



2019 DISTRIBUTION PARTNER GUIDE



Contents

This guide was written in a conversational format for the purposes of keeping it more relational than technical. Please read through it with that in mind. Highly detailed or technical dialogue can be had between the distribution partner and their respective Regional Program Manager.

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“Is not this the kind of fasting I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke?

Is it not to share your food with the hungry and to provide the poor wanderer with shelter—when you see the naked, to clothe them, and not to turn away from your own flesh and blood?

Then your light will break forth like the dawn, and your healing will quickly appear; then your righteousness will go before you, and the glory of the Lord will be your rear guard.

Then you will call, and the Lord will answer; you will cry for help, and he will say: Here am I.

“If you do away with the yoke of oppression, with the pointing finger and malicious talk, and if you spend yourselves in behalf of the hungry and satisfy the needs of the oppressed, then your light will rise in the darkness, and your night will become like the noonday.

The Lord will guide you always; he will satisfy your needs in a sun-scorched land and will strengthen your frame.

You will be like a well-watered garden, like a spring whose waters never fail. Your people will rebuild the ancient ruins and will raise up the age-old foundations; you will be called Repairer of Broken Walls, Restorer of Streets with Dwellings.

Isaiah 58: 6-12

GETTING TO KNOW FMSC



"Then the righteous will answer him, 'Lord, when did we see you hungry and feed you, or thirsty and give you something to drink? When did we see you a stranger and invite you in, or needing clothes and clothe you? When did we see you sick or in prison and go to visit you?'"

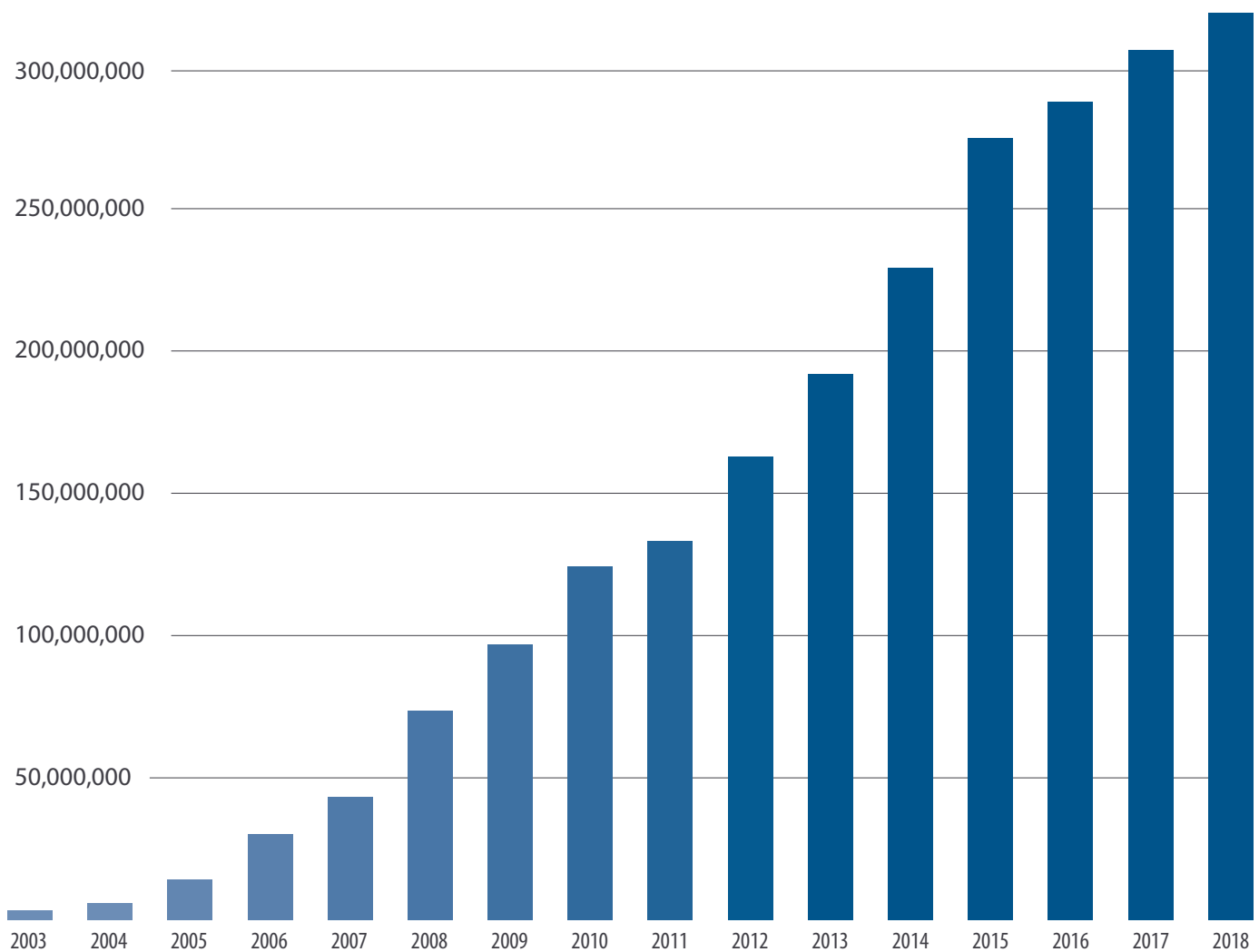
"The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'" —Matthew 25:37–40

Getting To Know FMSC

After years of struggling to produce 3+ million meals annually and FMSC's founder leaving to start another charity, the Board rededicated FMSC to Christ in December 2003. Then, we hired Executive Director/CEO Mark Crea who brought his heart for God and servant-style leadership to our then stagnant organization. Soon, prayer among staff members and volunteers became everyday practice, support increased and meal production multiplied. **FMSC began to grow!**

MEALS PRODUCED ANNUALLY 2003-2018

2018 ESTIMATED



MISSION

Feeding God's Starving Children Hungry in Body and Spirit.

VISION

With God's help Feed My Starving Children (FMSC) will strive to eliminate starvation in children throughout the world by helping to instill compassion in people to hear and respond to the cries of those in need.

FIVE INNOVATIVE FOOD PRODUCTS

We are always listening to our partners on the ground so that we can respond with innovative solutions that meet their specific nutritional needs. An expert team of professionals works with us to develop new products. Although products must fit our assembly line production model so volunteers can package the meals, we are not afraid to try new ideas.

Each food product's name was chosen to capture both the nourishing qualities of the supplement and FMSC's spiritual mission by using the word **manna**, which the dictionary defines as:

1. In the Bible, the food miraculously provided for the Israelites in the wilderness during their flight from Egypt.
2. Spiritual nourishment of divine origin.
3. Something of value that a person receives unexpectedly.

MANNAPACK™ RICE

From its beginnings, FMSC has worked to develop a food mixture that would be easy and safe to transport, simple to make with only boiling water and culturally acceptable worldwide.

With the input of scientists from major food companies—including Cargill and General Mills—FMSC developed MannaPack Rice, a formula consisting of:

1. **Rice**, the most widely accepted grain around the world.
2. Extruded **soy nuggets**, providing maximum protein at lowest cost.
3. **Vitamins, minerals and a vegetarian flavoring** to give growing children the critical nutritional elements they need.
4. **Dehydrated vegetables** for flavor and nutrition.



Packaged in small pouches, this easy-to-prepare food blend has won rave reviews all over the world. While the food was designed to assist in preventing and reversing malnutrition, the ingredients also improve the health, growth and physical well-being of children who are no longer in immediate danger of starvation. FMSC utilizes experts to keep ensuring that our formulas are the best available.

A single bag of food, which provides highly nutritious meals for six children, costs around \$1.32 to produce.

MANNAPACK™ POTATO-D

MannaPack Potato-D is the first and only relief food to assist in the management of diarrhea, a leading killer.

“Each year diarrhea kills around 525,000 children under the age of five.”*

**WHO, Diarrhoeal Disease Fact Sheet N°330, May 2017*

There are 12 half cup servings per bag. The three ingredients include:

1. **Potato granules**—a source of resistant starches which assist in rehabilitation from diarrhea.
2. **Soy flour**—protein source.
3. **Sweet potato flavoring and vitamin/mineral/Gum Arabic blend**—nutrition tailored to meet the needs of those affected by diarrhea.



Cooking is not required to prepare MannaPack Potato-D. The product simply needs to be mixed with a safe, potable liquid.

Potato is in the name because the product is potato-based rather than rice-based. The "D" indicates that the formula assists in rehabilitation from diarrhea.

As with FMSC's original rice-based formula, MannaPack Potato-D is produced by volunteers.

FMSC started producing MannaPack Potato-D in March 2009. A single bag of food, which provides highly nutritious meals for 12 children, costs around \$2.64 to produce.

MANNAPACK™ POTATO-W

MannaPack Potato-W was created by FMSC with the help of a dietitian who understands the nutritional needs of the undernourished. It was developed in response to feedback from many FMSC partners who expressed a great need for a food appropriate for children too young to consume MannaPack Rice.

MannaPack Potato-W is a weaning food designed to meet World Health Organization recommended nutrient requirements for children 7-12 months of age. It helps bridge the gap between breastfeeding and solid foods, such as MannaPack Rice. It can be used as a sole weaning food, or alongside breastfeeding or other age-appropriate foods available locally.

There are 12 half cup servings per bag. The three ingredients include:

1. **Potato granules**—source of resistant starches.
2. **Soy flour**—protein source.
3. **Sweet potato flavoring**—includes the vitamin and mineral blend and extra fat necessary for weaning children.

Cooking is not required to prepare MannaPack Potato-W. The product simply needs to be mixed with a safe, potable liquid.

Though they share the same three component ingredients, MannaPack Potato-W is different from MannaPack Potato-D in that it has more fat (which is critical for weaning children and unhelpful for those suffering from diarrhea), and the vitamin and mineral blend is specially tailored for children 7-12 months old.

Potato is in the name because the product is potato-based rather than rice-based. The "W" indicates that this is a weaning food intended for children 7-12 months old.

As with the original rice-based formula, MannaPack Potato-W is produced by volunteers.

FMSC started producing MannaPack Potato-W in January 2011. A single bag of food, which provides highly nutritious meals for 12 children, costs around \$2.64 to produce.



MANNAPACK™ LENTIL

This whole food product was developed as a food mixture that is safe and easy to transport, simple to make with only boiling water, and culturally acceptable. This rice and lentil-based product provided on a limited basis to provide an alternate protein source for some countries.

The reasons: GM fear has no solid scientific basis, but some countries are limiting import of GM products (soy in MP-Rice) and using non-GM soy is cost prohibitive. There is less protein and less high quality protein in lentils, which increases both the volume and cost of food required to mimic MP-Rice.

As with MannaPack™-Rice, this product provides:

1. A **rice base** as the most globally accepted grain.
2. **Lentils** to provide protein and to enhance the iron and folate content of the mix.
3. A pre-mix of **vitamins and minerals in a vegetarian flavor** base to support good nutrition for children and others.
4. **Dehydrated vegetables** for flavor and nutrition.



Also packaged in small pouches, this easy-to-prepare fortified food blend was designed as a supplementary food product to complement local food supplies and enhance protein and micronutrient needs of children and others. Used as an addition to an existing food supply, it can support recovery from mild to moderate malnutrition.

A single bag of food produces up to six servings of fortified nutrition, and costs around \$1.32 to produce.

MANNAPACK™ 3-PACK

This whole food product provides fortification to the existing supply of staple food products for commonly deficient supplies of protein and micronutrients. It can be used with a variety of staple products to provide a well-rounded meal, including cereals, such as rice, wheat, maize, millet, sorghum and starchy tuber vegetables, such as potatoes, cassava, yams, or taro.

The reasons: GM fear has no solid scientific basis, but some countries are limiting import of GM products (soy in MP-Rice) and using non-GM soy is cost prohibitive. There is less protein and less high quality protein in lentils, which increases both the volume and cost of food required to mimic MP-Rice.

This product provides:

1. Extruded **soy nuggets**, providing maximum protein at the lowest cost.
2. A pre-mix of **vitamins and minerals in a vegetarian flavor** base to support good nutrition for children and others.
3. **Dehydrated vegetables** for flavor and nutrition.



Also packaged in small pouches, this easy-to-prepare fortified food blend was designed to fill gaps in food supplies for protein and micronutrients. Used as a complement to existing food supplies of staple products, it can support the maintenance of healthy nutrition and assist in recovery from mild to moderate malnutrition.

A single bag of food mixed with a staple product produces up to six servings of fortified nutrition. Each MannaPack™ 3-pack costs around \$1.32 to produce (exclusive of the staple product).

THE IMPORTANCE OF NUTRITION

Hope and progress start with food. It's the foundation needed to be healthy, productive and self-sustaining. Investing in food has proven to pay off not only economically but also spiritually in the lives of individuals.

The United Nations Standing Committee on Nutrition (UNSCN) annual publication stresses the relationship between nutrition and the achievement of the Sustainable Development Goals (SDGs). Nutrition is not only an input to the SDGs for how it relates to healthcare, education, sanitation and hygiene, agriculture, trade, access to resources and women's empowerment, but it is an outcome of the SDGs.

"The SDGs are attainable, especially if nutrition is put front and center of the agenda and linked to all of the ambitious new goals. Sustainable development depends on it." – Patrick Webb, Professor, Friedman School of Nutrition, Tufts University

*Source: http://unscn.org/files/Publications/SCN_News/SCNNEWS41_web_low_res.pdf

JOBS

EDUCATION

HEALTHCARE

FOOD AND WATER



OPERATIONS OVERVIEW

FMSC's food packing operations have been well honed over the years. We engage more than one million volunteers each year, calling them to use their hands to fight hunger. In the process, they learn about the world's hunger needs and are often surprised they can help meet those needs after just one two-hour packing session. Our volunteers fulfill the first half of our mission—to feed those hungry in spirit. We believe they're affecting lasting change for future generations. Join us for a packing session one day!

By the beginning of each fiscal year starting March 1, FMSC's Board prayerfully approves a meal goal to be met through volunteer production at our many permanent facilities and national MobilePacks.

Ingredients are purchased at discounted volume rates and inventoried at each packing facility. Production goals are forecasted and monitored closely based on historic volunteer turnout rates, number of volunteers registered to pack and a box per volunteer number that promotes a positive production experience.

Volunteers register through our website and show up to pack six days of the week. FMSC Volunteer Program Facilitators take volunteers through an initial orientation where they learn about world hunger and what they are about to do in response. Meeting FDA standards, FMSC volunteers wash hands, put on hairnets and receive a brief lesson on food safety and assembly. Then the real fun begins—the music is turned on and volunteers of all ages pack food together. After two hours of hands-on activity, a Team Leader presents the results of their work—how many meals were packed and how many children will be fed with those meals. Also, volunteers hear stories of life transformation through the food, as shared by our distribution partners, and are asked to help cover the cost of the meals they just packed (individual volunteers make up the largest percentage of funding for FMSC). Lastly, we invite volunteers to pray over the meals with us.

Every FMSC experience comes with an opportunity to invest in the livelihoods of communities that also receive FMSC food assistance. Volunteers can purchase products made by local artisans at the FMSC MarketPlace after their packing sessions at the site or online (**See page 46**).



FMSC MOBILEPACK™

MobilePacks take what we do at our permanent packing sites on the road! Our ingredients, supplies and equipment are loaded onto a truck and conveniently brought to volunteers who pack at schools, churches and businesses across the nation and world. MobilePack is known for its ability to bring communities together—believers and non-believers—to tangibly live out the Gospel's call to help the poor. Many hosts have decided to make MobilePack an annual tradition!

What started out as one MobilePack that could fit into one small rental truck and produce less than 50,000 meals in 2004 has today become more than 298 events and 74 million meals in a year. A detail-oriented staff facilitates all the necessary coordinating to help the host pull off a successful packing event in each unique facility and community. Multiple teams travel around the nation every week and weekend!

Each event must meet a minimum meal goal of 100,000 meals—packed and paid for at \$0.22 per meal. The FMSC Marketing team provides a step-by-step guide with ideas and tools to help with fundraising and marketing for the event. The host facility also must meet certain specifications to provide a safe, functional space.

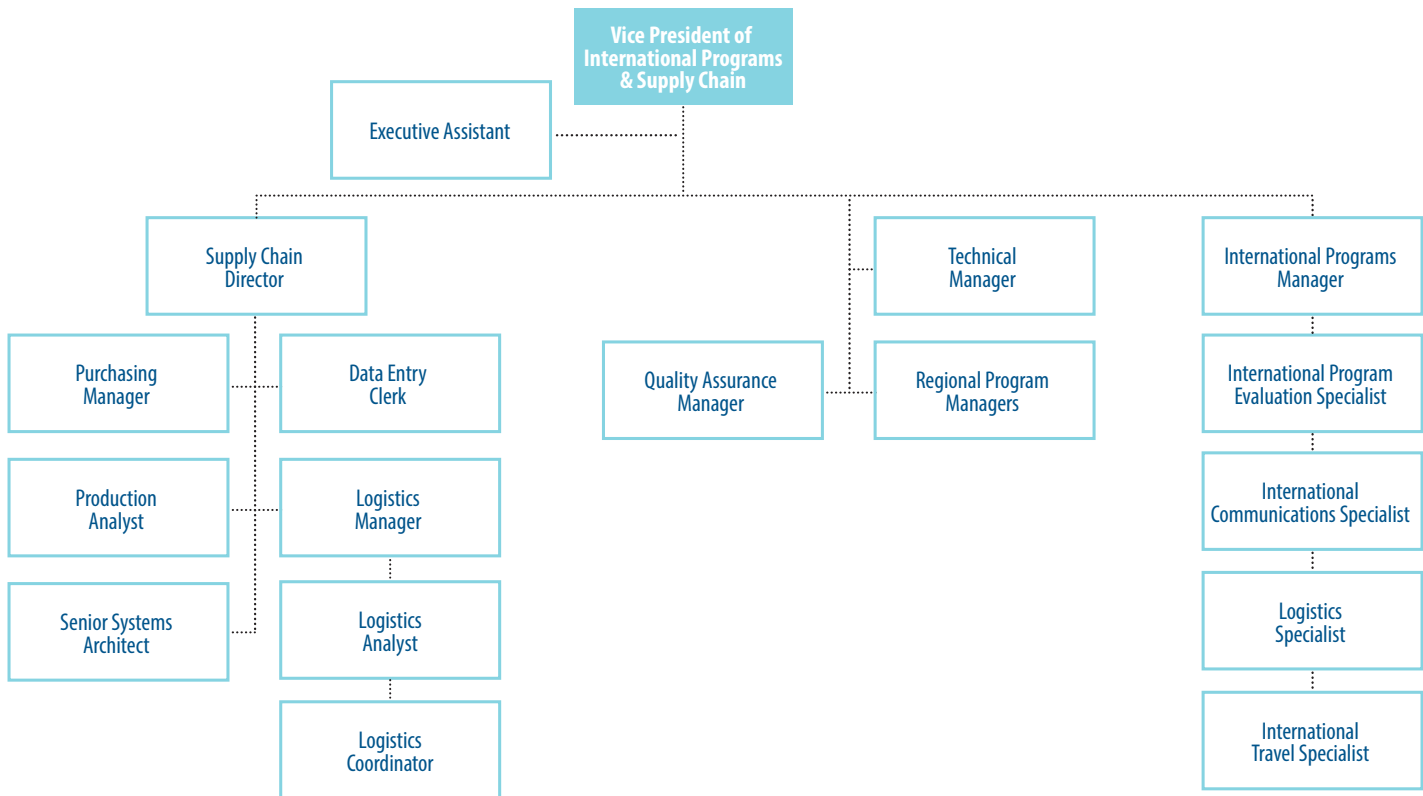
Distribution partners and their networks can also engage in International MobilePacks through our Meals Plus program, where the information presented is co-branded and meals packed at the event directly benefit their organization (**See page 45**).



THE DEPARTMENT OF INTERNATIONAL PROGRAMS & SUPPLY CHAIN

FMSC realizes that our nutritious meals wouldn't be able to reach as many hungry children if it weren't for our distribution partners; therefore, we have devoted a department to serving them: the Department of International Programs & Supply Chain (DIPSC). International Programs interacts closely with our distribution partners by listening to their needs, receiving feedback and connecting them to nearby partners for maximum impact, while Supply Chain coordinates the logistics and purchases of raw materials, manages food safety and quality and controls production. For the purposes of this guide, we will continue to refer to International Programs as the DIP, as our work is most relevant to you as a distribution partner.

FMSC's relationships with distribution partners are reciprocal, complementary and collaborative because we strive to resemble the body of Christ in all that we do. At one time, FMSC received food assistance requests and fulfilled the donation in a one-way transaction, forming what is sometimes called a "service alliance." Instead, we wanted the relationship to be a two-way street, a **complementary partnership** in which we work together and let our gifts supplement each other's to achieve our common purpose more effectively than we ever could on our own.



Vice President of International Programs & Supply Chain:

- » Provides direction, leadership and insight.
- » Travels domestically and internationally to build strategic relationships and strengthen existing partnerships.
- » Stays knowledgeable about the relief world to position FMSC for maximum impact.

Regional Program Managers:

- » Hold the primary relationship with the distribution partners.
- » Visit partners as appropriate.
- » Develop strategic collaborations in their respective regions.

International Programs Manager:

- » Participates in cross-functional projects and strategy development.
- » Oversees team of specialists.

Executive Assistant:

- » Plans Annual Partner Conference.
- » Coordinates New Food Aid and Partner Assistance Program applications, taking each through its respective process for possible approval.

International Travel Specialist:

- » Coordinates international trips for supporters to visit partners.

International Program Evaluation Specialist:

- » Conducts impact studies and program evaluation.

International Communications Specialist

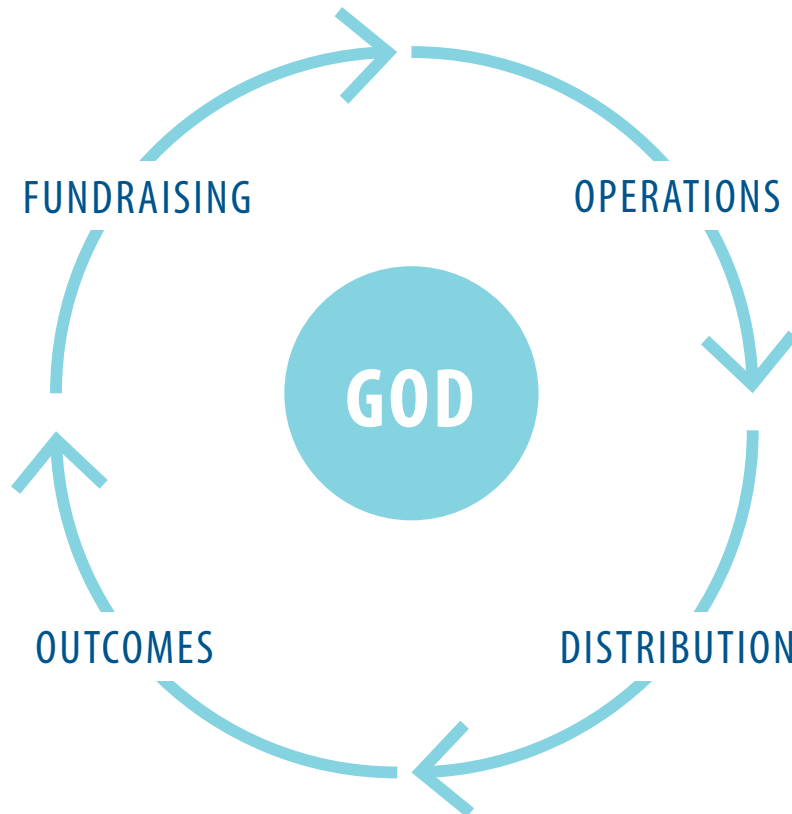
- » Cultivates stories for marketing materials with partners.

Logistics Specialist:

- » Facilitates the shipping process between partners and shipping entities.

THE FOOD ASSISTANCE CYCLE

FMSC's model is most successful when four critical parts—fundraising, operations, distribution and outcomes—work together effectively.



Our work starts with fundraising. With funds, we purchase ingredients, which are packed by volunteers and made ready for shipping. The food is then shipped to and distributed by embedded distribution partners around the world. Those same partners send us feedback in the form of photos, videos, data and testimonies that attest to the positive impact of the food on their ministry and beneficiaries. We then take this feedback and put it in front of our volunteers and donors to start the cycle again! None of this would be possible, however, without keeping God at the center of everything we do.

FOOD ASSISTANCE AND SUSTAINABLE DEVELOPMENT: A CONTINUUM

The world has a spectrum of food needs. FMSC strives to serve each community according to its needs and resources, with the goal of helping people to thrive on their own. FMSC stays with communities for the long haul, helping them move from relief to rehabilitation to development.

Food assistance is a vital component in the difficult process of transitioning individuals, families and villages out of chronic hunger and poverty into self-sufficiency. Development activities that ensure access to safe water, education, healthcare and livelihood generation must occur alongside food assistance in order to achieve and maintain self-reliance. FMSC recognizes that its food provides a vital and stabilizing base for these activities to take place and increase success rates.

The Food and Agriculture Organization's Relief to Development Continuum illustrates the progression one might go through to reach a point of self-sufficiency.

RELIEF TO DEVELOPMENT CONTINUUM *We Support Sustainable Approaches*

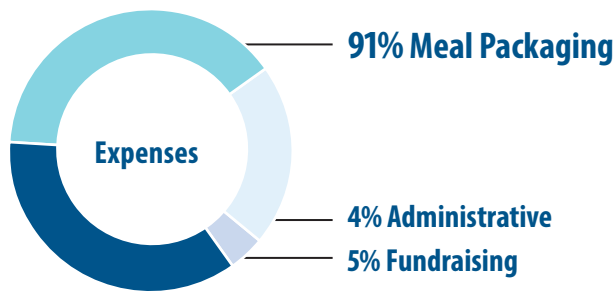
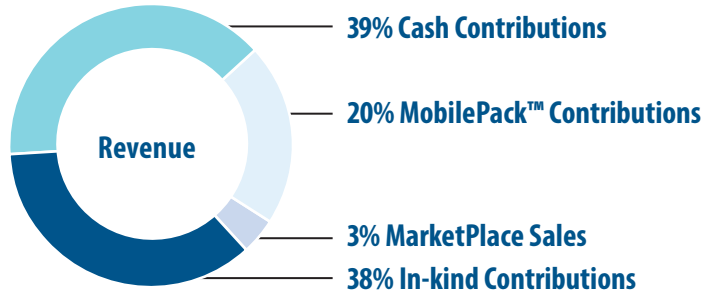


Sourced from Food and Agriculture Organization of the United Nations.

Our partners reserve FMSC food supplies for targeted populations with high nutritional needs. In this way, FMSC supplements, rather than competes with, local agricultural markets. We also help our partners connect with other organizations who complement food assistance with work in safe water, agriculture, spiritual development, medical care, education and more. Working together, all these initiatives play a part in breaking the cycle of poverty.

FISCAL RESPONSIBILITY

God has blessed FMSC—steadily growing the organization over the years to feed more of His children. In gratitude, FMSC strives for excellence and good stewardship of all its resources.



CHARITY NAVIGATOR – HIGHEST RATING



Consistent Charity Navigator 4-star rating puts FMSC in the top 1% of 8,000+ nationally rated charities for integrity and trustworthiness.

APPLYING FOR FOOD ASSISTANCE



“The eyes of all look to you, and you give them their food at the proper time.” –Psalm 145:15

Hundreds of organizations apply each year to receive food assistance from FMSC, ranging from a pastor of 30 who found one of our bags along a dirt road to multi-million dollar US-based NGOs. There is a limited percentage of budgeted meal production each year set aside to allow newly approved distribution partners to receive their first donation of up to 272,160 meals. The Department of International Programs (DIP) diligently and prayerfully assesses each application to discern how to move forward.

Applying for Food Assistance

THE FOOD AID APPLICATION AND VETTING PROCESS

Any person or organization that wants even one box of food from FMSC must fill out an application (either the Food Aid Application or the Partner Assistance Program Application) online at **fmsc.org**. The applications are sent to each member of the DIP.

The DIP logs each one, taking note of certain criteria that help FMSC determine whether to take the next steps in processing the application or conclude that we cannot assist at this time. Particularly, we pay close attention to the severity of the need as it is communicated, and whether other resources are available. Secondly, we look to see whether funds are obtainable to cover shipping costs and if the applicant has any shipping/customs clearance experience.

If we can proceed with the New Food Aid Application, the DIP will begin communications to develop a deeper understanding of the previous answers provided, usually via email. Listed references may be checked and additional details about how the food may be used are often requested.

If we can proceed with the Partner Assistance Program, the DIP will follow a similar process (see below).

Once an understanding is reached through correspondence, all the information gathered is “packaged” and submitted to the FMSC Distribution Committee for approval/disapproval (**See page 17**).

If not approved, the organization receives notice with reasons why. If approved, the organization will be put in the queue to receive what they requested, up to a 40-foot container of food assistance or 272,160 MannaPack Rice meals. Once we receive feedback on the initial distribution of these meals and determine that the partnership is a good fit, the organization is considered an approved partner of FMSC and can continue receiving food beyond this initial donation.

The application process from start to finish takes as long as necessary to receive thorough answers and a true understanding of an organization’s need and intentions in partnering with FMSC. We take the process seriously, as each need presented represents real lives—God’s children reaching out for help.

PARTNER ASSISTANCE PROGRAM (PAP)

Some organizations that apply for FMSC food assistance are small and in need of less than a container of food, lack funds for shipping and distribution, have little experience with customs clearance or are challenged in other unique ways. Yet, their needs are great. So, FMSC created the Partner Assistance Program (PAP) designed to assist applicants who may need extra support.

To apply for the Partner Assistance Program, organizations must:

- » Require less than five pallets (38,880 meals) of food at one time (Please note: The first donation is limited to a one-time donation of one pallet or less. See application for information on additional donations.) and/or
- » Not have access to or ability to raise necessary freight, customs clearance and in-country distribution costs (~\$5,000–\$15,000 USD per 40-foot container) and/or
- » Have limited knowledge or experience in customs clearance and/or
- » Currently not receive food assistance from other sources

For these PAP applications, we look to existing distribution partners operating in the same region who are willing to help by sharing a portion of their in-country food inventory with the applicant.

FMSC will gather more details from the applicant about its programs and needs. Then, their Regional Program Manager will make the introduction between the distribution partner and applicant. The relationship between the distribution partner and the applicant can be on going or a one-time donation.

Partners are not obligated to help—FMSC honors all decisions. In action, the program exemplifies the Body of Christ, where “the least of these” are seen, acknowledged and helped. God can do much with open, compassionate hearts!

Partners are asked to indicate their willingness to participate in the Partner Assistance Program on the Food Aid Allocation Worksheet or by talking to their Regional Program Manager.

3D

FMSC receives a large number of PAP applications from certain countries, such as Haiti and Uganda. The network of distribution partners in these countries is unable to fulfill the high volume of requests. With a heart to reach more of “the least of these,” FMSC developed the Direct Distribution Depot (3D) Program to supplement the requests not fulfilled through the PAP. In this program, FMSC facilitates the costs/logistics of sending a container to the designated country. A trusted FMSC distribution partner then works alongside FMSC staff to manage the 3D and food distribution to approved applicants.

DISTRIBUTION COMMITTEE

FMSC values external input and accountability, particularly where decisions impact people in true need.

The CEO, Vice President of International Programs & Supply Chain, Board members and other elected volunteers with varying expertise comprise the Distribution Committee. The Department of International Programs (DIP) is held accountable by the committee, which meets as needed to review statistics and strategies relating to partnerships and food distribution. In the interim, committee members also actively review, assess, pray over and discern approval (or disapproval) of New Food Aid Applications in an electronic format.

The committee holds monthly conference calls with the DIP to pray over current concerns and lift each other up to the Lord.

Perhaps the most important practical role they play occurs near the beginning of FMSC’s new fiscal year when Food Aid Allocations are being decided. The DIP presents their recommendations to the committee where they are justified as needed and blessed, so that they can be finalized and communicated to distribution partners.

The committee’s critical thought process and prayerful discernment have been a guidepost to FMSC and our ability to operate objectively and strategically while having the greatest impact among **“the least of these.”**

SHIPPING WITH SUCCESS



“Whatever you do, work at it with all your heart, as working for the Lord, not for men.” –Colossians 3:23

FMSC sites and third-party logistics locations send out hundreds of 40-foot containers of food assistance each year. And we know hungry children across the world are expecting these meals. So, shipping successfully is important!

More than 99% of FMSC meals reach the hungry children for whom they are intended. Considering the conditions our shipments face—overseas travel, customs, government restrictions, tough transportation conditions and more—we can only give God the credit for this amazing provision. Of course, we also believe that we work with some of the best partner organizations around the world that know how to get the job done!

ALLOCATED VS. UNALLOCATED

For FMSC, providing for tangible needs is a serious commitment. This is why we work hard to follow through and ensure that everyone who expects our support receives it. Holding ourselves to this standard, we developed a system that allows us and our distribution partners to strategically allocate their food supply.

A Food Aid Allocation is the guaranteed monthly schedule of shipments determined by the FMSC Department of International Programs (DIP) and approved by the FMSC Distribution Committee prior to the beginning of the new fiscal year (March 1).

Historically, the DIP fielded all food requests on a first come, first serve basis. As our number of meals produced each year increased, so did the number and variety of distribution partners. This made for a dynamic, free-flowing distribution system that became difficult to manage. To help FMSC and distribution partners better plan and execute, approximately 80-85% of each year's total meal production was allocated. The remaining unallocated 15-20% would be a buffer for slower production months, provide for newly approved partner requests and small requests that don't require committee approval, as well as help with disaster response preparedness.

THE ALLOCATION PROCESS

The allocation process begins at our Annual Partner Conference (**See page 43**). Requests are submitted via our Food Aid Allocation Worksheet, per food product, per month, for the entire upcoming fiscal year. All of these requests are compiled and considered against a multitude of variables, but primarily, the approved monthly meal production goals.

Allocated meal requests often far exceed what we can produce in any given year, so much discernment, prayer and deliberation are required.

The DIP looks at:

- » Previous year's allocation (increases or decreases are typically gradual year-over-year).
- » Partner Performance Assessment score (**See page 35**) and/or improvement over previous years' score.
- » Appropriate application of the food.

As much as possible, depending on our production schedule and other allocation requests, we try to accommodate allocation requests on the timetables originally indicated on the Food Aid Allocation Worksheet.

Regional Program Managers who work closest with distribution partners, along with the Vice President of International Programs & Supply Chain, provide individual recommendations before the meeting to deliberate and agree on a final recommendation to put before the distribution committee.

After committee approval, "official" awarding of food allocations takes place electronically. Distribution partners are notified of the quantity of product per month for the year and clear instructions on how to requisition their allocations are communicated. Distribution partners that do not receive an allocation in full or at all have the opportunity to acquire a food donation on an as-available basis from the remaining 15-20% unallocated meal production.

FMSC is proud to be able to offer our food donations in this way, as a guarantee to you!

ROLES AND RESPONSIBILITIES

FMSC and distribution partners work together to follow an allocation system that ensures food shipments reach their destination in a timely manner.

The shipping process begins with requisitioning an allocation by the 15th of the month prior to when it is to be received (i.e. an allocation of one 40-foot container in the month of May must be requisitioned by April 15). To do so, the distribution partner emails FMSC stating that they are ready to requisition their allocation, as well as provide consignee (final destination/organization address) information and any other relevant details or preferences. If a distribution partner does not meet this requisition deadline, their allocation may be forfeited to provide for another unallocated request/need.

By the first of the month, FMSC will send specific load details per shipment via email. This includes a unique load number, date, time and location for pick up, contact information, cargo description and weight and any special instructions pertinent to that specific shipment. The distribution partner can then take this information to their freight forwarder of choice to book the steamship line and make arrangements for trucking. FMSC can recommend freight forwarders if needed.

At least 48 hours prior to loading, the booking confirmation should be sent to FMSC. At least 24 hours prior to loading, the trucking company must confirm the dock appointment with FMSC. At this point, the distribution partner should be confident of their ability to clear customs and distribute the food in-country.

Immediately after the shipment is loaded, FMSC provides post load details via email. This includes FMSC load number, booking number, container or trailer number, seal number, best before dates, cargo description, any issues to note and next steps. Official shipping documents are also scanned and emailed to the distribution partner or mailed to the distribution partner's specified domestic address. These documents set on FMSC letterhead consist of a cover page, notarized Certificate of Quality, Certificate of Donation, product specifications, nutrition facts and invoice.

SHIPPING PROCESS ROLES AND RESPONSIBILITIES

FMSC

- » Communicate allocation schedule.
- » Generate and fundraise for all meals produced; donate gift-in-kind value.
- » Assign and communicate load date and location details.
- » Coordinate between warehouse and trucking company to arrange and confirm dock time.
- » Communicate post load details to distribution partner.
- » Generate and send notarized shipping documents to distribution partner per shipment.

Distribution Partner

- » Requisition allocation by 15th of month (and/or request unallocated meals).
- » Choose freight forwarder or other shipping entity to handle cargo.
- » Provide FMSC and shipping entity with necessary information.
- » Pay all shipping-related costs.
- » Coordinate in-country customs clearance and distribution.

Most importantly, before any shipment full of food assistance leaves our dock, we call on FMSC staff to join together in prayer over its journey. We believe that in doing so, many have stayed out of harm's way and reached those who need it most.

Other important notifications and specific policies regarding FMSC shipments are communicated via DIP Bulletin emails throughout the year.

REPORTING

FMSC and our volunteers want to know that food arrived safely and hungry children in need are being fed. So, we rely on distribution partners to report shipping and distribution success in a timely manner.

Once a shipment is loaded, FMSC requires distribution partners to complete and return an **End of Use 1.0** form to their assigned Regional Program Manager within 90 days of a shipment leaving the warehouse. This confirms that the shipment has been successfully cleared through customs and has either begun distribution or is planned to shortly. If the form is not received or the need for an extension is not communicated, FMSC assumes concern for the status and safety of the food donation. Often we can provide documentation or other resources that can help resolve issues.

FMSC also requires the submission of an **End of Use 2.0** form, or "feedback" in the form of photos, video and testimonies about the impact of the food. The form includes clear instructions on how often we expect to receive this feedback per Level of Partnership (**See page 34**), as well as in what format. All submitted feedback may be used by FMSC's Marketing Department in volunteer packing orientations, mailings, the FMSC blog, social media and many other avenues. When our volunteers hear the real and tangible results the food (and their labor) is having on those in need, they come to understand that they are part of the solution to world hunger. They're encouraged to pack more food so more children can be fed.

Designed with our distribution partners in mind, these reports are good stewardship and due diligence on a generous donation—they're tools to help us communicate our expectations and impact.

END OF USE 1.0 FORM



End of Use Report 1.0

Receipt of Shipment Acknowledgement

Directions: Please complete and submit the below details to feedback@fmsc.org within 90 days after the date of loading. Contact your FMSC Regional Program Coordinator for an extension if the shipment has not cleared customs or arrived at your final consignee address or distribution warehouse.

End of Use 1.0	
FMSC Direct Distribution Partner:	
FMSC Reference/Load Number:	
Final Consignee Organization:	
Region/City and Country:	
Date of Arrival at Port:	
Date of Clearance at Port:	
Date of Arrival at Consignee Address and/or Distribution Warehouse:	
Total Delivered Meal Cost:	

EXAMPLE OF COMPLETED END OF USE 1.0



End of Use Report 1.0

Receipt of Shipment Acknowledgement

Directions: Please complete and submit the below details to feedback@fmsc.org within 90 days after the date of loading. Contact your FMSC Regional Program Coordinator for an extension if the shipment has not cleared customs or arrived at your final consignee address or distribution warehouse.

End of Use 1.0	
FMSC Direct Distribution Partner:	<i>Organization Name</i>
FMSC Reference/Load Number:	1000A17
Final Consignee Organization:	<i>Consignee Organization Name</i>
Region/City and Country:	Port-au-Prince, Haiti
Date of Arrival at Port:	6/1/17
Date of Clearance at Port:	6/5/17
Date of Arrival at Consignee Address and/or Distribution Warehouse:	6/7/17
Total Delivered Meal Cost:	\$7,620.48

END OF USE 2.0 FORM



End of Use Report

2.0 Feedback Requirements

Important notice:

By submitting the following information, you authorize FMSC to use the images and narrative in communication and fundraising initiatives. This is the primary reason we ask for your feedback. You also hereby verify that the photos and accounts accurately represent the results of FMSC food. Thank you!

Directions: Refer to the "Level of Partnership" chart below to see how often to submit feedback within the current calendar year. Please email feedback to feedback@fmsc.org in the following manner.

- Write no more than 2-3 written paragraphs. Put this in the body of your email message.
- Submit no more than 6 photos. **Send all photos as separate files.** If you include photo(s) in your written report, please also attach the original photo(s) separately to the email.
- Do not share any information that could be sensitive to the receiving organization or country.

Level of Partnership	How Often Feedback is Required
Level 1 (LTC-4 containers/year)	Submit once every 6 months (2 times/year)
Level 2 (5-12 containers/year)	Submit quarterly (3-4 times/year)
Level 3 (13-24 containers/year)	Submit bi-monthly (4-6 times/year)
Level 4 (25+ containers/year)	Submit monthly (10-12 times/year)
Level 5 (customized partnership)	Comply with End of Use 2.0 requirements as specified for Level 1 through 4 Partnerships

Types of Feedback Desired:

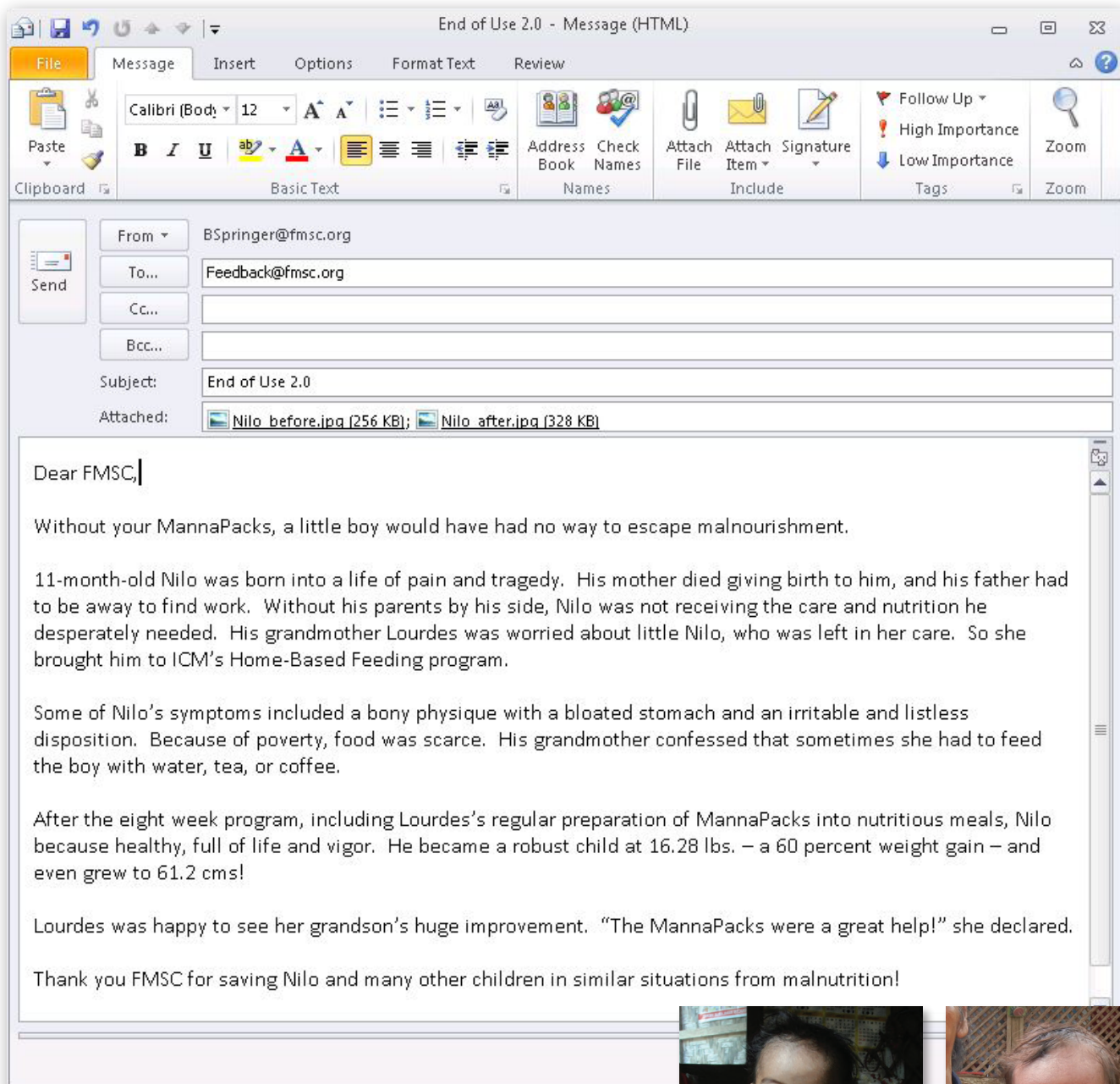
Please share one story about the results of the food donation and distribution. Include photos and/or video footage. The following are types of stories that help FMSC:

- ✓ Before and after photos showing the physical recovery of a specific child. Include their name, age, before and after weight, time on FMSC food and details of their circumstances before feeding.
- ✓ Impact the food made on one child's opportunity to reach their potential (includes name, location and details).
- ✓ Impact the food made on a specific family (include family name, location and details).
- ✓ Describe how the food helped a school, clinic or mission achieve its main goals (include name, location and details).
- ✓ Impact the food made on a community as a whole (include name of village or city and details).
- ✓ Impact the food made on your ministry as a whole.
- ✓ Quotes from food recipient(s).

Desired types of photos: before and after of improved child, kids eating food, FMSC boxes and bags being distributed, FMSC food being cooked, FMSC food being served, living conditions of those served (i.e. house, area, food traveled), kids with family/siblings, kids with prepared food and kids holding food bag or with FMSC boxes.

Please do your best to submit the following type of files: original JPEG for photos (high resolution) and .MOV files for videos.

EXAMPLE OF COMPLETED END OF USE 2.0



Dear FMSC,

Without your MannaPacks, a little boy would have had no way to escape malnourishment.

11-month-old Nilo was born into a life of pain and tragedy. His mother died giving birth to him, and his father had to be away to find work. Without his parents by his side, Nilo was not receiving the care and nutrition he desperately needed. His grandmother Lourdes was worried about little Nilo, who was left in her care. So she brought him to ICM's Home-Based Feeding program.

Some of Nilo's symptoms included a bony physique with a bloated stomach and an irritable and listless disposition. Because of poverty, food was scarce. His grandmother confessed that sometimes she had to feed the boy with water, tea, or coffee.

After the eight week program, including Lourdes's regular preparation of MannaPacks into nutritious meals, Nilo became healthy, full of life and vigor. He became a robust child at 16.28 lbs. – a 60 percent weight gain – and even grew to 61.2 cms!

Lourdes was happy to see her grandson's huge improvement. "The MannaPacks were a great help!" she declared.

Thank you FMSC for saving Nilo and many other children in similar situations from malnutrition!



PARTNER REPORTING GUIDELINES

WHEN TELLING A STORY:

- » Capture the environmental factors (especially before (upon first initial contact with child) if able). This includes things that relate to the five senses (sights, sounds, smells, etc.)
- » This is important and helps us tell the story and bring the FMSC donors to the scene!
- » Capture the raw human emotion from the story (example: a mother's pain at not being able to feed her child/no one hugged Nelson). This draws on a common emotional experience to help donors relate strongly with those whose story we are telling.
- » Provide quotes from your organization about the story/child/family/FMSC food impact.

PHOTO TIPS

MOST IMPORTANT

- » Send full size images. Don't upsize or downsize images.
- » Ideal photo size is 2MB or higher.
- » (To discover the size of your image, right click on the photo, click on Properties and scroll until you see Image Size.)
- » File formats: JPEG and TIFF are acceptable file formats.

MISTAKES TO AVOID

- » DO NOT submit digital images embedded in a PowerPoint presentation, Word document or PDF. Instead, attach the full size image to the email you send to FMSC.
- » DO NOT place the photos in the text of the email.
- » Instead, please attach your full size image to the email using the attach button.
- » DO NOT embed your own watermark, website name or copyright notice in your images.
- » DO NOT submit digital images in the following file formats: GIF, PNG, BMP or PSD.
- » DO NOT edit or re-save JPEG files.
- » Each time a JPEG is opened and resaved in the JPEG file format, the image deteriorates. Do not edit or resave the image before submitting it.
- » DO NOT enlarge or upsize images.

Please note: Though we prefer large JPEG images as they help FMSC share your stories better, don't let the size or format of the photo stop you from sending a photo with your report. If the image is small or a different format but still shows the impact of FMSC meals, please attach the photo. It's helpful to include photos with every report!

SENSITIVE COUNTRIES

From reaching refugees in the Middle East to serving those impacted by the food emergency in Somalia, FMSC food has served communities in some of the hardest to reach countries around the world. Often, the current political and cultural conditions (ie: corruption, political instability, recent natural disaster, etc.) in these “sensitive” countries pose an increased element of risk in shipping and distribution. In order to mitigate this risk, FMSC requires additional information on logistics from the consigning partner. This information will be reviewed by the Department of International Programs prior to granting approval to proceed with the shipment.

FMSC has developed a risk assessment process and has rated all countries receiving an FMSC donation. If a country being requested for shipping and distribution is rated as being highly sensitive, the distribution partner will be notified by their respective Regional Program Manager. In that notification, any or all of the following may be required prior to receiving approval:

- » Program information details in intended sensitive country destination.
- » Detailed routing plan.
- » Alternate routing plan in the event of complications in the shipping process.
- » Agreement to send updates at key logistics routing points.
- » Signature on FMSC document stating the distribution partner is aware of any and all OFAC sanctions related to requested country destinations.

At FMSC, we want to be the best stewards of the gifts the Lord has provided, but we know there is a high-risk involved in reaching His children who are in the most need. Through transparent communication and detailed logistical planning, we want to work with our partners to serve the hungry and most vulnerable around the world.

DISTRESSED SHIPMENTS

Sometimes shipments become “in distress.” From paperwork errors and unique customs requests to food quality concerns and vandalism, unplanned situations can challenge successful delivery and distribution—especially in less friendly countries. But often, FMSC can help by providing additional information, connecting distribution partners that have similar issues and sometimes offering financial support.

If a shipment is in distress, the distribution partner should:

- » Call or email the Regional Program Manager identifying the shipment (reference FMSC load number).
 - » Detail the issue. Provide the current status of the shipment in distress.
 - » Explain what action has already been taken, including a chronological timeline of events.
 - » Provide a Plan B on how to resolve the situation.
- » Establish check in points with Regional Program Manager and/or Vice President of International Programs & Supply Chain, as needed.
- » Determine immediate next steps and/or responsibilities.
- » Pray!

Transparent and timely communication is critical. With a common goal, we want to work with our distribution partners to get our food delivered successfully to the hungry children who need it.

DISASTER RESPONSE

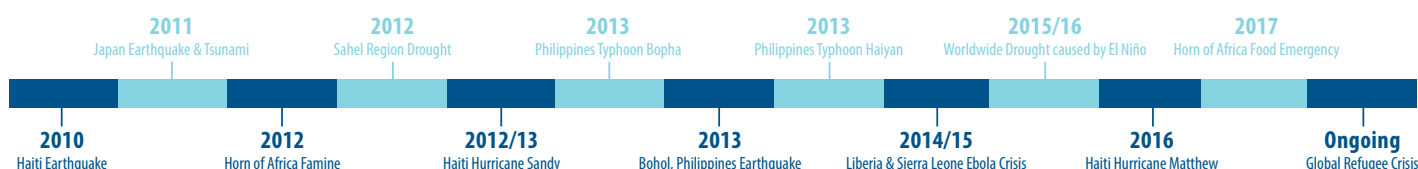


“The blameless spend their days under the Lord’s care, and their inheritance will endure forever. In times of disaster they will not wither; in days of famine they will enjoy plenty.” –Psalm 37:18–19

FMSC is committed to offering appropriate and timely responses to disasters around the world. We have a proven record of collaborating with our in-country distribution partners to ensure that our food goes to those in the greatest need of it.

Disaster Response

FMSC has helped respond in the aftermath of recent large-scale disasters including:



On a smaller scale, our food is being utilized in cholera outbreaks, armed conflicts, crop failures and flooding. A Disaster Response Matrix helps us assess how, where and when to respond to small-scale and large-scale disasters.

DISASTER RESPONSE MATRIX

LEVEL	DURATION EST.	INFRASTRUCTURE IMPACT	LOCAL ABILITY TO RESPOND	FOOD INSECURITY LEVEL	IPC RATING	FMSC RESPONSE LEVEL
LEVEL 1 • LOCAL • SINGLE COMMUNITY • SMALL POPULATION (<500)	SHORT (WEEKS)	LIMITED	ADEQUATE BUT IN NEED OF SHORT-TERM HELP	MODERATE	2	1
LEVEL 2 • AREA • MULTIPLE COMMUNITIES • MEDIUM POPULATION (500 – 5,000)	MEDIUM (<3 MONTHS)	WIDESPREAD	STRESSED IN THE SHORT-TERM, DECREASING RAPIDLY	STRESSED	3	1, 2
LEVEL 3 • COUNTRY WIDE • MULTIPLE AREAS • LARGE POPULATION (5,000 – 50,000)	MEDIUM (3-6 MONTHS)	SIGNIFICANT	OVERWHELMED FOR SHORT- AND NEAR-TERM	INSUFFICIENT	4	2, 3
LEVEL 4 • REGIONAL DISASTER • MULTIPLE REGIONS • POPULATION >50,000	LONG (>6 MONTHS)	EXTENSIVE	INCAPABLE OF DETERMINING	OVERWHELMED	5	3

FMSC RESPONSE LEVELS:

- 1 - CURRENT PRODUCTION UNAFFECTED, WITHIN BUDGET
- 2 - MINIMAL PRODUCTION CAPACITY INCREASE REQUIRED, BUDGET TIMING AFFECTED
- 3 - EXTRAORDINARY PRODUCTION CAPACITY INCREASE REQUIRED, OUTSIDE OF BUDGET, REVENUE INCREASE REQUIRED

FMSC is continually monitoring global events by utilizing resources such as OCHA, FEWSNET, ReliefWeb and the Integrated Food Security Phase Classification. If a major disaster is being forecasted, we may approach strategic distribution partners to inquire about a preplanned and/or staged response. In any other case, FMSC needs information from involved Distribution partners to assess how we might be able to partner in a response.

In the event of a disaster, a distribution partner requesting food assistance over and above their allocation, in order to better respond to an ongoing disaster, should do so by contacting their Regional Program Manager right away. After initial contact, unless this information is immediately available, we will request the following:

- » Current assessment of needs.
- » Quantity of meals/containers requested within specific timeframes.
- » Identified routing plan.
- » Explanation of on-the-ground network for effective distribution.
- » Framework of short-term and long-term plans for engagement.

Once this information is collected from all requesting distribution partners, FMSC will determine which level of response is possible, based on funding and our ability to produce meals within the requested timeframes. We have seen the Lord provide abundantly in all disaster responses thus far, and our faithful volunteers are more than eager to help. As necessary, FMSC will increase production mechanisms to meet the demand and fulfill commitments.

We will also call on specific groups asking for devoted prayer around the effort, shipments, partners, etc.

FMSC has a responsibility to its donors and volunteers to provide reporting on the extra efforts that were made surrounding the disaster response. Therefore, regular End of Use 1.0 and 2.0 reporting requirements still apply, and additional updates may be requested. FMSC may also request to travel to the disaster area to assess the response in-person, if appropriate. We will continue monitoring the situation and reevaluate our joint response as necessary.

FMSC may also engage in conversations with established distribution partners regarding preparation planning for areas that are prone to recurring disaster situations. Some CROPPS groups have developed their own disaster response plans for the distribution and sharing of FMSC food.

DEFINING OUR PARTNERSHIP



“Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptized by one Spirit so as to form one body—whether Jews or Gentiles, slave or free—and we were all given the one Spirit to drink. Even so the body is not made up of one part but of many.”
—1 Corinthians 12:12–14

FMSC believes God is calling the Church to rise up, reflect the image of God and glorify Him—it is our responsibility to look for ways to elevate the Church and its witness to the world. To do this, FMSC and distribution partners must work together as the body of Christ, using each other’s strengths to bring the Kingdom here on Earth in amazing ways.

OUR DISTRIBUTION NETWORK

We rely on an extensive network of committed partners to reach our destinations. These partners, in turn, work with small, local ministries and humanitarian organizations. They not only know their geography but the names of hungry individuals who need our help in some of the hardest-to-reach nooks and crannies of the world. Thanks to this capillary system of compassion, FMSC is in the deserts of Somalia and the remote mountain regions of Nicaragua—and lots of places in between.

FMSC has a growing list of active and diverse distribution partners in over 70 countries. Some focus on one country while others serve multiple nations. Most are Christian organizations, some are not. Some are based in the United States while others are based within the country they serve. Some primarily focus on disaster response while others are engaged in feeding and/or development and sustainable development efforts. Most use FMSC food assistance in schools, but many are also serving in orphanages, churches, feeding centers, hospitals and clinics. While some distribution partners have worked with us for over a decade, we begin new partnerships each year.

In fiscal year 2017-2018, FMSC sent nearly 323 million meals to 89 primary partners in nearly 68 countries. Those partners, in turn, shared their supplies with many other smaller organizations. This map represents many of those countries served in that same time period.



FMSC appreciates the diversity of its distribution network, calling on various organizations in different situations for insight and expertise. We honor and trust their knowledge and are privileged to work with mission-minded, effective organizations committed to the Lord’s work.

LEVELS OF PARTNERSHIP

Each distribution partner's mission is unique. To honor and complement these differences, FMSC created varying Levels of Partnership.

The amount of food a partner receives within a fiscal year determines their Level of Partnership. There are no expectations for a partner to increase their Level of Partnership. However, within each level, specific requirements must be met—the higher the level, the more requirements.

LEVELS OF PARTNERSHIP

LEVEL 1

1-4 CONTAINERS

- » Adhere to Annual Allocation Process (if allocated)
- » Comply with End of Use 1.0 & 2.0 requirements
- » Engage in 1 element of Collaborative Marketing & Development
- » Maintain a 75% or higher on the Partner Performance Assessment

LEVEL 4

25+ CONTAINERS

- » Participate in and adhere to Annual Allocation Process
- » Comply with End of Use 1.0 & 2.0 requirements
- » Engage in 4 elements of Collaborative Marketing & Development
- » Attend Annual FMSC Partner Conference
- » Maintain a 75% or higher on the Partner Performance Assessment

LEVEL 2

5-12 CONTAINERS

- » Participate in and adhere to Annual Allocation Process
- » Comply with End of Use 1.0 & 2.0 requirements
- » Engage in 2 elements of Collaborative Marketing & Development
- » Maintain a 75% or higher on the Partner Performance Assessment

LEVEL 5

CUSTOMIZED PARTNERSHIP

- » Demonstrate long-term leadership continuity and organizational stability
- » Provide a multi-year FMSC allocation projection
- » Participate in and adhere to Annual Allocation Process
- » Comply with End of Use 1.0 & 2.0 requirements as specified for Level 1 through Level 4 Partnerships
- » Host a MobilePack event or connect FMSC to (XX) potential MobilePack hosts per fiscal year
- » Maintain a Partner Performance Assessment score of 85% or higher
- » Adhere to mutually agreed-upon Partnership Plan

LEVEL 3

13-24 CONTAINERS

- » Participate in and adhere to Annual Allocation Process
- » Comply with End of Use 1.0 & 2.0 requirements
- » Engage in 3 elements of Collaborative Marketing & Development
- » Attend Annual FMSC Partner Conference
- » Maintain a 75% or higher on the Partner Performance Assessment

FMSC highly encourages participation in the following collaborative activities for all Levels of Partnership:

- » Coalition of Relief Organizations Promoting
- » Practical Solutions (CROPPS)
- » Project-Based Food Assistance (PBFA)
- » Partner Assistance Program (PAP)
- » Direct Distribution Depot (3D)

Level 5 partnership is unique in that it is not based on the number of containers and feedback requirements; rather, it is based on the development of a **complementary partnership**. As such, we ask our Level 5 partners to work with us on revenue generation and delivery cost reduction, communication and engagement and collaborative associations. They will receive a multi-year allocation from FMSC. We believe that such collaboration will bring a more effective and timely end to hunger and poverty while building God's Kingdom and spreading His word.

Requirements include:

- » **End of Use Reporting.**
- » **Partner Assistance Program Participation.**
- » **Collaborative Marketing & Development**—engaging in one opportunity per Level of Partnership.
- » **Annual Coordination Planning**—at Level 3 or 4, participating in the allocation process.
- » **Consider CROPPS or PBFA.**

EXPECTATIONS AND ACCOUNTABILITY: PARTNER PERFORMANCE ASSESSMENT GUIDE

The Partner Performance Assessment (PPA) helps facilitate an effective collaborative partnership between Feed My Starving Children (FMSC) and its distribution partners. It is used as an objective tool, allowing FMSC to communicate partnership requirements ranging from expectations of engagement to areas for improvement. While reviewing the PPA guidelines, please know this objective assessment is only one element FMSC considers in assessing the strength of each partner relationship.

Completed annually, PPAs are presented at the Partner Conference and then utilized in the Food Aid Allocation approval process shortly thereafter. Distribution partners can direct all questions regarding the organization's PPA to the respective FMSC Regional Program Manager. A brief description of each section is provided below:

REQUIRED:

This section assesses what is required per the distribution partner's Level of Partnership as indicated on the "Levels of Partnership" handout:

- » **"Required Total"** and **"Percentage Score"**—indicates the distribution partner's overall score based on what is required.
- » **"Threshold for Annual Allocation"**—indicates the minimum required score to be considered in the next annual fiscal year allocation process.

ADDITIONAL:

This section assesses the additional activities the distribution partner completed within the calendar year:

- » **"Additional Points"**—indicates the total score of elements completed above and beyond the Level of Partnership requirements.

TOTAL SCORE:

This score indicates the distribution partner's combined actual "Required" and "Additional" scores.

- » Level of Partnership
- » A Level of Partnership is determined by the number of container(s) the distribution partner has received within the FMSC fiscal year, March–February. This includes all FMSC products.
- » **"Gift in Kind Value Donated (January–December)"**—represents the value of FMSC food product donated to the distribution partner within the 12 month period.

SECTION 1: SHIPPING PERFORMANCE & ADHERENCE

- » **“Adherence to Allocation Schedule (January–December)”**—assesses the timeliness of shipment loading compared to assigned schedule (reference allocation letter). Certain delays outside of the distribution partner’s control may or may not impact the final score (decision based on circumstance).

* *Distribution partners that did not receive an allocation will **not** be assessed in this section. Only the number of containers received will be listed.*

SECTION 2: END OF USE REPORTING

- » **“Submitted End of Use 1.0 Reports (October–September)”**—assesses the number of End of Use 1.0 forms received in relation to the number of shipments received. End of Use 1.0 forms are due within 90 days after the load date as outlined in the End of Use 1.0 Report.
- » **“Communicated Total Delivered Meal Cost (TDMC)”**—assesses if the distribution partner did or did not communicate TDMC(s) to FMSC on the End of Use 1.0 Report(s).
- » **“Submitted End of Use 2.0 Reports (within calendar year)”**—assesses the timeliness, frequency and quality of feedback received from the distribution partner as outlined on the End of Use 2.0 Report.

Assessments are as follows for **“Timeliness and Frequency”**:

- » Did Not Meet Requirement (0)
- » Submitted Some Feedback (25)
- » Met Requirement (50)

Assessments are as follows for **“Feedback Quality”**:

- » Did Not Meet Requirement (0)
- » Acceptable (25)
- » Met Expectations (50)

SECTION 3: COLLABORATIVE MARKETING & DEVELOPMENT ELEMENTS

- » **“Collaborative Elements”**—assesses the number of elements the distribution partner participated in per the Level of Partnership as listed on the “Collaborative Marketing & Development” handout. Example: a Level 1 distribution partner participated in one collaborative element, etc.

SECTION 4: GENERAL COMMUNICATION

- » **“Communicated Participation in Community Development and Sustainability Efforts”**—assesses the distribution partner’s participation in community development and sustainability efforts (as communicated to FMSC).
- » **“Demonstrated Effective and Timely Communication with FMSC Staff”**—assesses the distribution partner’s overall communication with FMSC.

SECTION 5: PARTNER CONFERENCE

“Attended Partner Conference”—assesses the distribution partner’s attendance and participation at last year’s FMSC Partner Conference.

SECTION 6: COLLABORATIVE PROGRAMS

- » **“Enrolled in Partner Assistance Program (PAP)”**–assesses if the distribution partner is willing to assist FMSC in the Partner Assistance Program. “Enrolled” means the distribution partner signed up to participate on last year’s Food Aid Allocation Worksheet and is willing to participate.
- » **“Evaluated and/or Fulfilled Application(s) through Partner Assistance Program (PAP)”**–assesses if the distribution partner actually assisted FMSC in evaluating and/or fulfilling an application(s) for food assistance, if requested by FMSC.
- » **“Participated in Coalition of Relief Organizations Promoting Practical Solutions (CROPPS)”**–assesses if the distribution partner actively participated in one or more CROPPS group.
- » **“Participated in Project-Based Food Assistance (PBFA)”**–assesses if the distribution partner, selected by FMSC, actively participated in the PBFA program.
- » **“Participated in Direct Distribution Depot (3D)”**–assesses if the distribution partner, selected by FMSC, actively participated in the 3D program.

SECTION 7: ADDITIONAL FACTORS

This section includes a list of additional factors the distribution partner has participated in and/or should consider. Examples may include:

- » **“Collaborated with FMSC on Disaster Relief Response”**–assesses if the distribution partner responded to a specific man-made or natural disaster(s) with FMSC product(s).
- » **“Hosted FMSC Staff In-Country”**–assesses if the distribution partner hosted FMSC staff on an official international visit(s).
- » **“Participated in Additional Collaborative Marketing & Development Elements”**–assesses if the distribution partner participated in additional collaborative element(s) beyond the Level of Partnership expectation.
- » **“Participated in Monitoring & Evaluation (M&E) Efforts with FMSC”**–assesses if the distribution partner submitted data collected through FMSC M&E Surveys

* Other factors are listed as deemed necessary. Point values can be positive (+) or negative (-) depending on the factor(s) assessed.

SECTION 8: COMMENTS

This section allows FMSC to communicate any specific comments, praises or concerns to the individual distribution partner.

The Partner Performance Assessment process is an important activity in assessing the relational strength of organizations receiving food donations from FMSC. However, it is only one element. FMSC has, and always will, consider the entirety of the partnership and will “do more with those who do more with us”. FMSC believes that God has put our organizations together to accomplish His work. This belief will always come first in determining how deep a partnership should go to make the maximum Kingdom impact.

“I pray that your partnership with us in the faith may be effective in deepening your understanding of every good thing we share for the sake of Christ. ” –Philemon 1:6

PARTNER PERFORMANCE ASSESSMENT – ALLOCATED PARTNERS



Partner Performance Assessment 2018 (Level 1 - Allocated)

PARTNER NAME	
Level of Partnership: Level 1 (1 container - 4 containers per fiscal year)	
Gift in Kind Value Donated (January 2018 - December 2018):	\$

	REQUIRED	ACTUAL
Section 1: Shipping Performance & Adherence		
Adherence to Allocation Schedule (January 2018 - December 2018):	100	0
# Container(s) Allocated		
# Container(s) Requisitioned/Received		
Section 2: End of Use Reporting		
Submitted End of Use 1.0 Reports (October 2017 - September 2018):	100	0
# Containers Requisitioned/Received		
# End of Use 1.0 Reports Received (submitted within appropriate timeframe)		
Communicated Total Delivered Meal Cost (TDMC)	10	0
Submitted End of Use 2.0 Reports (within calendar year 2018):		
* Timeliness and Frequency	50	0
* Feedback Quality	50	0
Section 3: Collaborative Marketing & Development Elements		
# Collaborative Elements	10	0
Section 4: General Communication		
Communicated Participation in Community Development and Sustainability Efforts	10	0
Demonstrated Effective and Timely Communication with FMSC Staff	10	0
Required Total	340	0
Percentage Score		0%
Threshold for Annual Allocation		75%

	ADDITIONAL	ACTUAL
Section 5: Partner Conference		
Attended Partner Conference 2018	30	0
Section 6: Collaborative Programs		
Enrolled in Partner Assistance Program (PAP)	10	0
Evaluated and/or Fulfilled Application(s) through Partner Assistance Program (PAP)	10	0
Participated in Coalition of Relief Organizations Promoting Practical Solutions (CROPPS)	20	0
Participated in Project-Based Food Assistance (PBFA)	20	0
Participated in Direct Distribution Depot (3D)	20	0
Section 7: Additional Factors		
Collaborated with FMSC on Disaster Relief Response		0
Hosted FMSC Staff In-Country		0
Participated in Additional Collaborative Marketing & Development Elements		0
Participated in Monitoring & Evaluation (M&E) Efforts with FMSC		0
(OTHER)		0
(OTHER)		0
(OTHER)		0
(OTHER)		0
Additional Points		0
Total Score		0

Section 8: Comments

PARTNER PERFORMANCE ASSESSMENT – UNALLOCATED PARTNERS



Partner Performance Assessment 2018 (Level 1 - Unallocated)

PARTNER NAME		
Level of Partnership: Level 1 (1 container - 4 containers per fiscal year)		
Gift in Kind Value Donated (January 2018 - December 2018):		\$
	REQUIRED	ACTUAL
Section 1: Shipping Performance & Adherence		
# Container(s) Received (January 2018 - December 2018)		
Section 2: End of Use Reporting		
Submitted End of Use 1.0 Reports (October 2017 - September 2018):	100	
# Container(s) Received		
# End of Use 1.0 Reports Received (submitted within appropriate timeframe)		
Communicated Total Delivered Meal Cost (TDMC)	10	
Submitted End of Use 2.0 Reports (within calendar year 2018):		
* Timeliness and Frequency	50	
Met Requirements		
* Feedback Quality	50	
Met Expectations		
Section 3: Collaborative Marketing & Development Elements		
1 Collaborative Elements	10	
Section 4: General Communication		
Communicated Participation in Community Development and Sustainability Efforts	10	
Demonstrated Effective and Timely Communication with FMSC Staff	10	
Required Total	240	0
Percentage Score		0%
Threshold for Annual Allocation		75%
	ADDITIONAL	ACTUAL
Section 5: Partner Conference		
Attended Partner Conference 2018	30	
Section 6: Collaborative Programs		
Enrolled in Partner Assistance Program (PAP)	10	
Evaluated and/or Fulfilled Application(s) through Partner Assistance Program (PAP)	10	
Participated in Coalition of Relief Organizations Promoting Practical Solutions (CROPPS)	20	
Participated in Project-Based Food Assistance (PBFA)	20	
Participated in Direct Distribution Depot (3D)	20	
Section 7: Additional Factors		
Collaborated with FMSC on Disaster Relief Response		
Hosted FMSC Staff In-Country		
Participated in Additional Collaborative Marketing & Development Elements		
Participated in Monitoring & Evaluation (M&E) Efforts with FMSC		
(OTHER)		
(OTHER)		
(OTHER)		
Total Score		
Section 8: Comments		

PARTNER PERFORMANCE ASSESSMENT - ALLOCATED PARTNERS



Partner Performance Assessment 2018 (Level 4 - Allocated)

PARTNER NAME		REQUIRED	ACTUAL
Level of Partnership: Level 4 (25+ containers per fiscal year)			
Gift in Kind Value Donated (January 2018 - December 2018):		\$	
REQUIRED	Section 1: Shipping Performance & Adherence		
	Adherence to Allocation Schedule (January 2018 - December 2018):	100	0
	# Containers Allocated		
	# Containers Requisitioned/Received		
	Section 2: End of Use Reporting		
	Submitted End of Use 1.0 Reports (October 2017 - September 2018):	100	0
	# Containers Requisitioned/Received		
	# End of Use 1.0 Reports Received (submitted within appropriate timeframe)		
	Communicated Total Delivered Meal Cost (TDMC)	10	0
	Submitted End of Use 2.0 Reports (within calendar year 2018):		
	* Timeliness and Frequency	50	0
	* Feedback Quality	50	0
	Section 3: Collaborative Marketing & Development Elements		
	# Collaborative Elements	40	0
	Section 4: General Communication		
	Communicated Participation in Community Development and Sustainability Efforts	10	0
	Demonstrated Effective and Timely Communication with FMSC Staff	10	0
	Section 5: Partner Conference		
	Attended Partner Conference 2018	30	0
	Required Total	400	0
Percentage Score		0%	
Threshold for Annual Allocation		75%	
ADDITIONAL	Section 6: Collaborative Programs		
	Enrolled in Partner Assistance Program (PAP)	10	0
	Evaluated and/or Fulfilled Application(s) through Partner Assistance Program (PAP)	10	0
	Participated in Coalition of Relief Organizations Promoting Practical Solutions (CROPPS)	20	0
	Participated in Project-Based Food Assistance (PBFA)	20	0
	Participated in Direct Distribution Depot (3D)	20	0
	Section 7: Additional Factors		
	Collaborated with FMSC on Disaster Relief Response		0
	Hosted FMSC Staff In-Country		0
	Participated in Additional Collaborative Marketing & Development Elements		0
	Participated in Monitoring & Evaluation (M&E) Efforts with FMSC		0
	(OTHER)		0
	(OTHER)		0
	(OTHER)		0
	(OTHER)		0
Additional Points		0	
Total Score		0	
Section 8: Comments			



Collaborative Marketing & Development 2018

Feed My Starving Children & Distribution Partners

FMSC Distribution Partners receiving food should select a number of items for collaboration from the list below per their Level of Partnership:

Level 1	Level 2	Level 3	Level 4	Level 5
One (1) item minimum	Two (2) item minimum	Three (3) item minimum	Four (4) item minimum	Custom agreement

Collaborative Elements:

Marketing

- Provide your website link to FMSC; FMSC will provide reciprocal link to Distribution Partner site
- Participate in internet social networking efforts (i.e. Facebook, Instagram, Twitter, blogs, etc.)
- Highlight FMSC in direct mail appeal and/or eblast
- Provide video footage of FMSC food in action
- Highlight FMSC in press releases
- Participate in FMSC press conference
- Participate in FMSC MarketPlace by identifying product opportunities and facilitating product acquisition
- Speak/present at special FMSC event (Gala/packing session/Partner Conference/meetings, etc.)

Development

- Host an FMSC MobilePack™ event
- Share Gift In Kind sources
- Host an FMSC donor trip
- Include FMSC in appropriate grant submissions

ENGAGING THROUGH STRATEGIC PROGRAMS



“Be wise in the way you act toward outsiders; make the most of every opportunity.” –Colossians 4:5

FMSC is always looking for ways to maximize its partnerships and leverage its global distribution network to bring about greater transformation. Several unique and innovative programs have been created to meet real needs, and they’ve proven to offer long-term solutions. We encourage all of our partners to engage in one or more!

Engaging Through Strategic Programs

ANNUAL PARTNER CONFERENCE

Each year, FMSC invites its distribution partners to come together for a time of encouragement and fellowship. At a two-day conference, mission-minded organizations connect face-to-face and learn from each other's experiences. FMSC also shares how God is directing and growing FMSC and communicates any organizational changes that might affect partnerships. Additionally, the upcoming year's Food Aid Allocation process starts at the conference and Partner Performance Assessments are handed out. FMSC strongly encourages distribution partners to make every effort to attend this conference.

COALITION OF RELIEF ORGANIZATIONS PROMOTING PRACTICAL SOLUTIONS (CROPPS)

FMSC believes that when multiple organizations work together, the time it takes to transition from relief to family and community resiliency can be drastically reduced. That's why the Coalition of Relief Organizations Promoting Practical Solutions (CROPPS) was created with a goal to develop close working relationships between FMSC distribution partners working in the same country or region. CROPPS brings together FMSC, distribution partners and other like-minded organizations, including local churches and government agencies.

In 2011, the first group was formed in Nicaragua, the second poorest country in the Western Hemisphere. Other CROPPS groups have since been implemented in the Dominican Republic, Guatemala, Haiti, Liberia, Philippines, Honduras, El Salvador, eSwatini, Uganda and Kenya. The distribution partners are Implementers seeking opportunities to enhance their relief and development activities, while the other like-minded organizations are Solution Providers. These Solution Providers are entities with expertise in areas such as safe water, agriculture, spiritual development, medical care, education and more. FMSC will vet and build relationships with Solution Providers on our partners' behalf so that they don't have to spend their time doing so. For more information regarding our current Solution Providers, please contact your Regional Program Manager.

PROJECT-BASED FOOD ASSISTANCE (PBFA)

In short-term, highly-targeted projects, FMSC brings select distribution partners, churches and local community and government leaders together to reduce hunger at its roots. We believe that an intentional application of food assistance for one to five years, in a clearly defined geographic area, will decrease hunger-related illness and financial burden on individuals and administering ministries. Through this project, individuals and communities may count on a consistent supply of food for a specific timeframe. They can then utilize available resources to focus on other activities that help transform a community from chronic hunger to self-sufficiency.

PBFA ON THE ISLAND OF MARINDUQUE, PHILIPPINES

In collaboration with an FMSC distribution partner, the Catholic Church and a local Philippine partner, FMSC launched the Marinduque Integrated Nutrition, Education and Livelihood (MARINEL) Project in September 2012 with the goal to eliminate malnutrition on the island within three years. In September 2015, PBFA partners determined more time was needed to continue the progress made in the original three years of the project. The MARINEL Project was extended through February 2018 to allow time for the development of a sustainable program run solely by the local Philippines partner.

PBFA IN BATEY 106, LA ROMANA, DOMINICAN REPUBLIC

In collaboration with several FMSC distribution partners, FMSC has launched a PBFA initiative in a small community of approximately 500 residents in the eastern region of the Dominican Republic. Bateyes are small communities of mostly Haitian immigrants working in the sugarcane fields. Historically, people living in the bateyes face critical challenges related to health, education, social issues and unemployment partly because of their immigration or legal status in the country. In December 2015, a PBFA was launched in Batey 106 where FMSC food and other livelihood initiatives are serving as platforms to empower the people.



MOBILEPACK™ MEALS PLUS PROGRAM

Through the Meals Plus Program, distribution partners receive food donations over and above their allocation while engaging their donors and community with a hands-on MobilePack experience.

Logistical Benefits:

- » Acquire additional food donations, over and above allocated amount.
- » Shipping cost savings.
- » Volunteer/donor engagement.
- » Joint marketing.

A Meals Plus event is the same as a regular MobilePack event, except the distribution partner receives the meals from the event rather than the meals needing to be shipped to an FMSC warehouse and then on to the partner. This can significantly reduce shipping costs if the event is hosted at a distribution partner's warehouse or is located in/near a port city. The events are exceptionally meaningful for volunteers who know the actual food they pack will be used by the partner. They also offer a great opportunity to market the partnership between FMSC and the distribution partner host—often demonstrating that a common goal can be reached in a secure, godly fashion.

On a spiritual level, volunteers and donors are often struck by the profoundness of their effort and the impact it can have on a life. They are exposed to the Gospel mandate to feed the poor and tend to want to engage on a deeper level as the Lord leads them.

Distribution partners are encouraged to contact their Regional Program Manager if interested in the MobilePack Meals Plus program.

JOINED HANDS

FMSC is more than a food assistance organization. We help to bridge the gap from relief to development with programs such as Joined Hands. At FMSC, we pack three components of our food—vitamins, vegetables and soy—that are not readily available in the countries we serve. This product is called MannaPack 3-Pack. Our distribution partners then pack the rice component in-country with rice that has been locally grown and procured. Joined Hands not only stimulates the local economy and supports small-scale farmers, but it is a step towards dignity and self-sustainability for those it touches.

Distribution partners interested in Joined Hands can contact their Regional Program Manager.

FMSC MARKETPLACE

FMSC established the MarketPlace to support self-sufficiency. For a fair wage, we buy handmade goods from local artisans in the communities we feed. We then sell them in our MarketPlace at packing sites, MobilePack events and online (fmscmarketplace.org). Purchases provide the artisans with dignity and transform not only their lives, but those of their families. Profits go back into our feeding programs and enable us to feed more of God's hungry children.

Benefits to our distribution partners include:

- » Income potential for your organization.
 - » 2017 average MarketPlace payment sent to distribution partners was \$48,000.
- » Brand awareness.
 - » We educate our volunteers about your organization and community.
 - » One million FMSC volunteers see your products.
 - » 373,000 people are reached in email marketing campaigns that feature your items.
 - » Item tags highlight your organization and a profile picture is on our MarketPlace website.
- » Provide income and empowerment to individuals in your community with the goal of creating self-sufficiency.

All products come through an approved distribution partner actively receiving FMSC food assistance. Partners interested in participating in MarketPlace should contact their Regional Program Manager.



MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) has become an expected standard in humanitarian operations. In a recent study led by Bank of America and the Ford Foundation, 5,000 nonprofit participants said that more than 70% of their funders requested impact or program metrics.*

FMSC's previous accountability system relied on written reports from distribution partners and periodic observation visits to distribution sites. While FMSC was confident that donated food assistance had a positive impact on both the distributing organization and beneficiaries reached, sufficient data was not available to substantiate claimed outcomes. As a result, M&E has become a permanent part of our relationship with the distribution partners.

We currently use the Health Practices and BMI Tracking (BMI) instruments to help us track outcomes and impact among our distribution partners as well as the beneficiaries of MannaPack meals. However, the below surveys, report generators and training materials are available to the global distribution partner network after completion of an initial assessment and, if needed, additional training. Please contact your Regional Program Manager for additional information.:

- » Community Assessment and Feedback (CAS).
- » Outcome Indicator Tracking Survey (OIT).
- » Quantified Outcomes Survey (QOS).
- » Health Practices and BMI Tracking (BMI).

*Source: "56% of America's Nonprofits Can't Meet Demand; Worst Shortfall in 6 Years of Annual Nonprofit Finance Fund Survey"
<http://nonprofitfinancefund.org/announcements/2014/state-of-the-nonprofit-sector-survey>



PARTNER VISITS

FMSC wants to see the food in action, and this means visiting partners around the globe. We check on the success of food distribution, encourage partners and strive to bring back firsthand accounts of how MannaPack meals are transforming lives to volunteers, donors and staff.

Internally, FMSC categorizes travel into three categories: Sponsored, Sanctioned and Unsanctioned. This helps us put healthy boundaries and expectations around travel requests from volunteers, donors and staff.

TRAVEL PROCEDURE MATRIX

Travel can bring people to a deeper level of investment in and compassion for those in need—it maximizes our impact!

CATEGORY	FINANCIALLY	ARRANGEMENTS	EXAMPLES
SPONSORED • OFFICIAL BUSINESS WITH FMSC • TRIP NUMBER ASSIGNED	FINANCES HANDLED BY FMSC	ALL TRAVEL ARRANGEMENTS AND CONNECTIONS MADE BY FMSC	TEAM LEADER TRIP TO NICARAGUA (ASKED TO GO BY FMSC), INTERNATIONAL MOBILEPACK, PARTNER VISIT THROUGH DEPARTMENT OF INTERNATIONAL PROGRAMS, FMSC DONOR TRIP
SANCTIONED • UNOFFICIAL FMSC REPRESENTATION	TRAVELERS PAY OWN EXPENSES/UNPAID VACATION	FMSC PROVIDES ASSISTANCE WITH PARTNER CONNECTIONS AND TRAVEL ADVICE	FMSC STAFF, VOLUNTEER OR DONOR WHO WANTS TO VISIT A PARTNER IN-COUNTRY ON THEIR OWN TIME
UNSANCTIONED • NON-BUSINESS, NON-REPRESENTATIVE OF FMSC	TRAVELERS PAY OWN EXPENSES	TRAVELERS MAKE ALL OWN ARRANGEMENTS	FMSC HAS BEEN NOTIFIED BY VOLUNTEER OR OUTSIDE SOURCE THAT THEY ARE VISITING ONE OF OUR PARTNERS

PRAYING PELICAN MISSIONS TRIPS

FMSC partners with Praying Pelican Missions (PPM) to provide the opportunity for volunteers to see firsthand the communities impacted by our food. PPM is a Minnesota based short-term missions organization with a heart for supporting local churches worldwide. In partnership with FMSC, PPM takes care of group leadership, management and travel logistics.

These mission trips aim to support and encourage FMSC distribution partners while allowing FMSC volunteers and donors to observe in person how the meals are used on the ground, experiencing the entire process from packing to distribution. Through visits to distribution partners, mission trip participants will hear from leaders who are committed to serving their communities and seeing lives change, both physically and spiritually. FMSC has been taking trips to the Dominican Republic since 2013, and we have since expanded into Nicaragua, Haiti, eSwatini, Zambia and the Philippines. You can find trip dates and more information at fmscmissions.org.



STUDY ABROAD

FMSC created Study Abroad to invest in Manufacturing staff through an international experience that enhances and inspires storytelling. FMSC's Manufacturing staff facilitate the packing of meals at our permanent sites and MobilePack events—and share the stories of our collective impact with more than one million volunteers each year.

As part of Study Abroad, manufacturing staff receive classroom training on storytelling, global poverty and FMSC's global operations. They also experience FMSC food in action through visits to distribution partners' programs.



Stay Connected

WEBSITE

fmsc.org

MONTHLY E-NEWSLETTER

fmsc.org/Manna

THE FEED

fmsc.org/the-feed

FACEBOOK

facebook.com/feedmystarvingchildren

TWITTER

twitter.com/fmsc_org

YOUTUBE

youtube.com/fmsc

INSTAGRAM

instagram.com/fmsc_org

FLICKR

flickr.com/fmsc

LINKEDIN

linkedin.com/Company/feed-my-starving-children

Additional Resources

- » [MobilePack DVD](#)
- » [Nourish Hope Documentary DVD](#)
- » [Food Product Guide](#)
- » [Sustainable Development Programs PDFs](#)

Resources available upon request from your Regional Program Manager.