

USDA/Foreign Agricultural Service International Food Aid Proposal Writing Workshop, 2008



Welcome!



Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

7 Areas for Successful

- ❑ Needs assessments
- ❑ Data collection for proposal
- ❑ Clearly understood Goals, Objectives, Activities and Indicators
- ❑ In-country coordination
- ❑ Budget
- ❑ Monitoring & Evaluation systems
- ❑ Understand what the granting organization is looking for and how they evaluate proposals

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Needs Assessments

- ❑ Research prior to proposing an idea
- ❑ Proposals gain credibility through collected data that demonstrates a need
- ❑ Intended beneficiaries are consulted and involved in the project design

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

Data Collection

- General data
 - Puts proposal into context and provides background on country environment
 - Includes: population data, economic data, existing infrastructure and services available
- Specific data
 - Provides details on actual problem areas that your proposal is addressing
 - Includes: severity of problem, profile of beneficiaries and longevity of problem

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Data Collection, continued

- General data examples
 - Adult literacy rates in country of males/females
 - Literacy rates of beneficiaries aged 18-45
 - Number of educational institutions (universities, etc.)
- Specific data examples
 - Number of beneficiaries aged 18-45 in target village
 - Number of education institutions available to village
 - Reading and writing skills of select number of adults in target village (survey method)
 - Major barriers to adult learning (focus group discussion)

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

Clearly understood Goals, Objectives, Activities and Indicators

- Goal – General description of the wide problem that your proposal will address, e.g. *Decrease adult illiteracy*
- Objectives describe the outcomes of the project and answer the question – *What do you want to leave in place once the project has ended?*
- SMART approach
 - Specific
 - Measurable
 - Appropriate/Attainable
 - Realistic/Results-focused
 - Timed

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

Clearly understood Goals, Objectives, Activities and Indicators, continued

- ❑ Objectives should include the following elements:
 - WHO are the beneficiaries
 - WHAT you want to change
 - HOW MUCH do you want to affect change
 - WHEN do you expect to see the results
- ❑ Activities describe the steps that will be taken to meet your objectives and include:
 - WHO is responsible
 - WHAT are they doing, and
 - By WHEN will it be done

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

Clearly understood Goals, Objectives, Activities and Indicators, continued

- ❑ Indicators are measurements tools used to ensure that each objective is being reached
- ❑ Indicators can be used within a timeline structure and for mid-term and final evaluations
- ❑ Indicators help keep a program on track to success or identify when changes are needed
- ❑ Data collected during the needs assessment can be used to establish baseline indicators

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

In-country coordination – it can be POWERFUL

- ❑ Know who is working in the target country
- ❑ Understand other organizations' mission and strengths
- ❑ Build upon other organizations' knowledge
- ❑ Offer your organization's expertise to others
- ❑ Collaborate to ensure greater sustainability of benefits
- ❑ Consortiums should display complimentary activities from collaborating organizations
- ❑ Universities can bring an enhanced and varied compliment to programs

Proposal Writing Tips That Can Be Applied to Both the Food for Progress and McGovern-Dole International Food for Education and Child Nutrition Programs

Budget

- ❑ Realistic
- ❑ Based on actual and projected costs
- ❑ Linked to narrative description of activities
- ❑ Ensure funding request can accomplish program goal and activity objectives
- ❑ Average proposal value is between \$5 million and \$10 million, including all costs for a single year
- ❑ McGovern-Dole programs typically cost more due to internal transportation and commodity handling costs
- ❑ Cost sharing can increase competitiveness of proposal

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Monitoring & Evaluation systems

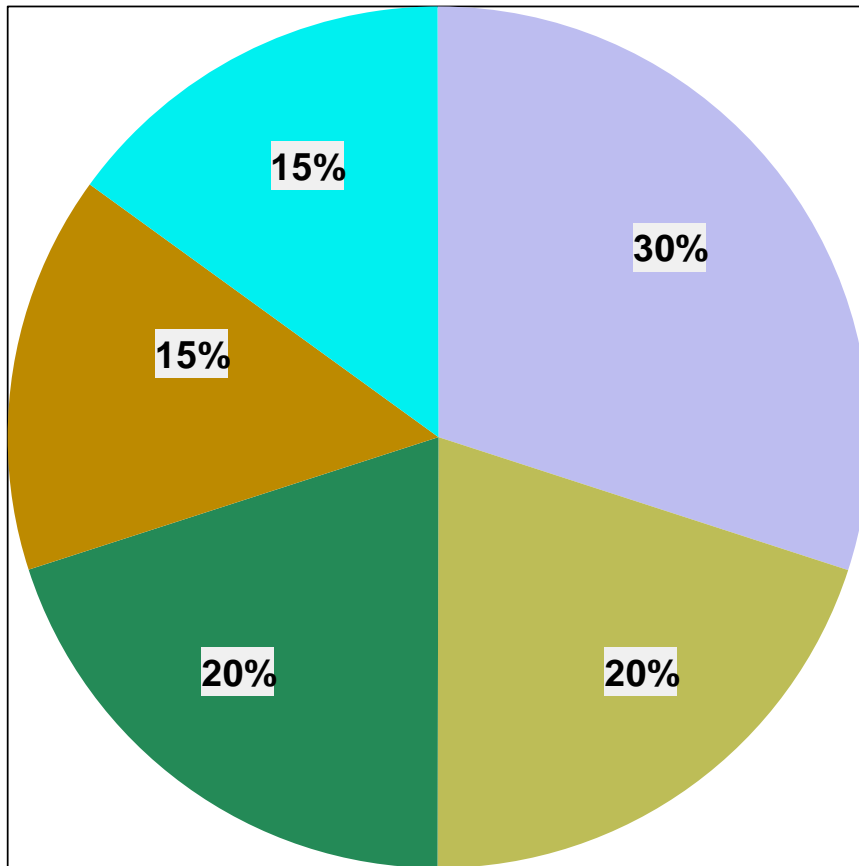
- ❑ Both monitoring and evaluation is critical to the success of programs
- ❑ Monitoring is the ongoing process to measure the quantity and quality of the project's interventions
- ❑ Monitoring can help improve the services provided as the project takes place
- ❑ Evaluation is more comprehensive study of the impact the project is having or has had
- ❑ Evaluations typically take place at the end of the program or at specific intervals during the project
- ❑ Evaluations serve as learning tools for an organization and help improve their capabilities in project development

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Proposal Criteria

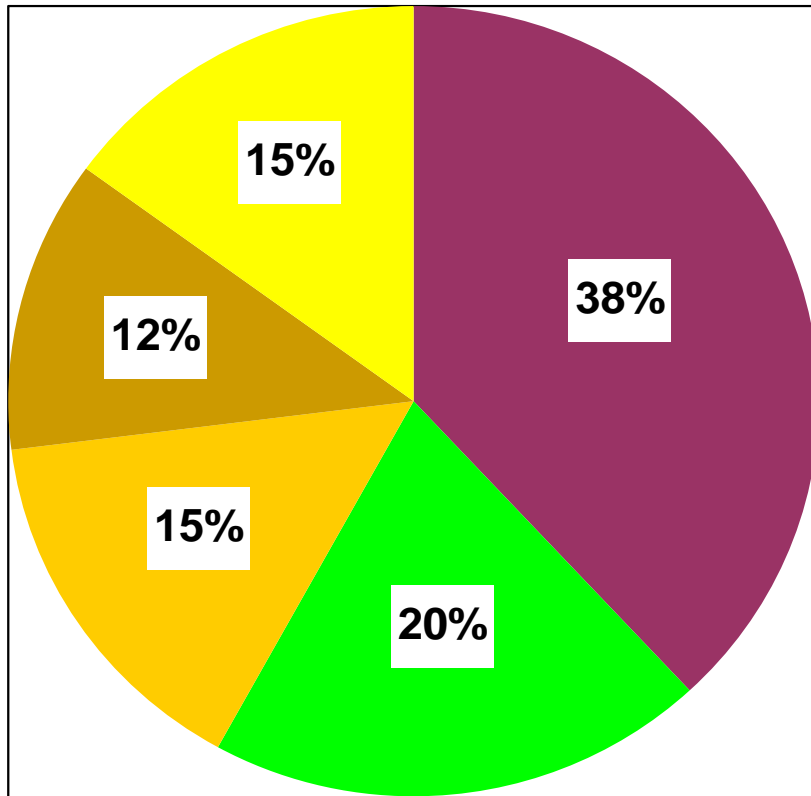
- ❑ Understand what the granting organization is looking for and how they evaluate proposals
- ❑ Thoroughly review guidance, published success stories and other public materials available

Food for Progress Proposal Review Criteria



- **Agricultural focus (30%)**
- **Commodity management and appropriateness (20%)**
- **Organizational capability and related experience (20%)**
- **Proposal quality (15%)**
- **Ability to quantify program impact (15%)**

Food for Education Proposal Review Criteria



- **Proposal quality (38%)**
- **Organizational capability and experience (20%)**
- **Commodity or funding appropriateness (15%)**
- **Ability to quantify program impact and need for program clearly expressed (12%)**
- **Graduation/sustainability, coordination with other programs and local government and NGO support for program (15%)**

Food For Progress

- ❑ Introduction of Food for Progress
- ❑ Purpose of the program
- ❑ What activities are best suited for this funding
- ❑ Funding levels
- ❑ Target countries to achieve program objectives



Food for Progress

- ❑ Food for Progress Act of 1985
- ❑ Targets developing countries and emerging democracies
- ❑ Supports democracy and expansion of private enterprise in the agricultural sector



Jamaica

Food for Progress

- ❑ Most agreements are implemented with PVOs and foreign governments
- ❑ Commodities are usually monetized
- ❑ Commodities are also used for:
 - Barter
 - Food for work
 - Direct distribution



Burkina Faso

Food for Progress Projects

Primary emphasis is agricultural development

- ❑ Soil and water conservation
- ❑ Improved farming methods
- ❑ Agricultural extension
- ❑ Animal and plant health
- ❑ Processing, storage and marketing
- ❑ Roads and other infrastructure
- ❑ Cooperative development
- ❑ Micro-credit and business training



Armenia

Food for Progress

- *Policy-related activities:*
 - Promote science-based sanitary and phytosanitary standards
 - Trade-capacity building
 - Improve market channels

- *Complementary activities:*
 - HIV/AIDS awareness
 - Nutrition training
 - Land mine removal



Mozambique

Food for Progress – FY 2009

Expected Resources

- \$40 million cap on transportation costs
 - \$35 million available for new FY 09 awards
- No restriction on commodity cost
- \$15 million for administrative costs
- No new P.L. 480, Title I funding

Food for Progress Priority Countries for Solicitation in FY 2009

- Afghanistan
- Bangladesh
- Dominican Republic
- Ethiopia
- Malawi
- Mali
- Namibia
- Philippines
- Senegal
- Uganda
- Yemen

FY 2010 Food for Progress Priority Countries*

- Afghanistan
- Bolivia
- Guatemala
- Honduras
- Kenya
- Liberia
- Madagascar
- Mongolia
- Mozambique
- Nicaragua
- Niger
- Tanzania

*subject to change

Food for Progress

Active and New Agreements – Be Aware of USDA Programs

Country	Cooperating Sponsor	Date Initiated (signed year)	Estimated Completion Year
Afghanistan	Mercy Corps	2005	2008
	International Fertilizer Development Center	2005	2008
	Mercy Corps	2006	2008
	Government of Afghanistan	2005	2008
	Government of Afghanistan	2006	2009
	Government of Afghanistan	2008	2009
Armenia	World Food Program	2006	2008
	World Food Program	2007	2008
	Armenian Technology Group Inc.	2006	2008
	United Methodist Committee on Relief	2008	2010
Azerbaijan	Vishnevskaya-Rostropovich Foundation	2007	2008

McGovern-Dole International Food for Education and Child Nutrition Program



- ❑ Purpose of the program
- ❑ What activities are best suited for this funding
- ❑ Funding levels
- ❑ Target countries to achieve program objectives

Food for Education

- ❑ Supports education, child development, and food security
- ❑ Targets low-income and food-deficit countries
- ❑ Encourages health and nutrition complements
- ❑ Strives for sustainability



Senegal

Available Resources

- ❑ \$100 million requested in President's budget in FY 2009
- ❑ \$84 million in farm bill for use in fiscal years 2009-2012
- ❑ \$70 million committed in multi-year agreements in FY 2009
- ❑ \$45 million committed in FY 2010

FY 2009 and FY 2010 Food for Education Priority Countries

- Afghanistan
- Angola
- Bangladesh
- Cambodia
- Cameroon
- Chad
- Ethiopia
- Guatemala
- Guinea
- Guinea Bissau
- Kenya
- Laos
- Liberia
- Madagascar
- Malawi
- Mali
- Mozambique
- Niger
- Pakistan
- Rwanda
- Senegal
- Sierra Leone
- Tanzania
- Uganda
- Yemen

Approval of Proposals in FY 2009 and FY 2010

- ❑ Continuation of existing programs will receive highest priority in FY 2009
- ❑ Limited funds will remain after these programs are funded
- ❑ Remaining proposals will be considered for FY 2010 funding
- ❑ Currently, no opportunity to apply for FY 2010 funding next year
- ❑ All proposals for both FY 2009 & FY 2010 are being accepted until August 1, 2008

Food for Education

Active Agreements – Be Aware of USDA Programs

33 active agreements currently funded with 19 cooperating sponsors, in 28 countries, with more than 3 million beneficiaries

Country	Cooperating Sponsor
Afghanistan	World Vision
Bangladesh	World Food Program
Benin	Catholic Relief Services
Bolivia	Project Concern International
Cambodia	International Relief and Development
Cambodia	Salesian Missions
Cambodia	World Food Program
Cameroon	Counterpart International
Chad	World Food Program
Republic of the Congo	Internat'l Partnership for Human Development
Ethiopia	World Food Program
Guatemala	Food for the Poor
Guatemala	SHARE
Guinea	World Food Program
Guinea-Bissau	Internat'l Partnership for Human Development
Honduras	Samaritan's Purse
Kenya	World Food Program
Kyrgyzstan	Mercy Corps

BREAK TIME



Panel on Nutrition & Commodity Selection



Commodity Panelists



- ❑ Paul Green, North American Millers Association
- ❑ Rebecca Bratter, US Wheat Associates
- ❑ Cade Fields-Gardner, US Potato Board
- ❑ Nina Schlossman, Alaska Canned Salmon & Global Food Aid Program
- ❑ Bob Sindt, US Dry Bean Council
- ❑ Ekta Bhattarai, USA Rice Federation

Understanding the Introduction and Sections 1-4 of the Proposal



- ❑ Where to find country statistics
- ❑ Agriculture, education and health indicators
- ❑ Interacting with other organizations
- ❑ How to ensure quality and gain organizational experience

Photo: World Vision, Afghanistan

Understanding the Introductory Section of the Proposal

- ❑ Bragging Rights!
 - Go ahead – tell us how wonderful you are!
 - Outline your organization's strengths, capabilities, country expertise, and previous experience
- ❑ The introductory section of the proposal is the only section that should answer the question, "WHY should FAS fund your proposal?"
- ❑ The introductory can include as much information that justifies the proposal as you would like
- ❑ Include all REASONS for the need for the program in the introductory section, this may include:
 - Country statistics
 - Agriculture, education and health indicators

Understanding the Introductory Section of the Proposal

- ❑ Interacting with other organizations
 - Collaboration efforts with others
- ❑ Local Capacity Building
- ❑ Total funding requested
 - Specific budget line items are not required at this time
- ❑ Graduation/Sustainability (for FFE)
 - Graduation plans
 - Steps to sustain benefits
- ❑ Government commitment to education (for FFE)

Understanding the Introductory Section of the Proposal

- ❑ Enhanced Activity Effectiveness (for FFE)
 - Explain how each activity will enhance the effectiveness of the commodities requested for school feeding
- ❑ Monetization/Barter Justification (for FFE)
 - Provide a reason for why the activities should be carried out through monetization proceeds rather than a cash grant.
 - Outline the benefits of monetizing commodities

Understanding Sections 1 & 2 of the Proposal – Contacts & Country

- Organizational contact information (1)
 - Include both headquarter contact and target country contact information
- No office established within target country?
 - Organization will be required to outline steps involved to establish residency within country
 - Organization will need to become registered in country prior to signing of grant
- Identify country of donation (2)
 - Multi-country proposals should list all countries where activities are being carried out and where the commodities are being delivered
 - Country of commodity delivery should be listed first as the primary country

Understanding Section 3 of the Proposal – Commodity Requests

This includes sections 3 & 4 for Food for Progress

- ❑ Where to find commodity information
 - Discuss commodity selection with in-country USDA agriculture attaché, commodity organizations and traders
- ❑ Minimum tonnage for shipments is 50 tons
- ❑ Requested quantity needs to be in 10 ton increments
- ❑ Package sizes can be found on commodity specification sheets (located on FAS website)
- ❑ Additional packaging materials must be requested in advance

Question and Answer Session



LUNCH



Understanding Section 4 of the Proposal – Activity Objectives

Section 4 is numbered as section 5a1 within Food for Progress

- ❑ Provide a bulleted set of Activity Objectives
- ❑ Include the major accomplishments that are intended to be reached under each objective
- ❑ Remember - *What do you want to leave in place once the project has ended?*

Understanding Sections 5-9 of the Proposal

- ❑ How best to present activities and measurable outcomes
- ❑ When to account for other donors
- ❑ Monetization Practices
- ❑ How can a shipping agent assist me?
- ❑ Does my proposal impact commodity markets?



Understanding Section 5 of the Proposal – Program Description

- ❑ Describe all activities that are to be carried out through the use of directly distributing commodities, bartering commodities, or cash resources (5a)
- ❑ Do NOT describe activities that will be carried out through the use of monetized proceeds
- ❑ Remember – Activities should describe:
 - WHO is responsible
 - WHAT are they doing, and
 - By WHEN will it be done
- ❑ Activities should be described in such a manner that a stranger could visualize the project by reading the information

Understanding Section 5 of the Proposal – Program Description

- ❑ Beneficiary selection section should identify who are the targeted beneficiaries, why they were selected and the selection method used (5b)
- ❑ Key positions that are critical to the success of the program should be outlined by title and responsibilities (5c)
- ❑ Resources from other donors that are ESSENTIAL to your program's success should include the donor, amount of funds and activity to be carried out (5d)
- ❑ Resources that are NOT essential to the program's success should be provided in section 5f

Understanding Section 5 of the Proposal – Program Description

- ❑ ONLY for FFE – include funding requests for activities within section 5d
- ❑ FFP does NOT provide cash resources for activities – all activities are funded through monetization proceeds
- ❑ Recipient agencies are organizations that are empowered by the grantee to conduct an activity in accordance with the signed grant and a signed agreement between the grantee and recipient agency (5e)
- ❑ Recipient agencies are not contractors

Understanding Section 5 of the Proposal – Program Description

- ❑ Provide a listing of all organizations that you will work with during the agreement implementation (5f)
- ❑ Provide information on how you will inform the public and beneficiaries of the origin of the commodities and/or funds for carrying out the program (5g)
- ❑ Criteria for measuring progress (5h)
 - Baseline data best collected during needs assessment
 - Baseline data may be collected at beginning of program
 - FFE has set criteria that must be used

Section 5h - Targeting And Proposal Impact (FFP)

Activity	Type and Number of Beneficiaries	Intended Output	Intended Outcome*
New Production Technology	300 farmers 50 businesses	Two monthly training sessions	20 percent increase in yields; 30 percent increase in income

*Baseline data to be provided during agreement negotiation

Section 5h - Targeting And Proposal Impact (FFE)

- 6 objectives to measure progress against established baseline data
 1. Access, including entry and continuation, to education
 2. Educational progress - education achievements and learning environment
 3. Nutrition and health progress
 4. Other donor support – relationship building
 5. Community development – capacity building
 6. Graduation & sustainability

*Baseline data may be provided during agreement negotiation

Understanding Section 6 of the Proposal – Monetization & Barter

- ❑ Monetization practices – when to use an agent
- ❑ Usual Marketing Requirements (6b)
 - Protection against international market disruption
- ❑ Bellmon analysis (6b)
 - Protection against local market disruption
- ❑ Determining commodity value (6c)
- ❑ Sales methods (6d)
 - Auction
 - Negotiated Sales
 - Tender
- ❑ How best to present activities (6e)
- ❑ Safeguarding proceeds (6f)

Understanding Section 7 of the Proposal – Distribution Methods

- How can a shipping agent assist me?
- Bellmon analysis
 - Possible transportation routes and modes
 - Protection of commodities in cases of unintended situations
 - Storage facilities
 - Distribution methods

Understanding Section 8 of the Proposal – Duty Free Entry

- ❑ Direct distribution commodities must enter the recipient country free of duties and taxes
- ❑ Agreement needs to be sought by grantee by the local government
- ❑ Monetization commodities may be taxed in line with local government requirements; although tax exemption for humanitarian purposes should be sought
- ❑ For payment of taxes against monetized commodities, the proposal must outline the responsible party for the tax payments

Understanding Section 9 of the Proposal – Economic Impact

- Protection against international market disruption
 - Current market patterns for selected commodities
 - Pricing patterns
- Protection against local market disruption
 - Current production and market patterns for selected or like commodities
 - Identify risks to commodities within importing country and outline how these risks have been mitigated
- Agriculture statistics and source of data
 - Consumption patterns – indication of purchasing power
 - Production patterns

Food for Progress and McGovern-Dole Programs

- ❑ Understanding the Proposal Format
- ❑ Where to get guidance on the application
- ❑ How to use the online proposal system
- ❑ Available samples



Proposal Submissions

- Apply online at:
www.fas.usda.gov/food-aid.asp
- Follow program guidance
- Provide a proposal rating if multiple proposals are submitted

Question and Answer Session



Thank You



Photo: World Vision, Afghanistan