

**U.S. Department of Agriculture
Foreign Agricultural Service**

Modifications

This Notice of Funding Opportunity (NOFO), originally issued May 21, 2026, has been modified as follows (see below table) and these changes are also highlighted in yellow in the NOFO.

Mod. No.	Date	Description of Modification
0001	May 29, 2026	Updated Monitoring and Evaluation Brief - Evaluation Approach and Methodology to remove reference to evaluation plan.
0001	May 29, 2026	Updated Appendix A - Application Content Checklist Required Content and Forms to align with Content Guidance section e. Monitoring and Evaluation: Project-Level Results Framework; Performance Indicators; Monitoring and Evaluation Brief.
0001	May 29, 2026	Updated Table A. Content and Points – Monitoring and Evaluation to align with Content Guidance section e. Monitoring and Evaluation: included Monitoring and Evaluation Brief and removed references to narrative theory of change and evaluation plan.



**FOOD FOR PROGRESS PROGRAM
NOTICE OF FUNDING OPPORTUNITY
FISCAL YEAR 2026**

Public Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is [0551-0035](#). The total annual burden hours decreased from 89,287 to 88,548. The total responses from respondents increased from 1,952 to 2,147 resulting in an increase in total annual costs to participants from \$4,842,104 to \$4,905,193.

OMB Control Number: 0551-0035

Expiration Date: April 30, 2027

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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. 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. Country Guidance for the seven priority countries is included in this Notice.
3. The requirement for a Monitoring and Evaluation (M&E) Plan has been revised. Beginning in FY2026, applicants must submit a Monitoring and Evaluation Brief instead of a full plan. This change is intended to simplify the application process while maintaining essential information for program oversight.
4. Applicants are no longer required to submit a narrative explanation of the Monitoring and Evaluation Results Framework. Beginning in FY2026, only the graphic representation of the Results Framework is required. This change is intended to streamline the application process and reduce redundancy, while ensuring that the visual framework clearly conveys the intended results and linkages. Applicants should ensure that the graphic is comprehensive and accurately reflects the program’s goals, outcomes, and indicators.
5. The narrative for the Monitoring and Evaluation budget, along with its corresponding budget table, has been moved to the Budget Narrative section.
6. USDA/FAS has designated a point addressing overall application quality to emphasize expectations for clear and concise writing, correct spelling and grammar, consistency across sections, and compliance with formatting guidance.
7. Application review points have been redistributed in line with broader updates to the guidance.

1. BASIC INFORMATION

1.1 EXECUTIVE SUMMARY

The U.S. Department of Agriculture, Foreign Agricultural Service, International Food Assistance, announces this funding opportunity to support the Food for Progress Program by issuing new awards. This opportunity is available to the government of an emerging agricultural country, intergovernmental organizations, private voluntary organizations, nonprofit agricultural organizations or cooperatives, non-governmental organizations, colleges or universities, and any other private entity, and is intended to increase agricultural productivity and expand trade of agricultural products (domestically, regionally, and/or internationally). Per the Food for Progress program's authorizing legislation, this funding opportunity is intended to help developing countries and emerging democracies introduce and expand free enterprise in the agricultural sector. The program procures U.S. bulk commodities from American farmers, sells them commercially in emerging markets, and uses the proceeds to support agricultural development activities. This process is known as monetization. These development activities include providing financial and technical assistance to improve agricultural productivity and increase trade. In accordance with the authorizing legislation, all Food for Progress projects must include the monetization of U.S. commodities to address the program's two strategic objectives: 1) Improving agricultural productivity, and 2) Increasing trade. Food for Progress projects must reflect America First objectives. This includes the monetizing of U.S. agricultural commodities purchased from American farmers, ensuring robust oversight and monitoring to reduce fraud, waste, and abuse, and incorporating a clear exit strategy to ensure a sustainable impact after USDA Food for Progress support concludes. USDA/FAS expects to enter into multiple new cooperative agreements under Food for Progress, with total awards not to exceed \$246,000,000, subject to the availability of funding. These awards will support projects with an anticipated duration of approximately five years.

1.2 FEDERAL AGENCY NAME

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

1.3 FUNDING OPPORTUNITY TITLE

Food for Progress Program Notice of Funding Opportunity Fiscal Year 2026

1.4 ANNOUNCEMENT TYPE

New Announcement

1.5 FUNDING OPPORTUNITY NUMBER

USDA-FAS-10.606-0700-26(609) – Bangladesh

USDA-FAS-10.606-0700-26(104) – Bolivia

USDA-FAS-10.606-0700-26(118) – Ecuador

USDA-FAS-10.606-0700-26(456) – Morocco

USDA-FAS-10.606-0700-26(314) – Philippines

USDA-FAS-10.606-0700-26(688) – Sri Lanka

USDA-FAS-10.606-0700-26(316) – Thailand

1.6 ASSISTANCE LISTING NUMBER

10.606 Food for Progress

1.7 FUNDING DETAILS

Total Available Federal Funding: Up to \$226 million

Anticipated number of awards: 7

Expected range of each individual award: \$28 million to \$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 selection for awards will be made no later than six months after the original selection decisions.

1.8 PERIOD OF PERFORMANCE

The period of performance is approximately 4-5 years

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

Projected Period of Performance End Date(s): approximately 09/30/2030 - 09/30/2031

“Period of performance” is defined in [2 CFR 200.1](#).

1.9 KEY DATES

Deadline for Question Submission: June 19, 2026

Applicants may submit questions until 5:00 P.M. EDT on June 19, 2026, by emailing ppded@usda.gov and including “FY26 FFPr NOFO” in the subject line of the email. USDA/FAS will consider questions submitted by the stated deadline and will post responses to questions on a regular and rolling basis on [Grants.gov](#).

Application Submission Deadline: July 6, 2026 at 5:00 P.M. EDT

Anticipated Funding Selection Date: August 24, 2026

Anticipated Award Date: September 24, 2026

1.10 AGENCY CONTACT INFORMATION

For all inquiries, contact:

Name: Ingrid Ardjosoediro, Food for Progress Branch Director

Email Address: ingrid.ardjosoediro@usda.gov

Phone Number: +1 (202) 531-0216

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

2. ELIGIBILITY

2.1 ELIGIBLE APPLICANTS

In accordance with the [Food for Progress Act of 1985 \(7 U.S.C. § 1736o\)](#), the following entities are eligible Applicants (see [7 CFR 1499.2](#) for definitions):

- The government of an emerging agricultural country
- An intergovernmental organization
- A private voluntary organization
- A nonprofit agricultural organization or cooperative
- A nongovernmental organization
- A college or university
- Any other private entity

All Applicants must have an active registration in the U.S. Government System for Award Management (SAM)¹ 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. If an award is made, SAM registration must be maintained throughout the life of the project. More information about [SAM.gov](#) registration can be found in Section [9, Other Information](#).

2.2 SUBSTANTIAL COMPLIANCE

All applications will be reviewed for eligibility and must meet the eligibility requirements described in this NOFO to be considered eligible. USDA/FAS will not review or consider any applications that remain incomplete after the deadline. Applicants deemed ineligible for funding consideration as a result of the threshold eligibility review will be notified 14 calendar days of the ineligibility determination.

Applications must substantially comply with the application submission instructions and requirements set forth in Section [4, Application Contents and Format](#), of this solicitation or else they will be deemed ineligible for funding consideration and will not be reviewed.

USDA/FAS will not review or consider applications that do not meet the requirements described in this NOFO.

2.3 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, and will rely solely on the materials provided.

¹ <https://www.sam.gov>

2.4 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 1499](#). 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.

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

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, Step 10 on the 2026 General Schedule² (for 2026, \$164,301 per year, \$629.84 per day, or \$78.73 per hour)³. Post Hardship Differential, other DSSR-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 IT, and enterprise management. Pursuant to [USDA Departmental Regulation DR2255-001](#), a Negotiated Indirect Cost Rate Agreement (NICRA) with a cognizant U.S. Government agency will be honored, except 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.

2.5 MULTIPLE APPLICATIONS

An individual Applicant may submit more than one application in response to this NOFO and may be offered more than one award.

2.6 COST SHARE/MATCH REQUIREMENT

Not required.

USDA/FAS encourages, but does not require, voluntarily committed cost sharing and matching (see [2 CFR 200.306](#) and [7 CFR 1499.2](#)), 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 1499.4\(b\)\(4\)\(i\)](#)). Applicants should include any cost share contributions as

² <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/26Tables/html/GS.aspx>

³ https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/26Tables/html/GS_h.aspx

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 minimum percentage for monitoring and evaluation budget. Applicants' unrecovered indirect costs are not allowable cost share. 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.

See Subsection [6.2, Review Criteria](#), for further details.

3. PROGRAM DESCRIPTION

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

Per the [Food Security Act of 1985](#), ([7 U.S.C. § 1736o\(d\)](#)), the Food for Progress Program has six specific objectives:

- (i) Access, on the part of farmers in the country, to private, competitive markets for their products;
- (ii) Market pricing of eligible commodities to foster adequate private sector incentives to individual farmers to produce food on a regular basis for the country's domestic needs;
- (iii) Establishment of market-determined foreign exchange rates;
- (iv) Timely availability of production inputs (such as seed, fertilizer, or pesticides) to farmers;
- (v) Access to technologies appropriate to the level of agricultural development in country; and
- (vi) Construction of facilities and distribution systems necessary to handle perishable products.

These can be summarized through two high-level strategic objectives: (1) increase agricultural productivity, and (2) expand trade of agricultural products (domestically, regionally, and/or internationally). These objectives work to enhance the competitiveness of American agricultural markets while promoting private sector engagement and encouraging innovation in emerging markets. The Food for Progress Program also represents the America First priorities by investing in strategically selected partner countries committed to improving agricultural productivity and expanding agricultural trade and opening new markets for U.S. agricultural goods while seeking to support vulnerable communities across the world.

3.1 AUTHORIZING STATUTES AND REGULATIONS

[Food Security Act of 1985](#), as amended, [7 U.S.C. § 1736o](#) and [7 CFR 1499](#).

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:

- Close monitoring of the successful applicant's performance to verify the results proposed by the Applicant;
- Collaboration during performance of the scope of work;
- Review of proposed procurement in accordance with [2 CFR 200.325](#) and [2 CFR 200.318](#);
- Approve qualifications of key personnel (USDA will not select the recipient's employees or contractors, but may disallow costs for specific individuals where required by statute or regulation); and
- Review and comment on reports prepared under the cooperative agreement (the final decision on the content of reports rests with the recipient).

3.3 PROGRAM SPECIFIC UNALLOWABLE COSTS

Funds provided under Food for Progress Program 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 1499](#) to avoid proposing program-specific unallowable costs.

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

4. APPLICATION CONTENTS AND FORMAT

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

4.1 FORM OF APPLICATION SUBMISSION

a. Application Format

Applicant must complete the application in English and adhere to the maximum page limits in Subsection [4.1.b, Required Content and Forms](#).

Applicants should:

- 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;
- Be single spaced and adhere to the maximum page limits per section for all content to be considered (see [Section 4.2](#));
- Use Times New Roman, 12-point font and one-inch margins. A 10-point font is

- permissible for tables, textboxes, and graphs;
- Use Letter Size, 8.5” x 11”;
- Number each page consecutively in the footer;
- Be submitted as PDF files, unless otherwise specified in the NOFO;
- Cite source information (with at least author and year) and/or provide an explanation of the analysis;
- Reduce file size to the greatest extent that is reasonable; and
- Not be certified, signed, or password protected.

b. Required Content and Forms

Each application must include the following content and forms within the required page limits. 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. Requirements marked with “no page limit restrictions” do not count towards their section page limits.

A complete application package must include:

- Cover Sheet: 1 page
- Strategic Analysis: 10-page limit
- Plan of Operation: 13-page limit
- Organizational Capacity and Staffing: 4-page limit
 - Capacity and Staffing
 - In-Country Registration
 - Curriculum Vitae for Chief of Party (4-page limit; excluded from Organizational Capacity and Staffing page count)
 - Organizational Chart (1 page; excluded from Organizational Capacity and Staffing page count)
 - Project-Specific Commitment Letters from anticipated subrecipients, if applicable (no page limit restrictions; excluded from Organizational Capacity and Staffing page count)
- Monitoring and Evaluation: 10-page limit
 - Project-Level Results Framework: 2-page limit
 - Performance Indicators: 5-page limit
 - Monitoring and Evaluation Brief: 3-page limit
- Commodity Management: 5-page limit
- Budget
 - Budget Summary: 1 page
 - Detailed Budget: no page limit restrictions
 - Budget Narrative: 16-page limit
 - Applicant’s most recent approved NICRA agreement (If applicable. No page limit restrictions) (See Part D Section 4 g, Budget, for more on indirect costs)
 - [Standard Form SF-424](#), Application for Federal Assistance, showing the Unique Entity Identifier (UEI), and signed by the Applicant
 - Single Audit (Applicant’s most recent; no page limit restrictions)
- Proof of 501(c)(3) status documentation to support eligibility determination, if applicable

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 processing of an Applicant selected for award.

Find additional requirements on the content of each section of the application below in Subsection [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 FAIS. USDA/FAS strongly discourages and will not consider any materials submitted by or on behalf of the Applicant other than those materials specifically requested in this NOFO.

4.2 CONTENT GUIDANCE

To have an impact in the agriculture sector, Applicants are expected to closely consult with existing service providers, as well as national authorities in the country such as research institutes, universities, private sector stakeholders, and all other pertinent organizations. Applicants should also consider complementing efforts with the work of other international donors as well as other USG programs. Applicants are encouraged to bring innovative approaches and tools into their application that deliver measurable returns on investments and safeguard U.S. resources through rigorous oversight. The expected coordination efforts should integrate the project's agricultural approaches with existing private sector and government extension services in alignment with USDA priorities of advancing America First agricultural interests while also advancing the priorities set forth in the country's national agricultural strategy including the following:

- **Cost-efficiency and prevention of fraud, waste, and abuse:** Applicants should propose activities that maximize the use of resources and return on investment while implementing measures that provide a high degree of assurance against misuse of funds, fraud, waste, or abuse. Applicants should ensure that a minimum of 70% of the operating budget is allocated directly to program activities. The 70% minimum threshold cost ratio should include direct costs only and exclude indirect costs and cost share. Proposed activities should demonstrate the funds are mainly used to further the impact of the project rather than used on administrative expenses. Applicants should also consider maximizing the use of investment funds or grants mechanisms to further the return on investment.
- **Access to finance:** Access to finance is a key constraint in most countries, stretching from microfinance needs of small farmers to formal financial institution access for medium- and larger-scale farmers and processors, and formal bank loans and investor financing for larger processors. To avoid duplications of efforts and consolidations of technical expertise in the area of access to finance, Applicants should work with existing local entities instead of creating new financial institutions. Applicants are highly encouraged to consider facilitation of appropriate financial solutions, based on an assessment of existing financing, credit, and investment options such as the use of grants in close coordination with existing financial institutions given its key role in stimulating finance options. For example, a project could use a grant mechanism to minimize the

program beneficiaries' risk for entry of these institutions while also being used as a form of loan guarantee.

Other examples of access to finance may include seasonal loans or advances from buyers to farmers (such as “contract farming”), agro-processors advancing credit to farmers, input providers supplying in-kind loans to farmers, buyer out-grower schemes that involve credit (often alongside inputs), short-term, seasonal loans for working capital from microfinance institutions, long-term fixed asset loans from financial institutions, and partial guarantees from financial institutions to leverage credit to value chain actors. Most financing options should be sustainable in the market long term. If proposing a matching grant co-investment component, Applicants should provide examples and investment ranges.

- **Use of ICT (Information Communication Technology)**: The project should utilize advances in digital technologies to benefit extension services, market information, and access to finance, which would benefit the agriculture sector. Currently, initiatives to digitize farmer records, enterprises, and markets remain weak, given the weak digital infrastructure, especially in rural areas. Besides more modern ICT, traditional media (such as radio) could be used more intensively for agricultural extension and market information systems to reach remote and poor areas. ICT could also be used to help stakeholders make more informed decisions more efficiently and effectively. The feasibility of developing mobile money transfers and insurance against seasonal weather patterns and disasters could be further examined.

All FFPr Program applications must include the following as attachments in the Food Aid Information System (FAIS):

a. Cover Sheet (1 page)

Applicants must provide an introductory cover sheet with the following information:

- Applicant organization name
- Subrecipient organization(s) name(s)
- Priority country and Funding Opportunity Number
- Award funding request, itemized by commodities, freight and administration, and operating budget
- Number of direct beneficiaries
- An executive summary of the proposed project's technical approach

b. Strategic Analysis (10-page limit)

Applicants must demonstrate a deep understanding of the priority country's specific context, including its agricultural landscape and current challenges. Applicants must provide a compelling strategic vision outlining the design of the project. The strategic analysis must provide a description of existing gaps, opportunities for lasting impact, and sustainable benefits and sector growth. Applicants must identify **what** needs to be addressed within the priority sector(s). Applicants must also provide a clear strategy regarding the proposed interventions and **why** those interventions are important for achieving the objectives of the project. The strategic analysis should incorporate innovative, evidence-based approaches, and emphasize the cost-

effectiveness, including the risk assessment and management strategy and measures to reduce fraud, waste, and misuse of U.S. provided resources. The strategic analysis should showcase operational efficiencies, demonstrate how resources will be optimized, and demonstrate how innovation will achieve sustainable outcomes and measurable impacts.

Applicants must also:

- Describe specific areas within the priority sector(s) where the proposed project can have a lasting, transformative impact and why its innovative interventions are the most appropriate, contextually relevant, and replicable for creating sustainable change beyond the proposed project's duration. Where applicable, Applicants should include technical agricultural approaches and demonstrate an understanding of potential end-markets for any targeted value chains.
- Propose target geographic area(s) and beneficiary group(s) based on practical considerations such as production areas, infrastructure conditions, project implementation costs, and other context-specific factors that support cost-efficient and sustainable implementation. Applicants should also demonstrate how the proposed locations offer strong and direct linkages to relevant markets, enabling scalable, sustainable, and measurable results.
- Incorporate key insights from stakeholders that drive the applicant's unique approach and strategic vision. Detail an understanding of key local, public, and private sector actors and organizations as well as existing development and private sector investments.

c. Plan of Operation (13-page limit)

Applicants must develop an actionable Plan of Operation that *directly builds* upon the Strategic Analysis. This plan must clearly articulate **how** the Applicant will implement the proposed interventions and achieve the specific measurable results to address the needs identified in the Strategic Analysis, providing implementation plan for each activity, including major milestones and timelines. Detailed activity breakdowns will be included in the work plan post-award. Applicants should design the plan of operation **prioritizing cost-effectiveness and operational efficiencies**, demonstrating how resources will be strategically allocated and activities structured to achieve measurable outcomes and sustainable impact. The plan must be technically and programmatically feasible within a five-year timeframe and must prioritize the following:

- **Target** – Identify the target geographic area(s) and beneficiary groups.
- **Show Clear Process** – Provide steps and end results for the implementation of each activity.
- **Create Economies of Scale** – Explain how the activities will facilitate economies of scale in individual smallholder farmers, such as through farmer organizations. Demonstrate how these economies of scale will lead to greater efficiencies and achieve broader economic growth in the priority sector(s).
- **Foster Local Capacity and Sustainability** – Describe how the project will enhance local capacity and create long-term sustainable results through market growth, linking smallholders to end-markets, and private sector engagement and partnerships. Include an exit strategy to ensure ongoing momentum and sustained results after the life of project.
- **Leverage Other Investments** – Describe how the Applicant will complement ongoing development and private sector efforts, avoid duplication, and maximize impact.

- **Define Subrecipients' Roles (if applicable)** – Outline the roles and responsibilities of each proposed subrecipient in the activities.

d. Organizational Capacity and Staffing (4-page limit)

Applicants must clearly describe their organizational capacities to implement the proposed project across all aspects of project management. Current experience in agricultural projects, especially within the priority area or targeted geographic area(s), must be included in this section.

The Organizational Capacity and Staffing section must also include a staffing plan that details the technical and geographic expertise required for efficient and effective project implementation, administration, and management. The staffing plan should include a brief description of all long-term staff positions and required levels of experience. The Applicant should propose a highly skilled yet streamlined organizational staffing structure that maximizes efficiency and productivity. The project team should be designed with cost effectiveness in mind. Examples include engagement of qualified local personnel in key leadership roles, such as the Chief of Party as well as partnering with local institutions when feasible and appropriate. FAS may request changes to the final staffing plan during award negotiation or project implementation.

Applicants must also provide a rationale for the involvement of each subrecipient, including experience and expertise, in the proposed project. If the allocation to a subrecipient is 20% or more of the proposed operating budget, Applicants should provide details in the budget narrative.

Subrecipient means an entity that enters into a sub-agreement with the Applicant for the purpose of implementing in the target country activities described in the agreement ([7 CFR 1499.2](#)). Such an entity would receive commodities, Commodity Credit Corporation (CCC)-provided funds, program income, sale proceeds, or other resources from the Applicant to use for this purpose and would be accountable to the Applicant for the use of these resources. A subrecipient may be named in the proposal without an active UEI, but it must obtain a UEI before receiving federal funds.

Applicants must disclose their registration status in the target country. Applicants not registered in the target country must provide a clear plan to become registered and a timeline to complete the registration process, which should account for potential delays. Applicants with active registration in the target country must provide the date they became registered, the date of expiration of their registration, and any other relevant information.

In addition, Applicants must provide the following items related to the Organizational Capacity and Staffing section. Each item will be submitted as a separate attachment to, and excluded from the page count of, the section:

- **Organizational Chart and Key Personnel (1-page limit)** – Applicants must include an appropriate and adequate organizational chart that identifies Key Personnel positions. Key Personnel include, but are not limited to, managers responsible for overall agreement implementation (e.g. Finance Director, Deputy Chief of Party, and Chief of Party), as well as specialized technical staff for specific activities. Should the Applicant be selected

for funding, the information on Key Personnel will be added to the Plan of Operation in the agreement. Applicants are encouraged to include processes for handover and to promote sustainability within the design of the Organizational Chart for the life of the project. This might include transitioning Key Personnel positions (i.e. Chief of Party) to experienced local staff and assigning technical assistance assignments to qualified local professionals and institutions as part of the exit strategy. If subrecipient(s) are proposed, they should be identified in the organizational chart so that a clear reporting structure between the subrecipient(s) and the Applicant is established.

- **Curriculum Vitae (CV) for Chief of Party (4-page limit)** – The Applicant must attach, as part of the proposal, the CV for the project leader, i.e. Chief of Party. This person will provide major oversight of the Food for Progress Program project. The CV must clearly describe the project leader’s relevant work experience and qualifications.
- **Subrecipient Letters of Commitment (no page limit)** – A project-specific commitment letter from each proposed subrecipient must be included. Letters of support from entities that are not subrecipients must *not* be included with the application.

e. **Monitoring and Evaluation (10-page limit)**

FAS requires an Applicant to submit three monitoring and evaluation documents in its proposal:

1) Results Framework (2-page limit)

The project-level graphic results framework (RF) must clearly identify how the proposed project will contribute to the FFPr 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 two pages. A strong graphical RF should:

- Use the FFPr Program-level RF as the basis of the project-level RF.
- Identify which results the project will contribute to, and which results the project will *not* contribute to.
 - A single project is not expected to contribute to all of the 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 contributed to will *not* be a factor in proposal evaluation.
- Display the project’s activities and align each with the result(s) the activity will help achieve. Applicants should use short, descriptive activity titles so that readers have enough information to understand how an 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).
- Add custom results, beyond what is available in the program-level RF, to communicate additional results the project is designed to achieve. This is particularly important for projects such as Trade Enabling Environment-focused projects that typically work towards results *not* already displayed on the Program-level RF.

2) Performance Indicators (5-page limit)

Applicants must submit a table of standard and custom performance indicators for their proposed project results. Performance indicators identify how to recognize the success of the project and help to clarify results. For each indicator, the Applicant must identify 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 Target, Year Y Target, etc. (numbers to correspond to each year in the project), and Life of Project Target.

[Standard FFPr program performance indicators](#) are required, where appropriate. Each result included in the 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 isn't available for a proposed project result, the Applicant should include a custom indicator for that result. Custom indicators proposed for a project should be a mix of output and outcome indicators, in alignment with the result level(s). As described in the [Monitoring and Evaluation Policy](#), custom indicators should also meet the criteria of being direct, objective, adequate, and practical. USDA/FAS does not require a specific number of indicators per result; however, the number of indicators should be sufficient to monitor the project's performance in achieving each result.

Applicants should review the FFPr Program standard indicators carefully to propose indicators that will reflect applicable good agricultural practices activities. Applicants should capture additional results with custom indicators that reflect the specific objectives of the proposed project, and may consult publicly available, established indicator sets for ideas as relevant, including other USG standard indicator sets and validated indicators identified by relevant experts.

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

Applicants must submit a Monitoring and Evaluation (M&E) brief as described below. Once an award is granted, USDA/FAS will require a comprehensive evaluation plan as described in the International Food Assistance Division's [Monitoring and Evaluation Policy](#). The comprehensive plan required post-award should be developed as a stand-alone document that can be shared with interested parties and the public and should provide a detailed approach to both monitoring and evaluating the project's performance and impact.

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 offer details specific to the Applicant's organizational 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** – 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 and other entities involved in the project, and the quantitative and qualitative evaluation methods that will be used 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. These methodologies should be described in detail, including sample design, expected sample sizes, and key informants. The Applicant should also describe the strengths and limitations of the proposed methodology for measuring impact and assessing attribution. If the Applicant is proposing an impact evaluation, they should identify the design (experimental or quasi-experimental) and method of attribution (e.g., a randomized control trial, difference-in-difference, or propensity score matching). If the Applicant will not include an impact evaluation, provide a justification excluding it 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.

Monitoring and Evaluation Budget guidance is in the Budget Narrative section on page 22 and Applicants should include all relevant M&E budget information in that section.

f. Commodity Management (5-page limit)

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

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

1) Commodity List

Applicants must provide the following information:

- Commodity type(s): Applicants may consider a basket of approved commodities.
- Commodity specifications or target grades and standards

- Commodity end use: Specify how the commodity will be used, e.g., food sector, feed sector, etc. Provide details on the market conditions for the end use of the commodity in the monetization country or countries.
- Quantity in metric tons (MT): Tonnages must be whole numbers only and in multiples of 10.
- Destination country or specific countries within the same trade region: Analysis must not use a whole region. Up to five specific countries (where monetization is likely to occur) within a region must be listed and used for analysis.
- Any potential positive benefit or negative cost to the country, countries, and/or region due to monetization
- Estimated delivery to U.S. port (month and year)
- Estimated delivery to destination port (month and year)
- Estimated sales price per MT
- Estimated proceeds
- Estimated U.S. and Foreign Freight costs
- Estimated rate of return: The target is a minimum of 70%

2) Special Needs and Distribution Methods

Each proposal must include detailed information on special needs and distribution of commodities, including the following:

- **Transportation and Storage**

Provide assurances to USDA/FAS that the port, transportation infrastructure, and storage facilities are sufficient to prevent undue spoilage or waste of the commodities. Describe the following: (1) the discharge port facilities in the importing country, including offloading and storage capacity, number of discharge berths, depth of draft, and who will receive the commodities at the discharge port; and (2) storage capacity at port of discharge and destination, and structure and level of security at the port and during inland routing. Applicants should provide the names of any third-party contractors (e.g., marine surveyors and cargo expeditors) used for this analysis and include their findings. Third-party assessments and assistance are viewed favorably.

USDA/FAS reserves the right to require the offered and performing vessel to have a safety vetting and inspection. The Applicant/Recipient must ensure an inspection company is allowed to perform the required inspection at the ship owner's expense. Any vessel that fails to meet vetting approval or does not allow an inspection when required, may be subject to booking or contract termination. [Cargo preference](#) applies to ocean transportation of donated U.S. commodities.

- **Economic Impact**

Provide information indicating how the commodities were selected. Describe why the commodities can be imported and distributed without resulting in a substantial disincentive to, or interference with, domestic production or marketing patterns, and why the sale or barter of the commodities will not displace or interfere with any sales of U.S. commodities that may otherwise be made to or within the target country. Highlight current local agricultural risks, aberrations, and marketing practices for locally produced

foods. Discuss how these factors have been considered in the commodity selection process and monetization plan. Applicants must include plans to conduct a monetization impact assessment, which must be designed to examine the market or markets where the actual monetization will occur. The impact assessment will look at pricing and market structure for the monetized commodity or commodities, as well as relevant substitutes, prior to monetization, during the period of monetization (if there are multiple tranches), and for at least 12 months after the last tranche is delivered. The impact assessment must be budgeted for and reflect the size and scale of the monetization activity. Thus, if the sales plan is regional or involves multiple countries, the budget for this task should reflect that complexity.

Include recent production and consumption statistics, along with sources to support these statements. Applicants must provide the names of third-party “monetization agents” used for the analysis and include their findings. Third-party assessments and assistance for the sale are viewed favorably.

3) Monetization

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

- **Private Sector Participation in Sales of Commodity**

Provide information that describes how the commodities will be sold (i.e., open tender, tender with negotiation, or direct negotiation) and why this method of sale has been selected. Direct negotiation may only be approved by USDA/FAS under extenuating circumstances. Dual tender or advertising bids for commodities other than the assigned commodity is not allowed. Discuss how private sector buyers will be encouraged to participate in the sales process, and any constraints that may hinder or aid the sales process (e.g., number of buyers, number of banks, letter of credit fees, storage facilities at processing plants, etc.). Indicate which measures the Applicant will undertake to guard against an uncompetitive sale due to limited potential buyers.

- **Reaching 70 Percent Minimum Return or Better**

Per the [Food for Progress Act of 1985 \(7 U.S.C. § 1736o\)](#), as amended, all FFPr Program projects should meet a 70% rate of return (cost recovery) on monetization efforts. The Food for Progress Act of 1985 provides that the rate of return shall be equal to the proportion that the proceeds from the monetization of the donated commodities bear to the cost to the Federal Government to procure and ship the commodities to the country where they are monetized (see [7 U.S.C. § 1736o\(b\)\(10\)](#)). Detail how the Applicant plans to achieve at least a 70% cost recovery with its commodity monetization plan. Note alternatives in the event the proposed commodity may face potential restrictions, such as biosafety regulations. If attaining at least a 70% cost recovery seems unlikely and no other alternatives exist, explain how the Applicant will adjust its commodity and freight finances and related project budget to account for that outcome.

g. Budget

Applicants must submit a full budget in their application, using the templates provided by USDA/FAS (see [Appendix C](#) and [Appendix D](#) for further information). Applicants must submit an estimated budget for U.S.-provided commodities (Commodity Cost) and Freight Cost. The estimates should be realistic and sufficient, and account for rising commodity and freight rates. The templates include a one-page Budget Summary, a Budget Narrative, and a Detailed Budget workbook. The budget must be submitted in U.S. Dollars (USD) and present figures using two decimal places in all documents. Formulas and references must be visible, and the budget must not contain hidden or otherwise inaccessible cells. The proposed budget should be cost effective, accurate (calculations must be clear and correct), and consistent between budget documents. The Applicant must also demonstrate responsible and efficient use of federal funds to achieve proposed project outcomes. Applicants are expected to be flexible and adaptable to alter the scale of the project in the event of significant changes to the estimated proceeds because of market fluctuations. Applicants should also refer to Section [4.2, Content Guidance](#), particularly the requirement to demonstrate cost-efficiency and adherence to measures that prevent fraud, waste, and abuse.

USDA/FAS requires all Applicants to provide the following budgetary materials:

- 1) **Budget Summary (1 page)** that presents the proposed operating budget for administrative, internal transportation, storage and handling, and activity expenses. This must also show funding amounts for the specific line items that make up those expense categories (see [Appendix C](#)). The estimated Commodity, Freight, and Administrative Cash requests should also be included in this document, and the anticipated program income (including interest on monetization proceeds) denoted separately at the end of the Budget Summary and incorporated into the overall operating budget. If voluntary cost share is proposed, it must also be reflected in the Budget Summary.
- 2) **Detailed Budget (no page limit)** that presents the line-item level cost calculations for each year for the following budget categories: salaries/personnel; benefits; travel; professional services/contractual; office; supplies; equipment; other; indirect costs; anticipated program income; and cost share (see instructions in [Appendix A](#) on how to access this template). Proposed administrative costs and each proposed activity should be detailed in unique and separate tabs, the totals of which align with the Budget Summary. Applicants should duplicate the sheet labeled *Activity n* to add all proposed activities. The total cumulative proposed costs should also be included in a unique and separate *Detailed Budget* tab to show aggregate costs over the proposed life of project. This document must be submitted in Excel format. Additional tabs may be added for activities only.
- 3) **Budget Narrative (16-page limit)** that describes the composition of each line item, the budget's overall cost effectiveness, and adherence to applicable cost principles (see [Appendix D](#)). This narrative should explain why costs are reasonable, allocable, allowable, and necessary to project implementation. For every line-item request reflected in the detailed budget, only the total of that request needs to be included in the narrative; the detailed budget should include the calculations, and the totals across all budget documents must match. The Applicant should justify unit rates for each cost category proposed with supporting information to clearly identify the basis of all costs, such as market surveys, price quotations, current salaries, historical experience,

etc. Any assumptions should be clearly stated. The narrative must also include the value of expected interest earned on monetization proceeds and should include a description of any voluntary cost share proposed.

- i. **Monitoring and Evaluation Budget** - Applicants must allocate, at a minimum, three percent (3%) of the total project operating budget (*not* the Federal award amount) towards monitoring and evaluation. If the Applicant is proposing to conduct an impact evaluation, USDA/FAS expects costs to range from five to ten percent (5% - 10%) of the total operating budget towards monitoring and evaluation. The percentage invested is calculated as actual monitoring and evaluation costs divided by the operating budget minus any cost share. Applicants must not include cost share in the total operating budget and must exclude monitoring and evaluation staff salaries and staff travel from actual monitoring and evaluation costs when calculating the required monitoring and evaluation investment. 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.

The M&E budget identified in the budget narrative should show the evaluation budget broken into key line items, including separate lines for the baseline, midterm, and final evaluation costs. Applicants should also include a summary of the monitoring and evaluation budget in the General Explanatory Comments section of the Budget Narrative (see [Appendix D](#)).

- 4) **Negotiated Indirect Cost Rate Agreement (NICRA) (attachment, no page limit)** that details the organization's approved indirect cost rates. An Applicant should attach its most up-to-date NICRA. Organizations that do not currently have a NICRA may elect to charge a de minimis rate of up to 15 percent of modified total direct costs, which may be used indefinitely. As provided in [2 CFR 200.403](#), Factors Affecting Allowability of Costs, the Applicant must consistently charge costs as either indirect or direct costs but not double charge or inconsistently charge as both. If the Applicant chooses this methodology, it must use it consistently for all federal awards until such time as the Applicant chooses to negotiate for a rate, which it may apply to do at any time. For more information, see [2 CFR 200.414](#). If the Applicant does not have a NICRA, or chooses not to use the de minimis rate, attach a brief note explaining the absence of this document.
- 5) **SF-424, Application for Federal Assistance (attachment, no page limit)**
Applicants must complete, sign, and submit to FAIS the SF-424. Please note that an unsigned SF-424 will not be accepted. Applicants can download a blank SF-424 from Grants.gov at <https://www.grants.gov/web/grants/forms/sf-424-family.html>.

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 (UEI) AND SYSTEM FOR AWARD MANAGEMENT (SAM)

Each Applicant must:

- (i) Be registered in SAM before submitting its application;
- (ii) Provide a valid 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.

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

5.3 SUBMISSION INSTRUCTIONS

Applications must be submitted through the [Food Aid Information System](#) by the Application Submission Deadline. Applications received after the Submission Deadline will not be accepted. Applicants are advised to make their submissions one to two 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. Before a potential Applicant can view the FAIS homepage, it must first establish a FAIS account. See the FAS website on FAIS at <https://www.fas.usda.gov/food-aid-information-system> 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 Subsection [1.10, Agency Contact Information](#), prior to the application submission deadline date in Subsection [5.4, Submission Dates and Times](#). USDA/FAS strongly encourages Applicants to reach out at least five 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. Applications submitted through alternative methods will be ineligible unless, prior to the application submission deadline, Applicants (1) have confirmed their registered status in FAIS, (2) contact USDA/FAS, and (3) obtain prior written approval by USDA/FAS for such alternative submission methods.

Applicants are required to include on the cover sheet the Funding Opportunity Number corresponding to the priority country for which they are submitting an application.

5.4 SUBMISSION DATES AND TIMES

Application Submission Deadline: July 6, 2026 at 5:00 P.M. EDT. Applications received after this time will NOT be accepted. Applicants are advised to make their submissions one to two days before this deadline in case of computer problems.

5.5 INTERGOVERNMENTAL REVIEW

This funding opportunity is not subject to Executive Order 12372, Intergovernmental Review of Federal Programs.

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; and
- The Applicant submitted a complete application, including all required forms and documents as defined in Section 4, Application Content and Formats, and Section 5, Submission Requirements.

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

If an Applicant is determined to be ineligible, USDA/FAS will notify the Applicant prior to commencing with evaluation of applications, usually within five business days after the Application Submission Deadline. An applicant that feels such determination was made in error

may request reconsideration, highlighting evidence supporting their claim, by e-mail to the agency contact listed in Subsection [1.10, Agency Contact Information](#), within one business day of notification. USDA/FAS will not review ineligible and late applications.

Pages included in the application in excess of the page limitation outlined in [Section 4](#) 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 based on the extent to which they demonstrate that they have the capabilities, staff, and resources to successfully perform the proposed project, as well as the quality and clarity of their application. More specifically, USDA/FAS will evaluate applications based on Section 4, [Application Contents and Formats](#); Section [5, Submission Requirements and Deadlines](#); and Table A (below), using the specified point values.

Table A. Content and Points

<u>Content</u>	<u>Points</u>
<p>Strategic Analysis USDA/FAS will evaluate Applicants on the quality of the content and the extent to which they clearly adhere to the requirements of the NOFO, including strength of analysis; technical soundness of strategy to meet the strategic objectives in the country context; understanding of the country context; alignment with relevant programs and interventions; effectiveness, feasibility, and approach; and effectiveness of integration of cross-cutting topics into analysis and strategy, including the risk assessment and management strategy and measures to reduce fraud, waste, and misuse of U.S.-provided resources.</p>	15
<p>Plan of Operation USDA/FAS will evaluate Applicants on the quality of the content and the extent to which they clearly adhere to the requirements of the NOFO, including demonstrating how the proposed activities align with the Applicant’s own strategic analysis; the technical soundness of activities to achieve project goals within the specific local context; clear sequencing, prioritizing cost-effectiveness and operational efficiencies; and sustainability of the activities.</p>	35
<p>Organizational Capacity and Staffing USDA/FAS will evaluate Applicants on the quality and extent to which they clearly provide the required information in this section and how effectively they demonstrate that their organization and proposed staff, including subrecipients, have the relevant experience and expertise, and will operate as cost effectively as possible to perform assigned roles for successful program completion and sustainable results.</p>	16
<p>Monitoring and Evaluation USDA/FAS will evaluate Applicants on the quality of the content and the extent to which they demonstrate monitoring and evaluation competency; adhere to the criteria; and provide a comprehensive, technically sound description of the Program-Level results framework, performance indicator table, and Monitoring and Evaluation Brief.</p>	12
<p>Commodity Management USDA/FAS will evaluate Applicants on the quality of the content and the extent to which they clearly provide the required information in this section and describe a feasible, comprehensive approach to monetization. USDA/FAS will also evaluate Applicants on how well they demonstrate a plan for conducting market studies and show that proposed commodities will not have negative market impacts.</p>	5

<u>Content</u>	<u>Points</u>
<p>Budget USDA/FAS will evaluate Applicants on the necessity, reasonableness, allowability, and allocability of costs. USDA/FAS will evaluate the cost-effectiveness of the proposal including the relative return on investment that proposed activities provide compared to the overall cost of the project, along with the adequacy of the proposed budget to accomplish its goals. USDA/FAS will also evaluate the extent to which budget documents are detailed, organized, in-scope, and appropriate, including consistency of information across the budget summary, detailed budget, and budget narrative.</p> <p>There is no cost share or match requirement for this program. However, applications that include well-reasoned cost share contributions, as defined in 7 CFR 1499.2, may receive up to 2 bonus points. To be considered for bonus points, the cost share must be equivalent to one percent or more of the total operating budget. Inclusion of cost share does not guarantee bonus points. USDA/FAS will evaluate proposed cost share in terms of value to the project, the ability of the Applicant to provide and use the cost share, level of detail, sustainability, verifiability, and clarity of commitment.</p>	16 (+2 potential bonus points for cost share)
<p>Overall Application Quality USDA/FAS will evaluate Applicants on the quality and extent to which they use clear and concise language, correct 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 Subsection [4.2.d., Organizational Capacity and Staffing](#), USDA/FAS will consider the following factors, if applicable, when making funding recommendations:

- a. 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 CCC— funded project.
- b. 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.
- c. 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](#)).

- d. 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.
- e. 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.
- f. The Applicant has had multiple USDA/FAS compliance reviews with multiple negative findings in the past five years.
- g. 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.
- h. 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 convene a review panel to review the eligible applications against the evaluation criteria described above. USDA/FAS documents that reviewers, whatever their affiliation, are free from a conflict of interest that would affect their assessment of an Applicant, whether positively or negatively.

The reviewers will ensure that the Applicant can deliver the programs/activities as described in the announcement based on the Applicant's project narrative and assign a score and provide summary comments based on the evaluation criteria identified below. The review panel will make a recommendation list 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 U.S.C. § 3321](#) and [41 U.S.C. § 2313](#) to review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information. Therefore, 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.

Prior to making a federal award with a total amount of Federal share greater than the simplified acquisition threshold, currently \$350,000, the federal agency must review and consider any information about the Applicant that is in the responsibility/qualification records available in [SAM.gov](#) ([41 U.S.C. § 2313](#)).

- An Applicant can review and comment on any information in the responsibility/qualification records available in [SAM.gov](#).
- Before making decisions in the risk review required by [2 CFR 200.206](#), the Federal awarding agency will consider any comments by the Applicant along with information available in the responsibility/qualification records in [SAM.gov](#).

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 e-mail 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.

This notice will outline allowable pre-award costs which may be incurred at the selected Applicant's own risk. Once the selected Applicant accepts the selection notice in FAIS, USDA/FAS will begin negotiations with the selected Applicant to develop a cooperative agreement. Until the cooperative agreement is signed, USDA/FAS reserves the right not to fund a selected application.

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

- 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 1499](#) 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, in which 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 Food for Progress Program regulations, [7 CFR 1499.5](#).

An unsuccessful Applicant may send a written request to ppded@usda.gov to receive a written summary of the strengths and weaknesses of its application related to the evaluation criteria. Unsuccessful Applicants must submit requests for feedback no later than August 27, 2026. USDA/FAS will endeavor to send a written summary to the Applicant within 90 days of the request.

8. POST-AWARD REQUIREMENTS AND ADMINISTRATION

8.1 ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

Acceptance of Terms and Conditions

All successful Applicants for all grant and cooperative agreements are required to comply with the applicable USDA FAS [General Terms and Conditions](#), which can be found at https://www.fas.usda.gov/grants/general_terms_and_conditions.

The Applicant is presumed to have read, understood, and accepted these terms when accepting a USDA/FAS award. Applicants with questions about the applicable terms should contact the program officer(s) listed in Subsection [1.10, Agency Contact Information](#).

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.

8.2 REPORTING

a. Financial Reporting

Recipients must submit semiannual financial reports via FAIS and 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 is 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 under Food for Progress. USDA/FAS may request more frequent reporting in the agreement, but no more frequent than quarterly.

b. Performance Reporting

Recipients must submit semiannual performance reports via FAIS. Performance reports must provide information on the overall progress of the project. A final performance report must be submitted no later than 120 calendar days after the end date of the period of performance.

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 is due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

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

c. Subaward and Executive Compensation Reporting

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

d. Closeout

Recipients must submit a final financial report and final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance no later than 120 calendar days after the end date of the period of performance or after an amendment has been issued to close out a USDA/FAS financial assistance agreement, whichever comes first.

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

USDA/FAS will initiate the award closeout process 60 days before the end of the performance period.

Recipients must submit and upload within 120 days of the end of the period of performance the following documents to FAIS in the Agreement-Level Report page under the “List of Closeout Attachments” section:

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

A sample tax certification letter as well as an equipment disposition form are available on the FAIS homepage under “Forms and Guidance.” If the Recipient uses funds under an agreement to establish a Federal interest in real property, such as through construction, the Recipient will submit to USDA/FAS a Real Property Status Report ([Standard Form - 429](#)).

After final reports have been reviewed and approved by the agency, and any residual amount due to the Recipient or due to be returned to the agency has been returned, the award is subject to closeout. Once the period of performance has expired, reports have been submitted, and remaining financial obligations liquidated, the award is subject to final closeout. Thereafter, the Recipient must retain records 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 Subsection [1.10, 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

a. Annual Work Plan

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

b. Other Project Documentation

If requested by USDA/FAS, the Recipient shall submit additional documents related to the project, including but not limited to the Grants Manual, implementation guidelines, or other supporting materials necessary for program oversight and compliance. Such submissions will be contingent upon request from USDA/FAS and must be provided within the timeframe specified in the request.

c. 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.

d. Audit Compliance

A Recipient other than a foreign public entity, a foreign organization, or a for-profit entity must comply with the timeframes established in [2 CFR 200 Subpart F](#) 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](https://sam.gov) registration. If you have never done business with the Federal Government, you will need to register your organization in [SAM.gov](https://sam.gov). If you do not have a SAM.gov account, then you will create an account using login.gov to complete your [SAM.gov](https://sam.gov) registration. [SAM.gov](https://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 200.1](https://www.ecfr.gov/current/title-2/chapter-I/subchapter-A/part-200/subpart-1/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](https://sam.gov). You can submit your request for an NCAGE Code by going to the North Atlantic Treaty Organization Support Activity (NSPA) NCAGE Request Tool at [CAGE/NCAGE Code Request](#), which contains detailed instructions. You can complete the [SAM.gov](https://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](https://sam.gov) requires you renew your registration every 365 days to keep it active.

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

Organizations should ensure that their [SAM.gov](https://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](https://grants.gov) Registration and system functionality.

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

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](https://www.ecfr.gov/current/title-7/chapter-I/subchapter-A/part-16) and any applicable constitutional and statutory requirements, including [42 U.S.C. § 2000bb](https://www.uscourts.gov/uscdb/42-2000bb) 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 accommodation 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

1. Applicant Requirements

- System for Award Management (SAM)
 - Active Registration
 - Current Financial Assistance General Certifications and Representations
- Unique Entity Identifier (UEI) number for Applicant
- UEI number(s) for proposed subrecipient(s)

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

- Strategic Analysis (labeled as A. Strategic Analysis)
- Plan of Operation and Activities (labeled as B. Plan of Operation and Activities)
- Results Framework and Monitoring and Evaluation (labeled as C. Results Framework and Monitoring and Evaluation)
 - Project-Level Results Framework
 - Performance Indicators
 - Monitoring and Evaluation Brief
- Commodity Management (labeled as D. Commodity Management)
- Organizational Capacity and Staffing (labeled as E. Organizational Capacity and Staffing)
 - Capacity and Staffing Narrative
 - Organizational Chart
 - In-Country Registration
 - CV of Project Lead
 - Project-Specific Commitment Letters (if subrecipients are proposed)
- Budget (labeled as F. Budget)
 - Budget Summary (template provided in [Appendix C](#))
 - Detailed Budget (template provided at Grants.gov as part of the section “Related Documents” with this NOFO)
 - Budget Narrative (example provided in [Appendix D](#))
 - Applicant’s NICRA (If applicable. Most recent)
 - Applicant’s Single Audit (most recent)
- SF-424
- Proof of 501(c)(3) determination, if applicable to the Applicant

3. Required Fields in FAIS

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

APPENDIX B – Country Guidance

Important Note: Target areas should be identified based on practical considerations such as areas of production, infrastructure conditions, cost of project implementation, along with other context-specific factors that support cost-efficient and sustainable implementation. Applicants should also demonstrate how the proposed locations offer strong and direct linkages to relevant markets, enabling scalable, sustainable, and measurable results. Considering market volatility for freight and commodity prices, Applicants are expected to be flexible and adaptable to alter the scale of the project in the event of significant changes to the estimated proceeds because of market fluctuations.

1. Country: Bangladesh

NOFO Number: USDA-FAS-10.606-0700-26(609)

Timeframe: 4-5 years

Estimated Award Value: Up to \$30,014,626

Anticipated Operating Budget: \$12,050,000 (Monetization Proceeds \$10,800,000 + CCC Admin \$1,250,000)

Priority Sector: Trade Facilitation

Targeted Areas: Applicants should propose project locations strategically, guided by practical considerations such as feasibility, cost-effectiveness, infrastructure, and cost of doing business in addition to other context-specific factors that support efficient and effective implementation.

Purpose, Context, and Background: Bangladesh faces significant delays, high transaction costs, and unpredictable procedures for agricultural imports due to fragmented agency responsibilities, non-risk-based inspection requirements, outdated sanitary and phytosanitary (SPS) systems, and insufficient coordination across agencies. These challenges slow down clearance times, increase costs for traders, and prevent Bangladesh from fully implementing its World Trade Organization Trade Facilitation Agreement (WTO TFA) commitments—ultimately limiting the country’s ability to expand its agricultural trade.

There is a level of complexity in the context of working with the Government of Bangladesh (GoB). For example, several ministries, agencies, and numerous private sector bodies play significant roles in the [National Trade Facilitation Committee \(NTFC\)](#). The Ministry of Commerce publishes the [Import Policy Order](#), which in its current form contains numerous requirements during the customs inspection process that are not science- or risk-based and create costly delays for imports. The Bangladesh Food Safety Authority (BFSA) is the lead agency for food safety policies, laws and science-based decision making; the [Bangladesh Standards and Testing Institution \(BSTI\)](#) addresses food and non-food standards and Codex Alimentarius issues. Similarly, the Department of Agricultural Extension (DAE) is the lead for [SPS](#) issues.

Applicants for Food for Progress (FFPr) funding should note that under the current Bangladesh government’s national inspection system, the [National Board of Revenue \(NBR\)](#), regulates 19 agencies that issue certificates, licenses, and permits under [Bangladesh National Single Window \(BSW\)](#) platform. A potential FFPr funded project will need to closely work with the NBR to develop a more efficient structure aimed at improving agricultural trade in Bangladesh.

Programming Priorities and Activities Approaches: FFPr is seeking proposals that clearly demonstrate how proposed activities will contribute to the FFPr strategic objective: Expanded Trade of Agricultural Products. In Bangladesh, USDA aims to support the Government of Bangladesh (GoB) in implementing its WTO TFA Schedule C commitments by simplifying, modernizing, and harmonizing SPS import and transit procedures. Proposed activities should improve agricultural trade by strengthening policy transparency, enhancing data systems,

increasing alignment with international standards, and expanding the availability of online food-standards information.

The project will engage key ministries—including the Ministry of Agriculture (MoA) and Ministry of Fisheries and Livestock (MoFL), both active members of the NTFC—to help them understand and fulfill their TFA-related responsibilities. Active private-sector engagement is required to ensure proposed interventions address real-world constraints faced by agricultural importers and exporters.

Applicants should demonstrate a detailed and evidence-based understanding of the following:

- Existing SPS testing and inspection gaps
- Demand for services across government and the private sector
- Constraints contributing to delays, costs, or inefficiencies in the clearance of agricultural goods
- Prior donor investments and successes in this area

Evidence may include prior assessments, consultations, or in-country insights and understanding of Bangladesh agricultural trade challenges. Any proposed laboratory capacity-building must be clearly linked to demonstrated demand and feasible utilization to ensure sustainable impact. Applicants that can show meaningful insight into Bangladesh’s SPS and trade-facilitation environment through field consultations, rapid assessments, engagement with supply chain actors, or prior experience working with GoB institutions—will be better positioned for successful project implementation. Proposals should also outline how the applicant will ensure GoB ownership throughout implementation, and how project activities, results frameworks, and expected outcomes will remain flexible and aligned with evolving GoB and trading-partner needs. To ensure sustainability, applicants should present a clear exit and handover strategy for the project. Applicants are strongly encouraged to incorporate a minimum 50 percent cost-share for any grants and infrastructure-related investments.

Proposals must demonstrate a strong understanding of the WTO, TFA, SPS and trade-facilitation processes, capacity-building approaches, and Bangladesh’s institutional operating environment. The implementer will collaborate closely with USDA/FAS, the U.S. Embassy in Dhaka, and relevant GoB ministries and agencies, including the World Bank, Asian Development Bank, Ministry of Commerce, MoA, MoFL, Ministry of Food, Ministry of Planning, NTFC, NBR, BFSA, BSTI, DAE, Department of Livestock Services, and Department of Fisheries. A USDA-led Steering Committee will provide technical and strategic oversight. Finally, proposals must map current donor interventions and propose complementary models and not repeat donor-led investments in capacity building or support in improving laboratories.

2. Country: Bolivia

NOFO Number: USDA-FAS-10.606-0700-26(104)

Timeframe: 4-5 years

Estimated Award Value: Up to \$32,122,144

Anticipated Operating Budget: \$14,740,00 (Monetization Proceeds \$13,440,000 + CCC Admin \$1,300,000)

Priority Sector(s): Dairy Value Chain

Targeted Areas: To ensure the feasibility of implementing a cost-effective project, proposed locations must be higher than the lowlands and below 4,000 meters in elevation (in the highlands area) and connected to a city center. Applicants should define a target area that is both cost-effective and aligned with the proposed technical approach.

Purpose, Context, and Background: Agriculture plays a central role in Bolivia’s economic development, accounting for 75% of rural employment. Yet, low productivity continues to constrain growth and limit the sector’s potential to further reduce poverty, increase job opportunities, and improve more inclusive private sector investment.^{4,5} For the dairy sector, though production is concentrated in the lowlands, the Bolivian highlands (<4000 m) represent a sizeable total market share. Though the highlands regions face considerable production challenges, including disease, feed and water scarcity, and land limitations, opportunities exist to improve rural incomes.

Despite producing an estimated 565 million liters of milk in 2024,⁶ Bolivia’s dairy sector faces persistent constraints that limit cold chain distribution, and resilience for small scale producers. Though fixed dairy price bands are set by the government with consultations with the private sector and producers, rising input costs have led to dairy farm closures, which threatens milk supply and market stability. In 2025, the government of Bolivia launched the “Leche para Crecer” fund to increase raw milk production, stabilize the value chain, and enhance income generation for rural communities for improved food security.

USDA seeks to strengthen Bolivia’s dairy sector by promoting sustainable, market-driven growth across the value chain while avoiding overlap with current or past donor-funded initiatives. Applicants should integrate approaches to reduce production and processing costs, and work with relevant stakeholders to align pricing models to strengthen the sustainability of the dairy sector.

Program Priorities and Activity Approaches: Applicants should leverage other donor funded assistance to unlock production and market opportunities, that may still show a gap in inclusive,

⁴ World Bank, Country Partnership Framework for the Plurinational State of Bolivia for the Period FY23–FY26

⁵ World Bank, Rebalancing Inclusive and Sustainable Growth to Continue Reducing Poverty in Bolivia, Systematic Country Diagnostic Update (2021).

⁶ <https://data-bolivia.produccion.gob.bo/produccion/leche>

long-term private sector investment. The approach should include innovative technologies for sector-wide scaling up of the dairy sector, prioritizing cost-saving measures that expand access to affordable, quality livestock feed, and improved fodder systems. Activities should enhance private sector engagement and build stronger, more reliable linkages between smallholder farmers, processors, and end-markets. Central to this approach is reducing production costs while improving long-term economic well-being. Applicants are expected to tailor activities to complement donor and private sector initiatives and clearly demonstrate how interventions fill gaps not currently addressed by government, private-sector, or other donors. Proposals can include a map of donor interventions, propose complementary activities, and showcase on how not to duplicate other investments in technical assistance.

A successful strategy will reinforce the role of producer groups and associations, improving their ability to operate effectively and negotiate competitive prices. This could include strengthening organizational structures, improving financial literacy, and training smallholder farmers to increase both the quantity and quality of milk to meet processor and end-market requirements. Further, applicants should consider improving on-going public and private dialogue to negotiate and adjust existing mechanisms to set milk prices.

These approaches should include regenerative agriculture, genetics improvements, soil management, and techniques that maximize productivity on limited land plots. Pilots—such as drought- or frost-tolerant forages or tailored feed formulations—should be designed with scalability in mind and aligned with existing donor-supported research or extension efforts.

Collaboration with public and private actors, research institutions, universities, and U.S. land-grant partners is essential to strengthen animal health services and reduce losses along the value chain. Activities should identify impactful activities in which a program can sustain which can include lowering disease prevalence, improving biosecurity, and enhancing food safety to support future trade opportunities. Efforts to increase raw milk supply through improved management practices and innovative technologies should build on and not duplicate ongoing work by the government, or other donors. When feasible, applicants may explore complementarities with the U.S. Livestock Genetics Export, Inc. (USLGE) initiatives.

Finally, applicants should include ways to strengthen the private sector's ability to profitably aggregate, process and distribute milk. This includes improving quality assurance systems, exploring quality-based pricing models, and expanding on opportunities to increase value-added products. To sustain and scale these efforts, applicants should leverage existing financial models and introduce new mechanisms that unlock capital, reduce business risk, and support broader economic growth. Applicants must also present a clear handover strategy and are strongly encouraged to include a minimum 50 percent cost-share for any grants or infrastructure-related investments.

3. Country: Ecuador

NOFO Number: USDA-FAS-10.606-0700-26(118)

Timeframe: 4-5 years

Estimated Award Value: Up to \$28,441,534

Anticipated Operating Budget: \$12,070,000 (Monetization Proceeds \$10,920,000 + CCC Admin \$1,150,000)

Priority Sector: Trade Facilitation and Sanitary and Phytosanitary Modernization

Targeted Areas: Applicants should propose project locations strategically, guided by practical considerations such as feasibility, cost-effectiveness, infrastructure, and cost of doing business in addition to other context-specific factors that support efficient and effective implementation.

Purpose, Context, and Background: Ecuador is undertaking regulatory and trade facilitation reforms to improve agricultural trade systems, strengthen sanitary and phytosanitary (SPS) oversight, and align more closely with international standards.⁷ These reforms aim to advance food safety, expand access to diverse and affordable food products, and increase the competitiveness of agrifood supply chains.⁸ Yet the pace and impact of these efforts remain constrained by systemic challenges that impede predictability and efficiency in agricultural trade.

In March 2026, Ecuador and the United States signed the Agreement on Reciprocal Trade, establishing binding commitments for Ecuador to implement science- and risk-based SPS measures, transparent import licensing, and digitized, pre-arrival and paperless customs processes, among others. Currently, exporters encounter inconsistent applications of SPS procedures, including variable documentations requirements and delayed export certifications. Importers face similarly burdensome challenges, including complex licensing requirements, opaque facility registration processes, and uneven decision-making related to SPS clearances. Such obstacles increase cost, limit supply chain flexibility, and undermine the reliability of trade flows.⁹ The provisions under the United States and Ecuador Agreement on Reciprocal Trade are intended to reduce technical and procedural barriers, improve clearance times, and support rules-based market access.¹⁰

These challenges are further compounded by uneven compliance with the World Trade Organization (WTO) SPS Agreement and with the key international standards established by the International Plant Protection Convention (IPPC), Codex Alimentarius, and the World Organisation for Animal Health (OIE). Persistent gaps in risk assessment practices, diagnostic

⁷ <https://www.agrocalidad.gob.ec/objetivos-estrategicos/>

⁸ <https://www.agricultura.gob.ec/objetivos/>

⁹ https://apps.fas.usda.gov/newgainapi/api/Report/DownloadReportByFileName?fileName=FAIRS%20Country%20Report%20Annual_Quito_Ecuador_EC2025-0006

¹⁰ <https://ustr.gov/about/policy-offices/press-office/fact-sheets/2025/november/fact-sheet-united-states-and-ecuador-agree-framework-agreement-reciprocal-trade>

and inspection capabilities, and timely submissions WTO SPS notifications weakens the credibility, consistency and transparency of Ecuador's SPS oversight.

Efficiency at points of entry remains critical. Streamlined port procedures—supported by effective risk assessment systems, modern diagnostics and consistent application of SPS measures—are necessary to preserve product quality and reduce transaction costs.

Addressing these challenges requires coordinated, sustained action across public and private institutions responsible for agricultural health, food safety, customs, trade facilitation, and port operations. Strengthened interagency collaboration is essential for implementing coherent, science-based SPS measures and for modernizing internal processes in line with international standards. Through sustained, coordinated efforts, Ecuador will be better positioned to improve efficiencies, reduce costs, and deepen its competitive and sustainable participation in global agricultural markets.

Programming Priorities and Activities Approaches: Applicants are encouraged to propose practical, scalable and sustainable approaches that respond directly to the challenges outlined in the Purpose, Context and Background section and translate legal commitments into durable performance improvements. Proposed interventions should reflect applicants' independent assessments of where targeted support can most effectively strengthen Ecuador's SPS systems, import-licensing and facility registration practices, customs and border-process digitization, technical barriers to trade, and operational capacities.

Activities should be designed to complement—rather than duplicate—ongoing efforts in regulatory modernization, institutional strengthening, and trade facilitation led by the Government of Ecuador, the United States, and other development partners. Applicants are invited to identify where strategic support could contribute to improved efficiency, reliability, compliance with international standards, and strengthen the overall functioning of Ecuador's agricultural trade ecosystem.

Proposals may consider ways to strengthen technical and institutional capacities and reinforce greater coherence across public and private entities responsible for SPS, customs, agricultural export and import processes, and trade facilitation more broadly that support improvements in interagency coordination, governance structures, and the performance of Ecuador's agricultural regulatory system. Applicants should aim to support Ecuadorian ministries and agencies in leading and sustaining reforms. Projects should emphasize collaborative approaches that build local ownership, promote science-based decision-making, and contribute to long-term resilience, efficiency, and competitiveness within Ecuador's agricultural sector.

Finally, applicants should ensure close coordination with all actors engaged in SPS and trade facilitation efforts in Ecuador, including U.S. government initiatives, international donors, multilateral organizations, and industry groups, to align activities, maximize impact, and prevent overlap across the SPS and trade-facilitation ecosystem. To ensure sustainability, applicants should present a clear handover strategy and are strongly encouraged to incorporate a minimum 50 percent cost-share for any grants and infrastructure-related investments.

4. Country: Morocco

NOFO Number: USDA-FAS-10.606-0700-26(456)

Timeframe: 4-5 years

Estimated Award Value: Up to \$32,962,824

Anticipated Operating Budget: \$14,595,000 (Monetization Proceeds \$13,200,000 + CCC Admin \$1,395,000)

Priority Sector: Food Safety and Cold Storage in the Livestock Value Chain

Targeted Areas: USDA/FAS has identified Settat area, Rabat Kenitra, and Souss Massa as potential regions for assistance. Applicants should propose targeted areas including any combination of these regions that is feasible, cost-effective, and aligned with the proposed technical approach. The focus should be on areas far from major urban slaughterhouses.

Purpose, Context, and Background: Morocco’s population—now approximately 38 million and projected to reach 39 million by 2026—combined with rising incomes and urbanization, is driving sustained increases in meat consumption. Per capita poultry consumption reached 20.9 kg in 2024, while red meat consumption remains above 17 kg per person. Total meat consumption total per person meat consumption—including poultry, beef, lamb, and goat—is estimated at 40–50 kg per capita and is expected to grow as the middle class expands and consumer expectations for quality and safety rise.

However, Morocco’s slaughterhouse and cold chain infrastructure have not kept pace with the pacing demand, creating significant constraint for food safety, product quality, and market access. While the Government of Morocco (GOM), under the [Morocco Generation Green Strategy](#), is investing in modernizing major urban slaughterhouses and upgrading cooling systems, a large share of rural and peri-urban slaughterhouses continues to operate with outdated equipment, poor hygiene practices, limited or no cold storage, and minimal regulatory compliance.

The surge in demand for meat places pressure on the existing slaughterhouse network, and many rural slaughterhouses operate with minimal infrastructure, creating risks of contamination and reducing the shelf life of meat products. A significant proportion of slaughterhouses operate with outdated or inadequate infrastructure, including insufficient cold storage capacity, deteriorated facilities, and insufficient sanitary systems. Many establishments remain non-compliant with the [National Office for Food Safety \(ONSSA\)](#) requirements, and a high number of rural or informal slaughterhouses, particularly those that operate in traditional live markets, continue to function with minimal oversight, contributing to elevated food safety risks. These gaps affect the entire livestock value chain. Increased meat production and consumption require reliable cold chain systems to prevent spoilage, reduce bacterial contamination, and maintain quality from slaughter through distribution.

In addition, slaughterhouse financial sustainability is a major challenge. Revenue generation in slaughterhouses is challenging because slaughter fees rarely cover operating and maintenance costs, especially in small or rural municipalities. Potential alternative revenue streams—such as cold storage services, byproduct sales, handling fees, and rental of space to butchers or vendors—often remain underdeveloped due to lack of an integrated system, weak local demand, limited cold chain infrastructure, or poorly organized byproduct markets. In many cases, informal practices reduce the volume processed through the official facility. Together, these gaps limit the revenue potential for slaughterhouse operators, making it challenging to recover investments and sustain long-term operational sustainability.

Addressing these weaknesses is essential to advance Morocco’s food safety, rural economic development, and market-oriented growth objectives. Modernizing slaughterhouses and cold chain systems would help Morocco reduce meat losses, improve product quality, and strengthen consumer confidence, while expanded cooling and hygiene infrastructure would open access to higher value export markets and increase food safety. Enhanced traceability, standardized hygiene protocols, and diversified revenue models would raise value added across the livestock sector while advancing USDA/FAS priorities related to food safety, market access, and improved trade opportunities.

Programming Priorities and Activities Approaches: Applicants should present targeted and practical strategies for improving rural slaughterhouses and advancing small-scale cold storage capacity in the livestock value chain, consistent with the GOM’s Generation Green Strategy. Applicants should demonstrate how integrated, cold storage capacity will extend safe, high quality meat supply to underserved markets. Applicants should outline clear ISO-compliant hygiene protocols that reduce contamination risks, extend product shelf-life, and reinforce compliance with ONSSA standards. Workforce training and capacity building activities must equip slaughterhouse personnel, cold chain operators, and logistics providers to meet both ONSSA and international food safety requirements.

Applicants must demonstrate how their proposed activities address gaps not covered by ongoing GOM and donor-funded initiatives. This includes demonstrating alignment with, and differentiating from, national slaughterhouse rehabilitation programs, World Bank and FAO food safety projects, and U.S. Development Finance Corporation (DFC) investments in cold chain infrastructure, particularly in underserved rural and peri urban areas. Proposals should show how interventions will complement, rather than replicate, existing modernization efforts targeting large municipal slaughterhouses, certified urban abattoirs, major cold storage developments, and increase public awareness on food safety in this sector. Applicants are expected to coordinate with relevant stakeholders, including DFC, FAO, World Bank, and U.S. commodity cooperators to ensure slaughterhouse upgrades, cold chain enhancements, capacity building activities, and revenue diversification strategies build on, rather than overlap, with current investments. Priority will be given to approaches that extend food safety, hygiene, and operational improvements to traditional live markets to smaller-scale rural facilities, informal or underregulated slaughterhouses, and ‘low-throughput’¹¹ municipalities where donor presence is often limited.

¹¹ ‘Low-throughput’ refers to small-scale meat processing facilities that handle a limited volume of animals each day or each week.

Applicants must foster linkages and leverage public-private partnerships, while leveraging government incentives under the Generation Green Strategy, particularly in underserved rural areas. Applicants must incorporate the current operational and compliance challenges faced by informal slaughterhouses and propose a sustainable, incentive-based transformation model. Proposals must present a credible, market-driven model that supports a gradual, sustainable transformation of these facilities. To strengthen local ownership and long-term viability, applicants are encouraged to incorporate minimum cost-share requirements, ideally 50 percent or more for infrastructure-related investments, including cold chain assets. Such arrangements should reinforce stakeholder commitment, improve incentives for proper maintenance and management, and demonstrate a clear exit strategy that ensures continuity and sustainability, supporting operational viability beyond the project's life cycle.

Lastly, Applicants should coordinate with and build on existing U.S. initiatives and networks and other donors, to maximize leverage across the value chain and prevent duplication of efforts. Strong coordination, particularly regarding cold chain expansion, slaughterhouse rehabilitation, technical assistance, and workforce development, will help ensure that public resources are used efficiently and that interventions contribute to a durable, locally owned ecosystem for safe food. Morocco's slaughterhouse modernization efforts are critical to manage evolving food-borne disease risks, meeting the country's growing demand for meat products, and strengthening the Morocco as a reliable partner in both domestic and international meat markets. Proposals must map current donor activities and propose complementary, not duplicative, activities across all interventions.

5. Country: Philippines

NOFO Number: USDA-FAS-10.606-0700-26(314)

Timeframe: 4-5 years

Estimated Award Value: Up to \$34,122,224

Anticipated Operating Budget: \$14,600,000 (Monetization Proceeds \$13,250,000 + CCC Admin \$1,350,000)

Priority Sector: Ube (Purple Yam) Value Chain – Planting Material Systems, Farm Productivity, Processing & Quality Upgrading, Trade and Market Linkages

Targeted Areas: USDA/FAS has identified Luzon and Visayas as potential regions for assistance. Applicants should define a targeted area comprising any combination of the two regions that is both cost-effective, close to a processor (or end-market), and aligned with the technical approach.

Purpose, Context, and Background: Ube (purple yam) is a high value crop with rising domestic and international demand, especially for powdered ube, purée, extracts, and dessert applications. It holds cultural importance and has gained strong commercial traction, including visibility in U.S. markets. Production is modest at about 13,000 metric tons, though expansion is possible on existing agricultural land. Supply is seasonal, typically harvested between December and February, and often grown around trees or in small mixed crop areas. The crop faces limited availability of quality planting materials, dispersed smallholder production, and uneven access to extension services. While several provinces have processing facilities for grated and powdered ube, overall capacity remains insufficient to meet market demand, reducing opportunities for higher value products.

Recent donor and national programs provide a strong foundation that Food For Progress (FFPr) can build on. Current initiatives include the Philippines' Department of Agriculture's High Value Crops Development Program (HVCDP) for planting material distribution, the Philippine Rural Development Project Scale Up for logistics and enterprise infrastructure, the World Bank's programs supporting planting material systems and Micro, Small and Medium Enterprises (MSME) finance, and IFAD programs strengthening upland value chains.

Programming Priorities and Activities Approaches: Applicants should include a clear strategy to strengthen the ube value chain by addressing clearly defined gaps in planting materials, farm productivity, postharvest handling, processing, and market access. Expanding access to high quality planting materials is essential, and nursery networks can provide improved planting stock suited to processing traits such as color and starch content. Training on good agricultural practices, soil management, and production planning can raise yields and improve consistency. Interventions should complement, rather than duplicate, ongoing government and donor efforts (such as the World-Bank and DA-HVCDP systems) that already support related areas such as nurseries, planting materials, and market access. Proposals must include a map to showcase

current donor activities to ensure activities are complementary, not duplicative, across all interventions.

Strengthening farmer groups and cooperatives can consolidate supply, coordinate production cycles, and improve negotiation with processors. Enhanced governance, recordkeeping, and aggregation capacity help farmers meet quality requirements and reduce reliance on informal trading. Coordinated scheduling with processors can reduce inefficiencies in logistics costs and avoid seasonal supply surges and stabilize income.

Upgrading postharvest systems and processing quality is also critical. Investments in sorting, curing, chipping, and drying can reduce losses and provide more consistent raw material. Support for processors may include equipment upgrades, improved food safety systems such as GMP and HACCP, and enhanced capacity to produce high-quality ube purée/ powder, or other value-added forms. Emphasis on quality, especially color, moisture, and food safety will help meet international market expectations.

Activities should also build financial readiness by improving business planning, financial management, and engagement with lending institutions or credit cooperatives. Rather than creating parallel financial systems, the Applicant may include support that will help beneficiaries become more eligible for and successfully engage with existing MSME finance, credit cooperators, and provide grants to reduce the loan risk.

To promote sustainable technology adoption, Applicants can include a grants program to provide for postharvest equipment, processing upgrades, digital tools, or nursery improvements and should require a minimum 50 percent cost share from beneficiaries to encourage ownership. Improved technologies should be directed toward innovations that demonstrate clear market demand, can be maintained locally, and show strong potential for revenue generation or fee for service models. These efforts should support inclusive market access that connects smallholders with processors and end-use industries, aligning with national agricultural and trade monetization goals while filling gaps in producer readiness and supply consistency.

Consistent, high-quality powder and purée can support growing use in flavoring and natural coloring. Programs should promote compliance with food safety and labeling requirements and align with national agricultural and trade modernization efforts.

Finally, sustainability should be integrated into program design by building long-term capacity in farmer groups, processors, and nurseries; using cost-sharing or revenue models that maintain key services after project completion; and promoting regenerative farming practices that protect soil health and long-term productivity.

6. Country: Sri Lanka

NOFO Number: USDA-FAS-10.606-0700-26(688)

Timeframe: 4-5 years

Estimated Award Value: Up to \$33,841,824

Anticipated Operating Budget: \$14,550,000 (Monetization Proceeds \$13,200,000 + CCC Admin \$1,350,000)

Priority Sector(s): Dairy Value Chain

Targeted Areas: Dairy producing areas. Applicants should propose project locations strategically, guided by practical considerations such as feasibility, cost-effectiveness, infrastructure, and cost of doing business in addition to other context-specific factors that support efficient and effective implementation.

Purpose, Context, and Background: Sri Lanka's agricultural sector is central to the national economy, with about eighty percent of the population in rural areas relying on smallholder farming, which contributes roughly eight percent of GDP and thirty percent of employment. The Government of Sri Lanka aims to advance the sector by boosting sustainable productivity, expanding farmer access to technologies and mechanization, and increasing rural incomes.

Supported by the U.S. Department of Agriculture and led by the Ministry of Agriculture, Livestock, Lands and Irrigation and the Department of Animal Production and Health (DAPH), the dairy industry has grown over the past six years through the 100 liters-per-day model. Despite this progress, the livestock sector continues to face interconnected constraints, including limited availability of high-quality feed and inputs, insufficient animal health and public extension services, constrained access to mechanization and technologies, and the need for improved breeding services such as more reliable artificial insemination, stronger genetic selection, and enhanced reproductive management.

Program Priorities and Activity Approaches: USDA seeks to expand the gains achieved under the previous Food for Progress investments in the dairy sector by prioritizing interventions that strengthen farm-level productivity, improve the supply of raw milk quality, support cooperators of farmers, and expand market linkages. A central priority of this project is that every intervention be designed and implemented with a clear, proactive exit strategy, ensuring efforts are complementary to the work of other donors (World Bank, ADB, UNDP, FAO, private sector, and others) and support long-term impact and sustainability well beyond the life of the program while also highlighting the cost effectiveness of the project design.

Applicants should justify why recommending certain areas/regions are advantageous based on production areas, and the ability to maximize project impact within the funding level. The proposal should show a strong focus on expanding farmers' access to high quality feed, improved fodder systems, and scale-up of practical training in herd nutrition and management. Proposals should include sustainable and cost-effective strategies to improve ration formulations

using locally available inputs, as well as measures to expand access to drought resilient fodder, and water-efficient cultivation and improved feed distribution systems. Applicants should consider interventions that strengthen breeding systems and expand producer access to quality cattle through improved genetics and reproductive resources that will yield higher production, better quality milk, and sustainable herd growth.

Applicants should include interventions that foster collaboration among value chain actors, including the Sri Lankan public and private sectors as well as local research institutions and universities along with U.S. land grant universities. Proposals should identify preventive veterinary activities to reduce the prevalence of diseases and parasites including, but are not limited to, improved biosecurity practices, infectious disease prevention, vaccine schedules, and risk-based prevention packages that use DAPH's district surveillance data. Proposals should include ways to collaborate closely with DAPH and strengthen its existing artificial insemination (AI) logistics and quality controls systems to improve service availability and reach.

Applicants should include activities that build capacity and expand extension services, ensuring that entrepreneurs and smallholder farmers receive timely, evidence-based guidance across herd nutrition, health, hygiene, and agribusiness practices. Proposals should include approaches to scaling-up digital extension by integrating ICT tools with DAPH service calendar and processor collection routes.

Applicants should also propose activities that help value chain actors improve milk collection systems, cold chain infrastructure, and quality assurance mechanisms. To promote sustainable technology adoption, Applicants can include a grants program to provide for portable chilling solutions, improved genetics, AI equipment, fodder shredders, processing upgrades, and should require a minimum 50 percent cost share from beneficiaries to encourage ownership.

Applicants should also propose activities that strengthen market linkages and expand transparent, quality-based pricing models while exploring ways to increase value-added products to encourage better farming practices and help farmers increase profitability while aligning more closely with processor requirements. Proposals should include ways to anchor finance/insurance models to quality-based pricing contracts and improvement in the adoption of best animal husbandry practices. Additionally, proposals should include ways to support farmers in producing value-added products such as cheeses, fermented dairy products, linking to end-markets such as Hotels, Restaurants, Cafés, Catering, and Tourism industries. Proposals must include a map to highlight current donor activities and propose complementary, not duplicative, activities across all intervention topic areas.

Finally, activities should also build financial readiness by improving business planning, financial management, and engagement with lending institutions or credit cooperatives. Rather than creating parallel financial systems, Applicants may include support that will help beneficiaries become more eligible for and successfully engage with existing Micro, Small, and Medium Enterprises (MSME) finance, credit cooperators, and provide grants to reduce loan risk as well as the use of ICT (as indicated in Section [4.2, Content Guidance](#), of this NOFO).

7. Country: Thailand

NOFO Number: USDA-FAS-10.606-0700-26(316)

Timeframe: 4-5 years

Estimated Award Value: Up to \$34,537,824

Anticipated Operating Budget: \$14,865,000 (Monetization Proceeds \$13,515,000 + CCC Admin \$1,350,000)

Priority Sector(s): Dairy Sector Modernization

Targeted Areas: USDA/FAS has identified Central, Northeastern, and Northern Thailand as potential regions for assistance. Applicants should define targeted areas comprising any combination of the three regions that are cost effective, logistically feasible, and proximate to processors or end markets, providing justification based on production potential, infrastructure, and ability to maximize impact.

Purpose, Context, and Background: Thailand's dairy sector is expanding due to rising incomes, urbanization, and demand for premium dairy products, with Thailand seeking to strengthen its competitiveness as a regional dairy hub in Association of Southeast Asian Nations (ASEAN). Yet the sector faces persistent constraints that limit productivity, quality, and competitiveness.

Reliance on Holstein Friesians in a tropical environment contributes to heat stress, lower yields, and vulnerability to diseases (e.g., foot and mouth disease, lumpy skin disease). Genetic potential remains underutilized as many smallholders rely on traditional breeding; adoption of artificial insemination (AI) and modern record keeping is limited. While the Department of Livestock Development (DLD) has introduced a Tropical Holstein with traits for heat tolerance and mastitis resistance, adoption and performance are mixed.

Dairy producers face volatile feed costs, inconsistent access to high quality silage, and uneven feed preservation practices. Reliance on low quality fibrous feed depresses milk yields and quality, while nutrient imbalances and mineral gaps can impair animal health and reproduction. In addition, gaps in the cold chain infrastructure, from the parlor to milk collection centers (MCCs), are a major barrier to quality compliance. Smallholders often lack cooling capacity during transport, and Thailand's climate accelerates microbial growth, contributing to processor rejections and quality downgrades. These constraints, along with higher domestic milk costs, drive processors to rely on imported ingredients (e.g., whey protein, skim milk powder, butter) for manufacturing. Smaller farms and processors face capital constraints for modernization and automation.

Strong farmers cooperatives and the National School Milk Programme shape the sector's operating environment. Improving feed efficiency, genetics and breeding services, biosecurity and hygiene, cold chain capacity, and smallholder–processor linkages is essential to meet growing demand and strengthen Thailand's regional competitiveness.

Programming Priorities and Activity Approaches: Applicants should develop practical strategies to strengthen Thailand's dairy sector by improving cold chain systems, enhancing milk quality, and enabling premium and value-added product development (e.g., yogurt, cheeses, fermented dairy) from farm to consumer. Proposals should outline interventions that reduce losses, improve genetics and feed management, and stabilize milk supply through enhanced on farm cooling, MCC practices, and quality assurance protocols.

To maximize impact, applicants should justify proposed geographic areas based on production potential, cost effectiveness, and supply chain opportunities. Priority areas include expanding access to high quality feed, improving fodder systems, and scaling practical training in herd nutrition and management. Applicants are encouraged to include sustainable ration formulation approaches using local inputs, drought tolerant fodder, water efficient cultivation, and improved feed distribution. Interventions to strengthen breeding systems and expand access to improved genetics and reproductive services can further enhance productivity, milk quality, and herd growth. Measures that enhance market linkages, expand transparent, quality-based pricing models, and promote value added product development should improve farmer profitability while meeting processor and consumer requirements

Activities may support coordination among Thai public and private stakeholders, research institutions, and universities. Targeted animal health activities such as improved biosecurity, preventive veterinary services, hygiene, and risk-based disease management should be considered. Support that enhances DLD's existing AI logistics and quality control systems can also improve service reach. Applicants should also ensure activities avoid duplication and, where relevant, coordinate with existing U.S. initiatives and partners including the U.S. Dairy Export Council (USDEC), the U.S. Grains & BioProducts Council (USGBC), and university and state level collaborators such as the University of Wisconsin and the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) to maximize leverage across genetics, feed systems, training, and technical extension.

Applicants may expand extension services, so farmers, cooperatives, and processors receive timely, evidence-based guidance on nutrition, health, hygiene, and agribusiness practices. Digital extension approaches, such as integrating ICT tools with extension calendars or processor collection routes, can also strengthen outreach. Cold chain improvements should help reduce losses and raise compliance. Proposed activities may include upgrades to on farm cooling, MCC infrastructure, milk testing, and quality assurance systems. Where appropriate, grants or cost shared investments may support portable chilling units, genetics and AI equipment, fodder shredders, or processing upgrades, with meaningful beneficiary adoption of good animal husbandry practices and cost share contributions to ensure ownership.

Finally, strengthening financial readiness should support long term viability. Linking finance or insurance mechanisms to quality-based contracts can further encourage adoption of improved practices. Activities may improve business planning, financial management, and the ability of farmers, cooperatives, and processors to engage with existing lending institutions without creating parallel systems. Where feasible, applicants may facilitate access to Micro, Small, and

Medium Enterprises (MSME) finance or other established mechanisms by linking eligibility to improved quality standards, operational performance, or supply contracts.

APPENDIX C – Budget Summary

Note: This template is also available as an Excel file on the [FAIS](#) homepage as *Attachment C-3 – Detailed Budget (July 2025)* under the “Forms and Guidance” section.

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

APPENDIX D – Budget Narrative Example

Note: Non-program specific budget narrative guidance is also available on the FAIS Homepage.

Program: Food for Progress

Country: Country X

Fiscal Year: 2023

Organization: Food Development

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

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

SECTION 1: GENERAL EXPLANATORY COMMENTS

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

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

*Including anticipated interest

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

1. Any cost escalations expected during this project, and the manner in which they are accounted for throughout the budget (for example, an annual X% increase in expenses per year);
2. A summary and total amount for program income¹² which may be earned by the proposed project;
3. A summary of the indirect rates applied to the proposed budget and their base of application across Administration and Activity expenses; and

¹² For further information on program income, see [2 CFR 200.307](#), as well as the definition of “program income” in [7 CFR 1499.2](#) and [7 CFR 1499.11](#) in the program specific regulation.

4. A summary of the Monitoring and Evaluation (M&E) Budget including a table breakout of constituent costs. For example: The M&E budget for FD’s project is \$465,000 or 5.2%¹³ of the total operating budget (excluding cost share) of \$9,027,110.

Monitoring and Evaluation Budget Table

Activity	Budgeted Amount
Baseline	\$150,000
Midterm	\$173,000
Final Evaluation	\$140,000
M&E Supplies	\$2,000
Total Direct	\$465,000

For the initial proposal version of the narrative¹⁴, this section should also include:

1. An explanation of the organization’s financial capacity;
2. An explanation of the methodology of how costs were estimated/calculated;
3. A summary of how the budget components will contribute to project goals;
4. A description of the overall cost effectiveness of the project;
5. Discuss how monetization proceeds will be deposited into a separate, interest-bearing account and when proceeds will be disbursed from the account for program activities, the persons who will have access to the funds, and how the accounts will be monitored and audited. Also include a total of the estimated interest to be earned over the life of project (if no interest is expected over the life of the project, then describe the reasons for this).

SECTION 2: ADMINISTRATION

Total Administration Costs: \$5,156,866 (\$4,164,175 in monetization, \$987,691 in CCC funds, \$5,000 in cost share)

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

2.1. Salaries/Personnel¹⁵ – Total \$1,479,600 (\$1,379,600 monetization and \$100,000 in CCC funds)

Home Office (HO). FD HO salary rates are based on current annual salaries of staff. The FD HO team will be led by the HO Director of Agricultural Programs, who oversees the HO team in the project’s interventions, including compliance, and provides technical support. The HO Program Director, with the Senior Program Associate, will serve as the primary day-to-day support to the field team. They will be supported by the home office Monitoring, Evaluation, and Learning (MEL) Director.

¹³ The M&E budget must be at least 3% of the total operating budget. If a project is conducting an impact evaluation, the M&E budget is expected to range between 5-10% of the total operating budget.

¹⁴ These items should ONLY be included in proposal. Do not include these items in the final negotiated budget narrative.

¹⁵ See [2 CFR 200.430](#) for cost principle information on compensation for personal services.

U.S. Nationals (USN). USN are budgeted for the proposed Director to remain through the life of the project. The Director provides project oversight and management and maintains technical standards. The Director has a demonstrated track record of USG funds management experience and has a robust in-country network to advance project implementation. Their salary rate is based on commensurate salaries for similar projects being implemented in Country X. The Director's salary is distributed between Administration and Activities.

Cooperating Country National (CCN) Staff. The majority of CCN staff are budgeted to remain on the project throughout the life of the project. Proposed salary rates are in line with current in-country staff salaries from X project, which FD is currently implementing in Country X.

2.2. Fringe Benefits¹⁶ – Total \$622,969 (\$560,009 in monetization, and \$62,960 in CCC funds)

Fringe Benefits – Headquarters (HQ), U.S. Nationals, and Third Country Nationals (TCN)¹⁷

FD charges actual fringe benefit costs. It is currently estimating an average fringe benefits rate of 40.51% for total Headquarters, Expatriate and Third Country National salaries.

This includes:

- Medical Insurance: 6% of annual income
- Social Security: 8.13% of annual income
- Bonus Payments: 16.66% of annual income, based on a merit review of employee performance
- Severance: 9.72% of annual income

Total HQ, USN, and TCN Fringe = \$200,000

Fringe Benefits – Cooperating Country Nationals¹⁸ Employees

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

- Medical Insurance: 6% of annual income
- Social Security: 10.67% of annual income
- Bonus Payments: 16.66% of annual income, based on a merit review of employee performance
- Severance: 9.72% of annual income

Total CCN Fringe = 422,969

¹⁶ See [2 CFR 200.431](#) for cost principle information on fringe benefits.

¹⁷ TCN is defined as: A person who comes neither from the country where the organization has its main base, nor from the country where they are working.

¹⁸ CCN is defined as: An individual - employee who is a cooperating country citizen, or a non-cooperating country citizen lawfully admitted for permanent residence in the cooperating country.

2.3. Travel¹⁹ – Total \$247,090 (\$231,567 in monetization, and \$15,523 in CCC funds)

International Travel (\$60,043)

FD headquarters staff/consultants will make 8 international trips during the course of the period of performance. The purpose of the trips will be to provide monitoring and technical guidance. The Chief of Party (COP) will make 2 international trips to Headquarters in Washington, DC to attend training events. The total international travel cost estimate is \$60,043. This includes flights, per diem, lodging, local travel costs, and visas. Flight costs are based on current quotes for economy airfare. Per diem and lodging rates are based on current State Department rates for Country X and GSA rates for Washington DC.

Local Travel (\$119,926)

FD estimates \$119,926 for quarterly local travel by staff. These trips will be for project and field office monitoring. The estimate includes per diem and lodging costs. Rates are based on FD's internal travel policy and represent a reasonable local rate in Country X.

Vehicle Fuel and Rentals (\$67,121)

FD estimates the cost for vehicle fuel for 3 vehicles to be \$40,000. This is based on FD's historical experience implementing like projects in Country X.

FD plans for vehicle rentals at 10 days/month during high volume travel periods. Over the life of project, periodic vehicle rentals will be more cost effective than procuring an additional vehicle. Rentals and taxi service are estimated at \$27,121 over the life of the project.

2.4. Professional Services/Contractual²⁰ – Total \$1,031,913 (\$731,913 in monetization and \$300,000 in CCC funds)

Monetization Agent Fee (\$260,896)

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

Support Services (\$166,017)

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

Evaluations (\$465,000)

FD estimates the consultant fee for the Baseline, Midterm, and Final Evaluations to be \$150,000, \$173,000, and \$140,000 respectively. FD will perform a request for proposals to identify a contractor to conduct these evaluations based on their capabilities and experience working in Country X.

Special Study (\$15,000)

¹⁹ See [2 CFR 200.475](#) for cost principle information on travel costs.

²⁰ Any costs associated with a subrecipient agreement or contract should be provided here. See Procurement Standards found in [2 CFR part 200](#).

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

2.5. Equipment – Total \$90,000 (\$90,000 in monetization, and \$0 in CCC funds)²¹

FD plans to purchase three 4x4 vehicles at \$30,000 each, totaling \$90,000. FD conducted a cost analysis comparing leasing and purchasing options, and purchasing vehicles is more cost effective due to low in-country availability of leasing options and high leasing prices.

2.6. Supplies²² – Total \$155,497 (\$110,518 in monetization, and \$44,979 in CCC funds)

Appliances (\$99,708)

FD plans to purchase 2 servers, 12 laptops, 12 computer workstations, and related equipment. FD plans to replace computer equipment transferred from prior projects in Y3. Equipment to be replaced in Y3 includes: 10 laptops and workstations, 2 printers, 1 scanner, 1 projector, 14 cell phones, 2 satellite phones, 12 office furniture sets, 2 AC units, 2 cash safes, hardware, and 2 digital cameras. Estimated costs: \$99,708.

M&E Supplies (\$2,000)

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

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

Office Supplies (\$52,789)

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

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

FD estimates the costs of its main in-country project office to be \$630,386. The costs include rent, office safety upgrades, utilities, generator fuel, cleaning and maintenance, bank charges, branding and marking, recruitment, staff development, internet, landline phone service, cell phone services, printing, postage, shipping, tax, and software licenses. Estimated rates are based on FD's in-country experience and current market rates.

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

Maintenance (\$20,000)

²¹ See [2 CFR 200.1](#) for the definition of Equipment.

²² See [2 CFR 200.1](#) for the definition of Supply.

FD estimates equipment and supply maintenance to be \$20,000 for the life of the project. This includes maintenance on vehicles and office technology.

Insurance (\$25,000)

FD estimates vehicle insurance to be \$25,000 for the life of the project. This is based on current quotes for comprehensive insurance on three vehicles.

Training (\$5,000)

FD plans for \$5,000 in onboarding and training of staff on FD agreement policies in Country X in Y1. Expenses include the printing of training materials and venue rental.

2.9. Cost Share²³ – Total \$5,000

FD will provide \$5,000 in in-kind cost share in the form of the time of two headquarters staff to facilitate staff onboarding and training in Y1. This volunteer labor time is valued based on each employee’s regular rate of pay plus a reasonable amount of associated fringe benefits. \$2,500 is allocated to Admin: Salaries and \$2,500 to Admin: Travel.

2.10. Indirect Costs²⁴ – Administration – Total \$844,411 (\$553,713 for monetization and \$290,698 for CCC)

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

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

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

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

3.1.1 Salaries/Personnel – \$47,994

Home Office (HO). FD HO salary rates are based on current annual salaries of staff. The FD HO team will be led by the HO Director of Agricultural Programs, who oversees the HO team in the project’s interventions, including compliance, and provides technical support. The HO Program Director, with the Senior Program Associate, will serve as the primary day-to-day support to the field team. They will be supported by the home office Monitoring, Evaluation, and Learning (MEL) Director.

²³ See [2 CFR 200.306](#) for clarification on what constitutes cost share. Please note IFAD will not consider cost share on unrecovered indirect costs.

²⁴ See [2 CFR 200.414](#) for cost principle information on indirect costs.

U.S. Nationals (USN). USN are budgeted for the proposed Director to remain through the life of the project. The Director is an expatriate who has worked in Country X for more than 10 years. The Director provides project oversight and management and maintains technical standards. The Director's salary is distributed between Administration and Activities.

Cooperating Country National (CCN) Staff. The majority of CCN staff are budgeted to remain on the project throughout the life of the project. Proposed salary rates are in line with current in-country staff salaries from X project, which FD is currently implementing in Country X.

3.1.2 Fringe Benefits – Total \$20,661

See Section 2.2 for details regarding Benefit rates.

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

FD will identify a contractor to implement capacity building workshops in Y2-Y4 for a total of \$60,000. FD will select said contractor based on its capabilities and experience working in Country X.

3.1.4 Office – Total \$76,303

FD estimates the cost of a field office in Province X to be \$76,303. The costs include rent, start-up and closeout costs, utilities, generator fuel, office safety improvements, and cleaning and maintenance. Estimated rates are based on FD's in-country experience and current market rates.

3.1.5 Supplies – Total \$20,300

Office supplies are estimated at \$17,300. This includes costs related to the procurement of 8 laptops, 1 printer, 4 tablets, and 8 cell phones.

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

3.1.6 Travel – Total \$17,550

FD will primarily use motorcycle travel because it is most efficient in country X due to road constraints. Motorcycle fuel costs will equal \$17,500. Estimates are based on current market rates.

3.1.7 Other – Total \$50,417

Food Development will implement the following workshops:

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

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

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

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

Lessons Learned Seminars Workshop (\$7,923)

Each workshop/event will last for 1 day and host roughly 50 attendees. These meetings will be held once a year for the life of the project. Costs include venue rental, training materials, per diem, transportation, and posters for meeting participants.

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

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

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

Salaries/Personnel – Total \$500,700

Home Office (HO). FD HO salary rates are based on current annual salaries of staff. The FD HO team will be led by the HO Director of Agricultural Programs, who oversees the HO team in the project’s interventions, including compliance, and provides technical support. The HO Program Director, with the Senior Program Associate, will serve as the primary day-to-day support to the field team. They will be supported by the home office Monitoring, Evaluation, and Learning (MEL) Director.

U.S. Nationals (USN). USN are budgeted for the proposed Director to remain through the life of the project. The Director is an expatriate who has worked in Country X for more than 10 years. The Director provides project oversight and management and maintains technical standards. The Director’s salary is distributed between Administration and Activities.

Cooperating Country National (CCN) Staff. The majority of CCN staff are budgeted to remain on the project throughout the life of the project. Proposed salary rates are in line with current in-country staff salaries from X project, which FD is currently implementing in Country X.

Fringe Benefits – Total \$215,551

See Section 2.2 for details regarding Benefit rates

Travel – Total \$17,550

FD will primarily use motorcycle travel because is most efficient in country X due to road constraints. Motorcycle fuel costs will equal \$17,500. Estimates are based on current market rates. Costs will be divided equally among four activities.

Supplies – Total \$3,000

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

Other – Total \$275,000

Post-Harvest Workshops (\$15,000)

FD will facilitate post-harvest workshops for grant recipients. Each workshop/event will last for 1 day and host 25 attendees. Workshops will be held in Years 2-4. Estimated cost per workshop is \$5,000. Costs include venue rental, training materials, per diem, and transportation for meeting participants.

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

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

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

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

Cost Share – Total \$5,000

The farmer cooperatives will provide venue space for trainings and events at no cost to the project. The total venue space costs would be estimated at \$5,000 based on reasonable daily rental rates.

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

3.3.1 Salaries/Personnel – Total \$41,248

Home Office (HO). FD HO salary rates are based on current annual salaries of staff. The FD HO team will be led by the HO Director of Agricultural Programs, who oversees the HO team in the project’s interventions, including compliance, and provides technical support. The HO Program Director, with the Senior Program Associate, will serve as the primary day-to-day support to the field team. They will be supported by the home office Monitoring, Evaluation, and Learning (MEL) Director.

U.S. Nationals (USN). USN are budgeted for the proposed Director to remain through the life of the project. The Director is an expatriate who has worked in Country X for more than 10 years. The Director provides project oversight and management and maintains technical standards. The Director’s salary is distributed between Administration and Activities.

Cooperating Country National (CCN) Staff. The majority of CCN staff are budgeted to remain on the project throughout the life of the project. Proposed salary rates are in line with current in-country staff salaries from X project.

3.3.2 Fringe Benefits – Total \$17,757

See Section 2.2 for details regarding Benefit rates.

3.3.3 Supplies Total – \$3,000

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

3.3.4 Travel – Total \$17,550

FD will primarily use motorcycle travel because it is most efficient in country X due to road constraints. Motorcycle fuel costs will equal \$17,500. Estimates are based on current market rates. Cost will be divided equally across four activities.

3.3.5 Other – Total \$896,119

FD will implement two financial services workshops per year in Y2-4. Each workshop will last for three days and host 50 attendees. Total workshop cost will be \$146,119. Costs include venue rental, training materials, per diem, transportation, and lodging for meeting participants.

Subrecipient A: \$750,000: To oversee financial literacy trainings for producers and cooperatives in Province X. Subrecipient A brings technical expertise in access to finance and in country X to carry out these trainings most effectively.

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

3.4.1 Salaries/Personnel – Total \$383,000

Home Office (HO). FD HO salary rates are based on current annual salaries of staff. The FD HO team will be led by the HO Director of Agricultural Programs, who oversees the HO team in the project's interventions, including compliance, and provides technical support. The HO Program Director, with the Senior Program Associate, will serve as the primary day-to-day support to the field team. They will be supported by the home office Monitoring, Evaluation, and Learning (MEL) Director.

U.S. Nationals (USN). USN are budgeted for the proposed Director to remain through the life of the project. The Director is an expatriate who has worked in Country X for more than 10 years. The Director provides project oversight and management and maintains technical standards. The Director's salary is distributed between Administration and Activities.

Cooperating Country National (CCN) Staff. The majority of CCN staff are budgeted to remain on the project throughout the life of the project. Proposed salary rates are in line with current in-country staff salaries from X project.

3.4.2 Fringe Benefits – Total \$163,281

See Section 2.2 for details regarding Benefit rates.

3.4.3 Supplies – Total \$3,000

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

3.4.4 Travel – Total \$17,550

FD will primarily use motorcycle travel because is most efficient in country X due to road constraints. Motorcycle fuel costs will equal \$17,500. Estimates are based on current market rates. Cost will be divided equally across four activities.

3.4.5 Other– Total \$485,000

FD will enter into 3 subrecipient agreements as follows:

Subrecipient A: \$310,000: To provide training workshops to local farmers on water use efficiency in province Y. Subrecipient A has specialized experience in water use and a long-established presence locally to easily carry out these trainings.

Subrecipient B: \$50,000: To provide training to local farmers on pest management in provinces X and Y. Subrecipient B is highly experienced in pest management research and application and will build capacity locally and of other project staff before transitioning off the project in year 3.

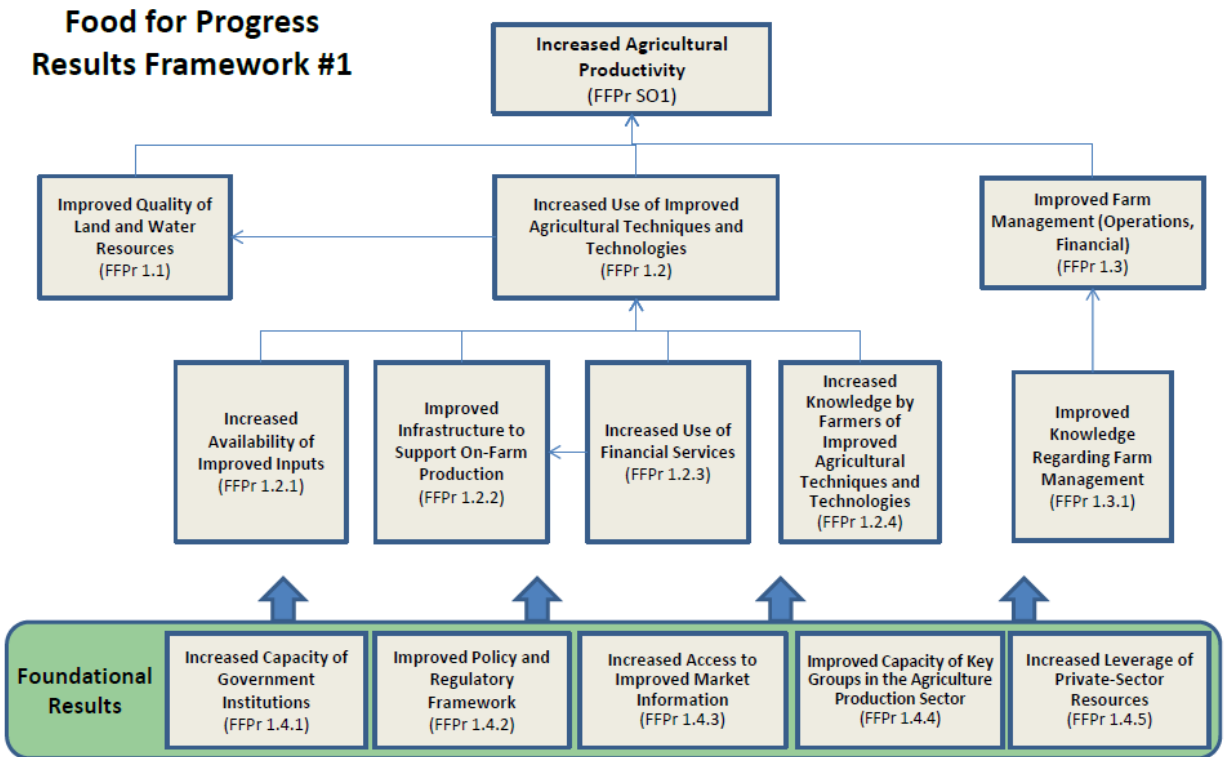
Subrecipient C: \$125,000: To provide training to local farmers and extension agents on crop rotation in provinces X and Y. Subrecipient C is highly experienced locally and has long relationships with cooperatives and local governments so they can build extension agents capacity for sustainability.

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

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

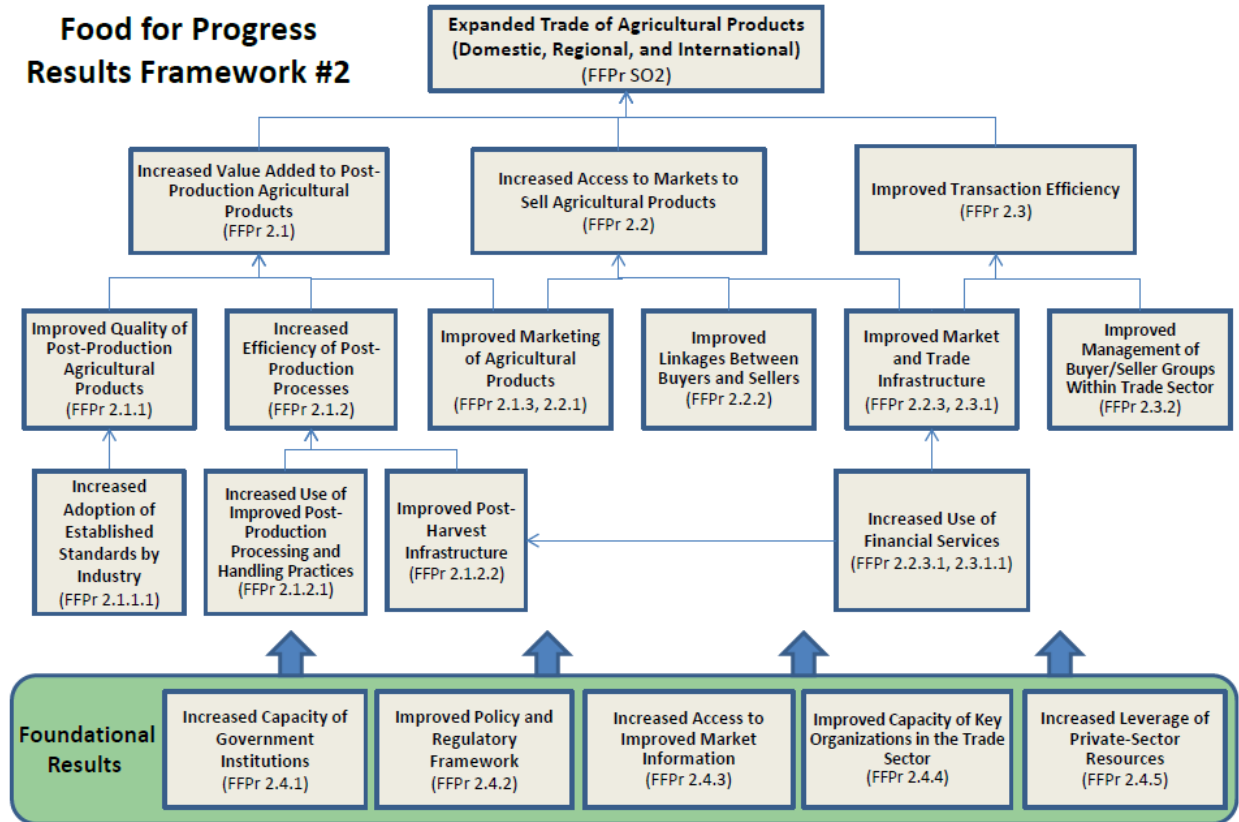
In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$532,713 in monetization funds.

APPENDIX E – Results Framework and Illustrative Examples of Foundational Results



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

Food for Progress Results Framework #2



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

APPENDIX F – Potential Available Commodities

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

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

*Availability may vary.

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>.