

**GRANT**

Between


**Weidemann Associates, Inc.**


And

**Iowa State University (ISU)****FIXED OBLIGATION GRANT (US NGO)****NO: 1071-20-505-1**

In response to your application(s) dated **September 21, 2011** Weidemann Associates, Inc. (hereinafter, referred to as WAI) is pleased to award **Iowa State University** (hereinafter referred to as the Grantee), a grant of **\$100,000** in support of **"Strengthening Value Chains for Maize and Soybeans for Ugandan Women Farmers"**

Please sign both original copies of this Grant document to acknowledge your receipt and acceptance of the grant, and return one original to WAI.

FOR Weidemann Associates, Inc.:		
Name:	Wesley Weidemann	Date: 3/2/2012
Title:	President	

<b>ACCEPTED AND CERTIFIED:</b>	
As a legally authorized representative of the Grantee named below, I do hereby certify all the items set out in Annexes of this Grant.	
FOR Iowa State University of Science and Technology: 	
Name: Laura Carabillo	Date: February 23, 2012
Title: Manager of Industry Contracts Office of Sponsored Programs Administration	

OVERVIEW PAGE

**ISSUED BY:** Weidemann Associates, Inc.  
Farmer-to-Farmer Special Program Support Project  
4141 N. Henderson Road Suite Plaza 5  
Arlington, VA 22203

Grant Officer: Wesley Weidemann  
Primary Point of Contact: Shayan Pal and Brenna Ranzen  
[spal@weidemannassoc.com](mailto:spal@weidemannassoc.com) or  
[branzen@weidemannassoc.com](mailto:branzen@weidemannassoc.com)  
(703) 522-3075

USAID Signatory Authority: Gary Alex, USAID Farmer-to-Farmer  
Project Manager  
[galex@usaid.gov](mailto:galex@usaid.gov)  
(202) 712-4086

**GRANTEE:** Iowa State University of Science and Technology  
1138 Pearson Hall  
Ames, Iowa 50011  
Phone: (515) 294-5535  
Fax: (515) 294-8000

Primary Grant Contact: OSPA Industry Team  
[Ospa-industry@iastate.edu](mailto:Ospa-industry@iastate.edu)

Primary Technical Contact: Dr. Ray Hansen  
[hansenr@iastate.edu](mailto:hansenr@iastate.edu)

**PERIOD OF GRANT:** February 1, 2012 – January 31, 2013

**TYPE OF GRANT:** Fixed Obligation Grant

**TOTAL ESTIMATED AWARD COST:** \$100,000

**TOTAL OBLIGATED AWARD COST:** \$45,000

**PRIME CONTRACT NUMBER or TASK ORDER NUMBER:** Raise Plus Set Aside IQC #  
AEG-I-00-04-00010-00

**PROJECT CODE AND TASK NUMBER:** 1071-20-505-4

**REGION:** Africa

**SUBPROJECT NAME:** “Strengthening Value Chains for Maize and Soybeans for  
Ugandan Women Farmers”

**ANNEXES:**

- One: Program Description
- Two: Request for Reimbursement Form
- Three: Financial and Programmatic Report Formats
- Four: USAID Environmental Guidelines for Farmer-to-Farmer Volunteers
- Five: John Ogonowski Farmer-to-Farmer Program Guidelines for Implementing Partners: Environmental and Natural Resource Management Issues
- Six: Functions and Activities Typically Required in a Farmer-to-Farmer Volunteer Program
- Seven: Weidemann Associates Farmer-to-Farmer SOW Approval Document

## **Article One: Purpose of Grant**

US Foreign Assistance Framework (FAF). The 2003 joint US Department of State and USAID “Strategic Plan: Fiscal Years 2004–2009—Aligning Diplomacy and Development Assistance” recognized the importance of agricultural development in its statement: “A productive agricultural sector is a critical engine for economic growth in many developing countries, particularly in Africa. It also is critical for food security, improved nutrition and health, and environmental sustainability and security both in developing and transition countries.”

The FAF establishes an overarching goal “to help build and sustain democratic, well-governed states that respond to the needs of their people, reduce widespread poverty and conduct themselves responsibly in the international system.” Five FAF Program Areas contribute to this goal: Peace and Stability; Governing Justly and Democratically; Investing in People; Economic Growth; and Humanitarian Assistance. FTF programs fall under the Economic Growth Objective in Program Area 4.5, “Agriculture”, under Program Element 4.5.2 “Agricultural Sector Productivity”. This Program Element has seven Sub-Elements:

- 4.5.2.1 Research and Technology Dissemination;
- 4.5.2.2 Land and Water Management;
- 4.5.2.3 Rural and Agricultural Finance;
- 4.5.2.4 Agribusiness and Producer Organizations
- 4.5.2.5 Markets and Trade Capacity;
- 4.5.2.6 Emerging Agricultural Threats; and
- 4.5.2.7 Agricultural Livelihood Services and Safety Nets.

Most Farmer To Farmer (FTF) activities typically fall under Sub-Elements 4.5.2.1 Research and Technology Dissemination and 4.5.2.4 Agribusiness and Producer Organizations. The wide range of FTF voluntary technical assistance activities could also allow the FTF Program to report under: Program Elements 4.5.1 “Agricultural Enabling Environment”; and Economic Growth Program Areas 4.3.1 “Financial Sector” and 4.8.1 “Environment”; and Program Objectives for “Governing Justly and Democratically” and “Investing in People.” Consolidating FTF activities and reporting under “Agricultural Sector Productivity” facilitates reporting and, more importantly recognizes the Program’s focus on farms and farmer level impacts.

The purpose of this grant is to implement an innovative niche project to contribute to the Farmer to Farmer SPSP goals. The program is described in Annex One of this Grant.

## **Article Two: Period of Grant**

The effective date of this Grant is **February 1, 2012** and the estimated completion date of the Grant is **January 31, 2013**.

## **Article Three: Amount of Award and Payment**

The obligated amount of award is **US\$45,000**. Incremental funding will be allocated when and/or if funding becomes available.

WAI shall not be liable for making payments to the Grantee for any costs in excess of the obligated amount of the award.

**Article Four:** Grantee is responsible for making adequate provision for ensuring volunteer safety (insurance, briefings, health, car safety, etc).

**Article Five:** Grantee is responsible for ensuring sound data quality standards for performance and impact indicator reporting.

**Article Six:** Grantee is responsible for ensuring that volunteers adhere to USAID's a) Gender: provide systematic consideration of gender issues and impacts in the FtF program and shall seek to promote gender equity. And, b) Environment: ensure systematic consideration of the implications of the volunteers' activities on environmental and natural resources and should seek to mitigate any adverse impacts. USAID environmental guidelines for implementing FtF programs are included in Annex Four and Annex Five. Volunteers shall exercise special care in any activities involving pesticides or genetically modified organisms (GMOs).

Grantee is responsible for complying with **22CFR228 Source, Origin and Nationality Requirements (April 2007)**.

(a) Except as may be specifically approved by the Contracting Officer, all commodities (e.g., equipment, materials, vehicles, supplies) and services (including commodity transportation services) which will be financed under this contract with U.S. dollars shall be procured in accordance with the requirements in 22 CFR Part 228, "Rules on Source, Origin and Nationality for Commodities and Services Financed by USAID." The authorized source for procurement is Geographic Code 000 unless otherwise specified in the schedule of this contract. Guidance on eligibility of specific goods or services may be obtained from the Contracting Officer.

(b) Ineligible goods and services. The Contractor shall not procure any of the following goods or services under this contract:

- (1) Military equipment
- (2) Surveillance equipment
- (3) Commodities and services for support of police and other law enforcement activities
- (4) Abortion equipment and services
- (5) Luxury goods and gambling equipment, or
- (6) Weather modification equipment.

(c) Restricted goods. The Contractor shall not procure any of the following goods or services without the prior written approval of the Contracting Officer:

- (1) Agricultural commodities,
- (2) Motor vehicles,
- (3) Pharmaceuticals and contraceptive items
- (4) Pesticides,
- (5) Fertilizer,
- (6) Used equipment, or
- (7) U.S. government-owned excess property.

If USAID determines that the Contractor has procured any of these specific restricted goods under this contract without the prior written authorization of the Contracting Officer, and has received payment for such purposes, the Contracting Officer may require the contractor to refund the entire amount of the purchase.

**Article Seven:** Grantee will abide by the Functions and Activities Typically Required in a Farmer-to-Farmer Volunteer Program, as specified in Annex 6.

**Article Eight: Milestones and Financial Terms and Conditions**

**A. Milestones**

The fixed-obligation grant with WAI is for very specific program elements. The accomplishment of each fixed obligation grant objective will be based on the completion of the tasks and successful submittal or completion of the milestones indicated. For each Milestone, a Milestone Report in the format requested must be completed (see section B, Reporting Requirements). The following data related to work completed in this time period under Grant No. 1071-20-505-4 must also be submitted with each Milestone Report:

**Table 1a: Volunteer Assignment Data**

Assignment (Trip) No.	Name	Sex	State of Residence	Occupation Category	Race/Ethnicity	Prior F4F Assignments (Y/N)	Country	Niche Project	Assignment Start Date	Assignment End Date	Number of Volunteer Days Completed	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Estimated Value of Host Contribution (U.S.\$)	Type of Volunteer Assistance	Commodity Chain Activities	Host(s)
1	John Doe	M	IL	F	W	Y	Mali		1/31/09	2/8/09	8	5,000	1,500	T	F	Nile Cooperative
2	Jane Doe	F	CA	R	W/H	N	Chad		2/2/09	2/9/09	8	6,000	900	F	S	Podunk Bank and Flow S&C Society
3	Oliver Tweed	M	GA													
	Total															

**Table 1b: Volunteer Assignment Activity Data**

Assignment (Trip) No.	Persons Directly Assisted			Persons Trained			Number of Volunteer Recommendations			
	Male	Female	Total	Male	Female	Total	Economic	Organizational	Financial	Environmental
A1										
A2										
Total										

**Table 2: Host Data**

Host	Country	Country FTF Project	Institution Type	Date of Baseline Assessment	Potential Beneficiaries				
					Members/Owners	Employees	Clients & Suppliers	Family members	Total
Nile Cooperative	Egypt	Dairy	C	01/01/09	200	16	960	0	1,176
Podunk Bank	Egypt	Horticulture	R	01/18/09	1	56	50,000	0	50,057
Total									

***MILESTONE 1 – February 1, 2012 – April 30, 2012***

In order to receive the first tranche payment of \$27,000.00, ISU must:

- Field three (3) volunteers to Uganda to assess the organizational structure of target farmer groups and associations for conducting joint business operations, primarily involving equipment sharing and group marketing.
- In cooperation with VEDCO, identify **two** farmer groups and **100** new (in 2012) Ugandan women farmer candidates to collaborate with project objectives through the life of project. In addition, we will continue to also work with the **80** farmers who collaborated in 2011.
- Identify existing soybean shellers and threshers for use by small holders and propose to target beneficiaries low-cost modifications for producing more efficient and increased crop yield.
- Conduct **two on-farm** field demonstrations on improved soybean production techniques, including soil management and seed inoculation.
- Provide training to women farmers on maize sheller maintenance.
- Provide training for famers on use of Field Record Books for crop production.
- Investigate legal requirements for marketing associations in Uganda.

***MILESTONE 2 – May 1, 2012 – July 30, 2012***

In order to receive the second tranche payment of \$18,000.00, ISU must:

- Field two (2) volunteers to Uganda to continue working with the two new and eight established collaborating farmer groups and associations on organization, joint business operations, market identification and transportation.
- Evaluate maize shelling efficiency and recommend improvements in the process
- Identify constraints to the use of maize cribs for drying grain.
- Evaluate prototype soybean seed cleaner with four farmers groups.
- Evaluate use of the Farm Record Book for the first growing season.
- Determine soybean yields from farm records for the on-farm demonstrations.
- Document legal requirements for marketing associations in Uganda.

### ***MILESTONE 3 – August 1, 2012 – October 31, 2012***

In order to receive the third tranche payment of \$24,500.00, Iowa State University must:

- Field two (2) volunteers to Uganda to work with VEDCO on identifying contacts with middlemen grain buyers/aggregators, grain mills and warehouses and soybean markets.
- Evaluate maize-grain quality and storage improvements for the first growing season.
- Provide follow-up with which farmer groups and associations which have been most successful with machinery sharing and joint grain marketing
- Document written machinery sharing and joint crop marketing agreements: translate to English for purposes of comparison.
- Facilitate incorporation of three farmer marketing associations.

### ***MILESTONE 4 – November 1, 2012 – January 31, 2013***

In order to receive the fourth and final tranche payment of \$30,500.00, Iowa State University must:

- Field two (2) volunteers to Uganda to work with 10 farmer groups and associations on organization and conducting joint business operations for the second growing season.
- Continue training on use of soybean seed cleaners. Assess labor saved and constraints to use.
- Assess current grain marketing plans and offer potential adjustments.
- Assess use of Field Record Books for the second growing season.
- Assess level of cooperation within the groups, challenges and propose solutions to help groups overcome roadblocks.
- Document joint grain marketing transactions for the year.
- Document articles of incorporation for Marketing Associations.

## **B. Reporting Requirements**

*Implementation work plan*- This report will be due within 30 days after signing the FOG. The work plan must describe the name of the host organization, volunteer assignments, and number of days the volunteer will invest in country, timeline, and expected outcomes.

*Volunteers Scope of Work*- The scope of work for each assignment must be sent to Weidemann for review and concurrence before any volunteers travel overseas. Please see the attached Annex 7 for the format in which the grantee must submit information regarding the SOW prior to the assignment.

*Monthly Reports* – These reports, which document the activities of the previous month, must be submitted on the first business day of each following month. Monthly reports should include a brief update on Niche Project activities and current volunteer assignments, as well as any problems encountered and solutions to these problems. Additionally, **only the September and March Monthly Reports** (submitted on or before October 5 and April 5) must also include the following information in the milestones indicated table format (see page 6-7):

*Milestone Reports* – These reports must be submitted when requesting payment from Weidemann Associates, Inc. These reports will contain information regarding the progress in implementation (related to work plan), as well as indicator data: number of volunteers fielded, number of host



institutions strengthened, number of persons trained and number of families directly benefited. This is in addition to impact indicators and number of outreach activities.

Report table of contents:

1. Work plan status
2. Activities by country
3. Public outreach
4. Activities to achieve the next milestone

Annexes:

1. Indicator tables (1a, 1b and 2 as specified in Article Eight: Section A)
2. Volunteer scope of work (for the period)
3. Volunteer report after the field assignment (for the period)

*Final Milestone Report* – This report will be due 30 days after the closing date of project. The report will contain all important findings and/or results from the project and final budget reconciliation figures.

Final Milestone Report Table of Contents:

1. Work plan status
2. Activities by country
3. Public outreach
4. Case study: How FtF volunteers addressed the challenge?
  - a. Challenge: The challenge is the beginning of the story that states the problem or issue to be resolved. (Up to 150 words).
  - b. Initiative: The initiative should be strategic in nature and explain what FtF volunteers did to address the challenge. (Up to 150 words).
  - c. Results: This last paragraph represents the end result or benefit — what changed, what was learned, what was received. Try to use USAID in this paragraph and use quantitative measures when possible. (Up to 150 words)
  - d. Knowledge generation and sharing
    - How was the knowledge generated by this grant captured and disseminated?
    - What technologies were used? (videos, digital media, web site, etc)
    - How will the solution to the identified problem be shared with other potential direct and indirect beneficiaries beyond the life of the grant period?

Annexes:

1. Final Indicator tables (1a, 1b and 2 as specified in Article Eight: Section A)
2. Volunteer scope of work (for the period)
3. Volunteer report after the field assignment (for the period)

## **C. Payment**

1. The Grantee will be paid a set amount upon programmatic accomplishment of identified and established grant benchmarks or milestones or program achievements.

Once the Grantee has presented the documentation required under the grant, WAI will deposit the corresponding sum in the Grantee's bank account.

2. Requests for grant payments and reports should be sent to the Grant Officer designated on the Overview Page.
3. To obtain payment for accomplishment of milestones the grantee must present appropriate documentation and the grantee must have a bank account where WAI can deposit the payments. Appropriate documentation includes a properly prepared request for payment in the format provided in Annex Three, including a certification by the Grantee that the activity milestone for which it is requesting payment has been completed in accordance with the program description.
4. The Grantee should comply with **22CFR226.22 Payment (April 2007)**.

#### **D. Financial Records**

1. The Grantee shall maintain financial records, including receipts, time reports, and other accounting documentation to sufficiently substantiate its charges to WAI and to allow for an accounting of WAI Grant project costs separate from costs funded by other sources and the ability to report accordingly. These records shall be made available to WAI or its representatives for review at all reasonable times to inspect and audit. All financial records and documentation shall be kept available for **three** years after completion of this Grant.

#### **E. Other Financial Requirements**

This Grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions set forth herein as follows:

1. The funds provided under the terms of this grant shall be used to pay for the expenses incurred by your organization in performance of the project in accordance with the terms and conditions of this Grant and its Annexes.
2. At the request of WAI, the Grantee shall return any of the funds received to WAI which have been used for any questionable or unallowable expenses, as determined by WAI, which do not comply with the terms and conditions of this grant.
3. The Grantee is expected to provide supporting evidence of counterpart contribution under the terms of this grant. A copy of the invoice or other document (volunteer timesheet, etc) that demonstrates the contribution will be acceptable.

#### **Article Nine: Other Terms and Conditions**

- A. The Grantee has full responsibility for executing the project or activity being supported by the grant and for complying with the award conditions. Although the Grantee is encouraged to ask for the opinion and support of WAI about any specific problems that may arise, this suggestion does not diminish the responsibility of the grantee. The Grantee must apply solid technical and administrative criteria. The grant award does not imply that the responsibility for operative decisions has been transferred to WAI. The

Grantee has the responsibility of notifying WAI about any significant problems associated with the administrative or financial aspects of the grant award.

- B. The Grantee must certify in writing to WAI at the end of the grant that the activity was completed. If unable to certify, the Grantee shall be expected to make appropriate reimbursements to WAI. Grant close out will be accomplished with WAI acceptance of the final milestone, approval of final payment, and submission of certification by Grantee.
- C. The Grantee shall inform WAI promptly of any changes in its officers, name, legal status, address, or telephone/fax number.
- D. The Grantee hereby agrees to indemnify, defend and hold WAI, its affiliates and their respective officers, directors, employees and agents harmless from and against any and all liabilities, damages, injuries, claims, suits, judgments, causes of action and expenses (including reasonable attorneys' fees, court costs and out-of-pocket expenses), suffered or incurred by WAI or any of the foregoing persons that arise from or may be attributable to: (i) a breach of any obligation, representation or warranty of Grantee hereunder or (ii) errors, omissions or fault of Grantee in the performance or services pursuant to the grant. Grantee's obligation under this paragraph will survive cancellation, expiration or termination of this grant by either party for any reason.

WAI hereby agrees to indemnify, defend and hold Grantee harmless from and against any and all liabilities, damages, injuries, claims, suits, judgments, causes of action and expenses (including reasonable attorneys' fees, court costs and out-of-pocket expenses), suffered or incurred by Grantee in connection with the performance of the grant to the extent arising out of the use or the reliance upon any information, documents, representations, reports or data furnished or prepared by WAI for their use in connection with the performance of services pursuant to the grant. WAI's obligation under this paragraph will survive cancellation, expiration or termination of this grant by either party for any reason.

- E. The Grantee shall adhere to the following provisions on Termination and Suspension:
  - 1. WAI may terminate this award at any time, in whole or in part, upon written notice to the grantee, whenever it is determined that the grantee has materially failed to comply with the terms and conditions of the award.
  - 2. This award may be terminated at any time, in whole or in part, by WAI with the consent of the grantee. Both parties shall agree upon termination conditions, including the effective date and, in the case of partial terminations, the portion of the award to be terminated. The agreement to terminate shall be set forth in a letter from WAI to the grantee.
  - 3. This award may be terminated at any time in whole or in part by the grantee upon sending written notification to WAI with the following information: the reasons for the termination, the effective date, and, in the case of a partial termination, the portion to be terminated. However, if WAI determines in the case of partial termination that the reduced or modified portion of the award will not accomplish the purposes for which the award was made, WAI may terminate the award in its entirety in accordance with paragraphs (a) or (b) above.

4. If at any time USAID determines that continuation of all or part of the funding for a program should be suspended or terminated because such assistance would not be in the national interest of the United States or would be in violation of an applicable law, then USAID may directly or through WAI, following notice to the grantee, suspend or terminate this award in whole or part and prohibit the grantee from incurring additional obligations chargeable to this award other than those costs specified in the notice of suspension during the period of suspension. If the situation causing the suspension continues for 60 days or more, then USAID, directly or through WAI, may terminate this award on written notice to the grantee and cancel that portion of this award which has not been irrevocably committed to third parties.
  5. WAI and USAID reserve the right to terminate in whole or in part, or suspend payments, should the Grantee become insolvent during performance of the grant.
  6. WAI and USAID reserve the right to terminate this grant or take other appropriate measures if the Grantee or a key individual of the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.
  7. Termination and Suspension Procedures. Upon receipt of and in accordance with a termination notice as specified above, the grantee shall take immediate action to minimize all expenditures financed by this award. The grantee shall not incur costs after the effective date of termination. Any costs incurred after the effective date of termination will not be reimbursed.
- F. The Grantee shall acknowledge English as the controlling language. If this award or any of its supporting documents are provided in a foreign language, the English language version is the controlling version.
- G. Prohibition On the Use of Federal Funds To Promote, Support, or Advocate For The Legalization or Practice of Prostitution - Acquisition (July 2004)
1. The U.S. Government is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this contract may be used to promote, support, or advocate the legalization or practice of prostitution. Nothing in the preceding sentence shall be construed to preclude assistance designed to ameliorate the suffering of, or health risks to, victims while they are being trafficked or after they are out of the situation that resulted from such victims being trafficked.
  2. The contractor shall insert this clause in all sub-awards under this award.
  3. This provision includes express terms and conditions of the contract and any violation of it shall be grounds for unilateral termination, in whole or in part, of the contract by USAID prior to the end of its term.
- H. Executive Order On Terrorism Financing  
The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and

organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub-awards issued under this contract/agreement.

I. Authorized Work Day/Week

No overtime or premium pay is authorized under this Task Order. The Contractor/Recipient will be authorized, when needed by the CTO, to work a six-day work week, but will normally be expected to work five (5) day work weeks.

J. The Grantee shall follow USAID policies regarding materials produced under the award as stated in **22CFR226.91 Marking (April 2007)**:

1. Branding: The Contractor shall comply with all requirements of the USAID "Graphic Standards Manual" available at [www.usaid.gov/branding](http://www.usaid.gov/branding), or any successor branding policy.
2. All materials produced under the terms of this grant -- written, graphic, film, magnetic tape, or otherwise -- shall remain the property of the Recipient of the grant. Except as otherwise provided in the terms and conditions of the award, the author or the grantee is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes. The rights and duties provided for in this paragraph shall continue, notwithstanding the termination of the contract or the execution of its other provisions.
3. Any 'public communications', as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

*"This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert grantee name] and do not necessarily reflect the views of USAID or the United States Government."*

K. USAID policy is that all programs, projects, activities, public communications, and commodities, partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward must be marked appropriately overseas with the USAID Identity.

As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the grantee's, subgrantee's, other donor's or third party's is required. In the event the grantee chooses not to require marking with its own identity or logo by the subgrantee, USAID may, at its discretion, require marking by the subgrantee, with the USAID Identity.

L. The Grantee is responsible for the maintenance of any equipment and/or material received.

- M. No lower tier sub-grantees are permitted under the terms of this award without prior written approval of the WAI Grant Officer. This grant may be amended by mutual agreement, in writing, signed by both parties.

## **ANNEX ONE: PROGRAM DESCRIPTION**

WAI awards this grant based on the application received in writing from the Grantee on September 21, 2011. The application is considered to be an integral part of this grant. If there are any conflicts between the contents of the application and the contents of the grant and annexes, the grant and annexes take precedence.

### **Program Description:**

#### **Introduction: Iowa State University**

#### **Program Statement of Work**

##### ***Strengthening Value Chains for Maize and Soybeans for Ugandan Women Farmers***

Strengthening Value Chains for Maize and Soybeans for Ugandan Women Farmers Project is a partnership between Iowa State University (ISU) Global Extension, ISU's Center for Sustainable Rural Livelihoods (CSRL) within the College of Agriculture and Life Sciences and The Volunteer Efforts for Development Concerns (VEDCO), a non-governmental organization based in Uganda. The project goal is to improve production and marketing of maize and soybeans and to increase group process business development and skills among women farmers in the Kamuli District of Uganda. Uganda is dominated by rural agriculture, with only slowly developing opportunities for commercial farming – particularly for women farmers. Their situation remains relatively unchanged because of few and underdeveloped farmer organizations, poor production methods, lack of successful cooperative movements, and difficulty in establishing market chains linked to women smallholder farms. The primary target beneficiaries of this project are Ugandan women farmers who have been significantly left out of the market chain. The project will be conducted by U.S. volunteers with support of Iowa State University staff, teamed with groups of Ugandan women farmers, traditionally the primary farm operators within family farming units. The project uses proven U.S. Extension participatory approaches to promote increased production (based on data from Ugandan research and demonstrations), improved product quality, and product sales and profit, while maintaining food security within families. The Iowa volunteers serving the project own and operate successful farming businesses and have experience with grain production and quality and/or collaborative marketing.

**1. Objectives(s):** Our specific objectives are: (1) Improve maize post-harvest grain quality, storage, and economic value in the marketplace; (2) Increase production of, and improve soil management, harvest, drying, and threshing techniques for soybeans; (3) Provide education about seed quality and encourage adoption of on-farm evaluation of open-pollinated maize and soybean seed before planting; (4) Improve on-farm production and marketing written record keeping; (5) Advance development of female-directed marketing groups/associations for marketing maize and soybeans;

#### *Specific work activities under Objective 1:*

- Further assess maize post-harvest quality by threshing and cleaning method. Comparing bicycle-powered threshing with traditional threshing by beating maize with a stick. Evaluation protocols will be the East African Grading standards.
- Supply bicycle-powered maize shellers to three new farmer groups/associations.
- Work with three new to project farmer groups to buy and jointly own bicycles dedicated to these grain shellers.
- Distribute tarpaulins for grain drying to 100 farmers.

- Analyze efficiency of farmers' use of the bicycle-powered maize shellers. Determine constraints to the shelling process and shelling speed. Develop and recommend improvements in shelling protocols.
- Work with Ugandan farmers to determine maize shellers needed by identifying optimum number of farm families served /or kgs maize shelled with one maize sheller and a bicycle dedicated to its use
- Assess and review maize storage protocols on Ugandan women's farms. Develop recommendation for improvement.
- Encourage adoption of the East African Grain Standards among members of the value chains for maize and soybeans in the Kamuli District.
- Document grain grades from cooperating project farmer groups according to East African Grain Standards.
- Document price differences for various maize grades and share with collaborating farmer groups.

*Specific work activities under Objective 2:*

- Extend seed for improved soybean cultivation to 100 new collaborating farmers.
- Demonstrate documented production practices for soybeans to new farmer groups in the Kamuli district.
- Distribute soybean seed inoculum to 180 farmers for the first growing season in March 2012.
- Demonstrate soil building techniques of biomass and compost additions.
- Investigate improved drying methods for soybeans, as observed in Kamuli District for dry beans.
- Develop cost and labor budget for alternative drying techniques.
- Investigate mechanical shellers/shelling and/or seed cleaning techniques for soybeans.
- Purchase or construct prototype soybean sheller and/or seed cleaner and test in the Kamuli District.
- Work with VEDCO to integrate soybeans into existing school feeding programs.
- Review Ugandan soybean production manual for farmers. Make recommendations for improvements.

*Specific work activities under Objective 3:*

- Review Ugandan seed quality training materials for farmers
- Train VEDCO staff and farmers to conduct on-farm seed germinations tests for maize and soybeans.
- Train farmers to use on-farm germination test results for planting decisions

*Specific work activities under Objective 4:*

- Develop a 2<sup>nd</sup> generation' field record keeping book that will allow farms flexibility of tracking costs and sales for many crops.
- Distribute Farm Record books to 180 farmers
- Track use of the Farm Record books through two growing seasons in 2012
- Document how farmers are using the information from their Farm Record book

*Specific work activities under Objective 5:*

- Co-develop, with Ugandan farmers, group/associations, written guidelines for joint marketing. Determine necessary conditions for jointly doing business, e.g. having an



- operable bank account, method of verifying accurate grain weights between sellers and buyers, etc.
- Identify private sector partners/collaborators.
- Catalogue existing banks, cooperative banks and micro-lending organizations within the Butansi and Namasagali sub districts of the Kamuli district
- Facilitate coordination of transportation for market crops within and among farmer groups/associations.
- Demonstrate to buyers the improved grain and oilseed quality from collaborating project farmer groups.
- Identify opportunities for adding value through appropriate timing of sales; track maize prices throughout 2012 from various buyers, both on-farm and at key delivery points/businesses.

## **2. Description of Problem**

**a. General description of problem:** Poverty is widespread in Uganda, particularly among households that depend on agriculture. Since 2004, ISU's Center for Sustainable Rural Livelihoods (CRSL) and VEDCO – Volunteer Efforts for Developmental Concerns – a Ugandan NGO, have partnered with smallholder farmers to develop and strengthen farmer and small enterprises through greater access to knowledge and technologies for improved production. This direct engagement with farmers has contributed to a remarkable increase in food security for over 800 households in the Kamuli district (from under 10% secure in 2004 to nearly 80% in 2009). This result has been achieved by strengthening human and social capital, increasing access to improved seed, linking farmers to breeders, establishing and managing community seed multiplication gardens, working with researchers to establish field trials and demonstration plots, and establishing Community Resource Centers.

ISU's Global Extension and its Center for Sustainable Rural Livelihoods (CSRL) request \$100,000 to address challenges in the market value chain faced by women farmers who are organized into groups (farmer associations) in the Kamuli District. Eighty-two percent of the district's population relies primarily on subsistence farming. The district has a bimodal rainfall pattern that allows two growing seasons per year. The first growing season receives greater and more regular rainfall, so this presents somewhat less risk to farmers for innovating production practices than the second growing season. Primary crops are maize, plantain bananas, sweet potatoes, cassava, and beans for family use. Cash crops are coffee and maize, on a small scale, and plantain bananas and dry beans to a lesser degree. In Uganda, farmers' ability to produce enough extra grain, oilseeds, coffee, or livestock, maintain their quality, and get them to market may be the only opportunity to increase a family's standard of living. Producing additional maize is not the only approach to increasing sales. Estimates for maize grain losses in the Kamuli district range up to 40 percent of production per year. Even with no change in production, decreased post-harvest losses will result in more maize available to market from the farm.

Additional protein is needed in the diets of farm families in the Kamuli District as well as throughout the country in both rural and urban areas. It is also being sought to balance animal feed rations. Soybeans are a ready and 'compact' marketable oil and protein source that can supply some of that protein on farms and in local school feeding programs. Positive growing and marketing experiences with soybeans for women farmer collaborators in our 2011 Farmer-t-Farmer project indicate potential for increased production and marketing on more farms. Production and harvesting techniques for soybeans are similar to those for dry beans, but post-harvest handling is slow and laborious.

Through the Farmer-to-Farmer Niche Project, Global Extension and CSRL will bring U.S. women farm owners and operators to Uganda to partner with VEDCO to mentor Ugandan farm women in grain and oilseed production and quality; grain drying, threshing, and storage, and market group development. This project builds on established strong relationships and outreach efforts currently serving the population targets. Our existing relationships in Kamuli district allow us to select women farmers who are willing and ready to participate successfully in this project.

**b. Analysis of market demand:** This proposed project will allow us to expand upon the work initiated in 2011 with women farmers working with maize grain quality, soybean production, post-harvest and collaborative marketing. Maize grain buyers, or middlemen, operate in the Kamuli district of Uganda by moving from farm to farm and buying directly from farmers. The demand is always present for more sales, but maize stores are often depleted before the end of the next growing season and before families cash needs are met. Middlemen buyers do not use inspected scales when purchasing from farmers and offer lower prices than are available in towns and local grain mills. Through this project, we will help the smallholder farm family generate additional income that can be used to improve their nutrition, education, and homes. Agriculture is part of the national curriculum in Uganda, but historically working in the fields has been used as a punishment at primary schools and students do not consider farming as a viable way of making a living. More positive results may change that attitude. To enable women farmers to progress beyond food security to profitable business enterprises, we will introduce improved post-harvest handling techniques that also save labor and increase knowledge, skills and capabilities for market organization and sales. Demand for protein in the family diet is already noted. Cassava and maize make up the majority of per capita daily caloric intake, but do not contain all of the nutrients necessary for a healthy diet. Soybeans will contribute to a more balanced diet for Ugandan families and provide supplemental income to women producers who are engaged in increasing market development. Project leaders and others initiatives have shown that inability to generate income from farming is part of a mindset associated with subsistence agriculture. It must be overcome. However, once a family increases production beyond what it needs for sustenance, it often does not have the capability and training to deal with the market or formulate a marketing plan and take their farming enterprise to a higher business level.

**c. Key problems/constraints addressed:** This farmer-to-farmer project addresses post-harvest maize grain quality, soybean production and post-harvest procedures for high-quality oilseeds, and group, collaborative marketing approaches by bringing farmers together to work in associations. The lack of high quality grain that can be stored without spoilage and the lack of organized smallholder groups that can aggregate product limits the ability of farmers to meet market demands. Farmers in the Kamuli district have not previously had access to locally available mechanical maize shellers, grain cleaners, nor inspected scales. Although they have had access to tarpaulings for drying grains, there was no market reward for using these, so families had not purchased them.

Constraints to soybean production included lack of knowledge of improved varieties; production, harvest and threshing techniques; and cooking techniques. In addition, farmers were not aware of growing cash markets for soybeans, nor how the crop might fit into their rotations.

Lack of consistent grain grading standards in Uganda and inconsistent market reward for higher quality grain disincentivize farmers from improving their grain quality. This had led to high rates of grain spoilage and maize grain crop losses in the Kamuli district. Farmers also do not have methods of transporting their small quantities of grain to market and must rely upon middlemen: buyers who come to the farm. They have no control over the price they will receive, nor the quality or validity of the scale used to weigh their grain.

**d. Opportunities for impact:** The opportunity to impact incomes for participating women farmers differs for maize and for soybeans. Nearly all the farmers in Kamuli market some maize, particularly following the first, more productive growing season. We project that incomes will be increased from two factors:

1. The increased grain quality – dry grain, with less dirt and foreign material and with fewer broken kernels. However, higher quality grain will only bring a higher price per kg if it is transported to a market that offers price differential based on quality.

2. The joint transport and marketing of maize grain will allow women to reach markets where price differentials and overall higher prices are offered. In addition, once grain can be transported longer distances, maize may be taken to and stored in warehouses that will allow growers to wait for higher prices before selling.

With soybeans, the market is ready and waiting for product, though, again in volumes that can only be supplied by groups of farmers who aggregate the beans and transport them to market. Our training will emphasize not only production and marketing of the soybeans, but guidelines on maintaining adequate food crops while adding this new food/market crop.

### **3. Proposed Activities**

#### **a. Key partners:**

**Iowa State University - Global Extension:** ISU's Global Extension, with Value Added Agriculture programs staff, will serve as the lead administrator on this program. It has implemented smallholder value chain programs with farmers in China, India, Tanzania and Nigeria. Global Extension's focus is on development of sustainable agronomic and livestock systems and in the business development arena, on entrepreneurial development, business planning and market research. Global Extension also focuses on skill development in evaluation, assessment, participatory methodology, and innovative modes of delivery for the transfer of agricultural research. ISU Global Extension engages in international development to build leadership capacity in extension personnel (in Iowa and our international partner agencies), to provide educational opportunities and improve the quality of life around the world, and to strengthen Iowa's role in a global society. Global Extension will manage and oversee the logistics in Iowa connected with operating a successful Farmer-to-Farmer Niche Project. It will recruit women farmers, coordinate travel, and be responsible for the accounting and reporting. Staff will also oversee orientation and training necessary for the U.S. women volunteers in technical areas. Global Extension will handle required medical inoculations for volunteers, the gathering of necessary visas, and facilitate the sharing of information among the volunteer participants of the project. It will also encourage and assist with the sharing of information with groups and organizations by the volunteers once they have returned to Iowa.

**Iowa State University - Center for Sustainable Rural Livelihoods (CSRL):** CSRL partners with developing country organizations, leaders, and communities to improve rural food security, nutrition, and health. CSRL supports training and development activities that strengthen capabilities of rural people and their institutions to improve their livelihoods and respond to emerging income challenges. The program facilitates discovery and application of science-based and indigenous knowledge through direct interactions among ISU faculty, staff, students and their counterparts in the developing world. CSRL has been working in Kamuli District, Uganda since 2004. The program currently trains and supports small scale farmers, particularly women, in six parishes in three sub-counties. It provides small loans to farmers to increase crop and livestock production for markets. CSRL has provided the foundation to stabilize the livelihoods and reduce vulnerability of farmers by their work in this area since the center's beginning. Faculty and staff understand what to expect and are best prepared to provide orientation for the U.S. volunteers.

CSRL will also be responsible for the communication and coordination of the project with VEDCO.

**VEDCO (Volunteer Efforts for Developmental Concerns):** A Ugandan NGO, VEDCO has been promoting farmer-to-farmer extension since 1985. More than 340 Rural Development Extension Workers (RDEs) have been trained to offer farmer-to-farmer extension services. This approach has been applauded by farmers and complements government extension services. The organization's participatory approach strengthens local human and social capital essential for sustainability of development interventions. VEDCO has worked with over 100 farmers groups and 27 farmer associations to promote the concept of collective production and marketing. This project will focus on work with farmer associations currently supported by VEDCO to develop a model for improving grain quality, market development and information dissemination to other farmer groups. CSRL and VEDCO will work together to coordinate logistics in Uganda by assigning U.S. women farmer volunteers to a particular group of women farmers or farmer associations. Dissemination of knowledge and new post-harvest handling and marketing technologies will occur through VEDCO's network in nine Uganda districts and through work with in-country farmer associations. Our experience working with VEDCO on the 2011 Farmer-to-Farmer project has proven their expertise and effectiveness in supporting and carrying out development projects.

**Additional support will be provided as needed from these Iowa State University units:**

**Iowa State University Extension's Value Added Agriculture Program** will provide resources toward organizing a value-added group and starting a business, development of niche markets and enhancing business profitability, among other relevant topics.

**ISU Plant and Insect Diagnostic Clinic** is a full service, diagnostic laboratory equipped for visual and microscopic diagnosis of insects, weeds and plant identifications, media plating for plant pathogens, ELISA and real time PCR tests for select plant pathogens. The clinic is staffed with a full time plant pathologist and a full time entomologist and pulls in expertise from the departments of Horticulture, Agronomy, Plant Pathology and Entomology as needed. The clinic is current on all inspections and certifications.

**ISU Grain Quality Laboratory (GQL)** will advise on suggested grain quality factors and analyses. Pending plant materials introduction constraints, they may provide grain quality analysis services, analyzing grain quality factors including composition and physical traits.

**The Iowa State University Seed Testing Lab**, which is the largest public seed testing laboratory in the world, will provide expertise and information to improve seed quality and conditioning.

In addition to women producers, the U.S. farm women volunteers may include a grain quality or Extension specialist. This will further foster interaction and mutual learning among Ugandan women farm leaders, policy makers, and organizations with similar interests.

**b. Target hosts:** The target hosts for group of U.S. volunteers will be VEDCO in the Kamuli district. VEDCO is a well suited host for our volunteers with a regional office in Kamuli town. Housing will be at a guest house, with meals prepared by staff located in Kamuli town, which is managed by ISU's Center for Sustainable Rural Livelihoods. Kamuli town is geographically well located to reach the farmers and farm groups/associations with which we will be working in sub-districts of the Kamuli district. Previous experience has shown us that co-housing our volunteers and staff in Kamuli town allows work groups to make good use of their evening time in cultural

trainings, daily summaries of activities, find tuning strategies for the following day's work, and debriefing with VEDCO staff.

#### **4. Sources of U.S. Volunteers**

**a. How volunteers represent a sector:** The women U.S. volunteers will be recruited from organizations in Iowa that focus on value chain development. ISU Extension works closely with these groups to assist them in market development, business planning and enterprise analysis and growth. The organizations include: Practical Farmers of Iowa (PFI), Women, Food and Agriculture Network (WFAN), the Iowa Organic Association (IOA) and the Iowa Network for Community Supported Agriculture (INCA). In addition, we will recruit from the 'graduates' of Annie's Project programs in Iowa. This national program, based at ISU, trains farm women in business practices, accounting, marketing and farm business transitions.

Women's involvement in the farm business is increasing in Iowa and across the nation, with many farm women now the sole owners or managers of farming operations. This project will draw from the organizations described above, seeking women who are skilled at operating a farm business yet understand from experience how to be actively engaged in running a farm business and serve in the role of mother and caretaker for the family. These women volunteers will be excellent financial managers, experienced with grain quality and/or grain marketing and have successfully implemented direct, wholesale, and supply chain marketing.

Iowa farm women bring strength to the project because of their work experience – in field production, in looking at a variety of enterprises in their own farm operations, in working with male partners who traditionally have controlled finances – and because they have experience dealing with market variability. Several have traveled overseas and worked on similar projects.

**b. How volunteers will be recruited, placed, and supported:** Global Extension will recruit and select the volunteer participants who are accomplished farmers and considered outstanding business women. While all efforts will be made to ensure the women selected are competent, we recognize that all our volunteers need to be properly supported and trained for their assignment. They will undergo training by ISU Global Extension and ISU Extension staff in participatory Extension tenets, as well as training by the Value Added Agriculture team on business planning, market analysis and cooperative development tenets. Additionally, depending upon the expertise they bring to the project, they will be supported by the expertise of Dr. Mark Westgate, Alan Gaul with the ISU Seed Conditioning Laboratory, and others in specific areas as needed.

Volunteers will be placed according to their skill sets with Ugandan farm women and associations who are open and receptive to the project. CSRL and VEDCO will be responsible for assignments, lining up housing, and in-country travel and will be reimbursed out of grant funds administered by ISU Global Extension. CSRL and VEDCO will coordinate an in-country volunteer orientation, which will include cross-cultural sensitivity training, etiquette in Baganda and Busoga culture, and an overview of what has happened with projects over the past several years. VEDCO and CSRL will also handle any problems which might arise while the volunteers are in Uganda and will conduct an in-depth debriefing with all volunteers before departure.

#### **5. Target Beneficiaries**

**a. Targets:** The project will benefit Ugandan small-to-medium scale women farmers organized in groups. The participants are selected through community analyses conducted at the parish/sub-country level. Participants in the program are subsistence level farmers who have at least two (2) acres of land, work with other farmers in a group, sell a little surplus from their farms, and are willing to engage in processes of change. Participants must express a willingness to belong to marketing groups/associations, cost share in accessing program services, engage in group saving

and be able to undertake agricultural enterprises operated on business principles. Field production and post-harvest handling demonstrations and organizational development training will take place locally with the farmer groups. Benefits from participation in this program will be documented through continuous monitoring and evaluation.

**b. Impact:** We expect to impact 100 women farmers that will be new to this project. These women will improve their post-harvest handling of maize, improve maize grain quality and receive higher prices in the marketplace, both because of improved product quality and due to group marketing and their ability to access better markets. These farmers will also receive improved soybean seed, and instruction on production, harvest, drying and threshing the crop. This crop is also poised favorably in the market to accommodate larger volumes that can be aggregated and delivered by our collaborating women farmers.

In addition, we expect to further positively impact the 80 farmers that were part of the 2011 Farmer-to-Farmer project with additional work on post-harvest grain and oilseed handling, grain cleaning, grain quality, and on group marketing of both maize and soybeans. We expect increased income to result for these 180 women farmers. We also anticipate that farmers living in these communities who are not members of the target groups will benefit from the knowledge gained and the input support provided to the direct beneficiaries by dissemination of knowledge via women farmer-to-farmer training and Extension activities, and from VEDCO further sharing and distributing soybean seed from the project. In addition, nutrition for community members in targeted areas will be significantly improved, both as a result of increased protein and oil from soybeans in the diet, but also from higher quality maize stored on the farm for family use. We will work with a total of 12 farmer groups; four new groups and eight groups established in 2011 with our Farmer-to-Farmer project. At minimum, six of these groups will formulate marketing plans and collectively move either maize or soybeans to market. We also plan to move one local grain mill and three local grain warehouses further along the path to adoption of the East African Grain Standards. As a result of the project, all of these managers will be familiar with the standards, know the procedure for adopting these in their businesses and understand how pricing may differ for the different maize grades.

## **6. Knowledge Generation and Sharing**

**a. How knowledge will be captured and disseminated:** Knowledge generated by this Farmer-to-Farmer Niche Project will be gathered by the volunteers in the form of journals, assessment reports, and recommendations. Global Extension will compile all forms of reporting and work with the CSRL to produce reports and presentations to be shared with VEDCO and with other farmer groups and associations in Uganda. In our 2011 Farmer-to-Farmer project, we used a comprehensive program of participatory monitoring and evaluation by VEDCO staff to provide regular feedback on progress objectives. We plan on using a similar approach in this project.

Our initial activity will focus on 12 farmer groups working with VEDCO located in the Kamuli district along the River Nile. We hope that successful aspects of the project will be tested in future years in other districts of Uganda where VEDCO has field operations. Results of our 2011 Farmer-to-Farmer project indicate high potential for further outreach. As a result of introducing a Farm Financial Recordkeeping booklet to 80 farmers in the 2011 cropping seasons in the Kamuli district, VEDCO plans to take these recordkeeping book throughout Uganda to farmers where they currently work. The potential for replication of beneficial aspects of this program is high. Of the 117 groups working in previous projects with VEDCO in the region, 65% have attained food security and are in a position to progress in agricultural entrepreneurship and market enterprise development.

Strengthening Value Chains for Maize and Soybeans for Ugandan Women Farmers, the Farmer-to-Farmer Niche Project proposed here will build on the previous success and work with women farmers and farmer associations from that 65% of the families who have attained food secure status. As soon as the volunteer assignments begin, volunteers will keep journals with further documentation of their work with still pictures and video. Information gathered will be used to create presentations, pamphlets and brochures as appropriate to share with other farmers, farm associations, and village councils. Recognition of the Iowa farm women volunteers will include media releases in their home communities in Iowa and through the ISU College of Agriculture and Life Sciences and the Global Agriculture Newsletters. These media releases will be sent to the Congressional delegation and state legislators to make them aware of the significant contribution of the U.S. women. A project description and donor acknowledgement will be included on both the CSRL and Global Extension websites and acknowledgements will be included in any literature developed for the project.

**b. Technologies to be used:** Still photos and videos (of meetings, crop field demonstrations, post-harvest handling operations, and training) will record ongoing activities of setting up and carrying out of the project, especially of women volunteers working with women farmers in their homes or at markets. Still life photos will be ongoing by volunteers in particularly to accompany journal entries and serve later communications functions. At the conclusion of the project, information components will be included on the Global Extension, CSRL, and VEDCO websites. Partner groups also would like to create a final presentation about the work of the volunteers with Ugandan farm women, groups, and associations that can be used by anyone to further similar projects or share knowledge. The final presentation might be checked out by anyone for use at service clubs, academic lectures, etc. to share project concepts, sponsors, the impact it has had on smallholder farm women in Uganda, and potential to build further on the work.

**c. Sharing.** All reports, impact statements, and journals from the Farmer to Farmer Niche Project volunteer assignments will be reviewed and serve as a guide for upcoming projects and will be available in print or electronic form. A video conference among all project partners will be arranged at the project conclusion to analyze what went well and what challenges arose. A final review of the project and assessment of volunteers' effectiveness will be conducted by Global Extension and CSRL. With this information and assessment, we will work with partners to determine the next steps to disseminate the knowledge gained and increase involvement of local people. VEDCO and CSRL will share the results with the families who were part of the project to solicit their comments and critiques. Our goal is that VEDCO will be able to use the information in training their staff and working with smallholder farmers in future years.

**ANNEX TWO: GRANT PAYMENT REQUEST FORM**

Grantee: \_\_\_\_\_ (name of organization)

Grant #: \_\_\_\_\_

Amount Requested: \_\_\_\_\_ (amount in US\$ currency)

Milestone Payment #: \_\_\_\_\_ (number)

Backup documentation attached (accomplishment report(s): \_\_\_\_\_ (description of backup)

*"The undersigned hereby certifies: a) the milestone has been achieved, b) that payment of the sum claimed as total spent in this request is proper and due and that all funds provided by WAI have been used solely for the purposes described in the Grant and in accordance with all of the terms and conditions therein; c) that appropriate refund or credit to the Grant will be made in the event of a disallowance in accordance with the terms of the Grant, for nonperformance in whole or in part under this Grant, in the event funds are not expended, and that any interest exceeding US\$250 per year accrued on the funds made available herein will be refunded to WAI; d) that any detailed supporting information as the Grantor may require will be furnished by the Grantee promptly upon request; and, e) that all requirements called for by the Grant have been met up to the date of this certification."*

By:

Name:

Title:

Date:



**ANNEX THREE: REPORT FORMAT**

<b>Organization:</b>   	<b>Date:</b> _____ _____ <b>Contact Person:</b> _____ _____ <b>Telephone/fax/email:</b> _____ _____ _____
<b>Mailing Address:</b> _____ _____	

Program Title: \_\_\_\_\_  
 Grant No. \_\_\_\_\_  
 Region(s) \_\_\_\_\_

For each milestone achieved during the reporting period, provide the following:

<p>Milestone # {insert}: (Summarize Progress toward achievement of this milestone)</p> _____ _____ _____  <p>Indicator and Current Measure</p> <p>Volunteers fielded          Host institutions strengthened          Persons trained          Farm families directly benefited</p> _____ <p>Resources:          Budget for Milestone # {insert} _____          Expended _____          Cumulative Received to Date _____          Cumulative Expenditures to Date _____          Balance _____</p>
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## ANNEX FOUR: USAID ENVIRONMENTAL GUIDELINES FOR FARMER-TO-FARMER VOLUNTEERS

### Environmental Guidelines for the Farmer-to-Farmer Volunteers

“We have not inherited this earth from our parents; we are borrowing it from our children.”  
~Anonymous

#### Why do we need Environmental Guidelines?

A healthy environment and sustainable use of natural resources are essential to long-term economic growth. As with all USAID financed programs, the Farmer-to-Farmer Program is required to comply with USAID environmental regulations found in **Title 22 of the Code of Federal Regulations, Part 216**<sup>1</sup>, specifying that the environment is to be safeguarded from adverse consequences in the implementation of all program activities. If not planned and implemented wisely, even the best intentioned assistance programs can have very real adverse impacts on real people’s lives including not only their personal health but also the sustainability of the natural resources on which their present and future livelihood depends. Within this framework, it is USAID’s policy to:

- Ensure that the environmental consequences of USAID financed activities are identified and considered by USAID and the host country prior to a final decision to proceed, and that appropriate environmental safeguards are planned, adopted, implemented, and monitored;
- Assist developing countries to strengthen their capabilities to appreciate and effectively evaluate the potential environmental effects of proposed development strategies and projects, and to select, implement and manage effective environmental programs that mitigate potential adverse effects;
- Identify and mitigate impacts resulting from USAID actions upon the environment, including those aspects of the biosphere which are common and cultural heritage of all mankind; and
- Define environmental limiting factors that constrain development and identify and carry out activities that assist in restoring the renewable resource base on which sustained development depends.

Regardless of the type of their assignment, volunteers are expected to study the environmental impact assessment documents that were developed for their programs by USAID, their home organization, and the host government. The purpose is to enable volunteers to be able to consider the potential environmental consequences of their work and to promote active environmental stewardship. Volunteers have a tremendous opportunity to disseminate a uniform and consistent message to promote environmentally sound practices throughout the agricultural communities in which they work.

**Disclaimer:** The purpose of these guidelines is not to provide the volunteer with technical standards and procedures for food production, processing, storage, etc. The guidelines are to serve as a benchmark for the volunteer in reflecting on how his/her recommendations, advice, and

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<sup>1</sup> Also known as **22 CFR 216**, Agency Environmental Procedures, Environmental Policy,  
[http://www.usaid.gov/our\\_work/environment/compliance/index.html](http://www.usaid.gov/our_work/environment/compliance/index.html)

efforts can serve to instill environmental stewardship and promote environmentally sound solutions.

### **Volunteer Responsibility & Good Practices:**

#### **Promoting Ecologically Sound Solutions**

While the environmental impact assessment and other project design documents provide an important framework, volunteers are encouraged to think of ways in which, through their individual assignments, they can promote sustainable solutions to agricultural production, processing, and distribution issues while maintaining an ecological equilibrium in those communities.

To identify solutions to certain environmental problems, a series of questions need to be asked and answered.

- *What is the source of the environmental problem?*
- *What is the magnitude and impact of the problem?*
- *What measures will help avoid or reduce the problem?*
- *How to implement these measures?*

Volunteers are encouraged to consider environmental impacts and issues that indirectly relate to the agricultural sub-sector, as well as long-term and cumulative impacts on the local, regional, and global environments. As they consider their ideas for new kinds of interventions, volunteers must discuss them with their home organization's managers, their USAID manager, and host country counterparts to ensure that they have considered all potential impacts and that there will be a good chance for achieving the hoped for results.

#### ***Will my recommendations and efforts promote....***

- soil and water conservation?
- protection of water, soil, air, and food from contamination? pollution prevention?
- ecologically sound management and disposal of wastes?
- integrated pest management (particularly alternatives to chemical inputs—the last resort)?
- the importance of occupational health and safety both on the farm and in the industry?
  - better bathroom facilities with soap for employees?
- awareness of environmental health risks?
- reform of government policies and regulations to better manage and protect natural resources?
- reform of government policies and regulations to better protect farmers and other agricultural industry workers from environmental hazards?
- procedures for measuring, assessing, monitoring and mitigating the environmental impact of unsound practices currently in use?
- the emergence of an indigenous agricultural research capacity committed to developing processes and environment-friendly technologies?
- enabling agricultural exports by ensuring no inappropriate pesticides were used in production

#### **Adverse Environmental Conditions and Protecting Your Health & Safety:**

When we send volunteers on their assignments, we want to ensure that all volunteers are aware of severe environmental pollution problems and health risks that exist in certain areas. These hazards can be localized or regional. They can arise both from existing contamination and from the lack of adequate information, education, and regulatory controls.

Volunteers must exercise caution when actively participating in any of the agricultural production, processing, or distribution practices. Volunteers should be conscious of the general lack of enforceable environmental protection regulations and the prevalence of antiquated and defective equipment and machinery. Due to the lack of financial resources for maintenance and upkeep of equipment, training, and the provision of proper storage facilities, volunteers should use discretion when visiting farms and observing practices that involve machinery and facilities such as these.

With regard to pesticides, USAID's Environmental Compliance Procedures<sup>2</sup> state that "all proposed projects involving assistance for the procurement or use, or both, of pesticides shall be subject to the procedures prescribed..." These procedures are jointly completed by USAID, the host government and partner organizations. Depending on the details of an activity, you may encounter such reviews with titles of Initial Environmental Examination, Environmental Assessment, or Pesticide Evaluation Review – Safe Use Action Plan (PERSUAP). These reviews are prepared prior to implementation of an activity in order to identify and understand potential environmental repercussions of proposed activities and to ensure mitigative actions are incorporated into the activities. The term 'pesticide' refers to any chemical or biological substance that is used to kill or repel pests. It is the generic term that includes insecticides (insect killers), herbicides (weed killers), rodenticides (rodent killers), fungicides (fungus killers), etc. Volunteers must understand and appreciate that all pesticides are poisons and many also can cause cancer, birth defects and other long term illnesses or even death. Some pesticides are more dangerous than others and the environmental impact assessment that is conducted on an activity selects the safest ones possible while creating requirements for expert training in their application and handling. The analysis evaluates the economic, social and environmental risks and benefits of the planned pesticide use, prescribes a limited list of pesticides that may be permitted to be purchased and/or used (even if they are purchased with non-activity funds) in an activity while establishing safety protocols and ensuring local health clinics have trained staff and antidotes to identify and treat pesticide poisonings. Volunteers may encounter situations where pesticides are being used that have not been approved for procurement or use in the activity. In such cases the volunteer should immediately report the situation to their program manager and to the local USAID manager to jointly develop a solution to the problem.

In all cases, volunteers need to:

- Take care of their own health first and if necessary, do not participate in that activity;
- Note possible negative effects on the environment;
- If a volunteer comes across inappropriate or misapplication of an approved pesticide and the volunteer is trained in pesticide use and safety, open the discussion up to alternative practices based on the findings of the approved environmental impact assessment that is in place for the activity; then report on the situation to their program manager and the USAID manager;
- If a volunteer is asked to recommend a pesticide and the volunteer is fully trained in pesticide application and safety and has studied the approved environmental impact assessment documents for the activity, the volunteer should recommend the appropriate approved pesticide from the assessment along with the approved training of the people who will use the pesticide. If the volunteer is not fully trained in pesticide application and safety, the volunteer should refer the request to their program manager and USAID manager with a request that a pesticide expert to visit their site to provide the appropriate recommendation and training.

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<sup>2</sup> 216.3(b)(1) of 22 CFR 216

Volunteers should consider bringing with them: First aid kit, copies of passport, personal health card (shots, allergies, etc.), emergency phone numbers, contact names, allowable medications, cell phone, and technical support material.

**Key Recommendations:**

It is highly recommended that volunteers compile a general environmental evaluation for their individual assignments to gauge any potential negative (or positive) impacts. Discussion should concentrate on environmental degradation, health and safety risks to the environment and humans, and recommendations for monitoring the project after assignments have been completed. This brief assessment should be included in the volunteers' final report. The following are helpful tools in this assessment process; USAID Environmental Compliance Procedures; and review of baseline information, if provided. If not provided, conduct a basic baseline survey to support your interventions.

Information sources on environmental health and safety:

- Hughes, J. Donald, *The Face of the Earth: Environment and World History*, 2000.
- Marrs, Timothy C., Ballantyne, Bryan, *Pesticide Toxicology and International Regulation*, 2004.
- Pavlinek, Peter, *Environmental Transitions: Transformation and Ecological Defense in Central and Eastern Europe*, 2000.
- Younes, Maged, et al, *International Food Safety Handbook: Science, International Regulation, and Control*, 1999.
- State Dept., International Travel Information: [http://travel.state.gov/travel/travel\\_1744.html](http://travel.state.gov/travel/travel_1744.html).
- CDC, Travelers' Health (by destination): <http://www.cdc.gov/travel/>.
- Regulating Pesticides, International Issues: <http://www.epa.gov/oppfead1/international/#I3>
- The International Programme on Chemical Safety (IPCS): <http://www.who.int/ipcs/en/>.

## **ANNEX FIVE: JOHN OGWONSKI FARMER-TO-FARMER PROGRAM GUIDELINES FOR IMPLEMENTING PARTNERS: ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT ISSUES**

Environmental and natural resource considerations feature in the policies of most developing countries and in the objectives of funding agencies. Economic activities impact on these resources and—as in the case of agriculture—may be completely dependent on and potentially deplete them.

### **Why are environmental and natural resource considerations important?**

A healthy environment and the sustainable use of natural resources are essential to long-term economic growth. All U.S. government financed programs, including the Farmer-to-Farmer (FtF) program, are obligated to comply with U.S. environmental regulations stipulating that the environment is to be safeguarded from adverse consequences in the implementation of all program activities. Volunteers are expected to consider the potential environmental consequences of their work and to promote active environmental stewardship. FtF implementing partners shall take responsibility for transferring to the volunteers all relevant information from the environmental impact assessment documents that were developed for their programs by USAID, with their participation and the participation of the host institutions. Volunteers are encouraged to work with their USAID manager to ascertain that all requirements and safeguard measures recommended in the environmental impact assessment documents for each project/activity are followed. USAID's environmental guidelines require programs that it funds to:

- Ensure that the environmental consequences of USAID-financed activities are identified and considered by USAID and the host country prior to a final decision to proceed and that appropriate environmental safeguards are planned, adopted, implemented and monitored;
- Assist developing countries to strengthen their capabilities to appreciate and effectively evaluate the potential environmental effects of proposed development strategies and projects, and to select, implement, and manage effective environmental programs that mitigate potential adverse effects;
- Identify and mitigate impacts resulting from USAID's actions upon the environment, including those aspects of the biosphere which are the common and cultural heritage of all mankind; and
- Define environmental limiting factors that constrain development and identify and carry out activities that assist in restoring the renewable resource base on which sustained development depends.

### **Major environmental issues in volunteer programs**

*Relative priority for environmental activities:* To what extent should implementing agencies be required to incorporate environmental and natural resource considerations into economic growth oriented volunteer projects and assignments? Increasing attention to environmental issues might lessen economic impacts on hosts and subsectors. However, environmental and natural resource conservation is often critical to long-term sustainability of most industries. Thus, many projects and assignments naturally address these issues, although generally as a secondary objective. Natural resource management and environmental protection considerations can be appropriate as explicit criteria for selection of subsectors, partners, and hosts, and will definitely yield positive results. Furthermore, sustainable conservation practices generally must meet criteria of producing positive economic benefits if they are to be adopted by hosts.

**Monitoring environmental and NRM impacts:** Implementing agencies must be able to identify how volunteer assignments benefit the environment and sustainable natural resource management and must be able to quantify project impacts on the environment. This necessitates more attention to environmental impacts in the design of subsector and host projects. However, these impacts are quite variable, particularly with regards to water and air pollution, soil and water conservation, biodiversity, and food safety. Many of these impacts are a challenge to measure and to aggregate for reporting (as can be done in dollar terms for economic growth impacts). These challenges plus the long-term nature of many environmental and NRM impacts require thoughtful planning and reporting that can benefit from professional advice.

### **Current practices for environmental considerations in volunteer programs**

Up until now, environmental protection and natural resource considerations have not been a major focus in the FtF Program, though many FtF implementing agencies have been effective and creative in serving environment and natural resource management goals, while targeting economic development as their main program objectives. Economic growth strategies and consumer markets are now requiring safer and better quality products, thus raising the importance of environmental considerations.

#### ***USAID Environmental Compliance***

**Procedures:** Implementing agencies must adhere to USAID’s Environmental Compliance Procedures, Title 22, Code of Federal Regulations, Part 216 (22 CFR 216<sup>3</sup>). Specific procedures for every new and/or amended program or project are set forth in this guidance. If there are no reasonably foreseeable environmental impacts, the planned work may appropriately be classified as a **Categorical Exclusion**. Most programs and projects, however, require an Initial Environmental Examination (IEE). The IEE must provide enough information that a determination can be made of the reasonably foreseeable environmental impacts associated with the proposed program or project and what, if any, conditions or modifications are needed to eliminate or mitigate the potential impacts.

#### **GLOSSARY OF TERMS:**

**Categorical Exclusion.** A formal Agency decision on specific classes of actions, which do not have potential for environmental impacts and for which an Initial Environmental Examination and Environmental Assessment are not required. A written justification for the Categorical Exclusion is required.

**Initial Environmental Examination.** An Initial Environmental Examination (IEE) is the first review of the reasonably foreseeable effects of a proposed action on the environment. Its function is to provide a brief statement of the factual basis for a Threshold Decision as to whether an Environmental Assessment or an Environmental Impact Statement will be required.

**Threshold Decision (or Determination).** A formal Agency decision reached in the IEE that determines whether or not a proposed Agency action is a major action significantly affecting the environment.

**Negative Threshold Decision.** Is made by the USAID Bureau Environmental Officer for an IEE in cases where potential environmental issues can be fully addressed at the IEE stage. Negative Determinations often have mandatory “Conditions” associated with them to ensure identified environmental issues are fully addressed.

**Positive Threshold Decision.** Is made by the USAID Bureau Environmental Officer in cases where a proposed action may potentially have a significant effect on the environment and an Environmental Assessment is required to address such issues before proceeding.

**Environmental Assessment.** A detailed study of the reasonably foreseeable significant effects, both beneficial and adverse, of a proposed action on the environment of a foreign country or countries. Prior to beginning an Environmental Assessment (EA), a Scoping Exercise must first be completed to focus the EA on the key issues. Scoping Exercises and the subsequent EAs include public participation to learn of and address potentially affected people’s concerns, generate public ownership and promote democracy and civil society.

<sup>3</sup> [http://www.usaid.gov/our\\_work/environment/compliance/reg216.pdf](http://www.usaid.gov/our_work/environment/compliance/reg216.pdf)

An Initial Environmental Examination produces an environmental **Threshold Decision** (also referred to as the **Determination**). A Threshold Decision is approved by a USAID Environmental Officer. If it is determined that proposed work may have a significant effect on the environment, but the Agency and FTF partner organization have designed mitigative measures for the action to avoid significant effect on the environment, a **Negative Threshold Decision** will be issued. If a **Positive Threshold Decision** results from the IEE findings, then an **Environmental Assessment** must be prepared.

There is a separate subset of procedures that apply to pesticides that are either procured or used under a USAID supported activity. Under 216.2(e), “the Categorical Exclusions are not applicable to assistance for the procurement or use of pesticides.” Section 216.3(b)(1) states that “all proposed projects involving assistance for the procurement, use, or both, of pesticides, shall be subject to the procedures prescribed” above, beginning with an Initial Environmental Examination. There is no Categorical Exclusion provision for this class of activities. Pesticide Evaluation Reports and Safe Use Action Plans (PERSUAPs) are prepared for USAID funded projects to address the requirements stipulated in 216.3 (b)(1), and volunteers must follow the guidelines given in the PERSUAP when using pesticides.

Additionally, any consideration to conduct research, provide, use, or recommend for use genetically modified organisms (GMO) in any activity must first be submitted to USAID for clearance by the USAID bio-safety committee. The information flowing from the USAID bio-safety committee shall be used as the basis for separate IEE to make a final determination whether such GMO may be researched, provided, used, or recommended for use.

Each year the FTF implementing partner’s Annual Workplan must include a statement that identifies planned work that they classify as fitting the Categorical Exclusion under USAID Regulation 216 Section 216.2(c)(2)(i) relating to “education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)” The work plan must also identify other planned work that would require the preparation of a separate IEE and more substantial review as described above.

For more information, please refer to the Environmental Compliance Procedures, 22 CFR 216, [http://www.usaid.gov/our\\_work/environment/compliance/index.html](http://www.usaid.gov/our_work/environment/compliance/index.html).

### **The Role of the Implementers in Environmental Determinations**

*What Do Implementing Partners Need to Know?* Implementing agencies should be familiar with Title 22 of the Federal Code of Regulations Section 216 (22 CFR 216), Environmental Compliance Procedures. As discussed above, implementing partners must identify in their Annual Workplan the planned work that they classify as fitting the Categorical Exclusion as well as any planned work that requires more substantial review and the preparation of a separate IEE. Implementing partners are not directly responsible for preparing a separate IEE and undertaking the environmental review necessary to prepare it but are responsible for alerting USAID about any volunteer assignment for which such review would be necessary. Where an IEE must be prepared, implementing partners are encouraged to participate in the development of the environmental review because the partner will be directly responsible for ensuring that the projects and activities comply with the final Threshold Decision and any Conditions that may be identified.



**What Should Implementing Partners Do?** Implementing partners should include with their volunteer briefing materials a copy of the Volunteer Environmental Guidelines brochure (discussed below). Implementing partners should also be able to respond to any concerns that volunteers have regarding environmental compliance. Implementing agencies are encouraged to use their best judgment when issues arise and to consult with USAID if further assistance is needed.

**Volunteer Environmental Guidelines:** A non-technical environmental guidelines brochure has been developed for the FtF program. The environmental guidelines are set out in a six-column folded brochure that focuses on protecting the health and safety of volunteers and on encouraging volunteers to think about how their recommendations, advice, and efforts might affect the environment. All implementers need to provide volunteers with a copy of the FtF environmental guidelines and provide more detailed advice and support on necessary environmental precautions if a particular region or activity warrants it.

**Volunteer assignments:** Some implementers specifically incorporate natural resource management and environmental themes into volunteer assignments, while others do not. Many assignments do have noteworthy secondary environmental benefits (see box below). Projects focused on recycling and composting, water management, environmental and health-sensitive disposal of pesticides, integrated pest management, organic agriculture, and forest management may be undertaken for economic growth objectives, but in practice contribute to environmentally responsible and sustainable practices. The FtF subsector projects promoting horticultural exports into the demanding markets of Western Europe and North America require that volunteers assist hosts in complying with trade standards and environmental regulations of the country or region

#### **EXAMPLES OF “ENVIRONMENTALLY FRIENDLY” VOLUNTEER ASSIGNMENTS**

**Honduras sugar cane production:** FtF volunteers in Honduras worked with small sugar cane producers in the Taulabe area of Siguatepeque who make *rapadura*, a hard brown sugar that is sold in the local market. *Rapadura* producers traditionally boil the juice from sugar cane in primitive pans using wood, sugar cane waste, and old tires as fuel. The burning of tires causes environmental pollution and health hazards to those who tend the fires. Contaminants from this process also get into the *rapadura* and are passed on to the consumer. The project has helped producers improve processing and reduce contaminants using techniques similar to those used by Vermont Maple sugar makers. Simple flue pan technology that was introduced to reduce fuel consumption, reduce boiling time, and improve quality also eliminates the need to use tires as fuel and improves the quality of the brown sugar in an environmentally sustainable way.

**Haiti FtF projects:** Organizations working in the Cap Haitian region have adopted technologies that help conserve soil and water. These include the use of compost to increase soil fertility and water retention and contour planting to avoid erosion and increase water retention in the dry season. This has been a focus of the FtF program in this region due to Haiti’s severe environmental problems.

**Organic agriculture:** Organic agriculture is a huge industry in the U.S. and Europe, growing at 22 -25% a year and worth about \$15 billion in the U.S. alone. This presents a significant financial opportunity for African farmers to export or sell to the fledgling but growing organic market within Africa. Farming organically reduces input costs for African farmers and impacts positively on soil erosion, soil health, desertification, plant health, farmer health and welfare, and consumer nutrition.

receiving these exports that are “environmentally friendly”.

Partners of Americas (POA) reports that sustainability at all levels – economic, social, cultural, and environmental – is considered in all of its projects, and that environmental sustainability is particularly relevant in its FtF Program. POA found “substantial impact regarding host adoption of environmentally oriented practices, particularly in the adoption of practices to improve natural resource management.” Throughout the life of its program, POA volunteers have worked to

increase knowledge about – and help farmers and ranchers adopt – practices that are economically viable and environmentally sound.

Land O'Lakes' (LOL) experience with FtF programs has shown that it is important that there be an economic incentive for producers to adopt environmentally friendly practices, as the short-term demands of daily life make it difficult for them to devote resources to long-term objectives, such as environmental protection and natural resource management. At the same time, experience has shown that when these long-term goals are connected to economic benefits in the short- or medium-term, producers readily adopt new practices.

***Role of field staff:*** Field staffs are key to a volunteer program's positive impacts on the environment and should always be on the lookout for negative impacts, avoiding work with hosts that have a poor environmental record or little interest in changing their practices. We recommend that a senior staff member with environmental expertise review subsector and host project plans and volunteer scopes of work to advise on how environmental considerations can be appropriately incorporated.

***Checklists for volunteers:*** The following checklist of questions can help volunteers incorporate environmental considerations into their work.

Will the volunteers' recommendations and efforts promote:

1. soil and water conservation?
2. protection of water, soil, air, and food from contamination?
3. ecologically sound management and disposal of wastes?
4. integrated pest management?
5. only USAID approved pesticides being purchased and/or used in a safe and appropriate manner?
6. the importance of occupational health and safety both on the farm and in industry? For example, better bathroom facilities with soap for employees?
7. alternatives to chemical inputs when feasible?
8. awareness of environmental health risks?
9. income generating activities that can be used to finance the costs of pro-environment technologies and practices?
10. reform of government policies and regulations to better manage and protect natural resources?
11. reform of government policies and regulations that better protect farmers and other agricultural industry workers from environmental hazards?
12. procedures for measuring, assessing, monitoring, and mitigating the environmental impact of unsound practices currently in use?
13. the emergence of an indigenous agricultural research capacity committed to developing environmentally sustainable practices, processes, and environment friendly technologies?
14. the concept of pollution prevention?
15. increased agricultural exports by ensuring no inappropriate pesticides were used in production?

***Protecting a volunteer's health:*** Implementing agencies need to be especially concerned with protecting volunteers' own health while they are working abroad. Severe environmental pollution problems and health risks may be local or regional in magnitude. These conditions exist or can arise due to a lack of training, poor regulations, poor enforcement, and a lack of financial resources. Volunteers should be alert for antiquated and defective equipment and machinery and improperly stored or mislabeled containers of pesticides and chemicals. In some locations,

particularly in the former Soviet Union, radioactive materials and heavy metals have contaminated soil, air, and water. General guidelines for all volunteers during their assignments are to:

- Be familiar with major pollution issues in the region/locale you are visiting;
- Avoid demonstrating the operation of machinery and equipment that you are unfamiliar with or for purposes for which its use is not intended;
- Avoid exposing yourself to chemicals and pesticides that are unlabeled or not in proper containers. Ensure all pesticides are neatly organized and stored in a dry, locked, controlled room away from any living space. Do not let pesticide containers be reused for any purpose.; and
- Make health and safety issues a part of the information and advice you leave behind. For example, do not let farmers mix pesticides by stirring with their bare hands. Be sure anyone exposed to pesticides wash themselves and their clothes immediately, and can get to trained medical help if necessary. By raising these issues, you can help to educate your hosts on the importance of a safe working environment and dangers that should not be passed on to others.

### **Key recommendations**

Those designing assignments for volunteers can enhance positive impacts on the environment by:

- Reviewing available documentation related to environmental conditions and the extent to which natural resource depletion limits economic growth. Many countries have environmental plans or national plans that provide basic information on the subject.
- Targeting work on subsectors with an environmental and natural resource management focus, where possible. Soil erosion, biodiversity conservation, air and water pollution, forest management, water use, and other environmental technologies are all areas in which the U.S. possesses significant experience and many potential volunteers.
- Ranking the short list of candidate subsector projects, as part of the subsector selection process, on the basis of the severity of environmental issues involved and the potential for volunteers to contribute significantly to mitigating actual and potential adverse environmental consequences of subsector expansion.
- Identify potential partners and hosts that understand the connections between sustainable productivity and sustainable use of natural resources. Host organizations that may be polluters should at a minimum have a willingness to explore alternative approaches.
- Include questions relating specifically to environmental and natural resource management issues as a routine part of the preparation of project plans with partners and host organizations, even where these do not feature in the proposed set of volunteer assignments.
- Tap the large pool of potential U.S. volunteers in the environmental and natural resource management areas.
- Incorporate environmental and natural resource management considerations into volunteer orientation and reporting, even when these are not the primary focus of the assignment.
- It is highly recommended that volunteers compile a general environmental evaluation for their individual assignments to gauge any potential negative (or positive) environmental impacts. Discussion should concentrate on environmental degradation, health and safety risks to the environment and humans, and recommendations for monitoring the project after assignments have been completed. This brief assessment should be included in the volunteers' final report.
- Make all volunteers aware of conditions in the host countries and communities that might affect their personal health.

## **Information sources on environmental health and safety**

USAID's general launching point for information relating to environmental assessments and guidelines are at:

- [http://www.usaid.gov/our\\_work/environment/compliance/index.html](http://www.usaid.gov/our_work/environment/compliance/index.html)
- USAID's list of key contacts (Environmental Officers) in Bureaus and Missions at [http://www.usaid.gov/our\\_work/environment/compliance/officers.html#aec](http://www.usaid.gov/our_work/environment/compliance/officers.html#aec)
- USAID's Environmental Training Course Materials, including Title 22 of the Code of Federal Regulations, Part 216 that governs the U.S. government's environmental impact abroad. The site also contains various forms and templates relating to Initial Environmental Examinations. <http://www.encapafrika.org/EPTM.htm>
- Feshbach, Murray and Friendly, Alfred, Jr. *Ecocide in the USSR: Health and Nature Under Siege*. 1992. Basic Books, New York, N. Y.
- Hughes, J. Donald, *The Face of the Earth: Environment and World History*, 2000.
- Marrs, Timothy C., Ballantyne, Bryan, *Pesticide Toxicology and International Regulation*, 2004.
- Pavlinek, Peter, *Environmental Transitions: Transformation and Ecological Defense in Central and Eastern Europe*, 2000.
- Younes, Maged, et al, *International Food Safety Handbook: Science, International Regulation, and Control*, 1999.
- State Dept., International Travel Information: [http://travel.state.gov/travel/travel\\_1744.html](http://travel.state.gov/travel/travel_1744.html).
- CDC, Travelers' Health (by destination): <http://www.cdc.gov/travel/>.
- Regulating Pesticides, International Issues: <http://www.epa.gov/oppfead1/international/#I3>
- The International Programme on Chemical Safety (IPCS): <http://www.who.int/ipcs/en/>.
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## **ANNEX SIX: FUNCTIONS AND ACTIVITIES TYPICALLY REQUIRED IN A FARMER-TO-FARMER VOLUNTEER PROGRAM**

### **Functions and Activities Typically Required in a FtF Volunteer Program**

**a) Sector Analysis and Planning:** The Proposer shall ensure adequate analysis and planning to guide implementation of the FtF program.

**b) Selecting partners:** The Proposer shall identify any key partners with which it intends to work to accomplish objectives of the Proposer FtF Program. Proposers are not required, or necessarily encouraged, to work with or through partners. Still, partners with in-country capabilities may assist the Proposer in the development and implementation of the country FtF program and project strategies and plans. Such partners can be public or private agencies and can include trade associations, NGOs, commercial firms, projects, government departments and programs (e.g., Peace Corps) or educational institutions. Partners are commonly involved in providing goods and/or services to agricultural producers or agribusinesses. The clients of such partners are often the public and private sector organizations that are potential hosts for volunteers. Roles of partners vary, but commonly include serving as: a) local representative for the FtF program implementer; b) retailer of volunteer services; c) link to clients (hosts); or d) technical backstop.

In some cases, volunteers may work with partners to strengthen the partner's own capacity to provide goods and services to their clients (in which case the partner is also the "host" organization). Generally, good partners will help to see that the specific knowledge or skills that volunteers bring to a host organization are spread more widely to benefit the sector.

**c) Selecting hosts:** The Proposer shall establish systems necessary to identify appropriate hosts with which it will work to implement the Proposer FtF Program. The hosts are organizations or individuals that request volunteer services and work directly with the volunteers. Host organizations commonly include private businesses, community groups, trade or business associations, local government offices, cooperatives, or public or private service providers (inputs, credit, information, marketing, processing, storage, etc.). Hosts may be the ultimate beneficiaries (typically small farmers) that the Proposer FtF Program is designed to assist, but may also be intermediaries (service providers, agribusinesses, etc) whose improved operations benefit the target populations.

The ability of host organizations to absorb, utilize, and disseminate information provided by volunteers is a critical consideration in determining the impact of a volunteer's assignment. Host organizations should be involved early on in developing the FtF program strategies and plans. They should also, where possible, contribute to the costs of fielding volunteers and facilitate an assessment of the impact of the volunteer's efforts. The impacts of a volunteer program are primarily a function of what host organizations do as a result of the information and training provided by volunteers.

**d) Development of assignments:** The Proposer shall establish systems to develop scopes of work (SOW) that describe services required by host organizations and identify the skills and experience volunteers will need for the assignment. SOWs may also include background on the sub-sector and host project, relating the specific volunteer assignment to the Country FtF Project strategy and plan. The SOW identifies the results anticipated from the assignment. The SOW may also identify complementary inputs expected to be forthcoming from the host and other partners.

SOWs translate program and project plans into specific tasks for volunteers. Ideally, there should be a high degree of participation by host organizations in the preparation of SOWs. The SOWs document the understandings reached among the parties involved, namely the host organization, any partners, and the Proposer FtF program implementer. The clearer the SOW can be in terms of specifying who, what, where, when, why, and how, the easier it will be to recruit for the volunteer assignment, guide the volunteer once on the job, and finally assess the success of the volunteer assignment. The process of approving a SOW also clarifies the roles of the Proposer implementing agency, the volunteer(s), any partners, and the hosts in making the assignment a success. Ideally, individual volunteers work with farmers and target beneficiaries to develop personal relationships and mutual understanding. Often effective assignments require volunteers to work with agribusinesses, financial institutions, or government institutions that benefit the target group. In such assignments it is desirable for volunteers to have some exposure and interaction with farmers and other beneficiaries at the field level.

**e) Volunteer recruitment:** The Proposer shall establish systems for identifying and recruiting volunteers to provide services as per defined SOWs. The success of any given assignment is largely a function of the quality of the volunteer. Building institutional capacity or influencing overall sub-sector development typically requires the aggregate efforts of a series of effective volunteers working in tandem with local partners and other development programs. The Proposer may require an extensive database of potential volunteers and/or develop linkages with farm, professional, cooperative, agribusinesses, university, and trade groups to assist in identifying and recruiting volunteers. FtF Program experience has indicated that many Americans are interested in serving as volunteers and – with a well-developed recruitment system – recruitment is generally not a problem, except for very specialized technical assignments.

The Proposer's FtF Program shall support services of U.S. volunteers (U.S. citizens and permanent residents); non-U.S. volunteers shall not be used, unless prior approval is obtained from the USAID CTO for any unique situation requiring such use of non-U.S. volunteers.

**f) Volunteer orientation:** The Proposer shall establish systems for appropriate volunteer orientation, including information about travel, health and security issues, other logistics and support, the country, and the organizations and individuals with whom the volunteer will work, as well as the specific tasks of the assignment. The orientation process begins as part of volunteer recruitment and extends through the initial days of their arrival in the host country. The more informed volunteers are about what they are getting themselves into, the better equipped they will be to make their assignment successful both for the host as well as for themselves.

**g) Volunteer logistics and support:** The Proposer shall establish systems to ensure that volunteers are provided with adequate logistical and technical support to provide efficient and effective services to hosts. The logistics and support services greatly impact the effectiveness of volunteers. Logistical support includes transport, housing, translators, secretarial assistance, compensation arrangements, and other services. Technical support includes information, links to local technology programs, teaching aids, and equipment. Volunteers that are appropriately supported will have more time to focus on their assignments and will develop a better understanding of the host's operating environment and constraints. Technical support can help volunteers adapt their technical knowledge and skills to local conditions and develop appropriate linkages to local technical support institutions. Such support is particularly important given the relatively short duration of many volunteer assignments. The Proposer shall provide adequate medical and evacuation insurance, vaccination and health briefings, in-country security and other support to ensure safety and wellbeing of volunteers.

**h) Complementary support to hosts:** The Proposer shall consider needs and make appropriate arrangements, as far as is possible, to ensure that complementary services (e.g., financial services, equipment and infrastructure, input supply, marketing, and processing arrangements, etc.) are available to enable hosts to make use of volunteers' recommendations. Complementary support services represent the range of resources available to enable host organizations to operate effectively, including such things as financial services (especially credit), equipment and infrastructure, input supply, database services (e.g. marketing and pricing information), marketing, and processing arrangements. These services are generally not within the scope of an individual volunteer assignment, but volunteers' recommendations often implicitly or explicitly require a host to draw on such resources to implement recommendation. Thus, while a volunteer may complete his/her assignment satisfactorily without such services, their availability varies according to the environment in which the host operates and they are often critical determinants of the level of impact from a volunteer assignment. FtF programs with limited budgets are not likely to be able to provide complementary support to hosts, but may be able to facilitate access to such services from other programs.

**i) Project staffing:** The Proposer shall assign adequate staff and staff support resources for efficient and effective implementation of the volunteer program, including the planning, implementation, and monitoring and evaluation of the FtF program.

**j) Volunteer outreach activities:** The Proposer shall establish systems to encourage and maximize the amount and impact of outreach activities carried out by returned volunteers. Outreach encompasses the full set of activities designed to inform both the general public and particular interested parties of the character and accomplishments of the FtF program. Outreach has three principle benefits: 1) educating the public on global development issues and market opportunities; 2) building public support for international development efforts; and 3) recruiting new volunteers.

**ANNEX SEVEN: WEIDEMANN ASSOCIATES FARMER-TO-FARMER SOW  
APPROVAL DOCUMENT**

**Summary Table: Volunteer Assignment SOW**

**Host/Partner: X**

<b>Beneficiary Organization: X</b>	<b>Location of Project: X</b>
<b>Primary Contact Person: X</b>	<b>Date Project Started: X</b>
<b>Telephone/Fax:</b>	<b>Type of Assignment: X</b>
<b>Email:</b>	<b>Dates of Assignment: X</b>
<b>Brief background on beneficiary organization: X</b>	<b>Objectives of the Assignment: X</b>
<b>Tasks to be carried out: X</b>	
<b>Expected number of persons to be trained (m/f): X</b>	<b>Required expertise of Volunteer: X</b>
<b>Name of Expected Volunteer:</b>	<b>Current Position of Volunteer:</b>



