

1.7 FUNDING DETAILS

Total Available Federal Funding: Up to \$240,000,000; Subject to the availability of funding

Anticipated Number of Awards: 7

Each individual award is expected to be in the range: \$10 million – \$35 million

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

1.8 KEY DATES

Deadline for Question Submission: **June 12, 2026**

Applicants may submit questions up until 5:00:00 P.M. Eastern Daylight Time (EDT) on **June 12, 2026**, by emailing ppded@usda.gov and including “FY26 McGovern-Dole NOFO” in the subject line of the email. USDA/FAS will consider questions submitted by the deadline to the extent practicable and USDA/FAS will post responses to questions on [Grants.gov](https://www.grants.gov) on a weekly basis as they are received. Applicants may access the responses in the “Related Documents” tab of the grant opportunity page on Grants.gov.

Application Submission Deadline: **June 22, 2026**, prior to 5:00:00 P.M. EDT

1.9 ESTIMATED PERIOD OF PERFORMANCE

Approximately 60 months

Projected Period of Performance Start Date(s): 10/01/2026

Projected Period of Performance End Date(s): approximately 09/30/2031

1.10 AGENCY CONTACT INFORMATION

Lindsay Carter, McGovern-Dole Director,
Foreign Agricultural Service, Global Programs, International Food Assistance Division
(FAS/GP/IFAD)

Phone: (202) 236-1095 Email address: ppded@usda.gov

Website: <https://apps.fas.usda.gov/fais/webapp/>

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

2. ELIGIBILITY

2.1 ELIGIBLE APPLICANTS

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

- Private Voluntary Organizations (defined at [7 CFR 1599.2](#));
- Cooperatives;
- Intergovernmental Organizations;
- Governments of developing countries and their agencies; and
- Other Organizations, including Higher Education Institutions

All Applicants must have an active registration in the U.S. Government System for Award Management (www.sam.gov) before the application submission deadline of the announcement; Applicants with inactive, expired, pending, or excluded listings will be deemed ineligible. Requests for exceptions, waivers, or extensions will not be considered. More information about SAM.gov registration can be found in [Section 9.3: SAM.gov Registration Instructions](#).

2.2 ELIGIBILITY THRESHOLD CRITERIA

In addition to other eligibility requirements listed, to be considered eligible, an application must propose the use of U.S. commodities as an integral part of its proposed project and must propose providing assistance on a multiyear basis.

2.3 SUBSTANTIAL COMPLIANCE

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

Applications must substantially comply with the application submission instructions and requirements set forth in [Section 4: Application Content and Format](#) of this solicitation or else they will be deemed ineligible for funding consideration.

2.4 EVIDENCE OF ELIGIBILITY

Applicants are responsible for including documentation, if necessary, establishing that they meet the stated eligibility requirements, when it is not immediately obvious. Applicants should not presume that USDA/FAS is sufficiently familiar with the Applicant organization or that additional information would be unnecessary. USDA/FAS will not make assumptions as to the nature of the Applicant’s work, qualifications, or background, and will rely solely on the materials provided.

2.5 FUNDING RESTRICTIONS

Funds may not be used in any manner that is prohibited by applicable regulations, including [2 CFR 200](#), [2 CFR 400](#), and [7 CFR 1599](#). Awards issued pursuant to this notice of funding opportunity may only be used for the purpose set forth in the award, consistent with the statutory authority for the award. Capital expenses, such as the purchase of equipment, not entirely attributable to this award, must be pro-rated.

Agreement funds and other support may not be used for matching contributions for other federal grants or cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings. Federal employees are prohibited from acting as an agent of the Applicant in any capacity (paid or unpaid) on any proposal submitted under this program. Federal funds may not be used to sue the Federal Government or any other government entity.

Compensation for personal services: Employees, consultants, or other personnel, including those of subrecipients, and regardless of the method of engagement, may not exceed the pro-rata equivalent of GS-15 on the [General Schedule](#) (for 2026, \$ 164,301 per year, \$629.84 per day, or \$78.73 per hour). Post Hardship Differential, other Department of State Standardized Regulations-aligned allowances, and non-monetizable fringe benefits, such as health insurance coverage, are not included in this ceiling.

In general, costs incurred for a common or joint purpose benefitting more than one cost objective but not readily assignable to specific awards, without effort disproportionate to the results achieved, are considered indirect costs. These may include facilities not specific to individual projects, enterprise-wide services such as information technology, and enterprise management. Pursuant to [USDA Departmental Regulation DR2255-001](#), a Negotiated Indirect Cost Rate Agreement (NICRA) with a cognizant U.S. Government agency will be honored, except when prohibited by statute.

If an application is submitted that includes any ineligible tasks, activities, or cost items, that portion of the application will be deemed ineligible for funding and may, depending on the extent to which it affects the application, render the entire application ineligible for funding.

2.6 MULTIPLE APPLICATIONS

An individual Applicant may submit applications for more than one funding opportunity in response to this NOFO and may be offered more than one award.

2.7 COST SHARE/MATCH REQUIREMENT

Not required.

USDA/FAS encourages, but does not require, voluntary committed cost sharing and matching (see [2 CFR 200.306](#) and [7 CFR 1599.2](#)), also referred to as “cost share,” to maximize program impacts and bring about in-country sustainability. USDA/FAS will consider cost share when reviewing applications and may award bonus points for strong, feasible cost share commitments (see [Section 6.2 Review Criteria](#)). If Applicants choose to provide voluntary committed cost sharing or matching, they should identify and explain any cost sharing in the budget summary and narrative ([7 CFR 1599.4\(b\)\(4\)\(i\)](#)). Applicants should include any cost share contributions as part of the total award value on the Standard Form (SF) 424 and other required budget documents. Applicants may not use cost share to reach the three percent minimum monitoring

and evaluation budget or the ten percent LRP budget goal. Applicants' unrecovered indirect costs are not allowable cost share. Food vouchers and cash-based transfers are not currently allowable LRP methods and thus USDA/FAS does not consider them as allowable cost share within McGovern-Dole projects.

Cost sharing or matching to which Applicants voluntarily commit in the application will be included in and become binding as part of an agreement, and Award Recipients are responsible for obtaining and providing these contributions. USDA/FAS will monitor cost share expenditures during implementation.

3. PROGRAM DESCRIPTION

The principal objectives of the McGovern-Dole program are to carry out: 1) school and preschool food for education programs in foreign countries to improve food security, reduce the incidence of hunger, and improve literacy and primary education, particularly with respect to girls; and 2) maternal, infant, and child nutrition programs for pregnant women, nursing mothers, infants, and children who are five years of age or younger. Sustainability and lasting impact are also a key part of McGovern-Dole, including developing government, institutional, and community capacity, as well as strengthening local systems and coordinating structures so that host Governments and communities can realistically sustain school feeding and results after USDA support ends.

In accordance with the authorizing legislation, McGovern-Dole feeds school children and improves literacy, especially for girls, in low-income, food-deficit countries globally. The program provides U.S. agricultural commodities and limited funds to procure local and regional agricultural commodities, as well as financial and technical assistance, to support McGovern-Dole objectives.

By providing school meals and related education and nutrition support, McGovern-Dole helps boost school enrollment, increase attendance, and improve reading outcomes and literacy. McGovern-Dole can also support Maternal and Child Nutrition (MCN). To improve health, nutrition, and dietary practices, McGovern-Dole projects may include health- and nutrition-sensitive activities such as the use of micronutrient-fortified products; take-home rations; deworming treatment; water, sanitation and hygiene (WASH); and curriculum-based nutrition education.

McGovern-Dole projects advance U.S. interests by contributing to a stronger, safer, and more prosperous America. This is accomplished through a combination of economic, diplomatic, and sustainability-focused measures, including:

- Strengthening U.S. agriculture and related industries by sourcing packaged commodities from American farmers and producers, and shipping through U.S. ports using U.S.-flag vessels for at least 50 percent of ocean transport, thereby supporting domestic jobs and rural economies;
- Demonstrating American leadership and expertise through visible, impactful projects that deliver school meals and reduce hunger among the world's most vulnerable children; and

- Promoting long-term sustainability and burden-sharing by setting clear goals and expectations for graduation, ensuring that benefits continue after USDA support ends.

U.S.-provided commodities are an integral part of McGovern-Dole and Applicants must use U.S.-provided commodities to maximize program reach to targeted beneficiaries in the most cost-effective manner. Additionally, in accordance with the McGovern-Dole authorizing legislation, [7 U.S.C. 1736o-1](#), Applicants may allocate an amount not exceeding ten percent of the total federal award amount to local or regional commodity procurement (LRP). All activities must be consistent with the objectives of the program.

For FY 2026, USDA/FAS will accept applications for projects in the following priority countries: Bolivia, Cambodia, Ecuador, Guinea, Honduras, Liberia, and Timor-Leste. Applicants are advised to refer to [Appendix B](#) for country-specific information on program emphasis and agency priorities. While USDA/FAS rarely funds projects in non-priority countries, USDA/FAS will accept applications for non-priority countries, excepting countries listed in [Proclamation 10998](#). However, USDA/FAS will prioritize funding applications for the identified priority countries and Applicants considering submitting a non-priority application should recognize that USDA/FAS is highly unlikely to fund projects in non-priority countries, especially where there is no prior McGovern-Dole programming or countries listed in [Proclamation 10998](#). Applicants should refer to program [authorizing legislation](#) to critically consider whether the proposed non-priority country meets requirements for income level, host country government commitments to education and school feeding, and sustainability; Applicants should strongly justify non-priority country appropriateness in their application.

3.1 AUTHORIZING STATUTES AND REGULATIONS

The Farm Security and Rural Investment Act of 2002, [7 USC1736o-1](#).

Awards USDA/FAS makes under this funding opportunity to Applicants other than [foreign public entities](#) will be subject to McGovern-Dole regulations, [7 CFR 1599](#). As provided in [7 CFR 1599](#), awards to Applicants other than foreign public entities will also be subject to [2 CFR 200](#), as supplemented by [2 CFR 400](#) and [7 CFR 1599](#), with the exception that [2 CFR 200 Subpart F](#) will not apply to a [foreign organization](#) or a for-profit entity.

3.2 TYPE OF ASSISTANCE INSTRUMENT

USDA/FAS anticipates that a cooperative agreement will be funded pursuant to this funding opportunity. This type of agreement provides for substantial involvement between USDA/FAS, and/or other USDA Agencies, and the selected Applicant in the performance of the project. This may include:

- Specification of the manner, method, performance, or timing of the work in an approved work plan;
- Review and approval of one stage of work before a subsequent stage may begin during the performance period;
- Close monitoring of the successful Applicant's performance to verify the achievement of expected results;

- Review and approval of proposed subawards and contracts, prior to award;
- Review of proposed procurement, in accordance with [2 CFR section 200.325](#);
- Review and approval of an evaluation plan;
- Participation in the selection and approval of the individuals or organizations that will conduct all required evaluations;
- Participation in data collection and analysis for required evaluations and other performance reports;
- Approval of an organizational chart identifying the names, roles and responsibilities of all the Applicant’s key personnel, as well as key personnel qualifications, and any subsequent changes or absences; and
- Provision of specific direction or redirection of the work during the period of performance.

3.3 PROGRAM SPECIFIC UNALLOWABLE COSTS

Funds provided under McGovern-Dole may not be used in any manner that is prohibited by applicable regulations. USDA/FAS strongly recommends that Applicants familiarize themselves with program-specific unallowable costs described in [7 CFR 1599](#) to avoid proposing program-specific unallowable costs.

Applicants may refer to [Appendix D](#), [Appendix F](#), [2 CFR 200.1](#), and [2 CFR 200.414](#) for information on what costs are allowable as indirect costs.

4. APPLICATION CONTENT AND FORMAT

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

4.1 FORM OF APPLICATION SUBMISSION

4.1.a Application Format

Applicants must complete the application in English and adhere to the maximum page limits in [Section 4.1.b: Required Content and Forms](#).

Applicants should:

- Use 12-point font (including in tables and graphs);
- Use standard 8.5” x 11” sized paper with 1-inch margins;
- Use single or double-spacing
- Number each page;
- Cite source information (with at least author and year) and/or provide an explanation of their analysis; and
- Submit their application in PDF file format.

4.1.b Required Content and Forms

Each application must include the following content and forms within the required page limits. Bolded page limits are requirements— if an Applicant exceeds the page limits for a section, USDA/FAS will only review and score material within the page limits for the section. Italicized page limits within the Introduction and Strategic Analysis and Plan of Operation are suggestions to guide Applicants. Requirements marked with “no page limit” do not count towards their section page limits.

A complete application package must include:

- A project narrative with the following sections:
- Introduction and Strategic Analysis – **12 pages** total
 - Summary – **1 page**
 - Main Section—**11 pages**
 - Country Overview and Context (*6-7 pages*)
 - Coordination and Opportunities (*2 pages*)
 - Strategy (*2-3 pages*)
 - Project Map (no page limit)
 - List of Acronyms (no page limit)
- Plan of Operation and Activities – **20 pages** total
 - Activity Descriptions (*15-16 pages*)
 - Ration Justification (*1-2 pages*)
 - Graduation Plan and Timeline (*3 pages*)
- Organizational Capacity and Staffing – **8 pages** total
 - Organizational Capacity and Staffing Plan – **6 pages** total
 - Organizational Chart – **1 page**
 - In-Country Registration – **1 page**
 - Other Attachments (no page limit)
 - Project-specific Commitment Letters from anticipated Subrecipients (if Subrecipients are proposed)
 - Curriculum Vitae (CV) for Project Lead
- Monitoring and Evaluation – **11 pages** total
 - Project-Level Results Framework – **3 pages**
 - Performance Indicator Table – **5 pages**
 - M&E Brief – **3 pages**
- Commodity Management – **7 pages** total
- Budget – **26 pages** total
 - Budget Summary – **1 page**
 - Budget Narrative – **25 pages**
- Applicant’s most recent approved NICRA agreement (no page limit)
- [SF-424A](#) (See [Appendix F](#) for instructions) Budget Information for Non-Construction Programs, showing the budget categorization.
- [SF-424](#) Signed Application for Federal Assistance, showing the Unique Entity Identifier (UEI), and signed by the Applicant.

- Proof of 501(c)(3) status documentation to support eligibility determination

Applicants should ensure they are using active, i.e. non-expired versions of standard forms. The use of an expired standard form will not itself be grounds for a determination of ineligibility but may delay the processing of an application selected for award.

Find additional requirements on the content of each section of the application below in [Section 4.2: Content Guidance](#). Applicants should review the content guidance carefully to determine what sections they may submit as attachments and what information they are required to input directly into the Food Aid Information System (FAIS). **USDA/FAS will not consider any materials submitted by or on behalf of the Applicant other than those materials specifically requested in this NOFO.**

4.2 CONTENT GUIDANCE

To assist Applicants, below is an overview of what applications **must** include:

- A school meals activity that utilizes U.S.-provided agricultural commodities to maximize program reach;
- Use of locally and/or regionally procured commodities that complement U.S.-provided commodities and are utilized to further graduation;
- Interventions that address the two Strategic Objectives (SO): 1) Literacy and Education (SO1) and 2) Nutrition and Health (SO2) including in the following priority areas:
 - Girls' education;
 - Safe food storage and handling;
 - Water, sanitation, and hygiene (WASH); and
 - Deworming¹;
- A focus on graduation and sustainability: USDA/FAS expects Applicants to include advocacy, capacity building, policy, and system strengthening activities at all levels of government and within schools and communities to facilitate the transfer of responsibility for project interventions to the host country (graduation) and to sustain benefits after the project ends (sustainability); and
- Robust risk management strategies, internal controls, and practices for assessing, managing, and mitigating the risks of fraud, waste, abuse or other misuse of U.S. Government resources.

Applicants are encouraged to bring innovative approaches and tools into their application. Innovation can be included in both the design of the proposed project interventions and/or how the project is carried out. For example, applicants are encouraged to consider innovative, evidence-based strategies and activities to effectively deliver on the McGovern-Dole program objectives and build lasting impact after USDA support ends. Applicants are also encouraged to incorporate innovation in the form of appropriate tools and technology to support robust oversight and monitoring.

All McGovern-Dole applications must include the following attachments:

¹ Deworming interventions are required if helminth infection rates in the target area are 20 percent or higher and other actors are not implementing deworming. If other actors are implementing deworming activities that include the project's target population, Applicants are not required to propose deworming activities.

4.2.a Introduction and Strategic Analysis (ISA)

(Page limit: 12 pages total, including Summary and Main Section)

i. General Guidance for the ISA

The ISA communicates the need for the project, persuades technical reviewers of the needs in the target area(s) and that the Applicant's proposed strategy is the strongest response to those needs.

Applicants should analyze country context, needs, challenges, opportunities, and constraints that can impact project implementation and success, then succinctly describe how the project will effectively respond to contextual factors. Where relevant, Applicants must describe lessons learned from past McGovern-Dole programming or other programming in the country that is relevant to the proposed project. Applicants, particularly those that have not implemented McGovern-Dole or similar programming, should consult evaluations² for lessons learned from prior/current McGovern-Dole programming in the country and explicitly reference their own research into the country and relevant perspectives they have gathered from on-the-ground stakeholders, experts, and project implementers working in similar areas.

Applicants must briefly explain the strategy behind their proposed intervention. A strong ISA will be evidence-based and convince reviewers why the Applicant prioritizes certain needs, challenges, beneficiaries, or approaches over others. Applicants are also encouraged to incorporate innovative, evidence-based approaches into their strategy. If Applicants do not plan to address the needs prioritized in the NOFO or Country Guidance, they should provide strong justification. Applicants are encouraged to explicitly describe existing policies and interventions and how the proposed project aligns with and avoids duplicating the efforts of other organizations or programs.

Technical reviewers have different levels of familiarity with a country's context and programming. Applicants are therefore encouraged to assume reviewers' lack of detailed knowledge and write accordingly.

Applicants must ensure that their ISA aligns with the other sections of the application.

ii. Requirements of the ISA

There are three required items to submit for the Introduction and Strategic Analysis: a **one-page summary**; the **main body** (page limit: 11); and **two attachments**: a **project map** that clearly indicates targeted regions, office location(s) and warehouse(s); and a **list of all acronyms** used in the application. These attachments will not count towards the section page limits.

The **one-page summary** must list: the proposed project name, the duration of the project, the proposed period of performance, the proposed federal award amount, the proposed target region(s), the number of targeted school-age children, the number of direct beneficiaries, the number of targeted schools, and the total metric tonnage and types of U.S.- provided and LRP commodities.

² USDA/FAS will post evaluations for priority countries with recent McGovern-Dole programming on Grants.gov as Related Documents for this announcement.

Applicants must include their table of estimated costs using the following format:

Table 1: Recommended format for summary table of estimated costs

Cost Type	Subtotal (USD)
Administration	
Activities	
LRP Commodity and Food Purchases	
Internal Transportation, Storage, and Handling (ITSH)	
Total Indirect Costs	
Sub-total Project Operating Budget (not including cost share)	
U.S. Commodity Cost	
Freight Cost	
TOTAL PROGRAM VALUE (not including cost share)	
<i>Cost Share, if applicable</i>	
<i>Total subrecipient award value(s), if applicable</i>	
<i>Total LRP Costs</i>	

USDA/FAS encourages Applicants to use any remaining space to list key deliverables or highlight the unique strengths of their proposed project, for example: number of latrines or water points constructed, goals for host country government commitments to school feeding, or key indicators of sustainability for the project.

The **main body** of the ISA must include: **Country Overview and Context, Coordination and Opportunities**, and **Strategy** sub-sections.

Country Overview and Context

Applicants must provide information regarding the following topics in the target area(s), or country level if unavailable or not relevant at regional level:

- The number of days in-school and start and end dates of a typical school year, and days of the week children are typically in school.
- The target country government’s frameworks, strategies, policies, programs and financial commitments to school feeding, education, health and nutrition, and:
 - The extent and strength of existing school feeding programs;
 - How target country education policies and interventions demonstrate commitment to education for all in alignment with the World Declaration on Education for All (Jomtien Declaration and the follow-up Dakar Framework for Action of the World Education Forum); and
 - Dietary guidelines for school meals, if applicable.
- Education and literacy status of the target population(s) and relevant context, needs, and barriers related to literacy and education, such as:

- Literacy, school enrollment, and education retention rates;
- Quality of teacher training, attendance, and capacity to target instruction;
- Status of school administration;
- Engagement and participation of parents in target communities;
- Teaching and learning materials development, distribution, and use;
- Early childhood and pre-primary education activities; and
- Girls' education.
- Food security, health and nutrition status of the target population(s) (including school age children and, if proposing MCN activities, pregnant and lactating women and children under five) and relevant context, needs, and barriers related to health and nutrition such as:
 - Malnutrition, food insecurity, and morbidity rates;
 - Nutritional context of the target population(s), including typical diet, dietary quality issues and nutrient gaps;
 - Prevailing hygiene practices and behaviors;
 - Whether current WASH infrastructure ensures adequate access to potable water and sanitation to support cooking, hygiene, and safe food preparation in schools;
 - The enabling environment for food safety, including regulations, standards, enforcement, and laboratory capacity; and
 - Neglected tropical diseases prevalence rates (including diseases transmitted by worms, such as guinea worm disease, lymphatic filariasis, onchocerciasis, schistosomiasis, and soil-transmitted helminths) through sources such as the Global Atlas of Helminth Infections, Ministry of Health data, or the U.S. Centers for Disease Control and Prevention. Applicants should note if other actors are implementing deworming in the target population.
- Relevant programs and interventions implemented by other stakeholders (including U.S. Government [USG], other public and private donors, and private sector) and key lessons learned from these interventions in the priority areas.
- Graduation and Lasting Impact: Any prior successes regarding long-term sustainability under food assistance, education, or nutrition projects, especially those funded by USG agencies and graduating beneficiaries from USG support after projects end. Applicants should review [Appendix B](#) for further information on USDA/FAS's country-specific emphasis on graduation.
- Other key challenges and gaps experienced by targeted communities, and specific in-country constraints that could obstruct the project's efforts to address identified needs, including at minimum:
 - Risks of fraud, waste, abuse or other misuses of USG resources;
 - Risks to girls' education and child safeguarding that exist in the proposed project context; and
 - Environmental vulnerabilities that directly impact project communities.

A strong application will address the target country's current health system and how it interacts with the school system in the proposed target area(s) and any efforts in micronutrient fortification, biofortification, and supplementation at the national level and in the proposed target area(s).

Coordination and Opportunities

Applicants must describe how they intend to coordinate with stakeholders across relevant intervention areas (such as literacy, nutrition, WASH, deworming, MCN, etc.) and at various levels. Relevant stakeholders can include but are not limited to: the government of the target country; USG and other public and private donors; and international and local non-governmental organizations, the private sector, school leadership, parent teacher associations, and cluster/technical working groups, where applicable.

Applicants should describe how they will strategically align with complementary programming, policies, and strategies to leverage lessons learned, avoid duplication, maximize cost efficiencies, and amplify impact where appropriate. Applicants should describe any plans to leverage partnerships with private donors or other sources of funding and resources to amplify impact.

Graduation and Lasting Impact: Applicants should identify opportunities to address gaps and to support policy development and coordination structures. Applicants must explain their plans to build government and community capacity to take ownership of the activities. Applicants are strongly encouraged to describe existing coordination mechanisms with the host government detailing a path towards sustainability, or to describe their plans for developing and scaling coordination mechanisms and securing commitments (such as a Memorandum of Understanding [MOU]) in support of sustainability and graduation with the host government.

Strategy

Applicants must provide an overview of their implementation strategy (with corresponding detailed activity descriptions in the Plan of Operation section). In describing their overall strategies, Applicants must:

- Briefly summarize how they will address problems and gaps they identified in the country overview and context.
- List their targeted geographic regions and beneficiaries and briefly explain how they meet the Country Specific Guidance OR justify deviation from, or narrowing of, the targeting guidance in the Country Specific Guidance. If deviating, USDA/FAS expects Applicants to address the following questions:
 - What is the reason for deviating from the Country Specific Guidance;
 - Who they collaborated with and what criteria, methodology, and sources of information (e.g. government survey, interviews, assessment) they used to identify target areas and beneficiaries;
 - What the specific needs are in the target areas that support targeting and how they assessed them; and
 - How the targeting aligns with previous McGovern-Dole or similar programming, promotes sustainability, and/or reduces duplication of efforts.
- Provide the percentage of schools the project will target within target regions and note how they will mitigate the potential risk of students migrating between project and non-project schools.
- If not all targeted schools will receive all interventions, explain how the more limited interventions will be targeted. Applicants proposing MCN activities must justify that those

activities complement the school feeding component and are in the same catchment areas as the schools.

- (If the Applicant proposes continuing an existing project) Clarify if the project will implement activities with the same beneficiaries towards the same long-term goals as the prior project and how they will build upon previous results to progress towards and achieve graduation from USG support.
- List the U.S. provided and LRP commodities they plan to use in their project and explain how LRP will contribute to their implementation strategy. Examples may include, but are not limited to, mitigating pipeline breaks; facilitating graduation and sustainability; improving dietary diversity; or targeting specific population, e.g., pregnant and lactating women and children under five.
- Address how interventions will improve basic reading and literacy skills as part of a multi-sectoral approach to ensure that children are physically, nutritionally, and cognitively fit to succeed in school.
- Address how interventions will especially benefit girls' education and contribute to child safeguarding for all children.
- (If the Applicant proposes take home rations) State the purpose(s) of providing take home rations, such as to encourage school attendance; incentivize behavior change, and/or to meet the nutritional needs of target populations.
- (If the Applicant proposes anthropometry) State the purpose(s) of conducting anthropometry, such as to test its utility and feasibility in the school feeding context, build capacity, or better understand the impact of school meals on children's nutritional status.
- Address how the proposed project will align with U.S. foreign assistance priorities, support the economic prosperity of the American agricultural community; and make America stronger, safer, and more prosperous.
- Applicants should briefly note any anticipated challenges in meeting the [McGovern-Dole Terms and Conditions Regarding the Acknowledgment of USDA Funding, the Use of the USDA Logo, and Communications to the Public](#), if applicable.

4.2.b Plan of Operation

(Page limit: 20 pages)

The Plan of Operation communicates how Applicants will implement their proposed strategy through a clear, feasible, and effective set of evidence-based activities that are connected to the McGovern-Dole objectives. In the Plan of Operation, the Applicant must address the needs and gaps outlined in the Introduction and Strategic Analysis and must demonstrate their plan to ensure sustainability beyond the life of the project. A strong Plan of Operation will clearly describe what the Applicant will do, how they will do it, and how they will transition efforts to local ownership.

Applicants must provide three components in this section: **Activity Descriptions**, **Ration Justification**, and a **Graduation Plan and Timeline**. Together, these components should illustrate how the project will implement school meals and complementary interventions, maintain quality and accountability, and transition to local ownership in a systematic and measurable way. Applicants should ensure that all content is consistent with other sections of the application.

iii. Activity Descriptions

Applicants must provide comprehensive descriptions of all proposed activities. Descriptions should focus on the “how” of implementation rather than providing contextual justification. This section should also note how each activity will lead to the results the Applicant includes in the [Section 4.2.e.i: Results Framework](#). USDA/FAS expects Applicants to propose approximately 8 to 14 focused activities with clear activity titles, preferably utilizing the standard activity titles in FAIS.

USDA/FAS provides an optional example template for activity descriptions in [Appendix I](#). Each activity description must include:

- The activity title;
- The recipient, subrecipient, or entity responsible for implementing the activity;
- Coordinating entities on the activity, if applicable;
- The objective(s) of the activity;
- The anticipated number of beneficiaries,
- Key graduation milestones; and
- A narrative description of the activity.

The narrative description should include the implementation steps, the anticipated implementation timeline, an explanation of how the activity will address key needs and challenges identified in the Introduction and Strategic Analysis, how the Applicants will overcome and navigate barriers to graduation of the activity, and activity-specific risk management efforts as applicable to the activity, such as:

- Commodity management and oversight plans;
- Community feedback and response mechanisms;
- Frequency of site monitoring;
- Systems for detecting and addressing fraud, waste, and abuse; and/or
- Trainings for stakeholders on risk management topics, such as whistleblowing, ethics, and commodity security.

Specific to the core focus of the McGovern-Dole program on providing school meals, Applicants must, in the most relevant activity description:

- Discuss how they will mitigate contamination of project commodities at every stage of food handling, including the cooking and serving of meals;
- Describe how the project will train cooks and storekeepers in food safety measures and safe food handling, storage and preparation;
- Discuss planned interventions to ensure adequate potable water for cooking, hygiene, and safe food preparation in schools; and
- ([Where required](#)) Describe plans to implement school-based deworming in target schools and what entity will directly implement deworming activities.

Overall, a strong application will, in the most relevant activity description:

- Propose evidence-based nutrition-specific (targeting direct causes of malnutrition) and nutrition-sensitive (targeting indirect causes of malnutrition) approaches;

- Note plans for retaining and motivating community volunteers, school cooks, and storekeepers; and
- If proposing anthropometry, describe plans to collect relevant and appropriate anthropometric measurements for all, or a subset of, school children at the start and end of each school year. Applicants should describe how they will implement these activities (e.g. through the school system, in the community, through the health system, etc.).

iv. *Ration Justification (School Meals, MCN, and Take-Home Rations activities)*

Within the descriptions of the school meals, MCN, and take-home ration distribution activities (if applicable), Applicants must describe the proposed food rations, including U.S.-provided commodities (integral to McGovern-Dole projects), LRP commodities, and any other significant food contributions from other sources. Rations and complementary nutrition activities must be consistent with the nutritional needs identified in the [Section 4.2.a Introduction and Strategic Analysis](#) of the application.

Applicants must describe why they chose these foods, how the foods complement each other, how they address beneficiaries' dietary and nutrient gaps and align with local diets. Applicants should describe how often and how many beneficiaries the project will serve, for example, for the school meals activity, 5 days a week, 170 days per year (school year), and 50,000 children/meals per day. For school meals, USDA/FAS recommends that projects provide rations every school day, whether through project funds or in collaboration with other stakeholders, such as the community, other organizations or the government.

To improve dietary diversity and to teach children about various foods and healthy eating, Applicants must offer at least three different kinds of foods for school meals, ideally from different food groups. For the purposes of McGovern-Dole, USDA/FAS refers to food groups as the following: cereals, starchy roots, legumes, animal proteins, vegetables and fruits, and fats and oil. If national dietary guidelines exist in the host country, Applicants must follow those guidelines when referring to food groups.

Within the school meals ration justification, Applicants must include the following information:

- List of intended serving per child (unprepared) and total quantities of foods needed to prepare meals. For example, ½ cup or 80 grams (g) uncooked rice per child for a total of (A) quantity of rice, 1/8 cup of uncooked legumes per child for a total of (B) quantity of legume, and 10g of oil per child for a total of (C) quantity of oil, etc.
- List of serving size (cooked/consumed) per child meal. For example, 1 cup cooked (180 gram) rice and ¼ cup cooked beans, 10g of vegetable oil (cooked with meal), and any seasonal vegetables, fruits, or animal foods from LRP and/or local contributions. For example, ¼ cup of cooked vegetables and/or a fruit per child meal.
- List of estimated calories, and nutrients per child meal (cooked). If Applicants use a nutrient analysis software or tables, they should specify the software or table and why they chose it. Applicants must propose a school meal ration that provides at least one-third of the age-appropriate daily nutrient requirements for meals (or one-quarter of the daily requirement if only providing snacks), including calories, fat, proteins, carbohydrates, and key micronutrients.

- List the foods that will be combined to make up each ration if proposing an alternating menu.
- Describe how the project will determine daily bulk preparation quantities, serve daily meals and ensure that each child, using appropriate measurement tools, receives the correct ration size whether they are the first or last served.

Applicants may utilize a chart to visually represent this information, but the chart must fit within the page limit of this section.

v. ***Graduation Plan and Timeline***

Applicants must include a contextually appropriate and feasible plan and timeline for graduation. The timeline must describe the expected time it will take for the project to hand over McGovern-Dole-supported schools to the host-country government, communities, or other private/public entities to continue school feeding and other project activities after McGovern-Dole support ends. Applicants must ensure their graduation plan is consistent with staffing and budget details in their application.

Timelines must:

- Include milestones to demonstrate gradual progression towards graduation during the life of project, with measurable and achievable targets at each stage; and
- Indicate where the Applicant will collaborate with any public, private, and local entities.

USDA/FAS encourages Applicants to utilize tables where appropriate to clearly show graduation timelines (see [Appendix J: Graduation Timeline Example](#)) supported by a narrative explaining critical assumptions, how the Applicant will achieve their defined milestones, and how they will address key challenges. USDA/FAS expects Applicants to consider the Foundational Results of the McGovern-Dole Program-Level Results Frameworks ([Appendix E](#)) to design their plans for graduation.

Examples of milestones towards graduation and the handover of McGovern-Dole supported activities may include, but are not limited to:

- Increase in government budget allocation and disbursement towards school feeding;
- Increase in coverage of schools supported under a national school feeding program;
- Handover of McGovern-Dole activities to be managed/implemented by a relevant government stakeholder;
- Development, strengthening, and roll-out of school feeding and education policies/strategies;
- Public commitments to a national school feeding program or education
- Engagement in the [School Meals Coalition](#) and other relevant international platforms;
- Mobilization of community contributions and local supply chains to support school feeding and other McGovern-Dole activities;
- Strengthened capacity of government and schools to procure commodities for school meals;
- Development and execution of sustainability plans for school feeding, education or other McGovern-Dole supported activities by the host-country government, schools, and communities;

- Creation and strengthening of linkages between schools and other key actors, including inter-ministerial committees, to manage and monitor school feeding and other program activities; and
- Establishment of feedback loops to ensure proper record keeping, documentation, and communication.

4.2.d Organizational Capacity and Staffing

(Page limit: 8 pages)

Applicants must clearly describe organizational capabilities to develop, manage, implement, monitor, report, and provide for accountability and sustainability for the proposed project in the target country. Applicants must also describe their technical capabilities and experience implementing food assistance projects (e.g., experience with food distribution, nutrition, logistics and procurement) and education/literacy projects, including experience within the country.

Applicants must describe their organization’s capacity to mitigate and manage risks, including the following information:

- An explanation of the project’s structure and process for assessing and managing the risks of fraud, waste, abuse or other misuse of U.S. Government resources;
- A summary of the policies and training the Applicant will have in place to mitigate risk of fraud, waste, and abuse. Examples may include but are not limited to conflict-of-interest policies, whistleblower protections, and ethics training. If training is proposed, the Applicant must indicate who will receive the training and the frequency of any refresher training;
- A brief description of on the ground compliance monitoring and its planned frequency; and
- An explanation of how they will ensure that any Subrecipients have the necessary internal controls in place to mitigate the risk of fraud, waste and abuse per [2 CFR 200.332](#).

The Organizational Capacity and Staffing section must include the following:

i. Staffing Plan (6 pages)

Applicants must include a staffing plan for the project that demonstrates the technical and regional or national expertise required for efficient and effective project implementation, administration, and management. The staffing plan must include a brief description of staff positions, including subrecipients, and levels of experience. USDA/FAS does not require descriptions for service-level staff, such as cleaning staff. The staffing plan must be aligned with the Applicant’s strategy for risk management. The staffing plan must be cost effective and demonstrate a solid understanding of key technical and organizational requirements, including adequate field monitoring staff, and an appropriate mix of skills, while avoiding excessive staffing. Applicants must also identify at minimum two key personnel positions in the staffing plan. The Applicant’s key personnel must include a manager with general responsibilities for implementation of the agreement, such as the Chief of Party or Country Director, and a staff member with financial oversight of the project, such as the Finance Director. Key personnel

should generally have minimum 50% Level of Effort on the proposed project. USDA/FAS expects Applicants to refer to their organization's internal administrative policies for determining key personnel. If appropriate for project implementation, Applicants may designate staff of proposed Subrecipients as key personnel.

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

Applicants must identify planned [Subrecipients](#) and provide a description of each Subrecipients' responsibilities. Applicants should include the Subrecipient's UEI in the description of responsibilities.

ii. *Organizational Chart (1 page)*

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

iii. *In-Country Registration (1 page)*

Applicants must disclose their registration status in the targeted country. Unregistered Applicants must list relevant target country requirements for registration, operation, or Memoranda of Understanding that may affect their ability to implement, note any anticipated registration challenges, and include a plan and timeline for completing the registration process.

iv. *Other Attachments*

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

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

Curriculum Vitae (submitted as a separate attachment, no page limit)

Applicants must attach the CV for the project lead, most typically the Chief of Party. The CV must clearly demonstrate the person's relevant work experience and qualifications for the position.

4.2.e Monitoring and Evaluation

(Page limit: 11 pages)

All Applicants must include the following monitoring and evaluation (M&E) documents in their application:

- Results Framework (RF) (graphic)
- Performance Indicators Table

- Monitoring and Evaluation Brief

i. Project-level Results Framework (3-page limit)

The Results Framework (RF) must clearly identify how the proposed project will contribute to the McGovern-Dole Program-level RF, as shown in [Appendix E](#).

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

- Use the McGovern-Dole Program-level RF as the basis of the project-level RF.
- Identify which results in the program-level RF the proposed project will contribute to, and which results it will *not* contribute to.
 - A single project is not expected to contribute to all results in the program-level RF. Projects typically contribute to a subset of program-level results, and may also contribute to custom results, reflecting the specific country and programmatic context of the proposed project. The number of results the project contributes to will not be a factor in application evaluation.
- Display the project’s proposed activities and align each with the result(s) the activity will help achieve. Strong graphical RFs use short descriptions of activities so that readers have enough information to understand how a proposed activity will logically lead to a result. Applicants should not use default activity categories or phrasing in their RF, but rather short descriptions specific to their proposed project that focus on what the project will implement “on the ground” that they believe will contribute to the linked result(s).
- Identify desired results of the project’s LRP component and add them where they logically align to the project-level results framework.
- Applicants that propose maternal and child nutrition activities may add additional, complementary results to their project-level RF. They can also link these activities to existing results including intermediate result, “Increased knowledge of nutrition” (McGovern-Dole 2.3), and objective, “Increased use of Health, Nutrition and Dietary Practices” (McGovern-Dole SO2), as relevant.
- Include custom results, if relevant, beyond the results available in the program-level RF, to communicate results the proposed project is designed to achieve.

Strong Applications will include a legend with their graphic to ensure application reviewers can clearly understand the required information.

ii. Performance Indicator Table (5-page limit)

Applicants must submit a table of both standard and custom performance indicators for their proposed project results. Performance indicators identify how to recognize the success of the project and help to clarify results. For each indicator, the Applicant should identify the corresponding result(s), a baseline value (where possible), annual targets for each year of the project, and a life of project target. Applicants should include, at a minimum, these columns in the table: Performance Indicator, Standard or Custom, Baseline Value, Year X, Year Y, etc. Targets (numbers to correspond to each year in the project), and Life of Project Target.

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

Indicator considerations for McGovern Dole include the following:

Graduation

Applicants must propose custom indicators to track steps towards graduation. Indicators should align with the graduation plan and timeline described in the Plan of Operation. Applicants may consider their identified milestones towards graduation to craft custom indicators and should take into account critical assumptions about graduation and key challenges in their targets.

Local and Regional Procurement Indicators

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

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

Applicants must then review the [USDA LRP standard indicators](#) and select any additional indicators relevant to the project. Applicants may also propose custom indicators for the LRP component of the project.

Complementary Foods

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

Nutritional Status Indicators

If Applicants propose to collect anthropometric measurements for school children under the Plan of Operation, they must also propose custom indicators that reflect relevant and appropriate anthropometric measures for school-age children. These include the percentage of children who are underweight (using weight-for-age z-scores, growth references, and cutoffs for children 5-10 years of age) and the percentage of children who are thin or overweight (using BMI-for-age z-scores, growth references, and cutoffs for children and adolescents 5-19 years of age). Applicants are encouraged to discuss the advantages, limitations, and feasibility of collecting data for their chosen measure(s).

Applicants may propose piloting anthropometric measurements in a subset of students to better understand the feasibility and utility of this activity. Applicants should explain how they will use the data from these measurements. These measurements may contribute to formative research, and the resulting data may help the project identify school children's nutritional challenges and ways it can adapt the ration and other activities to address them. External evaluators may analyze the anthropometric data collected to produce findings or recommendations related to nutrition. Applicants may also propose piloting anthropometric measurements in a subset of students. Finally, if anthropometric measures are not feasible or appropriate in the proposed context, Applicants must propose other custom indicators that reflect desired nutrition changes. Proposing nutrition-specific indicators may enable Recipients to determine the nutritional status of children at the start of the project more specifically and whether activities are achieving the intended results.

Maternal and Child Nutrition

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

iii. Monitoring and Evaluation Brief (3-page limit)

Applicants must submit an M&E brief as described below at the time of application. If awarded, USDA/FAS will require a comprehensive and detailed evaluation plan as described in the International Food Assistance Division's [Monitoring and Evaluation Policy](#).

The M&E brief submitted in the application should offer a convincing reflection of the Applicant's readiness to conduct rigorous M&E through the project's lifecycle that promotes accountability and learning and adheres to industry standards. The M&E brief should avoid explaining general M&E theory and instead describe an M&E approach and systems tailored to the Applicant's M&E capacity and the proposed project's interventions and operating context. The M&E brief must include the key sections described below:

Evaluation Approach and Methodologies

Applicants must describe the overall evaluation approach, including how the Applicant will ensure a participatory process in evaluations, the roles and responsibilities of staff in their organization; the role of external, third-party evaluators, and the quantitative and qualitative evaluation methods that the Applicant will use throughout the project. An evaluation approach may include repeat cross-sectional designs or panel studies and may consist of direct observations, key informant interviews, focus group discussions and secondary data analysis.

The Applicant must describe the methodologies in detail, including sample design, expected sample sizes, and key informants.

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

Project Monitoring System

Applicants must describe the proposed monitoring system and protocols for collecting, storing, analyzing and using data as part of regular project monitoring. Applicants may include their approach to monitoring at site visits, frequency, and/or staffing proposed for regular project monitoring. Applicants may also describe existing or new technology solutions proposed to collect, store and use data, including context-specific considerations in the proposed country and plans to adapt existing technology to the proposed project. A strong project monitoring section will identify potential challenges in data collection specific to the project and context, and the Applicant's proposed mitigation strategies. This section may also include a discussion of how monitoring data will feed into decision-making, adaptive management, and reporting.

Evaluation Budget (Included in Applicant's Budget Narrative)

Applicants should include M&E budget information in the Budget Narrative section of their application and should utilize the guidance in [Appendix D: Budget Narrative](#).

4.2.f Commodity Management

(Page limit: 7 pages)

Applicants should review the post-award regulatory and programmatic requirements listed in [Section 8.6.f: Commodity Management](#) and [7 CFR 1599](#) to ensure they propose a feasible and compliant Commodity Management approach. Applicants must also ensure this section aligns with the Applicant's strategy to ensure U.S.-provided and LRP commodities reach the intended beneficiaries, mitigating and managing the risks of potential misuse and waste, as described in [Section 4.2.a. Introduction and Strategic Analysis](#).

iv. Commodity List

Each application must include a list of requested commodities that includes the information in the bulleted list below. Applicants are encouraged to consult with USDA/FAS [Overseas Offices](#) (Posts) regarding necessary import documentation and approval procedures, especially for products that are derived from genetically engineered crops. Applicants may view the list of available U.S. commodities for provision under McGovern-Dole awards in [Appendix H](#).

For U.S.-provided and LRP commodities, Applicants must provide the following information in one table, using the suggested format below:

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

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

Table 2: The recommended format for the Commodity List

Commodity	Total Quantity Metric Tons	Commodity Usage	Package Size/Type	Estimated Arrival to US Port	Country of Origin (LRP only)
Example: 5/20LG Fortified Rice	400 MT/50 MT	Direct Feed	50 KG Bag		

v. Narrative

Transportation and Storage

Applicants must:

- Provide a clear description of proposed port, transportation, storage, and warehouse capacities in sufficient detail to demonstrate their capability to handle the proposed U.S.-provided (and LRP, where relevant) commodities appropriately to avoid undue spoilage or waste;
- Provide a detailed description of inland transportation and handling procedures from the receiving port or procurement markets to distribution points (usually schools or kitchens);
- Address warehouse security, safety, storage and commodity handling practices, and fire prevention and protection. Applicants must plan for 24-hour security at warehouse premises when commodities are on site;
- Describe security, storage and commodity handling practices at the school or kitchen storeroom; and

- Specify how they will mitigate and manage the risks of potential misuse or waste of U.S.-provided and LRP commodities including policies and practices that reduce risk of theft, accidental losses, and for recouping losses when feasible.

Processing or Packaging

Applicants must describe any reprocessing or repackaging of the requested commodities that would take place prior to the distribution, sale, monetization, or barter (see [7 CFR 1599.5\(d\)\(2\)\(viii\)](#)) of U.S. commodities, or if there will not be any reprocessing or repackaging of the requested commodities.

Duty-Free Entry

USDA/FAS will not pay for any customs, duties, tolls or taxes on U.S.-provided or procured commodities (see [7 CFR 1599.9\(a\)](#)). Applicants must describe their current ability and/or plans to import and distribute U.S.-provided (and LRP commodities, if procuring from a non-target country) for direct distribution free from all customs, duties, tolls, and taxes, citing supporting documentation as appropriate. If the commodities will not enter duty free, the Applicant must indicate who will be responsible for paying any applicable customs, duties, tolls, or taxes. Applicants must outline any additional steps needed to ensure seamless entry into the target country (including any needed to establish their ability to import commodities duty-free) and each country en route, including the payment of local expeditors or agents.

Economic and Market Impact

USDA/FAS expects Applicants to cite primary or secondary data sources to briefly analyze market levels relative to planned purchase or import quantities of U.S.-provided and LRP commodities. Applicants must:

- Assert that, to the best of their knowledge, the importation, as applicable, and distribution of the U.S.-provided and LRP commodities in the target country will not result in a substantial disincentive to or interference with domestic production or marketing in that country;
- Explain why the U.S.-provided commodities will not displace or interfere with any sales of U.S. commodities that may otherwise be made to or within the country. Applicants should site reliable data sources for the selected commodities to enhance market data statements on market impact and commodity absorption;
- Provide a brief preliminary analysis of the potential impact of proposed procurement(s) on local and/or regional markets and confirm the unlikelihood of causing economic harm to market actors, such as producers, buyers, distributors, and consumers; and
- Assert that commodities can be procured without unduly disrupting world prices for agricultural commodities or normal patterns of commercial trade with foreign countries.

Procurement Method for LRP Commodities

Applicants may only propose procuring LRP commodities in developing countries that are either the target country (local procurement) or located in the target region, as defined in [7 CFR 1599.2](#) (regional procurement). For the purposes of regionally procured commodities, USDA/FAS will consider a country that is included among the “Low-Income Economies,”

“Lower-Middle-Income Economies,” or “Upper- Middle-Income Economies” on the [World Bank Country and Lending Groups list](#) as a “developing country”. At present, food vouchers and cash-based transfers are not allowable procurement methods under McGovern-Dole.

Applicants must describe their proposed procurement method and process in sufficient detail, and justify its feasibility and appropriateness, by addressing at minimum:

- the availability of high quality LRP commodities in sufficient quantities at appropriate times in the school calendar;
- the feasibility of procuring LRP commodities at a reasonable market price;
- the capacity of local or regional producers or vendors to meet increased demand;
- the existence of or potential for developing sustainable market linkages to schools in the target area(s);
- the ability to meet relevant nutritional, quality, labeling, and food safety standards as outlined in [7 CFR 1599.6](#) (see [Section 8.6.f: Commodity Management](#));
- the capacity to test for aflatoxin and have the moisture content certified if procuring cereals, ground nuts, or tree nuts as per [7 CFR 1599.6\(b\)\(4\)](#);

4.2.g Budget

(Page limit: 26 pages)

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

For international organizations and agencies within the United Nations system, the available Federal funding amount indicated in [Section 1.7: Funding Details](#) includes the United Nations (U.N.) Development Coordination Levy. If USDA/FAS determines that the levy is applicable to the U.N. Applicant, this levy will be “agency-administered,” and the Applicant must explicitly account for this in its application and budget.

To assess the overall cost effectiveness of an application, USDA/FAS requires Applicants to provide the following budgetary materials. In all documents, Applicants must present figures that use no more than two decimal places and be consistent across all budget documents.

i. Budget Summary (1 page):

The summary must present the proposed overall funding for administrative, activity, LRP commodity and food purchases, internal transportation, storage and handling expenses, and shows funding amounts for the specific line items that make up those expense categories ([Appendix D](#) provides further guidance on cost categorization). Applicants must submit an estimated budget for U.S.-provided commodities (Commodity Cost) and Freight Cost. The estimates must account for rising commodity and freight rates³. Applicants must utilize the

³ USDA’s Agricultural Marketing Service publishes quarterly International Commodity Procurement Reports, available here: <https://www.ams.usda.gov/reports/international-commodity-procurement-information>

[Budget Summary Template](#) in the NOFO (also available on the FAIS homepage) and include all line items listed in the template.

ii. Budget Narrative (25-page limit)

The narrative must complement the Budget Summary by providing greater detail on the composition of each line item, the budget's overall cost effectiveness, and the Applicant's adherence to applicable cost principles. Costs must be clearly identified, correspond to the appropriate cost category and be quantified and described in sufficient detail to enable USDA/FAS to independently determine cost-effectiveness and that the proposed costs are reasonable and allowable for the project and consistent with applicable regulations. USDA/FAS expects Applicants to refer to [Appendix D](#) and provide a similar cost categorization structure and level of detail in their application's Budget Narrative.

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

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

If the Applicant includes indirect costs in the budget, they must attach a copy of the latest indirect cost rate agreement negotiated with a cognizant federal agency. If a negotiated indirect cost agreement does not exist, please attach a description of the basis for the indirect cost calculation. If electing to utilize the de minimis rate, consistent with [2 CFR 200.414\(f\)](#), please include a statement of election. Applicants may refer to [Appendix D](#), [Appendix F](#), [2 CFR 200.1](#), and [2 CFR 200.414](#) for information on what costs are allowable as indirect costs.

SF-424, Application for Federal Assistance, (attachment no page limit)

Applicants must complete, sign, and upload the [SF-424](#) to FAIS.

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

Applicants must complete and upload the [SF-424A](#) to FAIS. Instructions for this form and an example of an SF-424A can be found in [Appendix G](#). Applicants are advised to consult [2 CFR 200 Subpart E](#) for guidance on proper categorization of cost items. An improper categorization will not itself be grounds for a determination of ineligibility but may delay approval and/or adversely impact the application's scoring.

a. Food Aid Information System (FAIS)

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

Introduction Section

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

Results Section

- Results (indicate where this information can be found)
- Activities (indicate where this information can be found; do not add detail under “Activity Description”)
- Activity Mapping (indicate where this information can be found)
- Other Details (indicate where this information can be found)

Commodity Section

- Commodity List (complete these fields)
- Special Needs & Distribution Methods (indicate where this information can be found)
- Monetization (indicate Not Applicable)

Budget Section

- Budget Narrative (indicate where this information can be found)

To reduce the administrative burden and minimize duplicative information in the application, Applicants may enter language referencing the location of the information in the application in the Key Personnel, Results, Commodity, and Budget fields in FAIS. For example: Enter “See Attachment X: Project Level Results Framework” in the field for Results. It is the Applicant’s responsibility to ensure that their application is complete in FAIS.

4.3 ELECTRONIC SIGNATURES

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

4.4 PROPRIETARY INFORMATION

Applicants should generally refrain from including the details of proprietary information in applications. In cases where, in the Applicant’s judgement, the inclusion of proprietary information is essential to application review and scoring, the Applicant should clearly indicate information it wishes to designate as proprietary.

4.5 OTHER APPLICATION INFORMATION

After USDA/FAS notifies its intent to make a Federal award, but prior to granting a Federal award, successful Applicants must submit the following information if the Applicant request for funding, or the intended award amount, is over \$100,000:

- [Grants.gov Lobbying Form](#); and

- [Standard Form SF-LLL](#), Disclosure of Lobbying Activities, if applicable to the Applicant.

5. SUBMISSION REQUIREMENTS AND DEADLINES

5.1 ADDRESS TO REQUEST APPLICATION PACKAGE

This Notice of Funding Opportunity contains all information required to submit a complete application package.

5.2 UNIQUE ENTITY IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (SAM)

Each Applicant must:

- (i) Be registered in SAM before submitting its application;
- (ii) Provide a valid Unique Entity ID (UEI) in its application; and
- (iii) Continue to maintain an active registration in SAM with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal agency.

5.3 SUBMISSION INSTRUCTIONS

Applications must be submitted through the [Food Aid Information System](#) by the Application Submission Deadline. USDA/FAS will run a report from the FAIS system showing all submissions received prior to 5:00:00 P.M. EDT on **June 22, 2026**. Applications received after this time will not be accepted. Applicants are advised to make their submissions 1-2 days before this deadline in case of computer problems. Any automatic response from FAIS that USDA/FAS received the application does not constitute a statement that the application is complete. Instructions for submitting the application are located on the [FAIS homepage](#). Before a potential Applicant can view the FAIS homepage, it must first establish a FAIS account. See the [FAS website on FAIS](#) for more information.

USDA-managed computer systems require Applicants to have an identity-proofed account through the [login.gov](#) platform and, in some cases, may require at least two persons. Identity-proofing and subsequent registration with any USDA-managed computer system may take several days, and Applicants who do not already have system access should begin the registration process immediately even if they are unsure they will apply to this funding opportunity.

Applicants who require assistance with any USDA-managed computer system must reach out to the agency contact listed in [Section 1.9, Agency Contact Information](#), prior to the application submission deadline date in [Section 5.4, Submission Dates and Times](#). USDA/FAS strongly encourages Applicants to reach out at least 5 business days in advance of the application submission deadline to ensure resolution prior to the application submission deadline date.

Applicants should provide as much detail as possible to facilitate resolution of the issue. USDA/FAS will make a reasonable effort to resolve the issue, and in rare cases may offer alternative avenues for application submission. If Applicants do not contact USDA/FAS prior to the application submission deadline date and submit an application package through an alternative method, their application will be deemed ineligible.

5.4 SUBMISSION DATES AND TIMES

Application Submission Deadline: **June 22, 2026**, at 5:00pm EDT

Applications received after this time will NOT be accepted. Applicants are advised to make their submissions 1-2 days before this deadline in case of computer problems.

5.5 INTERGOVERNMENTAL REVIEW

This funding opportunity is not subject to Executive Order 12372.

6. APPLICATION REVIEW INFORMATION

6.1 ELIGIBILITY THRESHOLD REVIEW

USDA/FAS will conduct an eligibility threshold review of all applications submitted to determine that:

- The Applicant is eligible, as defined in [Section 2, Eligibility](#);
- The application was submitted by the application submission deadline date and time as specified in [Section 5, Submission Requirements](#);
- The Applicant submitted a complete application, including all required forms and documents as defined in [Section 4, Application Content and Format](#) and [Section 5, Submission Requirements](#);
- The application proposed the use of U.S. commodities as an integral part of its proposed project; and
- The application proposed providing assistance on a multiyear basis.

An application that does not include all documentation required by this notice of funding opportunity at the time of application will be deemed ineligible or incomplete.

If an Applicant is determined to be ineligible, the agency contact will notify the Applicant prior to commencing the evaluation of applications, within 14 calendar days of the ineligibility determination. An Applicant that feels such a determination was made in error may request reconsideration, highlighting evidence supporting their claim, by email to the program officer(s) listed in [Section 1.9, Agency Contact Information](#), within 3 business days of notification by USDA/FAS.

When applications received by the Application Submission Deadline are incomplete, USDA/FAS will notify the Applicant by e-mail that its application is incomplete and that

USDA/FAS will grant a grace period of 3 business days, ending at 5:00:00 P.M. EDT on the third business day after the date of the USDA/FAS e-mail, for the Applicant to submit any omitted content and forms via FAIS. USDA/FAS will not consider any applications that remain incomplete after the grace period.

Where a page limit is expressed in [Section 4](#) with respect to the application, or parts thereof, pages in excess of the page limitation will not be reviewed. Applicants are advised that readability is of paramount importance and should take precedence in application format, including selecting a legible font type and size for use in the application.

6.2 REVIEW CRITERIA

USDA/FAS reviews applications on the content areas presented in Table 3, using the point values specified. The requirements for each content area in Table 3 are described in [Section 4.2: Content Guidance](#). USDA/FAS will only grant points for requirements met in the correct section (and subsection, where applicable) of the application. For example, an Applicant may only receive points towards Ration Justification requirements met in the application’s Plan of Operation: Ration Justification. A description of the Ration Justification in the Commodity Management Section would not receive relevant points.

Table 3 Content Areas and Points

<u>Content Areas</u>	<u>Points</u>
<p>Introduction and Strategic Analysis USDA/FAS will evaluate Applicants on the quality of content, detail, and the extent of adherence to the Content Guidance, including: the strength of contextual analysis; appropriateness of coordination with relevant stakeholders; alignment with relevant programs, policies, and interventions; technical soundness of strategy to meet SO1 and SO2 gaps in the country context; alignment with Country Specific Guidance; and effectiveness of proposed LRP approach.</p> <p>Sustainability: USDA/FAS will evaluate Applicants on the quality of their analysis of sustainability potential and effectiveness of overall strategy to progress towards graduation from USG support, including coordination with key entities on sustainability.</p>	<p>20 overall (5 of which are Sustainability Points)</p>
<p>Plan of Operation USDA/FAS will evaluate Applicants on the quality of content, detail, and extent to which they clearly adhere to the Content Guidance, including: providing required information on each activity; demonstrating alignment with the Applicant’s Introduction and Strategic Analysis; proposing activities that are feasible, effective, appropriate, and technically sound; and providing an effective and complete Ration Justification.</p> <p>Sustainability: USDA/FAS will evaluate Applicants on the extent to</p>	<p>38 overall (12 of which are Sustainability points)</p>

<p>which they provide a realistic graduation plan and timeline, outline measurable and achievable milestones and appropriate partners to graduate interventions to local/host country actors, and demonstrate a clear approach towards sustaining activity benefits after USDA support ends.</p>	
<p>Organizational Capacity and Staffing USDA/FAS will evaluate Applicants on the quality and extent to which they clearly provide the required information within the staffing plan, organizational chart, and in-country registration sub-sections; whether they outline a strong risk assessment and management strategy; whether they provide the required attachments (subrecipient project-specific commitment letters and CVs); and how effectively they demonstrate that their organization and proposed staff, including subrecipients, have the relevant experience, expertise, and cost-effective resource-allocation to perform assigned roles and mitigate risks of fraud, waste and abuse for successful project completion and sustainable results.</p>	12
<p>Monitoring and Evaluation USDA/FAS will evaluate Applicants on the quality of the content and extent to which they demonstrate monitoring and evaluation competency; adhere to the criteria listed in the Monitoring and Evaluation section of Content Guidance; and provide a comprehensive, technically sound description of the program-level results framework, performance indicator table, and M&E brief.</p>	12
<p>Commodity Management USDA/FAS will evaluate Applicants on the quality of the content and extent to which they describe a feasible, compliant, and comprehensive approach to U.S.-provided and LRP commodity transportation, storage, handling, and reprocessing/repackaging. USDA/FAS will also evaluate Applicants on the quality and extent to which they demonstrate a plan for conducting market studies; show that proposed commodities will not have negative market impacts; and the feasibility and appropriateness of LRP commodity procurement method.</p>	12
<p>Budget USDA/FAS will evaluate Applicants on the reasonableness, allowability, and allocability of costs; cost-effectiveness and adequacy of the proposed budget to accomplish the project, along with the extent to which budget documents are detailed, organized, in-scope, and appropriate, including consistency of information across the Budget Summary and Narrative.</p> <p>Although there is no cost share or match requirement, Applicants may receive up to 2 additional points for a voluntary cost share contribution. To be considered for these bonus points, the cost share must be equivalent to one percent or more of the “Total Project Operating</p>	5 (+2 potential bonus points for cost share)

<p>Budget” as listed in the Applicant’s Budget Summary. If an Applicant meets this threshold, FAS will then determine whether to award up to 2 bonus points by evaluating the reasonableness, appropriateness, and feasibility of the proposed cost share contribution. Also refer to Section 2.7 Cost Share/Match Requirement.</p>	
<p>Overall Application Quality USDA/FAS will evaluate Applicants on the quality and extent to which they use clear and concise language, appropriate spelling and grammar, demonstrate logical flow and consistency of information across sections, and follow the formatting guidance throughout the application.</p>	1

6.3 PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE

In addition to the content the Applicant submits in [Section 4.2.d: Organizational Capacity and Staffing](#), USDA/FAS will consider the following factors, if applicable, when making funding recommendations:

- (i) USDA/FAS or another USG agency has expressed concerns via official letter between agency leadership, regarding the Applicant’s past performance of a USDA/FAS- or Commodity Credit Corporation (CCC)- funded project.
- (ii) USDA/FAS or another USG agency has terminated an agreement with the Applicant within the current or past three fiscal years from the date of application as a result of a violation of the agreement by the Applicant.
- (iii) The Applicant failed to pay a single substantial debt, or a number of outstanding debts (not including sums owed to the USG under the Internal Revenue Code) owed to any Federal agency or instrumentality, provided the debt is uncontested by the Applicant or, if contested, provided that the Applicant’s legal and administrative remedies have been exhausted. (This information will be sought by USDA/FAS within [SAM.gov](#))
- (iv) The Applicant failed to submit to USDA/FAS, or submitted after the due date, at least two required reports within the current or past three fiscal years from the date of application. Required documentation includes semiannual performance reports, semiannual financial reports, A-133 audits, Subrecipient agreements, and any other documentation required under an agreement between the Applicant and USDA/FAS or CCC.
- (v) The Applicant has 1) on at least two occasions within the current or past three fiscal years from the date of application failed to respond, or responded late, to a USDA/FAS deadline for documents required during a compliance review or during the closeout of an agreement between the Applicant and USDA/FAS or CCC or 2) failed to notify USDA/FAS of commodity losses within 15 days.
- (vi) The Applicant has had multiple USDA/FAS compliance reviews with multiple negative findings in the past five years.
- (vii) The Applicant has been designated high-risk by USDA/FAS (per [2 CFR 200.206](#)), another Federal government agency (as designated in [SAM.gov](#)), or an

external auditor within the current or past three fiscal years from the date of application or the organization's most recent audit identifies material weaknesses or significant deficiencies.

- (viii) The Applicant was responsible for a commodity loss valued at \$20,000 or greater, under an agreement between the Applicant and USDA/FAS or CCC, during the current or past three fiscal years from the date of application.

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

6.4 REVIEW AND SELECTION PROCESS

USDA/FAS will assemble a separate review panel for each funding opportunity number to review the eligible applications against the evaluation criteria described above. USDA/FAS documents that reviewers are free from a conflict of interest that would affect their assessment of an Applicant, whether positively or negatively.

USDA/FAS will review and score the merits of each application based on the criteria listed in [Section 6.2](#). Reviewers will ensure that the Applicant can deliver the programs/activities as described in the announcement based on the Applicant's project narrative. Following each panel committee review, the technical reviewers and scorers who participated in the panel will provide summary comments, scores, and funding recommendations based on the evaluation criteria identified above in [Section 6.2: Review Criteria](#). The International Food Assistance Division (IFAD) will communicate a funding recommendation for each [Funding Opportunity Number listed in Section 1.5](#) based on review panel comments, scores, and funding recommendations to the selecting official, who is not a member of the panel.

The selecting official may select applications out of rank order in consideration of strategic program priorities, such as geographical distribution or congressional directive. Selection determinations are final and cannot be appealed.

Prior to selection, the agency may contact the highest-ranking Applicants to seek clarification and to negotiate technical and programmatic aspects of the application. If an application includes a subaward, USDA/FAS may request to speak with all parties included in the application to ensure sufficient planning and coordination has taken place prior to making an award.

6.5 RISK REVIEW

Prior to making a Federal award, the Federal awarding agency is required by [2 CFR 200.206](#), [31 USC 3321](#) and [41 USC 2313](#) to review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information.

Prior to making a Federal award with a total amount of Federal share greater than the simplified acquisition threshold, currently \$250,000, the federal agency must review and consider any

information about the Applicant that is in the responsibility/qualification records available in SAM.gov ([41 USC 2313](#)).

- The Federal agency must consider all of the information available in *SAM.gov* with regard to the applicant and any immediate highest-level owner, predecessor (meaning, an organization that is replaced by a successor), or subsidiary, identified for that applicant in *SAM.gov*. See [Public Law 112-239](#), National Defense Authorization Act for Fiscal Year 2013; [41 U.S.C. 2313\(d\)](#).
- The information in the system for a prior recipient of a Federal award must demonstrate a satisfactory record of administering programs or activities under Federal financial assistance or procurement awards, and integrity and business ethics.
- The Federal agency may make a Federal award to a recipient that does not fully meet these standards if it is determined that the information is not relevant to the Federal award under consideration or there are specific conditions that can appropriately mitigate the risk associated with the recipient in accordance with [§200.208](#).

USDA/FAS maintains policies and procedures for conducting a risk assessment to evaluate the risks posed by applicants. This assessment helps identify risks that may affect the advancement toward or the achievement of a project's goals and objectives.

- Risk assessments assist Federal managers in determining appropriate resources and time to devote to project oversight and monitor recipient progress.
- This assessment may incorporate elements such as the quality of the application, award amount, risk associated with the program, cybersecurity risks, fraud risks, and impacts on local jobs and the community. If the Federal agency determines that the Federal award will be made, specific conditions that address the assessed risk may be implemented in the Federal award.

Application evaluation criteria may include the following risk-based considerations of the Applicant: (1) financial stability; (2) quality of management systems and ability to meet management standards; (3) history of performance in managing federal award; (4) reports and findings from audits; and (5) ability to effectively implement statutory, regulatory, or other requirements.

In addition, all USDA agencies have adopted and will implement [USDA's General Terms and Conditions](#) for this and all future awards.

7. AWARD NOTICES

USDA/FAS will notify Applicants of the status of their application/award by e-mail via ppded@usda.gov and in FAIS. Notification to successful Applicants is not authorization to proceed, and such notification should be construed as provisional until an award document has been signed by authorized officials of USDA/FAS and the recipient. Award documents will be transmitted by email to the individuals or offices who submitted them, or to those persons or offices that USDA/FAS believes, to the best of its information, are proper. The Applicant is recommended to ensure that the agency is provided with the correct point(s) of contact.

Once the selected Applicant accepts the selection notice in FAIS, USDA/FAS will begin negotiations with the selected Applicant to develop a cooperative agreement. Until the cooperative agreement is signed, USDA/FAS reserves the right not to fund a selected application.

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

- Amounts of U.S.-provided and locally or regionally procured commodities;
- Appropriateness of the budget for the proposed project;
- Appropriateness of proposed staff;
- Appropriateness of proposed locations;
- Scope and type of activities to be implemented;
- Suitability of proposed indicators; and
- Any special terms and conditions.

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

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

Failure to satisfactorily resolve an issue that arises during the negotiation of a cooperative agreement may prevent the timely signing of an agreement and may result in USDA/FAS electing not to fund an application and rescinding the Notice of Award, and, in that case, the Applicant will not receive funding for any incurred pre-award costs.

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

An unsuccessful Applicant may send a written request to ppded@usda.gov to receive a brief written summary of the strengths and weaknesses of its application related to the evaluation criteria. Unsuccessful Applicants must submit requests for feedback no later than September 30, 2026. USDA/FAS will send the written summary to the Applicant within 60 days of the request

8. POST-AWARD REQUIREMENTS AND ADMINISTRATION

8.1 ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

All successful Applicants are required to comply with the following applicable terms and conditions:

Domestic entities (i.e., that are not registered in SAM.gov as foreign entities) must comply with the [USDA General Terms and Conditions and the FAS General Administrative Terms and Conditions](#).

Foreign entities, the following terms and conditions apply:

- Public international organizations defined in [2 CFR 200.1](#), such as U.N. organizations, must comply with the [Terms and Conditions for Public International Organizations](#);
- Foreign organizations, defined in [2 CFR 200.1](#) must comply with the [Terms and Conditions for Foreign Organizations](#); and
- Foreign governments must comply with the [Terms and Conditions for Foreign Governments](#).

The Applicant is presumed to have read, understood, and accepted the applicable terms and conditions when accepting a USDA/FAS award.

Before accepting an award, an Applicant should carefully read all award documents for instructions on administering the award and the terms and conditions associated with responsibilities under Federal Awards. Recipients 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.

USDA/FAS will provide successful Applicants with program-specific Terms and Conditions, updated for the current fiscal year, during negotiation of the agreement.

8.2 REPORTING

8.2.a Financial Reporting

Recipients must submit semiannual financial reports via FAIS within 30 days of the end of the reporting period and must follow the Budget Summary template in [Appendix C](#).

For the October 1 through March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30. If the first semiannual financial report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period. A final financial report must be submitted no later than 120 calendar days after the end date of the period of performance.

USDA/FAS requires only the financial report that appears in FAIS and does not require the SF-425, Federal Financial Report under McGovern-Dole. Recipients must report cost share expenditures or contributions on each semiannual financial report.

8.2.b Performance Reporting

Recipients must submit Performance Progress Reports semi-annually, within 30 days of the end of the reporting period. A final performance progress report must be submitted no later than 120 calendar days after the end date of the period of performance.

The recipient must use the format IFAD provides in Performance Progress Report guidance prior to the end of the reporting period. The report must provide information on the overall progress of the project; commodity receipts, distributions, and losses; comparison of accomplishments with established goals for the period; reasons why established goals were not met, if appropriate; pertinent information, analysis, and explanation of cost overruns or high unit costs. Recipients are encouraged to include photographs and other supplemental material in performance progress reports.

For the October 1 through March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30. If the first semiannual performance report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

For awards in which the total lifetime value exceeds \$500,000, additional reporting may be required as described in [Appendix XII to 2 CFR 200](#).

8.2.c Subaward and Executive Compensation Reporting

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

8.2.d Closeout

No later than 120 calendar days after the end date of the period of performance, recipients must submit following documents via FAIS in the Agreement-Level Report page under the “List of Closeout Attachments” section:

- A final financial report and a final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance;
- A tax certification letter on company letterhead indicating that all required payroll taxes for the employees working in-country have been paid;
- An equipment disposition form, which Recipients can find on the FAIS homepage; and
- An [SF – 429, Real Property Status Report](#) if the Recipient used funds under the agreement to establish a Federal interest in real property, such as through construction.

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

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

8.3 MONITORING

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

As part of any monitoring and project evaluation activities, recipients must permit USDA/FAS, upon reasonable notice, to review assistance agreement-related records and to interview the organization's staff and other knowledgeable persons regarding the project, and to respond in a timely and accurate manner to agency requests for information relating to their project(s).

8.4 CONFLICT OF INTEREST

The Applicant's Conflict of Interest (COI) Point of Contact, as defined in USDA/FAS Conflict of Interest Policy, must notify the USDA/FAS contact identified in [Section 1.9: Agency Contact Information](#), of this solicitation regarding any actual or potential conflict of interest, of which they are aware, that may provide the Applicant an unfair competitive advantage in the application process. The Applicant shall notify USDA/FAS within 10 calendar days of becoming aware of the conflict of interest. Examples of an unfair competitive advantage include, but are not limited to, situations in which a USDA/FAS employee has reviewed, commented on, and/or drafted all or part of an Applicant's application. However, in the instance that a USDA/FAS employee solely provides an Applicant with an assessment regarding the eligibility of the Applicant's proposed project to compete for funding, USDA/FAS will not consider this a COI conferring an unfair advantage. In addition, assistance agreements made under this solicitation will include a term and condition notifying recipients of their COI disclosure obligations and responsibilities under the award, including the need to have systems in place to address, resolve, and disclose COIs to USDA/FAS.

8.5 MANDATORY DISCLOSURES

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

8.6 OTHER AGREEMENT REQUIREMENTS

8.6.a Organizational Chart

Recipients will, within 30 days after the agreement is signed, submit to USDA/FAS for approval a complete organizational chart identifying all positions and position titles (including Subrecipients). Recipients must also identify the names and positions of the key personnel. The organizational chart should show the links and reporting structure between staff. Following USDA/FAS approval of the organizational chart, Recipients will be required to obtain USDA/FAS's prior written approval before hiring any new key personnel and notify USDA/FAS within one week after the departure of any new key personnel. Furthermore, in accordance with [2 CFR 200.308\(f\)\(3\)](#), Recipients must obtain prior written approval from USDA/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.

8.6.b Annual Work Plan

Within 60 days after the agreement is signed, Recipients will provide a detailed work plan covering the entire life of project for USDA/FAS's approval. The workplan will describe all activities, their sequence and timeframes, outputs and results, and milestones and key performance indicators with targets. The work plan must also include a management and staffing plan, annual travel plan, project map, Gantt chart, a project communications plan, and a list of planned submission dates for deliverables and reports the Recipient will submit during the next fiscal year. Recipients will be required to adhere to and align project communications plans to the [McGovern-Dole Terms and Conditions Regarding the Acknowledgment of USDA Funding, the Use of the USDA Logo, and Communications to the Public](#). Recipients will submit annual updates to the work plan for USDA/FAS approval each fiscal year during the period of performance of the agreement according to a schedule specified by USDA/FAS.

8.6.c Monitoring and Evaluation Requirements

USDA/FAS also requires Recipients to provide an evaluation plan, a performance monitoring plan, a project-level results framework, and terms of reference for evaluations, and to conduct a baseline study, midterm evaluation, and a final evaluation.

8.6.d Local and Regional Commodity Procurement and Distribution Plan

Within 120 days after the agreement is signed, Recipients will provide a Local and Regional Commodity Procurement and Distribution plan covering the entire life of project for USDA/FAS's approval. Recipients must receive USDA/FAS approval of the Local and Regional Commodity Procurement and Distribution plan prior to contracting for or procuring LRP commodities. Recipients will submit an annual update to the procurement plan for USDA/FAS approval each fiscal year during the period of performance of the agreement according to a schedule specified by USDA/FAS. The procurement plan will include a monthly timeline for commodity procurement, delivery, and distribution. Each commodity must be a separate line in the plan. USDA/FAS will provide a template and additional guidance post-agreement signature. The agreement will require the Recipient to comply with the USDA/FAS-approved procurement plan and will prohibit the Recipient from making changes to the procurement plan, with limited exceptions, without obtaining USDA/FAS's prior written approval.

8.6.e Market Study

Within 120 days after the agreement is signed, Recipients will provide a complete market study for USDA/FAS's review and approval. The market study will be a detailed assessment of the market functionality to determine the most appropriate strategies for supplying targeted schools with the required quantities of the selected commodities. This market study should analyze the level of production for each commodity; assess the level of the market functionality for each commodity; identify key market actors; assess any potential negative effects, such as unusual changes in commodity prices; evaluate the market's capacity to meet the project's needs; and formulate recommendations to inform the procurement plan. Recipients will submit an annual update to the market study each fiscal year during the period of performance of the agreement according to a schedule specified by USDA/FAS.

8.6.f Commodity Management

All U.S.-provided commodities must adhere to food safety standards established by the U.S. Food and Drug Administration. All locally or regionally procured commodities must adhere to the food safety requirements in [7 CFR 1599.6](#). Recipients are responsible for complying with commodity import laws in target countries.

In accordance with [7 CFR 1599.6\(b\)\(7\)](#), if the Recipient plans to procure [qualified commodities](#) through a competitive tender, the tender must specify the minimally acceptable commodity specifications and food safety and quality assurance standards in the tender. Purchases from commercial wholesalers in a local or regional market must meet the food safety and quality assurance standards specified in [7 CFR 1599.6\(b\)\(2\), \(3\), and \(4\)](#).

Processed and unprocessed LRP commodities must satisfy the target country's relevant nutritional, quality, labeling, and food safety standards as determined by the U.S. Secretary of Agriculture. If the Secretary has determined that the target country does not have nutritional, quality, labeling, and food safety standards for a commodity that the project will procure locally in that country or procure regionally and ship to the country for distribution, the Recipient must ensure that, when it procures such commodity, the commodity complies with the [Codex Alimentarius Recommended International Code of Practice: General Principles of Food Hygiene CAC/RCP 1-1969 Rev 4-2003](#), including Annex *Hazard Analysis and Critical Control Point System and Guidelines*. The maximum acceptable total aflatoxin level is 20 parts per billion per the U.S. Food and Drug Administration action level for aflatoxin in human foods.

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

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

8.6.g Subaward or Subcontract Requirements

USDA/FAS requires that Recipients submit subaward agreements through FAIS. Applicants must submit any subcontract that exceeds the Simplified Acquisition Threshold to USDA/FAS through FAIS.

8.6.h Audit Compliance

Recipients other than a foreign public entity, a foreign organization, or a for-profit entity must comply with the timeframes established in [2 CFR 200, subpart F](#) when submitting audits to the Federal Audit Clearinghouse. In addition, if USDA/FAS requires an annual financial audit that is not required by 2 CFR 200, subpart F, with respect to a particular agreement, and USDA/FAS provides funds for this purpose, the Recipient shall arrange for such audit and submit it to USDA/FAS via FAIS.

9. OTHER INFORMATION

9.1 EXTENSIONS

Extensions to this program may be permitted, subject to approval.

9.2 NO AWARDS

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

9.3 SAM.GOV REGISTRATION INSTRUCTIONS

Organizations applying to this funding opportunity must have an active SAM.gov registration. If you have never done business with the Federal Government, you will need to register your organization in SAM.gov. If you do not have a SAM.gov account, then you will create an account using login.gov⁴ to complete your SAM.gov registration. SAM.gov registration is FREE. The process for entity registrations includes several steps and validations and is not complete until the registration is shown as “Active.” Please review the [Entity Registration Checklist](#) for details on this process.

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

If you have done business with the Federal Government previously, you can check your entity status using your government issued UEI to determine if your registration is active. SAM.gov requires you renew your registration every 365 days to keep it active.

Please note that SAM.gov registration is different than obtaining a UEI only. Obtaining an UEI only validates your organization’s legal business name and address. Please review the [Frequently Asked Question](#) on the difference for additional details.

Organizations should ensure that their SAM.gov registration includes a current e-Business (EBiz) point of contact name and email address. The EBiz point of contact is critical for Grants.gov registration and system functionality, such as changes to which authorized representative may submit applications on behalf of the Applicant.

⁴ Login.gov a secure sign in service used by the public to sign into Federal Agency systems including SAM.gov and Grants.gov. For help with login.gov accounts you should visit <http://login.gov/help>.

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

9.4 FAITH-BASED ORGANIZATIONS

Faith-based organizations may apply for an award on the same basis as any other organization, as set forth at, and subject to the protections and requirements of, [7 CFR part 16](#) and any applicable constitutional and statutory requirements, including [42 U.S.C. 2000bb](#) et seq. USDA/FAS will not, in the selection of recipients, discriminate for or against an organization on the basis of the organization's religious character, motives, or affiliation, or lack thereof, or on the basis of conduct that would not be considered grounds to favor or disfavor a similarly situated secular organization.

A faith-based organization that participates in this program will retain its independence from the Government and may continue to carry out its mission consistent with religious freedom and conscience protections in Federal law. Religious accommodations may also be sought under many of these religious freedom and conscience protection laws.

A faith-based organization may not use direct Federal financial assistance from USDA/FAS to support or engage in any explicitly religious activities except when consistent with the Establishment Clause of the First Amendment and any other applicable requirements. An organization receiving Federal financial assistance also may not, in providing services funded by USDA/FAS, or in their outreach activities related to such services, discriminate against a program beneficiary or prospective program beneficiary on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice

APPENDIX A – Application Content Checklist

Applicants may use the following checklist to ensure that they have compiled a complete and eligible application. USDA/FAS strongly recommends that Applicants review the entire NOFO in detail to ensure they are meeting all requirements within each area below.

APPLICANT REQUIREMENTS

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

CONTENT AND FORMS (SUBMITTED AS ATTACHMENTS IN FAIS)

- Introduction and Strategic Analysis (labeled as A - Introduction and Strategic Analysis)
 - Project Map (labeled as A (1) - Project Map)
 - List of Acronyms (labeled as A (2) - List of Acronyms)
- Plan of Operation and Activities (labeled as B - Plan of Operation and Activities)
- Organizational Capacity and Staffing (labeled as C - Organizational Capacity and Staffing)
 - Staffing Plan
 - Organizational Chart
 - In-Country Registration
 - Subrecipient Project-Specific Commitment Letters (if Subrecipients are proposed) (labeled as C (1) - Subrecipient Commitment Letter)
 - CV for Project Lead (labeled as C (2) - Curriculum Vitae)
- Monitoring and Evaluation (labeled as D - Monitoring and Evaluation)
 - Project-Level Results Framework with Narrative
 - Performance Indicators
 - M&E Brief
- Commodity Management (labeled as E - Commodity Management)
- Budget (labeled as F - Budget)
 - Budget Summary (template provided in Appendix C)
 - Budget Narrative (example provided in Appendix D)
- Applicant's most recent NICRA, description of the basis for the indirect cost calculation, or statement of election to utilize the de minimis rate
- SF-424
- SF-424A
- Proof of 501(c)(3) status documentation to support eligibility determination

REQUIRED FIELDS IN FAIS

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

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

APPENDIX B – Country Specific Guidance

USDA/FAS expects that applications will build upon current McGovern-Dole activities including school feeding, literacy, health, and nutrition, other school feeding activities, and accomplishments to date. This could include continuing or adapting existing activities or adding new activities and dropping former activities as appropriate for the current context. USDA/FAS encourages Applicants to review previous McGovern-Dole and USDA Local and Regional Food Aid Procurement evaluations published on Grants.gov alongside the NOFO. USDA/FAS recognizes Applicants may need to adapt their approach based on changes in the country context; Applicants should justify deviations from this guidance in the Introduction and Strategic Analysis section of their Applications.

A. BOLIVIA PROGRAMMING PRIORITIES

Bolivia would be a new country for McGovern-Dole and there are no active McGovern-Dole projects in country.

The Government of Bolivia has shown growing commitment to school meals and is a member of the SMC. Their national school meals program, Complementary School Meals, requires municipal governments to provide school breakfast and/or lunch to all children attending public school, around 2.6 million children. The Government of Bolivia has prioritized school attendance through universal free public schools and cash transfers and incentives, such as a free school breakfast, under Law 622 overseen by the Ministry of Education. The school feeding program is managed by a Food Security Technical Workgroup that includes multiple ministries, including health, water and rural development and production. USDA/FAS seeks to support the Government of Bolivia to strengthen its school feeding model for underserved populations, generate evidence to validate improvements, and advocate for a school feeding directorate or appropriate policy and financing mechanisms.

Bolivia is one of the least densely populated countries in the world, making access to schools challenging in communities outside of city centers. Chronic malnutrition is common, particularly in rural and predominantly indigenous areas in the highlands, where structural poverty, limited access to diversified diets, and gaps in basic services put children at elevated nutritional risk. Applicants should propose interventions that support improved service provision of the national school meals program in these areas, with a focus on increasing dietary diversity and nutrition for vulnerable groups. A strong application will coordinate with the Ministry of Education to ensure interventions support school enrollment, retention, and literacy for remote and vulnerable populations.

To support graduation and lasting impact, USDA/FAS expects Applicants to propose activities to support the Food Security Technical Workgroup and assist the Government of Bolivia at all levels in strengthening school feeding policy frameworks, advocacy tools, and long-term financing strategies. Applicants must clearly confirm that they have consulted with Bolivian government officials, particularly in relation to the [7 CFR 1599.9\(a\)](#) requirement to import U.S. and regionally procured commodities free from all customs, duties, tolls, and taxes.

USDA/FAS recommends targeting provinces in the Andean highlands specifically La Paz, Potosi and Oruro and collaborating with the Government of Bolivia to identify challenges to reaching a sustainable school feeding model. USDA/FAS expects Applicants to propose a realistic timeline for full graduation to the Government of Bolivia.

B. CAMBODIA PROGRAMMING PRIORITIES

USDA/FAS has been active in Cambodia through McGovern-Dole since 2007. The current FY 2022 project, valued at \$21 million, operates in Siem Reap, Kampong Thom and Kampong Chhnang provinces. The project uses U.S.-provided fortified rice and vegetable oil complemented by the locally and regionally procured canned fish and rice to reach approximately 109,000 students in 341 pre-primary and primary schools.

The Government of Cambodia is a member of the SMC and has demonstrated its commitment to school feeding through its updated National School Feeding Policy 2024-2035, which reflects plans to increase funding, expand coverage, and progress toward full handover of schools to its National Home-Grown School Feeding Program. The Government of Cambodia covers the majority of the 1,114 schools currently receiving school feeding and aims to achieve full ownership of the remaining McGovern-Dole schools under the FY 2022 project in 2026. However, gaps constrain progress and expansion, particularly in monitoring and evaluation, multisectoral coordination and procurement. Recent economic stagnation has led to increased poverty, food insecurity and impacted educational quality; these challenges will likely be exacerbated by the border conflict with Thailand. Additional McGovern-Dole programming should support the Government of Cambodia to scale overall school coverage of its national school feeding program, which currently reaches approximately 15 percent of primary schools, while providing capacity strengthening to fully transition schools and activities to the government.

USDA/FAS expects Applicants to provide technical assistance to the Government of Cambodia at the national and subnational levels to strengthen monitoring and evaluation, including a focus on nutrition and literacy monitoring. USDA/FAS encourages Applicants to identify ways to support multisectoral governance for school feeding, such as long-term mechanisms that enable coordination and linkages between relevant institutions. USDA/FAS expects Applicants to provide technical assistance to further strengthen the national school feeding program's procurement processes and explore digital solutions. A strong application will incorporate advocacy efforts to increase sustainable financing for expansion of the national school feeding program.

USDA/FAS expects Applicants to justify their target regions and propose new schools that represent an expansion of school meals in Cambodia. Applicants are encouraged to prioritize communities with high rates of poverty and food insecurity. USDA/FAS expects all selected schools to be transitioned to the Cambodian government's national school feeding program by the end of the project cycle.

C. ECUADOR PROGRAMMING PRIORITIES

Ecuador would be a new country for McGovern-Dole and there are no active McGovern-Dole projects in country.

Ecuador has demonstrated a strong commitment to school feeding through participation in the SMC, increasing its dedicated budget to school feeding, and implementation of a national school feeding program that prioritizes addressing child malnutrition. Established in 1987, Ecuador's school feeding program serves more than 2.7 million students from early childhood through secondary school across 12,731 schools nationwide. The Government of Ecuador procures through a national reverse auction system and allocates at least 35 percent of funds to purchasing from local and small-scale producers. Despite the government's commitment to expand their Home-Grown School Feeding (HGSF) model, the program continues to face challenges ensuring reliable access to remote, rural schools, particularly in areas with the highest levels of malnutrition. USDA/FAS seeks to support the Government of Ecuador in expanding its school meals program model, including sustainable scaling up their HGSF model, strengthening multisectoral coordination, and expanding interventions to improve child nutrition and literacy.

A strong proposal will describe how the Applicant will work closely with the Government of Ecuador to transition from a snack-based model to a hot meals model and expand school meals to provinces in the Highlands Region and other rural and underserved areas. USDA/FAS expects Applicants to describe how they will support development of a strategic plan to strengthen systems that support the school feeding program, including long-term financing strategies, reinforcing the Government of Ecuador's commitment to school feeding budgets, and promoting greater multi-sectoral coordination among key stakeholders across different levels of government. Applicants must clearly confirm that they have consulted with Government of Ecuador officials, particularly regarding any import barriers to Genetically Engineered commodities, and the [7 CFR 1599.9\(a\)](#) requirement to import U.S. and regionally procured commodities free from all customs, duties, tolls, and taxes.

USDA/FAS expects Applicants to assess and propose appropriate interventions to overcome barriers to deliver school meals programming in remote and Highlands schools. A strong application will provide a realistic timeline for implementing systems improvements and ultimately transitioning responsibility to the Government of Ecuador. USDA/FAS encourages Applicants to target provinces with the highest malnutrition rates such as: Cotopaxi, Bolivar, Tungurahua, Chimborazo, Morona Santiago, and Santa Elena in the Highlands, Amazon and Coastal zones. Within these areas, Applicants should prioritize schools and beneficiaries based on level of need, malnutrition rates, the ability to implement a successful McGovern-Dole project that complements existing efforts, and the feasibility to safely and effectively monitor activities.

D. GUINEA (CONAKRY)

Guinea would be a new country for McGovern-Dole and there are no active McGovern-Dole projects in country.

The Government of Guinea has demonstrated its support for school feeding through its 2013 national school feeding policy, a dedicated budget line item, and membership and commitments with the SMC. The Government of Guinea has operated a national school feeding program since 2002 with implementation support from external donors. The Government of Guinea has a National Directorate of School Canteens within the Ministry of Education, embedding school

feeding across the education, social protection, and nutrition sectors. The government signed a national commitment in 2024 to expand and improve school meals by pledging increased annual budgets, stronger partner engagement, capacity building, and a pathway to cover all public primary schools by 2030. Despite strong government commitment, resources are constrained and only 22 percent of public primary schools have a school canteen. High poverty and food insecurity persist in Guinea with 64 percent of Guineans living below the poverty line. USDA/FAS seeks to support the Government of Guinea in expanding its school meals program model, building institutional capacity, and bolstering multi-sector coordination.

USDA/FAS expects Applicants to work closely with the Government of Guinea to support systems improvement of the school feeding model. Applicants should describe how they will support and advocate for: stronger, evidence-based regulatory guidelines and quality standards; long-term financing strategies; government budgetary commitment to school feeding, robust operational systems; and increased multi-sectoral coordination among various actors and different levels of government. Applicants should consider improvements to school-level infrastructure as needed. Applicants must clearly confirm that they have consulted with Government of Guinea officials, particularly in relation to any import barriers to Genetically Engineered commodities, and the [7 CFR 1599.9\(a\)](#) requirement to import U.S. and regionally procured commodities free from all customs, duties, tolls, and taxes.

USDA/FAS encourages Applicants to collaborate with the Government of Guinea and National Directorate of School Canteens to identify priority regions where canteen coverage is lowest and malnutrition and food insecurity are highest, emphasizing remote rural communities and schools with significant education needs. Applicants should describe a strong plan for sustainably expanding school feeding that accounts for gradual and sustainable handover to the Government of Guinea.

E. HONDURAS

USDA/FAS has been active in Honduras through the McGovern-Dole program since 2005, working in different parts of the country. Currently, there is one active FY 2025 project valued at \$40 million benefiting approximately 96,000 students in 1,953 schools in the Intibucá and La Paz Departments. The project provides U.S. fortified rice, yellow corn, small red beans, vegetable oil and corn-soy blend plus, complemented by locally procured eggs, fresh vegetables and fruits.

The Government of Honduras is a member of the SMC and has demonstrated commitment to expanding its National School Feeding program, which included increasing their own investment in school feeding to approximately \$40 million in 2023. The government's program reaches over 1.3 million children across 21,000 public schools with an emphasis on supporting local farmers. Additional McGovern-Dole investment will support the government's strategic plan to expand coverage of its national school feeding program to reach vulnerable and hard to reach-regions through the provision of U.S.-provided commodities and technical assistance to develop a sustainable school meals model, storage capacity and monitoring system.

Applicants must propose interventions that can be closely coordinated with other school feeding actors, including the current FY 2025 project, to advocate for a national school feeding law, school feeding budget and the development of a sustainable school feeding model. Applicants are

encouraged to provide interventions that address school storage needs as well as evidence-based literacy interventions.

Applicants are expected to propose target regions that complement active programming in La Paz and Intibucá, considering highest level of need, malnutrition levels, feasibility for safe and effective monitoring, and sustainable expansion of the Government of Honduras' school feeding program. Applicants must identify concrete steps and a realistic timeline for the Government of Honduras to take full ownership of the proposed target schools, also working with local government and communities.

F. LIBERIA PROGRAMMING PRIORITIES

USDA/FAS has been active in Liberia through McGovern-Dole since 2009, working in different parts of the countries with different implementers. The current FY 2021 project, valued at \$25 million, reaches approximately 50,069 students in 234 schools, using U.S. fortified rice, yellow split peas, and fortified vegetable oil and complemented by the procurement of Power Gari, a cassava-based porridge.

The Government of Liberia is a member of the SMC and has demonstrated commitment to school feeding through its National School Feeding Policy and its budget allocations for school meals, which increased to \$7.5 million in 2026. The national program currently operates in Bong, Maryland, Nimba, and Montserrado counties feeding approximately 517,080 children in 686 schools. Liberia aims to revise its school feeding policy in 2026 to standardize its approach across all 15 counties and integrate digital reporting systems to track food delivery and student attendance. Other Government of Liberia priorities include: expanding school infrastructure and access to quality education, improving teaching and learning outcomes, enhancing food security and nutrition among vulnerable communities, strengthening system efficiency and governance, bolstering data systems for evidence-based decision-making, and developing sustainable financing mechanisms to reduce reliance on external assistance.

Within this context, McGovern-Dole programming will support the Government of Liberia in advancing toward a nationally owned HGSF model. This support will focus on improving school-level service delivery, strengthening ministry capacities at both central and county levels, and promoting cross-sector coordination between education, agriculture, and health. By aligning with Liberia's long-term development strategies, McGovern-Dole investments will help build the institutional, financial, and technical foundations necessary for the Government of Liberia to assume full ownership of school feeding activities.

Applicants must ensure that critical school infrastructure is in place to support safe, effective, and compliant school feeding operations. If needed, this may include constructing or rehabilitating kitchens, installing appropriate cooking technologies, ensuring reliable water and sanitation systems, providing secure storage facilities, and establishing appropriate food preparation and serving areas. Applicants should continue to expand and strengthen school gardens as a core component of promoting nutrition education and diversified food sources for school meals. This includes supporting schools in integrating garden activities into the curriculum, engaging Parent-Teacher Associations and community groups, and ensuring year-round production through improved inputs, training, and maintenance systems.

Additionally, Applicants are required to develop and implement a strong commodity security protocol in all schools. This should include robust food handling, storage, tracking, and reporting procedures; protection against spoilage, theft, and misuse; and clear roles and responsibilities for school personnel and community volunteers. Protocols should align with USDA commodity management requirements and include periodic monitoring, refresher trainings, and systems for rapid reporting and resolution of discrepancies.

Future McGovern-Dole programming should focus on the same counties as the current project of Grand Gedeh, River Gee, Rivercess, and Grand Bassa and should support schools and communities served by the current project. Applicants may also propose other regions with strong justification. USDA/FAS expects that most, if not all, schools will transition to the Government of Liberia's school feeding program during this next funding cycle.

G. TIMOR-LESTE

USDA/FAS was active in the Democratic Republic of Timor-Leste through McGovern-Dole from 2018 to 2025. The most recent FY 2022 project served 376 pre-primary and primary schools in the Ainaro, Ermera, Oe-cusse, and Manatuto municipalities. The project provided U.S. vegetable oil, pinto beans, and fortified milled rice complemented by the local procurement of white milled rice, beans, fish powder and peanuts to reach 115,579 students with school meals.

The Government of Timor Leste is a member of the SMC and has substantially deepened its commitment to school feeding by allocating \$34 million to its School Lunch Program in 2025. As of 2022, the program reached approximately 272,563 enrolled students, with 245,461 receiving meals at preschool and primary levels, primarily funded from the national budget (US \$20.8 million). The government's priorities include full national coverage of preprimary and primary schools, investment in kitchen facilities and hygiene, menu diversification, and procurement of 75–90 percent locally sourced food to benefit local farmers.

USDA/FAS expects Applicants to clearly articulate a strategy to bolster Government of Timor-Leste management and administration to the current school feeding program through technical assistance and continuous process improvements. These activities should strengthen procurement, operational, coordination, and strategic planning capabilities to support school feeding program expansion and ensure resilience to economic, meteorological, or other shocks.

Applicants should propose interventions that embed simple, replicable tools for bilingual literacy, nutrition and WASH in alignment with relevant ministry standards and promote system resilience. USDA/FAS expects Applicants to introduce resilient WASH interventions which guarantee that soap and essential hygiene supplies are available, while recognizing Timor-Leste's limited potable water supply. Applicants are also encouraged to propose interventions to support children under five and pregnant and lactating women, such as take-home rations, to meet nutritional needs, especially in Oe-cusse where malnutrition rates are elevated.

Future McGovern-Dole programming should focus in Ainaro, Ermera, Oe-cusse, and Manatuto municipalities, with a focus on addressing the needs for improved water systems and school

infrastructure in Oe-cusse municipality. USDA/FAS expects Applicants to reach multiple beneficiary groups in the most vulnerable and remote areas and to provide a clear graduation plan to hand over all schools to the Government of Timor-Leste by the end of the project cycle.

APPENDIX C – Budget Summary

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

ATTACHMENT C-1					
Budget Summary					
Program (FFPr or MGD):	MGD				
Country of Operation:					
Implementing Organization:					
Fiscal Year:	2026				
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	Project Operating Costs	Total Federal Funding Obligated
FAS	2020	\$0.00	\$0.00	\$0.00	\$0.00
Project Operating Budget					
Expense Type	Monetization Proceeds (FFPr Only)	FAS or CCC Funds (CCC is Admin Only)	Cost Share	Total w/out Cost Share	Total w/Cost Share
Administration					
Salaries/Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Professional Services/Contractual	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activities					
Activity 1: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 2: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 3: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 4: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>(Insert additional activities as needed)</i>					
Total Activities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Commodity and Food Purchases (N/A to FFPr)					
Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Food Vouchers (N/A to MGD)					
Cash Transfers (N/A to MGD)					
Total Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ITSH (N/A to FFPr)					
Salaries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Internal 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
Total Project Operating Budget	\$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

This document contains examples of the types of information Applicants should provide in the Budget Narratives. USDA/FAS provides the fictitious examples in this document to show preferred cost categorization and the required level of detail in Budget Narrative submissions. These examples are not meant to recommend activities, line items, or amounts. Throughout this appendix, text in italics indicates guidance; where text is not italicized, the Applicant should respond to the text in the application and should insert the appropriate amounts for their proposed budget. Applicants should provide sufficient detail to explain how they estimated totals and allow for cross-checking of calculations. For example, this includes providing the estimated unit cost and the number of units purchased. Applicants must ensure figures include no more than two decimal places and lines add correctly. The figures in the Budget Summary and Budget Narrative must match, i.e., if Applicants round figures up to the nearest dollar in the Budget Summary, they should round up to the nearest dollar in the Budget Narrative. In the example below, costs are rounded to the nearest dollar. Budget narrative guidance is available on the [FAIS Homepage](#). Applicants can review additional guidance on cost categorization in [Appendix E](#).

Program: McGovern-Dole Country: Target Country Fiscal Year: 2026

Organization: Food Development

Point of Contact: POC Name

SECTION 1: GENERAL EXPLANATORY COMMENTS

Food Development (FD) will implement a 5-year McGovern-Dole program in the target country.

The Federal award amount is \$28,000,000 and includes U.S.-provided commodity costs (\$6,398,137), freight costs (\$5,070,000), and project operating costs* (\$16,531,863).

**Project operating costs are the federal burden for the categories administration, activities, commodity and food purchases, and ITSH, as well as the indirect costs associated with those categories.*

The project operating budget is \$16,561,863 and includes project operating costs (\$16,531,863) + cost share (\$30,000).

The following budget narrative describes the **project operating budget** (project operating costs + cost share)

- Project Operating Costs: \$16,531,863
- Cost Share: \$30,000
- Project Operating Budget: \$16,561,863

Summary of Project Operating Budget (Includes Cost Share)	
Administration	\$4,862,463
Activities	\$4,461,006
Commodity and Food Purchases	\$1,035,250
Internal Transportation, Storage and Handling	\$2,385,145

(ITSH)	
Indirect Cost Rate (ICR) on Administration	\$1,458,739
ICR on Activities	\$1,331,342
ICR on Commodity and Food Purchases	\$310,575
ICR on ITSH	\$715,544
Total Project Operating Budget	\$16,561,863

All Applicants must include costs relating to Internal Transportation, Storage, and Handling (ITSH), the moving of commodities from designated ports or points of entry to storage and distribution sites, as well as costs of storing and distributing all commodities.

In addition to the project operating budget above, this section should address the following information for both applications and final award/amendment narrative:

- Any cost escalations expected during the anticipated life of project, and how Applicants will account for them throughout the budget (for example, an annual X percent increase in expenses per year). All line items should include the cost escalation over the life of the project, as applicable.
- Any salary increases, such as the annual percent increase for any or all staff positions, including an explanation of differences between position type. For example, in the scenario provided, the Salary Cost includes a 5 percent compounding annual increase from the Base Monthly Salary for every staff person each year. Applicants should also provide information on how they determined the annual increase rate.
- An explanation for why cost share is allocated to a particular section of the budget. See [2 CFR 200.306](#) for clarification on what constitutes cost share. Please note USDA/FAS **will not consider cost share on indirect costs**.
- A summary and total amount for program income that the proposed project may earn. For further information on program income, defined at [2 CFR 200.1](#), see [2 CFR 200.307](#) and program specific regulations at [7 CFR 1599.12](#).
- A summary of the indirect rates applied to the proposed budget and their base of application across Administration, Activity, ITSH, and Commodity Food Purchases expenses.
- A summary of how the Applicant’s financial systems support the detection and prevention of fraud, waste, and abuse of U.S. Government resources.
- A brief note on the total amount the Applicant plans to subaward to subrecipients, i.e. “FD plans to subaward a total of \$150,000 to Subrecipient A and \$75,000 to Subrecipient B.”
- A summary of the monitoring and evaluation budget. Applicants must allocate a minimum of three percent of the project operating costs (not the project operating budget) towards monitoring and evaluation. When calculating the required monitoring and evaluation investment, Applicants should not include cost share and should exclude M&E staff salaries, staff travel, and the annual market studies. Examples of items that count towards the three percent minimum investment are costs of designing a monitoring database, database licenses, infrastructure for data collection such as tablets, and external contracts for evaluations and special studies. For evaluation plans that include conducting impact evaluations, USDA/FAS expects costs to range between 5 and 10 percent of the

project operating costs. In an appropriate M&E budget, the following formula should equal .03 or greater (.05 for impact evaluations).

M&E costs (not including staff salaries, staff travel, or market studies)

Project operating costs (do not include voluntary committed cost share)

- For example, the Federal award amount is \$28,000,000 and the project operating costs are \$16,531,863. The monitoring and evaluation costs are \$730,896 or **4.4 percent** of the project operating costs.

Summary of Monitoring and Evaluation Budget	
M&E Item	Cost (\$)
Baseline Evaluation	\$225,000
Midterm Evaluation	\$225,000
Final Evaluation	\$225,896
Special Study	\$50,000
M&E Supplies – Tablets and Software System	\$5,000
Total	\$730,896

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

Summary of Local and Regional Procurement Budget	
Salaries/Personnel (from Administration)	\$163,000
Benefits (from Administration)	\$63,000
Salaries/Personnel (from ITSH)	\$86,000
Benefits (from ITSH)	\$34,000
Internal Transportation (from ITSH)	\$717,139
Warehouse (from ITSH)	\$196,036

Commodity Procurement	\$1,035,250
ICR on Administration	\$94,791
ICR on ITSH	\$100,109
ICR on Commodity and Food Purchases	\$310,675
Total	\$2,800,000

Applicants may include description relevant to the cost effectiveness of the proposed project, such as outside funding that will be leveraged and how unconventional costs contribute directly to project impact.

SECTION 2: ADMINISTRATION

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

Administration Costs: \$6,326,202 (\$6,321,202 in project operating costs, \$5,000 in cost share)

Direct Costs: \$4,862,463 (\$4,857,463 in project operating costs, and \$5,000 in cost share).

Indirect Costs: \$1,458,739

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

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

*In the salary tables charts, Applicants should include both a Year 1 Base Monthly Salary and Average Monthly life of project salary for each position. The multiplication calculation across each row should use the average salary, such that Months * Level of Effort (LOE) *Average Monthly Salary * Number of staff members = Salary Subtotal so that USDA/FAS can evaluate the overall estimated cost to the project.*

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

Position	Months	LOE	Base Monthly Salary	Average Monthly Salary**	Salary Subtotal
Chief of Party (USN)*	60	100%	\$7,500	\$8,288	\$497,307
Finance and Administrative Manager* (USN)	60	100%	\$3,250	\$3,592	\$215,000
Accountant (CCN)	60	100%	\$2,500	\$2,763	\$165,769
Finance Assistant (CCN)	60	100%	\$1,059	\$1,170	\$70,220
Information and Technology Manager (CCN)	60	100%	\$2,022	\$2,235	\$134,074

Technical Support Officer (HQ)	60	30%	\$7,200	\$7,957	\$143,224
Administrative Specialist (CCN)	60	100%	\$3,500	\$3,868	\$232,077
Monitoring and Evaluation Manager (TCN)	60	100%	\$7,500	\$8,288	\$497,307
Subtotal					\$1,955,477

*Key personnel

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

Please indicate whether proposed positions are designated for United States Nationals (USN), Third Country Nationals (TCN) who are nationals of neither the U.S. nor the target country, or Cooperating Country Nationals (CCN), who are nationals of the target country. If your organization uses different terms, please provide your organization's internal definitions of the alternate terms and describe the implications for your pay scale, fringe benefits, and allowances as applicable to this subsection and 2.2 Fringe Benefits & Allowances.

Applicants should provide brief description of staff positions in the [Section 4.2.d: Organizational Capacity and Staffing](#) section of their application, not in the budget narrative.

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

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

According to FD's internal organization policies, TCN is defined as: "A person who is employed by an international organization and who comes neither from the country where the organization has its main base, nor from the country where they are working." CCN is defined as "An individual - employee who is a cooperating country citizen, or a non-cooperating country citizen lawfully admitted for permanent residence in the cooperating country."

Fringe Benefits (\$668,407)

- Expatriate Staff (\$341,351): This includes Headquarters (HQ), U.S. Nationals (USN) and Third Country National (TCN) staff. FD estimates an average fringe benefits rate of 30 percent for HQ, USN, and TCN staff. Total Expatriate Staff Administrative Salary Subtotal: \$1,137,838 x .30 = \$341,251. This includes the following:
 - Employee Retirement Fund: 8 percent
 - Medical Insurance: 13 percent
 - Social Security: 8 percent
 - Workers' Compensation: 1 percent
- Fringe Benefits Local Staff (\$327,055): Cooperating Country Nationals (CCN) Employees: Fringe benefits for Cooperating Country Nationals are budgeted at 40 percent of their total salary subtotal and are based on local labor laws and FD's current

practice in-country. Total Local Staff Fringe Benefits Subtotal: \$817,639 x .40 = \$327,055 This includes:

- Medical Insurance: 12 percent of annual income
- Social Security: 15 percent of annual income
- Housing Tax (target country requirement): 1 percent
- Severance: 9 percent of annual income
- Transportation Allowance: 3 percent of annual income

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

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

2.3. Travel – Subtotal \$225,800

See 2 CFR 200.475 for cost principle information on travel costs. Do not include Subrecipient, Subcontractor, or consultant travel.

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

- International Travel (\$47,000): FD headquarter staff will make 8 international trips from FD's headquarters in Washington, DC to the target country during the period of performance for administrative and training purposes. The Chief of Party will make 2 international trips from the target country to headquarters in Washington, DC. The overall international travel cost estimate is \$47,000. This includes airline tickets (10 trips at \$3,000 per trip = \$30,000), meals and incidental expenses (M&IE) (\$75 per day * 6 days * 10 trips = \$4,500), travel visas/processing fees (\$500 per trip * 10 trips = \$5,000), and lodging (5 nights * \$150 per night * 10 trips = \$7,500).
- Local Travel (\$101,300):
 - Target Country Headquarters Monitoring (\$88,800): FD estimates staff will need to complete 12 total local trips per year for program monitoring and administration, estimating about 48 trips for 3 nights and 4 days per year. The estimate includes per diem \$38,400 (\$40 per day * 4 days per trip * 48 trips * 5 years), lodging \$50,400 (\$70 per night * 3 nights per trip * 48 trips per year * 5 years).
 - Start-up training travel (\$12,500): This includes travel costs associated with an onboarding training for staff on FD agreement policies in Y1. This will comprise 3 days of training for 30 staff and will require 20 staff to travel to and stay in the capital city for the training. Costs include lodging (2 nights * \$150 hotel fee * 20 = \$4,500), M&IE (\$75 per day * 3 days * 20 = \$6,000), and transportation (\$50 * 40 = \$2,000).
- Vehicle fuel (\$57,000): FD estimates vehicle fuel for 3 vehicles to cost \$11,400 per year or \$57,000 overall for the five-year project for day-to-day monitoring and administrative travel. This is based on an average cost of \$950 for all three vehicles per year or approximately \$317 per vehicle per month.

- Vehicle rental (\$20,500): FD plans to rent a vehicle for 10 days/month during high volume periods to support program monitoring during the school year, given it will be less expensive than purchasing an additional vehicle and is not needed for the full year. FD estimates the rental will cost \$820 for 10 days out of the month and plans to rent a vehicle for 5 months every year for a subtotal of \$25,000 for Y1-5.

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

See [2 CFR 200, subpart D](#) for more information on Procurement Standards and [2 CFR 200.459](#) for cost principles information on professional services.

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

- Local legal services (\$62,450): FD will use legal services to negotiate contracts and other legal services as needed, estimated at \$12,490 per year for 5 years.
- Security services (\$50,750): The cost of security services for the main capital city office estimated at \$10,150 per year for 5 years.
- IT services (\$43,904): This includes support and repairs for computers, laptops, printers, and other equipment. This is estimated at \$8,781 per year for 5 years.
- Translation Services (\$18,000): FD estimates it will use 120 hours of translation services per year for five years at \$30 per hour to support with the translation of project documents and project meetings between the target country national language and English.
- Recruitment (\$15,000): In Y1, FD will procure the services of an external firm to recruit and hire personnel on a rolling basis based on need. This is estimated at \$10,000, estimating a \$1,000 fee per hire. During Y2-4, a subtotal of \$5,000 is estimated for recruitment for anticipated staff turnover.

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

2.5. Equipment– Subtotal \$135,000

To meet the definition of equipment, each unit should be valued at \$10,000 or greater with a useful life of more than one year. See [2 CFR 200.1](#); [2 CFR 200.313](#).

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

2.6. Supplies – Subtotal \$152,180

To meet the definition of supplies, each unit should be valued at less than \$10,000. See [2 CFR 200.1](#); [2 CFR 200.314](#).

Appliances (\$95,400): FD plans to purchase 2 servers, 12 laptops, 12 computer workstations, 10 headsets, 10 laptop chargers. FD plans to replace computer equipment transferred from prior projects in Y3. Equipment to be replaced includes: 10 laptops and workstations, 2 printers, 1 scanner, 1 projector, 14 cell phones, 2 satellite phones, 12 office furniture sets (1 desk and 1 chair), 2 AC units, 2 cash safes, and hardware replacements and replacements of two digital cameras in year 3. Estimated costs: \$95,400.

M&E Supplies (\$5,000): FD will purchase 20 tablets for 20 field M&E staff at a cost of \$100 each for a subtotal of \$2,000. In Y1, FD will purchase a subscription and licenses for EvalU-PLUS+, a highly effective M&E software system for \$3,000. All necessary M&E staff will have access to this system.

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

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

Provide any costs associated with a Subrecipient agreement in this section.

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

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

Maintenance and Insurance (\$59,400): FD estimates equipment and supply maintenance costs for Y1-5 include the following:

- Vehicle maintenance: \$100 per vehicle per month for five years (3 vehicles), \$18,000 subtotal
- Motorcycle maintenance: \$40 per motorcycle per month (6 motorcycles), \$14,400 subtotal
- Vehicle Insurance (\$27,000): \$450 per month for five years

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

2.8. Cost Share – Subtotal \$5,000

See [2 CFR 200.306](#) for information on cost sharing.

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 labor time is valued at \$5,000 in accordance with existing FD salary and travel expense structures, with \$2,500 in Admin: Salaries and \$2,500 in Admin: Travel.

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

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

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

SECTION 3: ACTIVITIES

As cited in [Section 4.2.b: Plan of Operations](#), USDA/FAS encourages Applicants to propose approximately 8-14 focused activities as part of a McGovern-Dole project.

Subtotal: \$5,792,348 (\$5,767,348 in USDA/project operating costs and \$25,000 in cost share)

Subtotal Direct Costs: \$4,461,006 (\$4,436,006 in USDA/project operating costs and \$25,000 in cost share)

Subtotal Indirect Costs: \$1,331,342

Activity 1: Capacity Building: Government Institutions – Subtotal \$630,441

3.1.1. Salaries/Personnel – \$271,599

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

3.1.2. Fringe Benefits – Subtotal \$108,640

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

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

3.1.3. Travel – Subtotal \$10,700

Global Child Nutrition Forum (\$10,700): Cost per person includes flights (\$2,500 roundtrip), (\$150 per night *4 nights =\$600), conference fees (\$1,300), and M&IE (\$150 per day * 5 days =

\$750), totaling an estimated at \$5,350 per person. Under this activity, FD aims to support travel for two target country government officials to attend the Global Child Nutrition Forum in Y2. Travel for FD staff to participate in the Global Child Nutrition Forum is included under Activity 4: Provide School Meals.

3.1.4. Professional Services/Contractual – Subtotal \$0

3.1.5. Supplies – Subtotal \$11,600

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

Workshop supplies (\$8,200)

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

3.1.6. Other – Subtotal \$82,000

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

- Capacity-Building Government Institutions Workshop (\$8,100): FD has budgeted one workshop per quarter (starting halfway through Y1) for a subtotal of 18 workshops at roughly 15 attendees per workshop. Other costs include venue rental (\$150 per workshop) and refreshments (\$300 per workshop) for meeting participants and are estimated at \$450 per workshop.
- Coordination Committee Sessions/Meetings Workshop (\$6,500): Each workshop/event will last for 1 day and will host roughly 20 attendees. There will be two workshops each year, for a subtotal of 10 workshops. Other costs include venue rental (\$250 per workshop) and refreshments (\$400 per workshop) are estimated at \$655 per workshop.
- Lessons Learned Seminars Workshop (\$7,400): Each workshop/event will last one day with roughly 50 attendees. These meetings will be held once a year for the life of the project. Other costs include venue rental (\$350 per workshop) and refreshments (\$1,000 per workshop) are estimated at \$1,350 per workshop.

Subrecipient A will implement capacity building workshops in Y2-Y4 for a subtotal of \$60,000. FD anticipates holding 4 workshops a year with an average price of \$5,150 per workshop. Costs will include participant transportation stipends, Subrecipient staff travel, venue rental, and materials. FD has selected Subrecipient A to conduct these workshops based on their extensive experience facilitating capacity building workshops with government stakeholders and extensive experience working in the region.

3.1.7. Indirect Costs – \$145,902

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

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

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

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

3.2.2. Fringe Benefits – Subtotal \$231,833

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

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

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

3.2.3. Travel – Subtotal \$200,700

- International travel by HQ-based technical advisors (\$51,000): Annual visits by Education and Child Protection advisors Y1-5 estimated at \$5,100 per visit including transportation (\$2,500), lodging (\$150*10 days = \$1,500), per diem (75*12 days = \$900, and other travel costs (\$200), subtotaling an estimated \$10,200 per year for two travelers.
- Literacy field specialist overnight visits (\$10,500): Field specialists occasionally need to stay overnight in the field for visits to more remote schools. FD estimates 30 nights per year for lodging at \$70 per night, subtotaling \$2,100 per year for Y1-5.
- Local per diem (\$25,600): FD estimates per diem costs at \$40 per day for 155 travel days per year subtotaling \$4,600 Y1-4, and 60 travel days subtotaling \$14,700 Y5 for trainings/workshop participants, literacy field specialist overnights.

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

- FD will hire a consultant to conduct a special study on literacy gains by language of instruction to examine the impacts of teaching in local languages on student literacy

gains. The consultant will provide data collection services in Y1 (\$15,000) and will complete data collection and their report in Y4 (\$35,000).

3.2.5. Supplies – Subtotal \$155,000

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

3.2.6. Other – Subtotal \$178,800

- Motorcycle fuel (\$12,000): Cost of fuel for literacy field visits at \$200 per month for 12 months per year for 5 years
- Teacher trainings (\$100,000): FD will facilitate 2 regional teacher training workshops for project schoolteachers each year Y3 and Y4 for a total of 4 workshops. Each workshop/event will last for 3 days and will host 60 attendees. Estimated venue (\$600 per day * 3 = \$1,800), refreshments (\$1,200 per day * 3 days = \$3,600), and training materials (\$1,600) is \$7,000 per workshop. Travel costs for 75 teachers including transportation (\$100 roundtrip * 75 = 7,500) and lodging ($70 * 2 \text{ nights} * 75 = \$10,500$) is \$18,000 per 3-day workshop.
- School administrator training (\$66,800): FD will facilitate 2 regional school administrator training workshops for project school administrators per year Y2-Y4 for a total of 6 workshops. Each workshop will last 4 days and will host 35 attendees. Costs include the venue (\$500 per day * 4 days = \$2,000), refreshments (\$700 per day * 4 days = \$2,800), and training materials (\$1,500). Travel costs for 26 school administrators including transportation (\$100 roundtrip * 26 = \$2,600) and lodging is ($\$150 \text{ per night} * 2 \text{ nights} * 26 = \$7,800$) \$10,400 per 3-day workshop. FD will hold workshops in Years 1-4. Estimated cost per workshop is \$19,300.

3.2.7. Indirect Costs – \$390,826

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

3.2.8. Cost share – \$25,000

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

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

3.3.1 Salaries/Personnel – Subtotal \$173,523

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

3.3.2. Fringe Benefits – Subtotal \$69,409

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

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

3.3.3. Travel – Subtotal \$5,760

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

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

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

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

3.3.5. Supplies Subtotal – \$19,400

- Workshop supplies (\$200): FD will purchase workshop supplies for 2, 1-day workshops, including flip chart (\$20 each), printing (\$70 each), markers and pens (\$10 each)

- WASH training materials (\$19,200): FD will print the updated training WASH training materials to distribute to 60 schools in Year 4. FD estimates printing costs at \$320 per school.

3.3.6. Other – Subtotal \$13,480

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

3.3.7. Indirect Costs - \$236,872

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

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

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

Position	Months	LOE	Base Monthly Salary	Average Monthly Salary	Salary Subtotal
Deputy Chief of Party (CCN)	60	50%	\$8,018	\$8,861	\$265,827
School Feeding Officer (CCN)	60	100%	\$2,500	\$2,763	\$165,769
Nutrition Technical Advisor (USN)	60	25%	\$8,250	\$9,117	\$136,759
3 Field Officers (CCN)	58	60%	\$1,250	\$1,386	\$144,692
2 Food Aid Monitors (CCN)	58	100%	\$1,550	\$1,719	199,353
Driver (CCN)	60	75%	\$938	1,037	\$46,647
Subtotal					\$959,048

3.4.2. Fringe Benefits – Subtotal \$369,943

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

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

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

3.4.3. Supplies – Subtotal \$399,500

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

3.4.4. Travel – Subtotal \$78,150

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

3.4.5. Professional Services/Contractual – Subtotal \$0

3.4.6. Other – Subtotal \$52,500

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

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

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

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

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

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

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

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

4.2. Cash Vouchers – Subtotal \$0

Not Applicable to McGovern-Dole

4.3 Food Vouchers– Subtotal \$0

Not Applicable to McGovern-Dole

4.4. Cost Share – Subtotal \$0

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

4.5. Indirect Costs – Commodity and Food Purchases – Subtotal \$310,575

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

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

- Subtotal – \$3,100,689
- Subtotal Direct Cost: \$2,385,145
- Subtotal Indirect Cost: \$715,544

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

Position	Months	LOE	Base Monthly Salary	Average Monthly Salary	Salary Subtotal
Senior Commodity Manager (CCN)	60	100%	\$4,000	\$4,420	\$265,230
LRP Manager	48	100%	\$3,300	\$3,645	\$174,948

(CCN)					
Logistics Coordinator (CCN)	54	100%	\$2,200	\$2,323	\$125,432
2 Warehouse Officers (CCN)	54	100%	\$1,200	\$3,166	\$171,044
Subtotal					\$736,654

5.2. Fringe Benefits – Subtotal \$294,662

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

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

5.3. Travel – Subtotal \$3,300

Local Travel: (\$3,300):

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

5.4. Internal Transportation – Subtotal \$797,520

This includes transportation of commodities from designated ports or points of entry to storage and distribution sites.

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

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

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

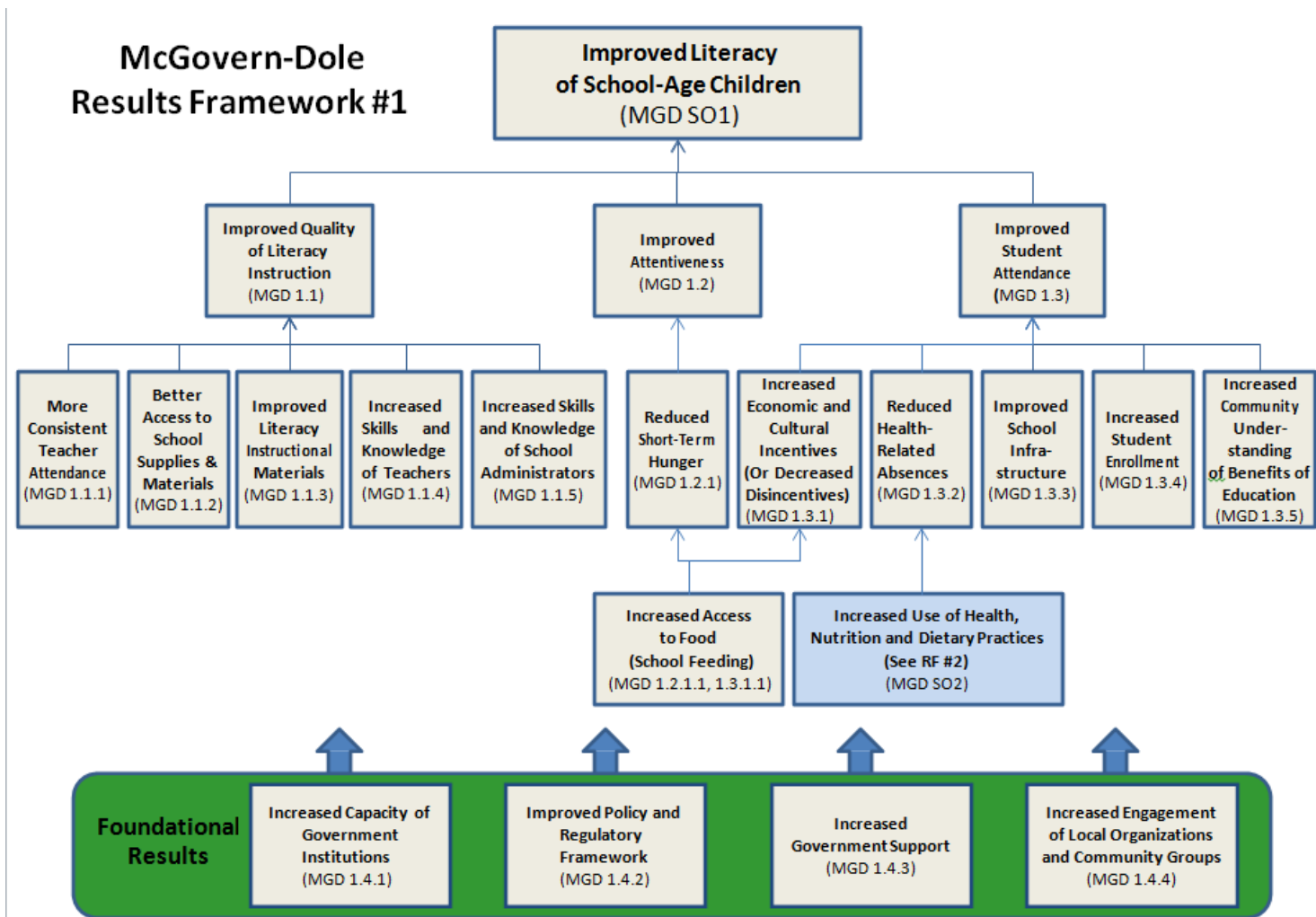
5.6. Warehouse – Subtotal \$287,200

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

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

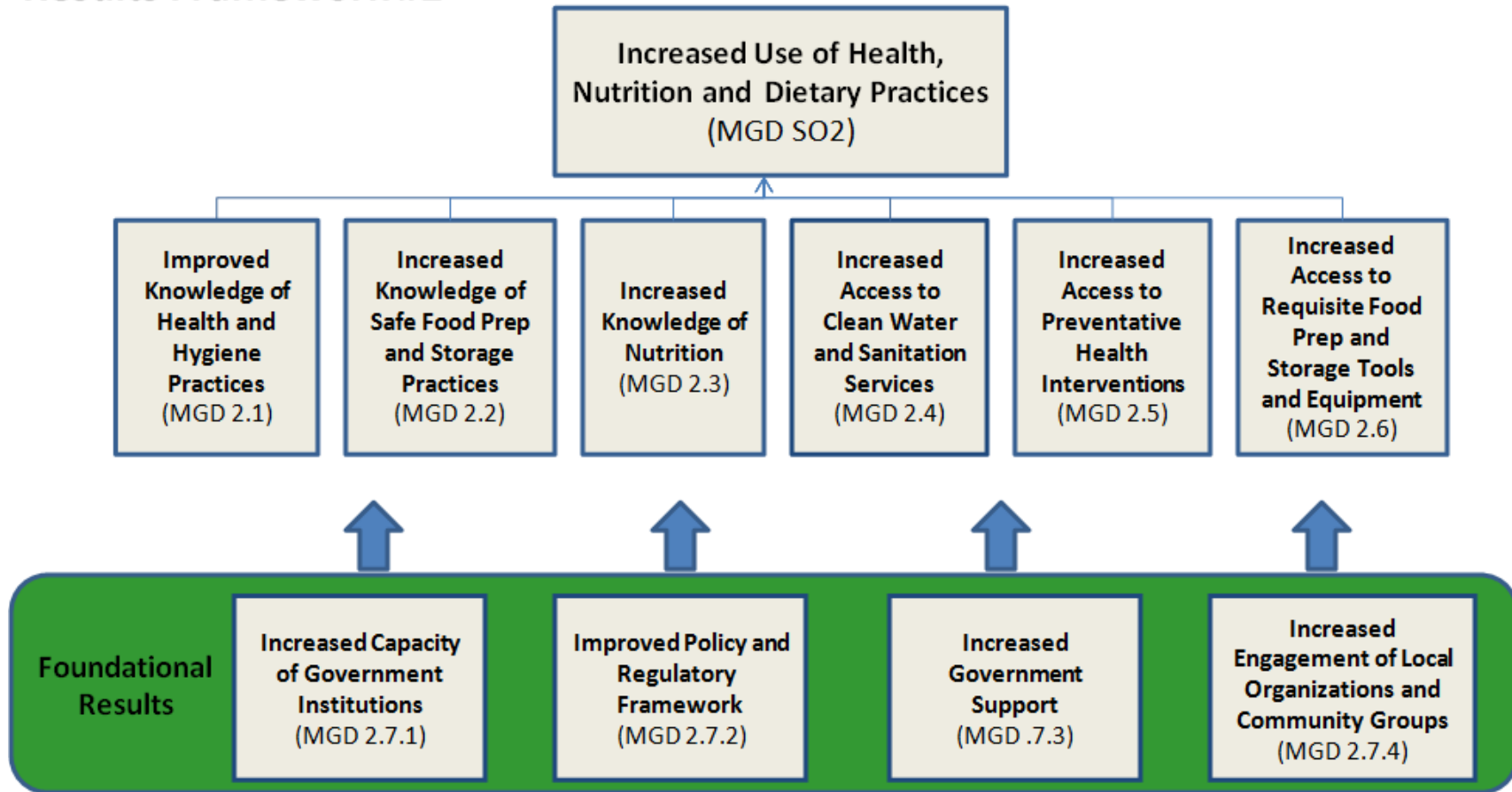
In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$715,544.

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.

McGovern-Dole Results Framework #2



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

Illustrative Examples of Foundational Results

Increased Capacity of Government Institutions

Improved Policy and Regulatory Framework

Increased Government Support

Increased Engagement of Local Organizations and Community Groups

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

APPENDIX F – Instructions for Completing the SF-424A

McGovern-Dole program Applicants will be required to fill out and submit a copy of the SF-424A, available on [Grants.gov](https://www.grants.gov). Applicants must upload this form along with the application as an attachment in FAIS. This form will be required IN ADDITION to the Attachment C-1: Budget Summary.

Applicants must fill out the SF-424A form using the same information provided in your budget summary and budget narrative. Please note that Sections A-C will ONLY include the amounts from the project operating costs. The total Federal award amount, including Commodity Cost and Freight Cost, will be captured under [SECTION F—Other Budget Information, Remarks](#).

SECTION A - BUDGET SUMMARY:

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

SECTION B - BUDGET CATEGORIES:

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

Guidance for SF-424A

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

Administration Expenses

- a) Personnel: Enter the total for all Administration Salaries expenses
- b) Fringe Benefits: Enter the total for all Administration Benefits expenses
- c) Travel: Enter the total for all Administration Travel expenses
- d) Equipment: Enter the total for all Administration Equipment expenses
- e) Supplies: Enter the total for all Administration Supplies expenses

- f) Contractual: Enter the total for all Administration Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the total for all Administration Office and Other expenses
- i) Indirect Charges: Enter the total for all Administration Indirect expenses

Activities Expenses

- a) Personnel: Enter the total for all Activities Salaries expenses
- b) Fringe Benefits: Enter the total for all Activities Benefits expenses
- c) Travel: Enter the total for all Activities Travel expenses
- d) Equipment: Enter the total for all Activities Equipment expenses
- e) Supplies: Enter the total for all Activities Supplies expenses
- f) Contractual: Enter the total for all Activities Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the total for all Activities Office and Other expenses
- i) Indirect Charges: Enter the total for all Activities Indirect expenses

Commodity and Food Purchase Expenses

- a) Personnel: Leave blank
- b) Fringe Benefits: Leave blank
- c) Travel: Leave blank
- d) Equipment: Leave blank
- e) Supplies: Leave blank
- f) Contractual: Leave blank
- g) Construction: Leave blank
- h) Other: Enter the total for all Commodity Procurement expenses
- i) Indirect Charges: Enter the total for all Commodity and Food Purchase Indirect expenses

Internal Transportation, Storage, and Handling (ITSH) Expenses

- a) Personnel: Enter the total for all ITSH Salaries expenses
- b) Fringe Benefits: Enter the total for all ITSH Benefits expenses
- c) Travel: Enter the total for all ITSH Travel expenses
- d) Equipment: Enter the total for all ITSH Equipment expenses
- e) Supplies: Enter the total for all ITSH Supplies expenses
- f) Contractual: Enter the total for all ITSH Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the totals for all ITSH Transportation, Warehouse, and Other expenses
- i) Indirect Charges: Enter the total for all ITSH Indirect expenses

Program Income

Applicants should list all applicable program income here. This amount includes, but is not limited to, income from: fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal award,

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

Cost Categories

USDA/FAS is providing the following guidance to assist Applicants in categorizing costs:

a. Personnel:

Costs of employee salaries and wages. For each staff person, provide the name (if known), title, time commitment to the project as a percentage of a full-time equivalent, annual salary, and grant funded salary. Do not include the costs of consultants, subgrants or contractors. Consultants, subgrants and contractors are to be included under “Contractual.”

b. Fringe Benefits:

Costs of employee fringe benefits unless treated as part of an approved indirect cost rate. Provide the method used to calculate the proposed rate amount. If a fringe benefit has been negotiated with, or approved by, a cognizant federal agency, attach a copy of the negotiated fringe benefit agreement. If no rate agreement exists, provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act, retirement insurance, taxes, etc. Identify the base for allocating these fringe benefit expenses. (Attach the agreement to the application package.) For foreign entities this may not apply.

c. Travel

Costs of project-related travel by employees of the Applicant organization (do not include costs of Subcontractor, Subrecipients or consultant travel). For each proposed trip, provide the purpose, number of travelers, travel origin and destination, number of days, and a breakdown of costs for airfare, lodging, meals, car rental, and incidentals. The basis for the airfare, lodging, meals, car rental, and incidentals should be provided, such as past trips, current quotations, Federal Travel Regulations, etc.

d. Equipment

Any article of nonexpendable, tangible personal property having a useful life of more than one year and an [acquisition cost](#) which equals or exceeds the lesser of (a) the capitalization level established by the organization for financial statement purposes, or (b) \$10,000. For each type of equipment requested, provide a description of the equipment, the cost per unit, the number of units, the total cost, and a plan for use on the project, as well as use or disposal of the equipment after the project ends. An Applicant organization that uses its own definition for equipment should provide a copy of its policy or section of its policy which includes the equipment definition.

The inventory must also identify the sub-award under which the equipment was purchased. Maintenance and insurance will be the responsibility of the Recipient. Title of equipment will remain with the Recipient until closeout when disposition will be provided in writing by USDA/FAS within 120 days of submission of final reports.

e. Supplies

Supplies are tangible personal property other than that included in the equipment category if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$10,000, regardless of the length of its useful life. Specify general categories of supplies and their costs. Show computations and provide other information which supports the amount requested. A computing device is a supply.

f. Contractual

Costs of all contracts for services and goods that further the work of the project. Include professional services here. Do not put contractors that do not perform work to further the project. This includes the types of contractors that work for the Prime awardee exclusively, (i.e., landscapers, trash collectors, etc.) These costs belong under other cost categories such as equipment, supplies, construction, other, etc.

- Include third party evaluation contracts (if applicable). Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Identify proposed subcontractor work and the cost of each Subcontractor. Provide a detailed budget for each Subcontractor that is expected to perform work estimated to be \$25,000 or more, or 50 percent of the total work effort, whichever is less.
- Identify each planned Subcontractor and its total proposed budget. Each Subcontractor's budget and supporting detail should be included as part of the Applicant's budget narrative.
- Provide the following information for each planned subcontract: a brief description of the work to be subcontracted; the number of quotes solicited and received, if applicable; the cost or price analysis performed by the Applicant; names and addresses of the Subcontractors tentatively selected and the basis for their selection e.g., unique capabilities (for sole source subcontracts), low bidder, delivery schedule, technical competence; type of contract and estimated cost and fee or profit; and, affiliation with the Applicant, if any.
- All required flow down provisions in the award must be included in any subcontract.

g. Other Direct Costs

Any other items proposed as direct costs that do not fall under the budget categories listed above. Provide an itemized list with costs and state the basis for each proposed item.

Include payments to Subrecipients in this category. Provide information for each planned subgrant. Identify each planned Subrecipient and its total proposed budget. Include a brief description of the work to be performed.

h. Indirect Costs

Foreign public entities and foreign organizations may request, and upon approval from USDA/FAS use, the de minimis rate of 15 percent of modified total direct costs, or some other rate in excess of the de minimis rate of 15 percent. However, if the foreign entity has a valid NICRA, it must be used.

Attach a copy of the latest indirect cost rate agreement negotiated with a cognizant federal agency. If the Applicant is in the process of initially developing or renegotiating a rate, upon

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

Applicants and their proposed subrecipients that do not currently have a negotiated indirect cost rate agreement may elect to charge a de minimis rate of 15 percent of modified total direct costs, which may be used indefinitely. As described in [2 CFR 200.403](#) Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. For more information, see [2 CFR 200.414](#).

SECTION C - NON-FEDERAL RESOURCES

Applicants must list the amount of cost share and/or matching funds for each expense category.

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

SECTION D - FORECASTED CASH NEEDS

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

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

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

SECTION F - OTHER BUDGET INFORMATION

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

APPENDIX G – SF-424A Example

[View Burden Statement](#)

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0008
Expiration Date: 01/31/2019

SECTION A - BUDGET SUMMARY

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

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SECTION B - BUDGET CATEGORIES

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

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SECTION C - NON-FEDERAL RESOURCES

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

SECTION D - FORECASTED CASH NEEDS

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

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

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

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges:		22. Indirect Charges:	
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23. Remarks: Project includes funds for commodities (\$6,977,157) freight (\$5,070,000), and admin. cash (\$13,006,554) resulting in a total federal award amount of \$25,133,711.

APPENDIX H – Available Food Aid Commodities

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

For specific questions related to commodities, please contact ppded@usda.gov. For additional commodity specifications please visit: <https://www.ams.usda.gov/services/international-procurement/commodity-requirements>

Commodities are subject to change, based on price and availability. Quarterly International Commodity Procurement Awards are available here:

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

All Purpose Flour	Parboiled, Well Milled, Long Grain Rice 2/7
Black Beans	Parboiled, Well Milled, Long Grain Rice 5/20
Bread Flour	Peas/Lentils Substitutable
Bulgur	Pinto Beans
Cornmeal	Salmon, Pink (Canned)
Corn-Soy Blend	Small Red Beans
Corn-Soy Blend Plus	Soft Red Winter Wheat
Crude Degummed Soybean Oil	Soft White Wheat
Dark Northern Spring Wheat	Sorghum
Dark Red Kidney Beans	Soybean Meal
Fortified Rice, 2/7 Long grain, Well Milled	Soybean Oil
Fortified Rice, 2/7 Medium Grain, Well Milled	Soy-Fortified Bulgur
Fortified Rice, 3/15 Long grain, Well Milled	Soy-Fortified Cornmeal
Fortified Rice, 3/15 Medium Grain, Well Milled	Split Yellow Peas
Fortified Rice, 5/20 Long Grain, Well Milled	Super Cereal Plus
Fortified Rice, 5/20 Medium Grain, Well Milled	Tallow
Great Northern Beans	Textured Soy Protein
Green Peas	Vegetable Oil
Green Split Peas	Vegetable Oil Substitutable
Hard Milled Long Grain Rice	Well Milled, Long Grain Rice 2/7
Hard Red Spring Wheat	Well Milled, Long Grain Rice 3/15
Hard Red Winter Wheat	Well Milled, Long Grain Rice 5/20
Kabuli Garbanzo Beans	Well Milled, Medium Grain Rice 5/20
Lentils	Whole Green Peas
Lipid Based Nutrient Supplement (SF LNS-MQ)	Whole Yellow Peas
Milled Rice	Yellow Corn
Nonfat, Non-fortified Dry Milk	Yellow Grease Tallow
Northern Spring Wheat	Yellow Soybeans

APPENDIX I –Activity Description Example

The sample below is an example of possible (but not required) formatting for activity descriptions in [Section 4.2.b: Plan of Operations](#). USDA/FAS does not require or recommend this example as a model for project operations or as a suggested activity. USDA/FAS intends this example to show the scope of information Applicants should share in the Plan of Operation.

ACTIVITY 1: BUILD AND REHABILITATE KITCHENS AND STOREROOMS

Results: Improved school infrastructure (MGD 1.3.3), Increased engagement of local organizations and community groups (MGD 2.7.4/1.4.4.)

Responsible: Implementing Organization, Subrecipient X

Coordinating Entities: Country X Ministry of Education, Provincial and Municipal Govt., Parent Teacher Associations

Beneficiaries: 123,594 primary students, 230 teachers (80% of schools)

Graduation Milestones: Communities and PTAs successfully take responsibility of maintenance in 80% of schools

Following initial site assessment of all schools, Implementing Organization and Subrecipient will build or rehabilitate school kitchens and storerooms in 80 percent of schools targeted by the project. The project will work with municipalities and traditional leaders to prioritize locations, and schools will be selected based on a needs assessment, prioritizing schools with limited or non-existent infrastructure, as well as accessibility, availability of local materials, and potential for community mobilization. Subrecipient’s Infrastructure Managers and provincial infrastructure officers will lead these activities using its established processes to efficiently plan, schedule, procure, and execute, mitigating challenges of currency inflation, material cost, availability, corruption, and limited accessibility. Given the importance of school kitchens and storerooms to school feeding and safe storage of commodities, construction will begin in Y1 in order to be completed before U.S.-provided commodities arrive.

Implementing organization will mobilize local materials (e.g., sand, stone, and water) and labor to foster ownership and build a pool of local participants with construction skills. Joint monitoring will ensure infrastructure meets community needs and ensure maintenance continues after McGovern-Dole support ends. Subrecipient will use the country’s standard model design for kitchens and storerooms, which were successfully piloted under the previous McGovern-Dole project. Kitchens will have fuel-efficient stoves, lead-free cookware and dishes, and wood pallets for food storage, Subrecipient will be responsible for procuring, inspecting, handling and delivering supplies and materials not contributed locally.

Maintenance may present a challenge to sustainability if communities lack resources of knowledge to maintain the facilities. Subrecipient will ensure that PTAs, school personnel, and municipal authorities establish clear processes and responsibilities for allocating resources and addressing maintenance needs in annual planning and budgeting cycles. All infrastructure constructed or rehabilitated will be branded clearly to recognize USDA funding.

APPENDIX J – Graduation Timeline Example

The sample below is an example of possible (but not required) formatting for graduation timelines in [Section 4.2.b: Plan of Operations](#). Milestones are fictional for the purpose of illustration. USDA/FAS intends this example to show the scope of information Applicants should share in the Graduation Timeline.

Activity	Milestone	Timeline
1: Capacity Building	Host government takes over leadership of school meals coordinating committee and organizes at least two meetings per year	Y4
	National School Meals Directorate finalizes food safety standards for school meals, introduces legislation to codify	Y3
	Parliament passes progressive budget increases for school meals to account for 100% government coverage by 2040	Y5
	Ministry of Education completes updated national strategy for literacy with project support	Y2
2: Promote literacy	70% of PTAs trained establish community-led mechanisms for reinforcing teacher and student attendance	Y5
	80% of trained teachers successfully demonstrate assessment and targeted instruction methods	Y5
	80% of school administrators trained demonstrate successful teacher coaching	Y5
3: Build/rehabilitate latrines and handwashing stations	80% of communities demonstrate effective latrine and handwashing station maintenance when spot checked	Y3
	80% of PTAs identify two responsible parties for infrastructure maintenance and a mechanism for providing resources for maintenance	Y4
4: Provide School Meals	National government takes over provision of rice and beans at 30% of project schools	Y3-5
	90% of project communities provide 50g or more per student per meal of vegetables and fruits	Y4
	All project District Health Offices independently execute training and re-training of school cooks annually	Y4
	Completion and successful rollout of procurement application (in coordination with School Feeding Directorate) to advertise and award contracting opportunities and track fulfillment	Y4

APPENDIX K – LIST OF ACRONYMS

BMI	Body Mass Index	MT	Metric Ton(s)
CCC	Commodity Credit Corporation	NCAGE	North Atlantic Treaty Organization
CCN	Cooperating Country National		Commercial and Government Entity Code
CFR	Code of Federal Regulations	NICRA	Negotiated Indirect Cost Rate Agreement
COI	Conflict of Interest	NOFO	Notice of Funding Opportunity
CV	Curriculum Vitae	RF	Results Framework
eBiz	e-Business	ROC	Government of Republic of Congo
EDT	Eastern Daylight Time	SF	Standard Form
FAIS	Food Aid Information System	SO	Strategic Objective
FFPr	Food for Progress Program	SO1	Strategic Objective 1: Literacy and Education
HGSF	Home-Grown School Feeding	SO2	Strategic Objective 2: Nutrition and Health
HQ	Headquarters	TCN	Third Country National
ICR	Indirect Cost Rate	UEI	Unique Entity Identifier
ITSH	Internal Transportation, Storage, and Handling	U.N.	United Nations
LOE	Level of Effort	U.S.	United States
LRP	Local and Regional Procurement	U.S.C.	United States Code
M&E	Monitoring and Evaluation	USG	United States Government
M&IE	Meals and Incidental Expenses	USN	United States National
MCN	Maternal and Child Nutrition	USDA	United States Department of Agriculture
McGovern-Dole	McGovern-Dole International Food for Education and Child Nutrition Program	USDA/FAS	United States Department of Agriculture, Foreign Agricultural Service
		WASH	Water, Sanitation, and Hygiene