United States Department of Agriculture

Foreign Agricultural Service

FY 2016 USDA Food for Progress (FFPr) and McGovern-Dole School Feeding (MGD) Solicitation Cycle
March 24, 2015

FY 2015 AWARDS

Nicola David Sakhleh
Branch Chief, Food for Development Branch

FY 2015 AWARDS

FY 2015 TARGET COUNTRIES

Food For Progress (3)	McGovern-Dole (6)
Benin	**New Projects**
Dominican Republic	Cote d' Ivoire
Ghana	Mozambique
	Rwanda
	Existing Projects (Continuations)
	Honduras
	Mozambique
	Sierra Leone

United States Department of Agriculture

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FY 2015 AWARDS

Total Proposals Submitted: 33

Food For Progress (16 Total Proposals Submitted)	McGovern-Dole (17 Total Proposals Submitted)
Benin (6)	Cameroon (1)
Dominican Republic (6)	Cote d' Ivoire (3)
Ghana (3)	Guinea-Bissau (1)
Senegal (1)*	Honduras (2)
	Mali (1)
	Mozambique (4)
	Nicaragua (1)
	Panama (1)
	Rwanda (2)
*Continuation	Sierra Leone (1)

FY 2015 Resources Available

Food for Progress		McGovern-Dole
Transportation:	$47 million	$185 Million (Commodity, Transportation, Activities, Admin Costs)
Commodity:	$152 million	
Admin:	$14 million	
Total: $213 million		Total: $185 million

FY 2015 AWARDS

TIME TABLE FOR AWARDS

End of - March 2015	**Finalize Proposal Reviews**
Late - April 2015	**Finalize Panel Reviews**
Mid - May 2015	**Announce Awards**
Mid - September 2015	**Singed Agreements**

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FAS SIGNATURE PROCESS IMPROVEMENT – APPLICATION PROCESS FOR USDA FOOD ASSISTANCE PROGRAMS

Foreign Agricultural Service – Office of the Chief Operating Officer

AGENDA

PROJECT BACKGROUND

Customer Feedback

- FAS has added several requirements to proposals that require additional labor hours
- Improvements in the electronic application system may reduce labor hours
- Survey results and communications yielded a recommendation to simplify the application process

Business Case and Strategic Alignment

Business Case

- Reduce labor hours for McGovern-Dole and Food for Progress
  - ✓ Benefit food-insecure individuals in developing countries
  - ✓ Resources able to work on other food aid projects

Strategic Alignment

- Supports FAS Strategic Plan, Management Initiative III:
  - ✓ Increase Access to FAS Programs and Services by evaluating program application processes to ensure fairness

BUSINESS PROCESS IMPROVEMENT TOOL

Definition of Lean Six Sigma

Lean Six Sigma is a managerial approach that combines Six Sigma methods and tools and the lean manufacturing/lean enterprise philosophy, striving to eliminate waste of physical resources, time, effort and talent, while assuring quality in production and organizational processes.

Benefits of Using Lean Six Sigma

Lean Sigma

- ✓ Improves Process and System Efficiency
- ✓ Improves Process Flow and Stability
- ✓ Eliminates Waste
- ✓ Method of Operation
- ✓ Focuses on Value for Operation

Six Sigma

- ✓ Improves Process Effectiveness
- ✓ Reduces Variation
- ✓ Improves Yield
- ✓ Problem Solving Method
- ✓ Focuses on Quality for Customer

FAS will use a combination of Lean Sigma and Six Sigma to improve the Application Process for USDA Food Assistance Programs

USDA

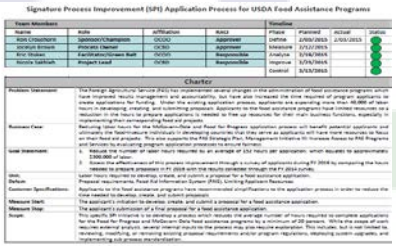
LEAN SIX SIGMA EXECUTION AND RESULTS (AS OF 3/20/15)

Define Execution

Define the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external requirements)

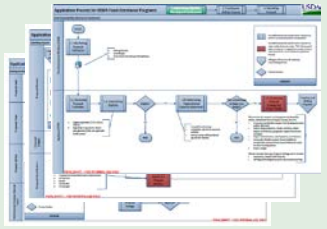
1. Formed Working Group
   - Experienced facilitator
   - Representatives from each of the Food Assistance Programs
   - Analytical and frontline employees who understand proposal application process
   - An administrator

2. Created Charter
   - Outlined business need, voice of the customer (VOC), and high-level strategic objectives to align with FAS's Strategic Plan



3. Identified Process and Requirements
   - Created a S-I-P-O-C (Suppliers, Inputs, Processes, Outputs, Customers)

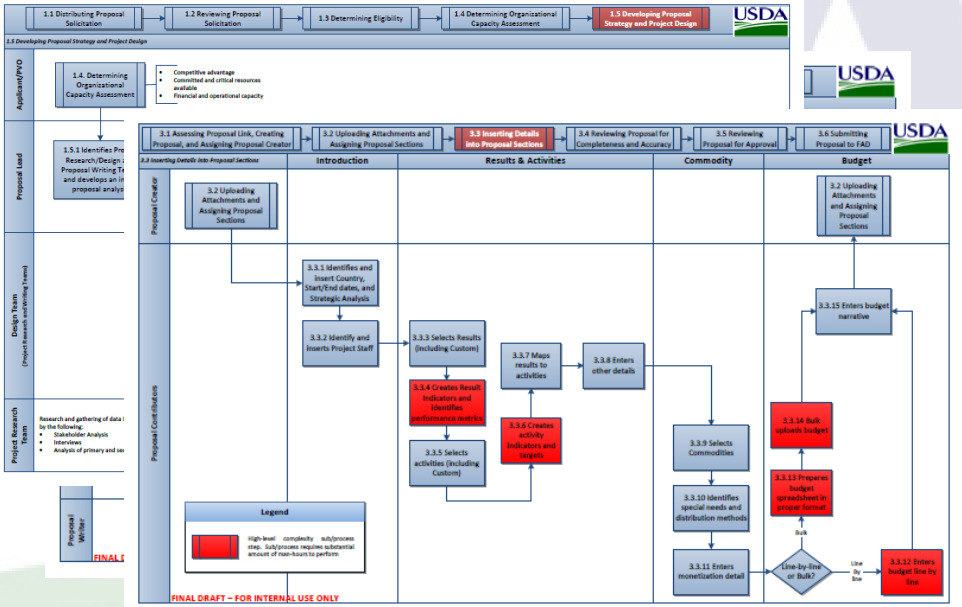
4. Illustrated "High-Level" As-Is Process Maps
   - Determining Eligibility, Planning and Development
   - Creating and Writing Proposal
   - Submitting Proposal



Measure Execution

Measure process performance

1. Created "Level 2" Process Maps
   - These maps show the process in more detail with focus on the cross functional relationships between stakeholders and the work they do



2. Identified Variation and Process Complexity
   - The Working Group hypothesized that these parts of the process is where most applicants extend the most labor hours

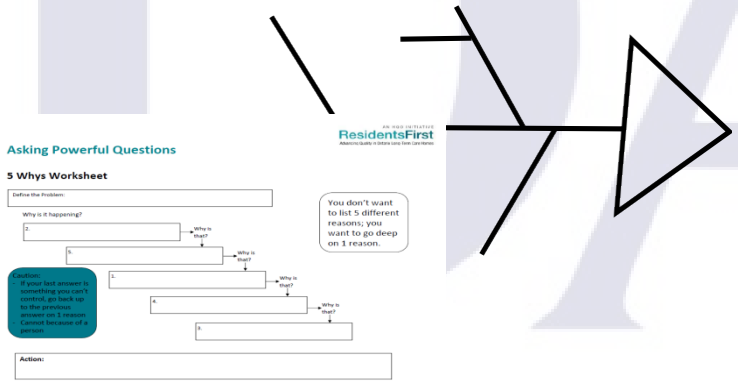
Process Complexity by Process Phase

Process Phase	Complex Process Step
Determining Eligibility, Planning and Development	Developing Proposal Strategy and Project Design
Creating Writing Proposal	Creating Application Content
Submitting Proposal	Inserting Details into Proposal Sections

Analyze Execution

Analyze the process to determine root causes of variation, poor performance (defects).

1. Determined Root Cause
   - 5 Whys
   - Ishikawa (“Fishbone”) Diagram



Root Causes

✓Level of depth of information required by Proposal Solicitation Guidance
✓Lack of information in Proposal Solicitation Guidance
✓FAIS Platform limitations and system inefficiencies

2. Process Validation
   - Interviews
   - Focus Groups

Improve Execution

Improve process performance by addressing and eliminating the root causes.

WE ARE HERE

1. Recommended Possible Solutions
   - 3rd Party Monetization Analysis
   - Specify potential commodities that need to be monetized
   - Provide specific guidance on overall program priorities
   - Only require narrative budge and budget summary for the proposal stage. (Detailed line-by-line) budget will only be required during proposal negotiations
   - Clarify and improve FAIS entry work instructions and guidance
   - Have PVO attach a document listing the results and indicators and targets

2. Prioritize Recommended Possible Solutions
   - Prioritization Matrix
   - Possible solutions against the following criteria:
     - Reduction of labor hours (applicant)
     - Increase in Integrity (of Proposal Solicitation)
     - Ease in Implementation
     - Lower Cost (to implement)


Solutions and Impact Matrix (Prioritization)

LEAN SIX SIGMA EXECUTION AND RESULTS

NEXT STEPS

Next Steps

1. Gather Feedback

2. Implement Solutions and Devise "To-Be" Process

3. Disseminate Solicitation Proposal Guidance
   - May 1, 2015

4. Control the Application Process
   - **Control** the improved process and future process performance
   - Internal Standard Operating Procedures (SOPs)

FEEDBACK, QUESTIONS AND ANSWERS

Feedback, Questions and Answers

Please send questions to Eric Stukes at:
Eric.Stukes@fas.usda.gov or at 202-649-3871

FY 2016 USDA Food for Progress (FFPr) and McGovern-Dole School Feeding (MGD) Solicitation Cycle
March 24, 2015

FY 2016 Solicitation

Debbie Pfaff
Branch Chief
School Feeding and Humanitarian Branch

FY 2016 Timeline

- **Release of FY 2016 Solicitation: May 2015**
- **Proposals due: August 2015**
- **Awards to be announced: March 2016**
- **Agreements to be signed by mid-Sept. 2016**

McGovern-Dole International Food for Education and Children Nutrition Program

McGovern-Dole Funding Request for FY 2016: $191.6 Million

McGovern-Dole Country Selection Criteria

- **Priority Country Determination Factors:**
  - **Income –** Per capita below $4,125 (*World Bank*)
  - **Malnutrition –** > 20% of children under age 5 are stunted (*World Health Organization*)
  - **National literacy rate –** Adult literacy rate < 80% *(UNESCO)*
- **Other Considerations during review process:**
  - Government commitment to education
  - Absence of civil conflict
  - USDA Post coverage and ability to monitor agreements
  - Coordination with other donor strategies

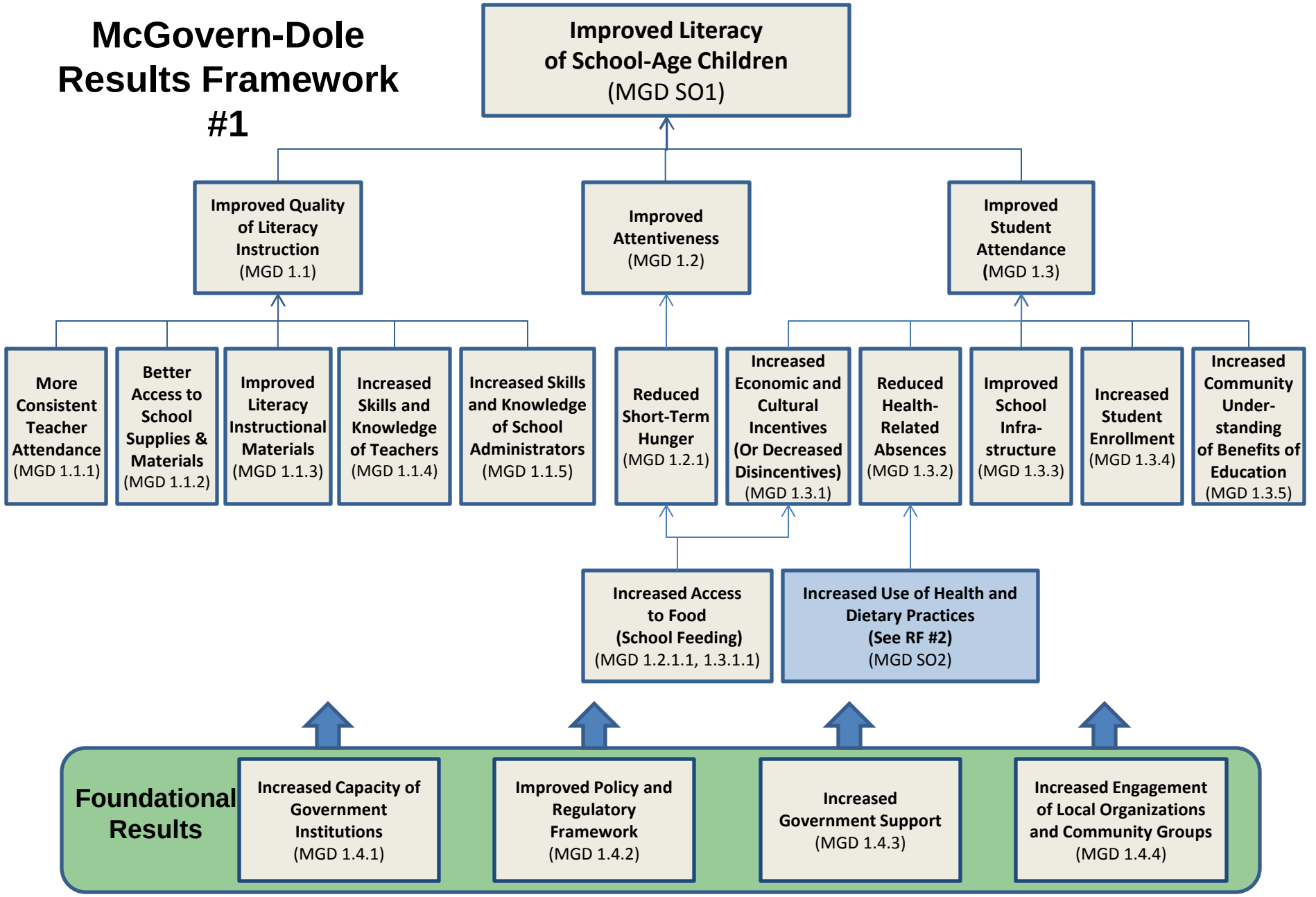
Possible McGovern-Dole Priority Countries for FY 2016

Africa	Asia	Latin America and Caribbean
Cameroon	Burma	Guatemala
Ethiopia	Cambodia	Haiti
Guinea-Bissau	Laos	Nicaragua
Kenya	Philippines	
Liberia		
Malawi		
Mali		
Tanzania		

Improved Literacy of School-Age Children

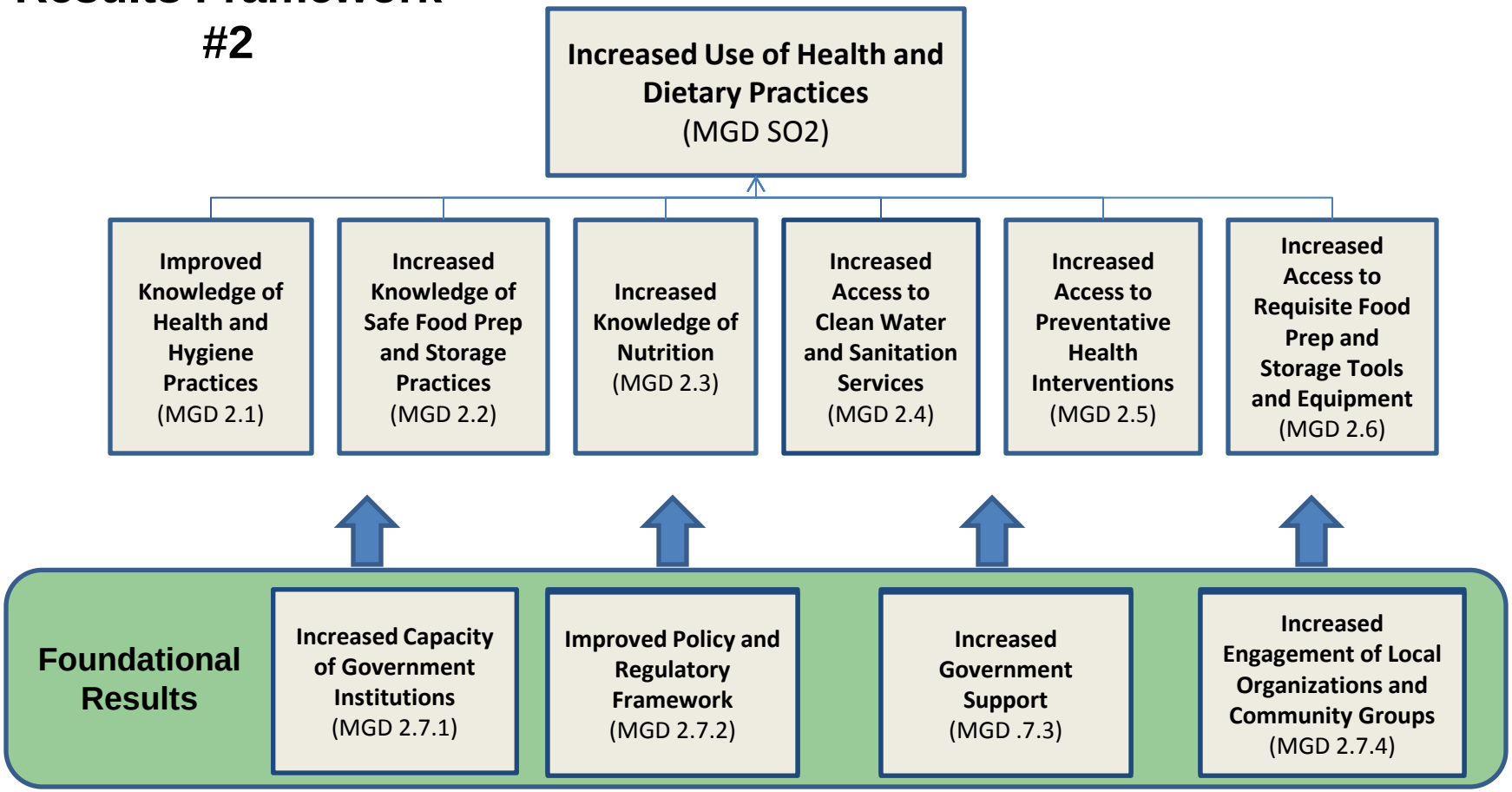
Increased Use of Health and Dietary Practices

McGovern-Dole Results Framework #1



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

McGovern-Dole Results Framework #2



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Memorandum of Understanding between USAID and USDA

- Strengthening collaboration in countries where both McGovern-Dole and USAID Education projects exist
- Facilitating exchange of best practices, monitoring and evaluation protocols
- Increasing engagement with host-country governments, including long-term continuation of the school feeding and educational support initiatives

Food for Progress Program

Food for Progress Funding:

- $40 Million – Transportation Cap
- $150 Million – Commodities
- $15 Million - Administration

Food for Progress
Country Selection Criteria

- **Priority Country Determination Factors:**
  - **Middle Income Countries (GNI up to $9,561)**
  - **Post coverage and ability to monitor agreements**

- **Other Considerations:**
  - **Absence of civil conflict**
  - **Alignment with USG and other donor strategies**

Possible Food for Progress Priority Countries for FY 2016

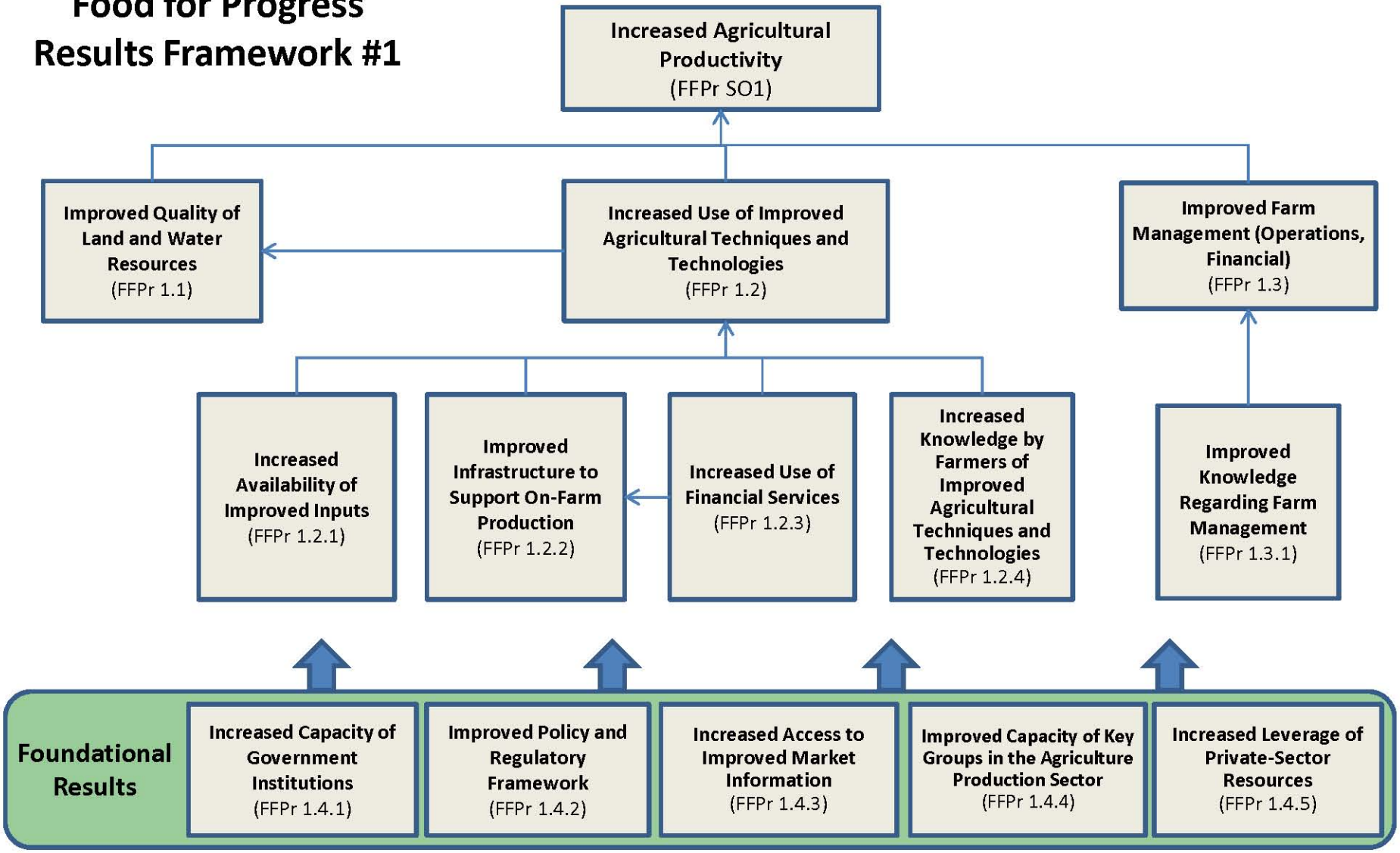
Africa	Asia	Latin America
Angola	Bangladesh	El Salvador
Burkina Faso	Laos	Guatemala
Liberia	Pakistan	Honduras
Malawi	Philippines	
Mozambique	Vietnam	
Uganda		
Zambia		

Increased Agricultural Productivity

Expanded Trade of Agricultural Products

Sustainability: Private-public partnerships are important

Food for Progress Results Framework #1



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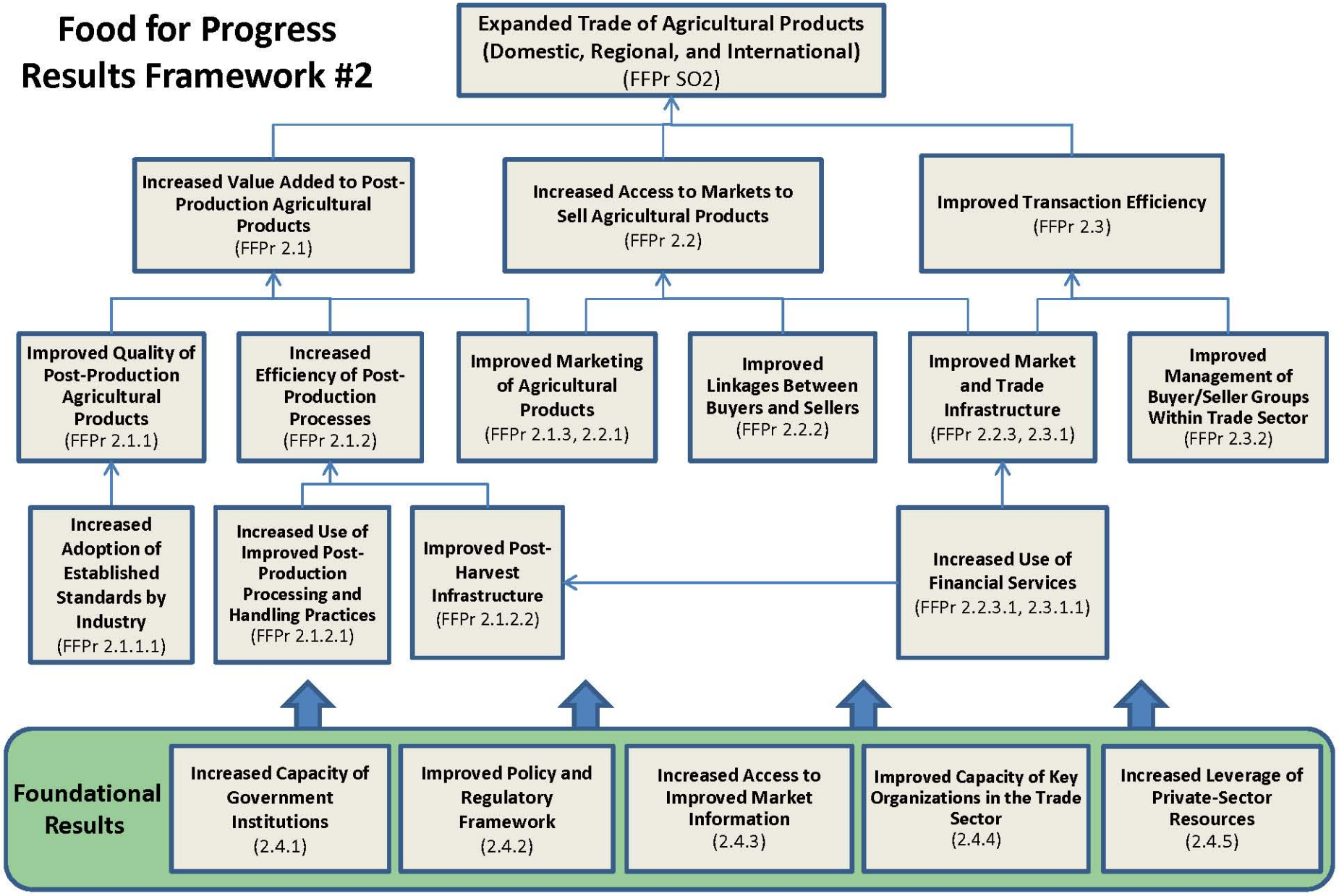
Food for Progress Results Framework #2



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New Products

Paul Alberghine, Program Specialist (Health and Nutrition)

United States Department of Agriculture

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Micronutrient Fortified Food Aid Products Pilot (MFFAPP)

- Six grant agreements in Guatemala, Guinea-Bissau (two grants), Haiti, Cambodia, and Tanzania
- Field-testing and final data collection completed in five projects
- Five final, third-party evaluations. Sixth expected by July 2016
- New products tested:
  - Three formulations of ready-to-use, supplementary dairy pastes with International Partnership for Human Development
  - Poultry-based supplementary spread, *Spammy*™ with Hormel Foods
  - Ready-to-use lipid-based supplementary paste with Meds & Foods for Kids
  - Iron-fortified *Ultra Rice* product with Program for Appropriate Technology in Health
  - Three fortified blended foods – SSB, SCB and CSB 14 – pilot ongoing through FY 2016

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New Products

Fortified Milled Rice - available

- Cost-effective, culturally appropriate strategy to address micronutrient deficiencies and malnutrition
- Ideal vehicle to improve micronutrient health without requiring consumers to change their purchasing or cooking habits
- Current USDA specifications for fortified milled rice cover both extruded and rinse-resistant coated kernels
- Extruded – rice can be extruded and shaped into partially precooked grain-like structures resembling rice grains
- Technical challenge is to produce fortified rice kernels that resembles natural rice and resists normal meal preparation and cooking processes

Fortified Milled Rice cont'd

- Rinse-resistant coated – rice can be fortified by adding micronutrient powder to the rice that adheres to the grains or spraying the surface of rice grains with a vitamin and mineral mix to form a protective coating
- Technical challenge of the coating technology is retaining the micronutrients during pre-soaking in water which is a common practice in developing countries (current specifications guarantee 80% retention)
- Cost differences – extruded kernels add approximately 6% and rinse-resistant coated add approximately 2% above the cost of a regular MT of milled rice
- USDA and USAID are currently working on the first solicitation for fortified rice that will likely be released in the coming months

Milled Rice Fortified Kernels Fortified Rice (blended)

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USDA Commodity Requirements Document (CRD) for Fortified Milled Rice

- USDA's Farm Service Agency (FSA) released the revised specification for "MR24 Milled Rice and Fortified Milled Rice" on July 8, 2014
- The specifications can be found at: http://www.fsa.usda.gov/Internet/FSA_File/mr24.pdf
- CRD covers both extruded and rinse-resistant coated kernels but excludes "dusted" rice
- Rice-premix must be sourced from U.S. companies using domestic raw materials/ingredients
- Eight specific micronutrients must be included in the rice-premix: Vitamin A, B1, B3, B6, B12, Folic Acid, Iron and Zinc
- Final fortified rice blend needs to come pre-blended with traditional rice, with no modification to rice preparation and cooking required

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Lipid-Based Nutrient Supplements (LNS) – under development

- Lipid-based products designed to add protein, calories and micronutrients including, iron, iodine, zinc and Vitamins A and B12 to malnourished diets
- Products contain peanuts, sugar, vegetable oil, dairy, vitamin and mineral fortification and in some cases soy
- Provide excellent source of energy, protein and essential fatty acids
- Ready to eat from the packet and do not require cooking
- USDA working with Edesia Global Nutrition Solutions to develop the specifications to add three distinct LNS products covering all three MGD beneficiary groups:
  - LNS-Infant – targets children 6-24 months in the complimentary feeding period
  - LNS-PLW – targets pregnant and lactating women
  - LNS-RUSF – targets school children three years or older to complement foods available during school hours (MFFAPP Haiti)
- All three products have 18-24 month shelf-life

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Fortified Poultry-Based Spread (FPBS) – under development

Fortified Poultry-Based Spread:

- Shelf-stable, nutrient-rich supplementary food made with poultry (turkey and/ or mechanically separated turkey)

Qualities of FPBS:

- Naturally provides:
  - High-quality protein
  - Biologically available iron and zinc
  - B-complex vitamins
- Fortified with additional vitamins and minerals
- Provides dietary diversity
- Mixes easily into traditional diets (ingredient)
- Consistency of pâté
- Easily open, recyclable 85 gram aluminum can
- Three year shelf-life
- USDA has developed a draft Commodity Requirements Document for FPBS and expects to finalize this document soon

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New Fish/Seafood Products – under development

- In addition to Canned Pink Salmon, the Alaska Seafood Management Institute (ASMI) is in the process of working with USDA to add Canned Herring to the commodity list
- Herring, less expensive per MT than salmon
- ASMI has carried out consumer acceptability studies with herring in Guatemala, Uganda, Ghana, Mozambique and Guinea-Bissau
- ASMI is also developing additional fish/seafood products aimed at providing high quality marine protein and omega-3 fatty acids for potential use in international food assistance programs
- Alaska Salmon Powder (ASP) – using modern processing methods salmon waste (remaining flesh, bones and skin) is being turned into low-fat, low-moisture protein powders that contain up to 80% protein
- ASP can be added to soups or porridges made with fortified blended foods to add high levels of quality protein to the diets of beneficiaries
- ASMI is currently carrying out acceptability trials with ASP in the Republic of Congo
- According to ASMI, Alaska's commercial fisheries produce more than 200,000 MT of fish waste each year so there are environmental benefits to ASP
- Products have extremely long shelf-lives with the canned salmon/herring at 6 years and the powder product at 3 years

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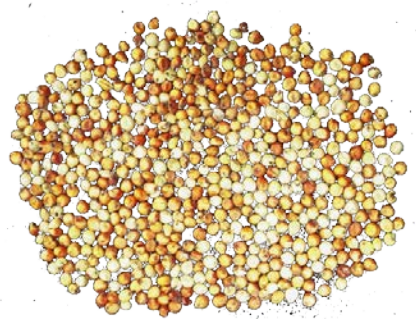
Fortified Blended Foods – under development

Kansas State University is developing and field testing new formulations of three novel, extruded, high protein fortified blended foods (FBFs) in Tanzania:

- Sorghum-cowpea blend (SCB) made with 39% cowpea flour, 25% sorghum flour and 9% vegetable oil
- Sorghum-soybean blend (SSB) made with 48% sorghum flour, 16% soy flour and 9% vegetable oil
- Corn-soy blend (CSB14) made with 48% corn flour, 15% soy flour, 9% vegetable oil and 10% whey protein concentrate which contains 80% dairy protein
- FBFs will be made into porridge mixes that can be used for supplemental feeding and nutrition programs for infants and children below the age of five

Fortified Blended Foods cont'd

- Products also enhance the use of U.S. sorghum, soybeans and cowpeas for value-added food applications
- Use can lead to greater demand for these drought-tolerant crops in Africa and reduce the current dependence on corn
- Research and development on non-GMO food aid commodities, such as sorghum and cowpeas, is also important to food aid recipient countries that restrict the imports of GMO
- KSU studies will be completed in July 2016



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Production of FBFs at KSU

Anticipated Next Steps

- As results of the trials continue coming in, these new products will be reviewed for cost effectiveness, nutritional value, and quality assurance
- FAS will continue working with the Farm Service Agency and USAID in adding new options to USG commodity list designed to better meet the nutritional needs of intended food aid recipients

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Foreign Agricultural Service

Project Monitoring and Evaluation

Amy R. Ritualo

Program Analyst (Evaluator)

Monitoring and Evaluation Staff

Food Assistance Reporting

- **USDA Strategic Plan**
  - Obj 3.1 Ensure US agricultural resources contribute to enhanced global food security
- **FAS Strategic Plan**
- **Congressional Budget Justifications**
  - FY 2016 Budget Guidance "…key goals for this year's budget process are to: (1) support agency efforts to use evidence, evaluation, and data as tools to improve program outcomes and (2) support agencies in scaling up new approaches that have been tested and shown to work."
- **Feed the Future Whole of Government Initiative**
  - Feed the Future Indicators
  - Feed the Future Learning Agenda and Impact Evaluations
- **Other Reports**

Performance Indicators

- **USDA Standard Indicators**
- **Use Standard Definitions**
- **Indicator Disaggregation**
- **Data Sources and Timeframe for Reporting**
- **Focus on Results**

Evaluation

- **Monitoring vs. Evaluation**
- **Comprehensive Evaluation Designs**
- **Rigorous Evaluation Designs**
- **Dedicated Resources to Evaluation**

What's Next?

- **USDA Evaluation Staff**
- **USDA M&E Guidelines and Resources**
- **USDA Training on Performance Indicators and Evaluation Topics**
- **Building the Evidence Base – MGD and FFPr Learning Agenda Contracts**
- **USDA Managed Evaluations**

M&E Contact Information

Kari Foley

Email:
Kari.Foley@fas.usda.gov

Tel: (202) 690 – 0180

Amy Ritualo

Email:
Amy.Ritualo@fas.usda.gov

Tel: (202) 708 - 1697

Have questions or general comments?

Please send them to:
Ansu John at:
Ansu.John@fas.usda.gov
202-649-3862