



ISSUE DATE: December 27, 2017

QUESTION DUE DATE: January 16, 2018 at 12:00 PM (local time - Washington D.C.)

RESPONSE DUE DATE: February 12, 2018 at 12:00 PM (local time - Washington D.C.)

SUBJECT: Notice of Funding Opportunity (NFO) No. 7200AA18B00002 for the John Ogonowski and Doug Bereuter Farmer-to-Farmer Program

Dear Sir/Madam:

The United States Agency for International Development (USAID)'s Bureau for Food Security (BFS) under the management of the Office of Country Strategy and Implementation (CSI) is continuing USAID's long-term support for the Farmer-to-Farmer (F2F) Program. This NFO is issued to solicit applications to manage F2F volunteer programs under Leader with Associate Cooperative Agreements (LWAs). The LWAs resulting from this NFO will enable USAID to continue its support for US voluntary assistance for economic growth in the agricultural sector at regional and country levels. The LWA mechanism will facilitate USAID Mission funding to expand volunteer assistance and impact on agricultural program element objectives.

Issuance of this NFO does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and/or submission of an application. Applicants who come under consideration for an award that have never received USAID funding will be subject to a pre-award audit to determine fiscal responsibility, ensure adequacy of financial controls, and establish an indirect cost rate (if applicable). For the purposes of this NFO, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer". The authority for this NFO is found in the Foreign Assistance Act of 1961, as amended.

USAID intends to award up to eight (8) Leader with Associate Awards in the form of Cooperative Agreements with Leader Award programs amounts in the range of \$4-16 million, subject to the availability of funds. Each Leader Award will have a period of performance of up to five (5) years. Applicants may propose implementation periods of less than five (5) years (cost efficiencies and project effectiveness should be considered) but no more than five (5) years. Additional associate award(s) may be placed at a future time under LWA mechanisms through separate NFO processes. Projects proposed with an implementation period of more than five (5) years will not be considered.

Competition under this NFO will be conducted in two phases:

- Phase I: Concept Note
- Phase II: Full Application

Each applicant shall initially provide USAID with a Concept Note. The Concept Note shall be competitively evaluated against the pre-determined evaluation criterion. The most highly technically qualified Concept Notes will be invited to submit Part II Full Applications under this NFO. Unsuccessful applicants will be notified in a timely manner.

Prospective applicants shall submit all Concept Notes in writing via email ONLY to aoussantidja@usaid.gov **no later than the time and date specified above. DO NOT SUBMIT CONCEPT NOTES VIA GRANTS.GOV, THEY WILL NOT BE ACCEPTED.**

The preferred method of distribution of USAID assistance information is via the Internet. This NFO contains all necessary information, web links, and materials to submit a complete concept note. Any additional information regarding this NFO will be furnished through an amendment(s) and will be communicated through Grants.gov. This NFO and any future amendments can be downloaded from the World Wide Web Address at <http://www.grants.gov>. Additionally, in order to submit a full application, organizations must have a current registration in SAM.GOV. If an organization is currently not registered in SAM.GOV, Applicants are advised to begin the registration process IMMEDIATELY upon the issuance of this NFO.

Thank you for your interest in this USAID initiative. USAID looks forward to your organization's participation.

Sincerely,

Paul Burford M/OAA/BFS
Agreement Officer

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ACRONYMS AND DEFINITIONS LIST

The following acronyms and definitions are particular to this NFO:

ADS	Automated Directives System. USAID’s operating manual
AET	Agricultural education and training
AOR	A USAID employee designated by the Agreement Officer to oversee a cooperative agreement on behalf of USAID
BFS	Bureau for Food Security
CIB	Contract Information Bulletin
Client/Customer	USAID lexicon for a beneficiary, with emphasis on making sure that the beneficiary actually wants what the volunteer seeks to provide
Country F2F Project	A development activity focused on a sub-sector and that has defined goals, objectives, strategy, and budget
Country Partner	A local organization in core countries under the F2F Program that serves as an intermediary and helps the volunteer program Implementing Partner connect with hosts and with local organizations/individuals that can benefit from the volunteer. They may or may not have a sub- contract with the Implementing Agency.
CSI	Office of Country Strategy and Implementation
Direct beneficiary	An individual that benefits (usually economically) as a result of working directly with a volunteer; usually as a host or member of a host organization. Also called a customer or a client.
F2F	John Ogonowski and Doug Bereuter Farmer-to-Farmer Volunteer Program
F2F Implementer/ F2F Implementing Partner	The Cooperative Agreement Recipient organization implementing an F2F Program.
FAF	Foreign Assistance Framework
Field staff	Staff of implementing agencies located in developing countries receiving volunteers
Focus Area	Term sometimes used in the F2F Program for a Country F2F Project or sub-sector project receiving F2F volunteer assistance
Flexible assignment	A volunteer assignment to carry out a scope of work outside of the targeted Country F2F Projects
GFSS	U.S. Government Global Food Security Strategy
Host	An individual or organization that receives technical assistance services and serves as the focus of the volunteer’s work. Examples include an individual farmer, a cooperative, a bank, an agribusiness, or a department in the local ministry of agriculture.

Host Country	A developing country in which an F2F program has activities
IEE	Initial Environmental Examination
Indirect beneficiary	An individual that benefits as a result of volunteer assignments, but does not work directly with the volunteer
IPM	Implementing Partners Meeting <i>or</i> Integrated Pest Management
LOP	Life of project or program
LWA	Leader with Associates, a USAID assistance mechanism that may be either a grant or cooperative agreement. The leader award establishes the agreement relationship under which associates may be awarded without further competition.
Mission	A formally organized USAID unit in a developing country led by a Mission Director or a Country Representative
MSI	Minority Serving Institution
MSME	Micro, small or medium enterprise
NGO	Non-governmental organization
NFO	Notice of Funding Opportunity (USAID procurement document)
PVO	Private voluntary organization (a USAID registered NGO)
SOW	Scope of Work
SPS	Sanitary and phyto-sanitary
Sub-sector	Under the F2F Program, an agricultural commodity or services area in which F2F programs focus volunteer assignments to achieve measurable objectives. Commodity sub-sectors may be defined as dairy, horticulture, wheat, etc; services sub-sectors may be financial services, extension, certification, input supply, etc.
SWOT	Strengths, Weaknesses, Opportunities, and Threats analysis
ToC	Theory of Change
USAID	United States Agency for International Development
Volunteer	An individual who provides technical assistance under a volunteer program, receiving no direct salary from the assignment
Volunteer program	An implementing agency's sub-sector plan and budget for volunteers in a specific country or region that has been approved by the funding agency

EXECUTIVE SUMMARY

Federal Agency Name: United States Agency for International Development (USAID),
Bureau for Food Security (BFS), Office of Country Strategy and
Implementation (CSI)

Funding Opportunity Title: Request for Application (NFO): Farmer-to-Farmer Program

Announcement Type: Initial

Funding Opportunity No.: 7200AA18B00002

Catalog of Federal Domestic Assistance (CFDA) No.: 98.009

NFO Dates: All specified times in this NFO are Washington, D.C. time.
Competition under this NFO has two phases, Phase I Concept Note
and Phase II Full Application (full application to be submitted upon
invitation only). Target dates are best estimates and may change
depending on circumstances.

Phase I - Concept Note:

NFO Phase I Issuance Date:	December 27, 2017
NFO Phase I Questions Due:	January 16, 2018, 12:00 PM
Applicants' Conference:	January 22, 2018
NFO Concept Notes Due:	February 12, 2018, 12:00 PM
Notification to Successful/Unsuccessful Applicants:	March 12, 2018 5:00 PM

Phase II:

Invitation for Full application sent to Successful Applicants:	March 12, 2018 5:00 PM
NFO Part II Questions Due:	March 19, 2018, 12:00 PM
NFO Part II Full Applications Due:	April 12, 2018 12:00 PM
NFO Full Application Revisions Request:	May 4, 2018
NFO Part II Full Application Revisions Due:	May 18, 2018 12:00 PM
NFO Full Application Notification To Successful/Unsuccessful Applicants Provided:	June 29, 2018 5:00 PM

Funding

Funding for the F2F Program may be affected by future budget levels, policy decisions, and the U.S. Farm Bill. Funding for LWAs is subject to USAID policies establishing ceiling levels for funding of these awards.

Leader Award budget: The Recipient shall plan to implement a five-year Leader Award program. Applicants may propose programs in the range of \$4 to 16 million. USAID estimates that a typical awards will be at a level \$8.25 million, but may fund exceptionally strong technical proposals at higher levels and others at or below the \$8.25 million level. USAID expects to provide core funding for each Recipient F2F Program with an initial obligation of approximately \$1.4 million in FY18 and the remaining funding in approximately equal tranches over four years (FY19-22). This is a projection for planning purposes only. Any and all funding for the F2F

Program is subject to the availability of funding to USAID for this purpose.

Associate Award Budget: Associate Awards will be subject to the needs, priorities and funding available to USAID Missions and offices. Funding for Associate Award Agreements will be subject to USAID Mission and other USAID operating unit budget levels and strategies. Based on previous experience with F2F LWA programs, there may be considerable interest from USAID Missions reflected in Requests for Associate Award Applications for a variety of types of volunteer technical assistance-based agricultural and rural development projects. Recipients must be prepared to respond appropriately to such requests from Missions and applications should demonstrate capacity and planned procedures for responding with applications for and implementing Associate Awards, if any materialize. Associate Awards may run for up to five years from date of award and may extend beyond the period for the Leader Award.

LWA Funding Ceilings: Each F2F LWA Cooperative Agreement will carry two funding ceiling restrictions:

1. Total of Leader Award: The ceiling for a Leader Award will be from \$4.0 million to \$16.0 million. Within each total Leader Award ceiling, \$1.0 million will be a ceiling for Mission Buy-ins to the Leader Award and will be dependent on Mission interest and funding availability for buy-ins.
2. Total of Associate Awards: The ceiling for all related Associate Awards under a given Leader award will be equal to three times the level of ceiling for the Leader Award.

Regional Award Categories

Applicants shall propose programs for core country programs in specific geographic areas as listed below. Approximately two-thirds of the funding will be allocated to programs in the first four listed regions. A program of up to approximately \$8.25 million would be expected to be appropriate to a regional program. Applications may cover multiple regional programs or larger thematic programs of over \$8.25 million in a given region. Regional program categories are listed below:

1. East Africa
2. Southern Africa
3. West Africa
4. Caribbean Basin
5. Other – may include Country F2F Programs in core countries in: a) Middle East & North Africa; b) Europe, Caucasus and Central Asia; c) Latin America; d) Asia; or e) countries across multiple regions. (Note: Programs with core countries across multiple regions are fully acceptable, but require a statement justifying or explaining the rationale for this approach.)

It is expected that no Recipient will be awarded more than one LWA Cooperative Agreement.

USAID reserves the following rights in making LWA Cooperative Agreement awards under this NFO:

- Not to issue an award in one or more, or in any, of the competitive groups.

- To make awards in amounts greater than or less than the \$4-16 million planning range proposed.
- To make additional awards at a later date, if funding permits.
- To make multiple awards for activities within a geographic region, though multiple awards for activities within an individual country are not expected.
- To request applicants to extend the validity of their applications and to make awards until 9/30/19.

Eligible Applicants

The F2F Cooperative Agreements will be fully competed among eligible organizations. Eligible applicants must be either: a US Private Voluntary Organization (PVO) registered with USAID (a PVO may be in the registration process during the NFO Phase I Concept Note stage, however must be fully registered before NFO Phase II Full Application stage); a U.S. nonprofit agricultural organization; a US agricultural cooperative; a private U.S. agribusiness or agriculturally-related business or consulting firm; private organization (including grassroots organizations with an established and demonstrated capacity to carry out such a bilateral exchange program), private corporation, or a college, university or foundation maintained by a college or university. Moreover, applicants must have within the past five (5) years a minimum of two (2) years' experience in planning, managing, monitoring and reporting on international agricultural development programs. For profit businesses must waive profits and/or fees to be eligible to submit a Concept Note.

USAID strongly encourages applications from new US partners. The paper "Managing International Volunteer Programs: A Farmer-to-Farmer Program Manual" shares lessons learned and good practice for managing Farmer-to-Farmer Programs and should be useful to potential new implementing organizations. See <http://www.farmer-to-farmer.org/resources/2016-f2f-good-practices-manual>.

Additionally, pursuant to 2 CFR 200 Subpart E, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2CFR200, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the agreement.

Final award of any resultant Cooperative Agreement(s) cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Points of Contact and Questions

The Agency points of contact for this NFO are as follows:

Primary Point of Contact: Abibou Oussantidja, Agreement Officer,
M/OAA/BFS (aoussantidja@usaid.gov)

Alternate Point of Contact: Paul Burford, Agreement Officer, M/OAA/BFS (pburford@usaid.gov)

SECTION I: PROGRAM DESCRIPTION

A. Background

The F2F Program was first authorized by the U. S. Congress in 1985 to provide for the transfer of knowledge and expertise of U. S. agricultural producers and businesses on a voluntary basis to middle-income countries and emerging democracies. Since that time, the Program has earned respect for the high-quality technical services it provides to developing country host institutions. The U.S. Congress authorized the current phase of the F2F Program (funded FY2013-17, implemented largely FY2014-18) in the 2014 Farm Bill, designating it the John Ogonowski and Doug Bereuter F2F Program in honor of one of the pilots killed September 11, 2001 and former Congressman Bereuter.

The 2014-18 F2F Program consists of eight core projects implemented under Leader With Associate (LWA) Cooperative Agreements and one Cooperative Agreement for a Special Programs Support Project (SPSP). The Program implements in 65 Country F2F Projects in 29 core countries, as well as a number of small grant projects and individual assignments, providing about 3,600 volunteer technical assistance assignments averaging three weeks duration. The F2F Program implementing organizations work closely with USAID Missions and local partner organizations, supporting a variety of development programs aimed at reducing poverty and stimulating sustainable and broad-based economic growth. Major areas of current program volunteer activities are listed in Table 1.

Table 1: FY14-18 Farmer-to-Farmer Programs

Project/Region	Countries	F2F Focus Area
Europe, Caucasus, and Central Asia	Tajikistan, Kyrgyzstan, Georgia, Armenia	Producer Organization Development, Rural Enterprises, Ag Education, Rural Financial Services
West Africa	Ghana, Liberia, Senegal, Democratic Republic of Congo	Staple Crops, Ag Education & Research, Horticulture, Youth in Ag, Livestock, Millet, Environmental Conservation, Poultry/Aquaculture
East Africa	Ethiopia, Kenya , Tanzania, Uganda	Grains, Horticulture, Livestock, Dairy, Oilseeds
Southern Africa	Malawi, Mozambique, Angola	Horticulture, Legumes
Middle East and North Africa	Egypt, Lebanon, Morocco	Food Safety & Quality, Rural Finance, Environmental Conservation, Sustainable Agriculture
Caribbean Basin	Nicaragua, Haiti, DR, Guatemala	Livestock & Dairy, Women & Youth, Rural Enterprise Development, Climate Change Adaptation, Horticulture
Agricultural Education and Training (AET)	Guinea, Nigeria, Senegal	Formal AET, Informal AET
Asia	Bangladesh, Burma, Nepal	AET, Youth Entrepreneurship, Rural Development
Special F2F Program Support	Jamaica, Colombia, Ghana, Ethiopia, Uganda, Mali, India, Madagascar, Mongolia, Kosovo	Sustainable Farm Enterprise, Food Hub Development, Food Safety Systems, Syndromic Surveillance for Livestock Health, Vanilla Cooperative Enterprise, Sustainable Animal Herding, Ag Sustainability

Program evaluations have consistently found that the F2F programs provide high quality technical assistance services from volunteers. Since program initiation, volunteers have completed over 17,000 assignments in over 100 countries. The total value of volunteers’

services provided is estimated at \$160 million (current 2016 \$). Approximately 1.52 million farmer families (representing about six million people) have been direct beneficiaries of the F2F Program. Volunteers have assisted an estimated 7,480 host organizations to adopt new technologies, build local institutions and linkages, and address rural local problems. Recently about 30 percent of all volunteers and about 40 percent of all individuals trained by F2F volunteers have been women. In addition, the returned volunteers engage in public awareness activities in their communities to share their experiences and promote better understanding of international development issues and objectives.

Volunteers typically work with medium and small agro-enterprises, cooperatives, individual producers, agricultural extension and research agencies, and financial institutions. Programs build institutions and transfer technology and management expertise to link small farmers with markets that exploit comparative advantages in production, processing, and marketing.

The F2F Program has evolved, placing increased emphasis on economic impact and obtaining measurable results by concentrating volunteer assignments in specific geographical areas, commodity programs, and support sectors. New programs go beyond simply arranging individual volunteer assignments, but rather focus on development of specific sub-sectors—agricultural support services, geographic regions or market chains—for which overall impact can be evaluated. Programs build institutions and transfer technology and management expertise to link small farmers with markets that exploit comparative advantages in production, processing, and marketing. Additional information on the F2F Program, including project implementation reports, evaluations, and other materials, may be found at: <http://www.farmer-to-farmer.org>. Final reports from past F2F projects can be found at: <https://dec.usaid.gov>.

F2F Program implementing partners are separately responsible for carrying out their individual projects, but voluntarily collaborate in an informal community of practice that supports program outreach and sharing of good practice in agricultural volunteer programs. The community of practice collaboration involves an outreach committee, an M&E committee, annual implementing partner meetings, seminars, and other activities. The group has completed and updated a manual on good practice in agricultural volunteer program implementation, available at: <http://www.farmer-to-farmer.org/resources/2016-f2f-good-practices-manual>. Recipients of awards under this NFO will be encouraged, but not required, to follow practices outlined in this manual and to contribute to future updates. Applicants should also review the 2017 F2F Program Evaluation found at: <http://farmer-to-farmer.org/resources/mid-term-theory-change-and-impact-learning-evaluation-usaid-f2f-program>.

Congress periodically reauthorizes the F2F Program under USDA Farm Bills for five year periods. The 2014 Farm Bill provisions are expected to extend through 9/30/18. A new Farm Bill is expected in 2018 and may reauthorize and continue funding for the F2F Program over the next five years. However, because of the uncertainty as to provisions in a new Farm Bill, F2F Program funding and the level of funding beyond Year One are uncertain. Awards made under this NFO will include various provisions that allow flexibility for any changes required due to provisions of the new Farm Bill.

A.1 The Development Problem

Promoting economic growth in rural areas, where most of the world's poor live, is essential to

meeting Millennium Development Goals. Agricultural development is a critically important base for global food security, sustainable rural economic development, broad-based increase in incomes, and sustainable management of natural resources. Agricultural development and farm livelihoods in different countries are constrained by: lack of appropriate production, marketing, processing and support services technologies (inputs, management systems, production systems); poor or unsustainable management of environmental and natural resources; limited rural and agricultural financial services; and weak sector institutions (farmer cooperatives and associations, agribusinesses, research and extension services, etc). Such constraints occur throughout the agricultural sector—at the farm production-level, in input-supply or sector support institutions, or in agribusinesses and markets that provide the demand for farmers' products.

A related issue is the limited public understanding of international development and foreign food and agricultural issues. This is frequently mirrored in a poor understanding of development and agricultural issues by Americans, and of Americans and American foreign assistance by peoples in the countries where USAID works. The F2F Program is well suited to address these problems, specifically:

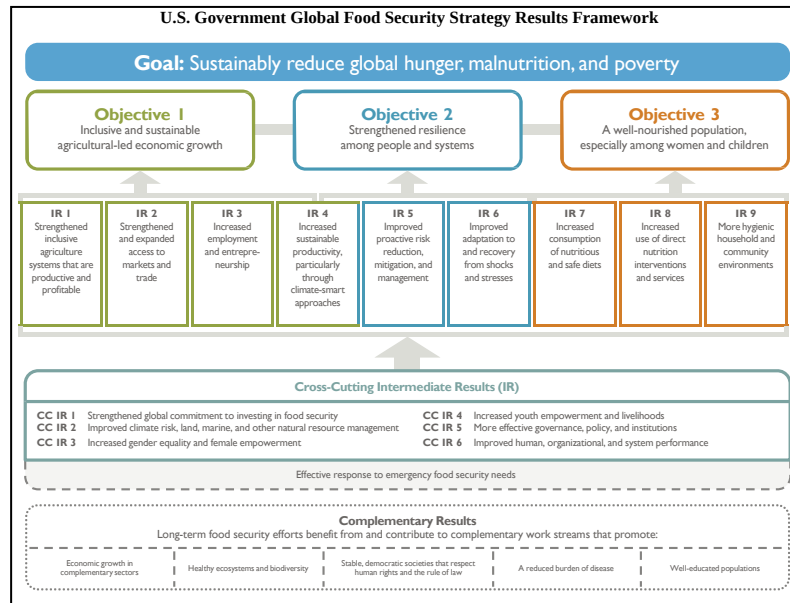
- The need for technical assistance to introduce new technologies and innovation and to develop local capacity for more productive, profitable, sustainable, and equitable agricultural systems; and
- The need for people-to-people interaction to promote better international understanding of international agricultural issues and USG development programs.

A.2 Strategy Framework

F2F Program activities are varied and conform to local country needs and strategic objectives. The F2F country project areas align with or support USAID Mission Strategies and objectives or those of other USG programs. Activities are fully demand-driven, responding to requests and needs of local organizations that request and host volunteers to address specific scopes of work. The program is consistent with the USAID strategy framework. F2F Program development objectives are shaped by authorizing legislation and the hierarchy of initiatives, policies, and institutional arrangements framing the strategies, goals, and objectives for US foreign assistance programs. These are summarized here, as they shape development priorities and activities at the country level.

Global Food Security Strategy: F2F Program activities may address the various areas of priority for investment in global food security (see Figure 1, below) under the major investment objectives: improving agricultural productivity; expanding markets and trade; increasing economic resilience in vulnerable rural communities; and improving nutritional status. F2F volunteer programs contribute to nearly all investment priorities identified for the Feed the Future initiative, with priorities established by country and regional program in consultation with USAID staff. Activities are aligned with the U.S. Government Global Food Security Strategy (GFSS) and its theory of change. Figure 1 (below) illustrates the GFSS theory of change Results Framework with three objectives for: Inclusive and sustainable agricultural-led economic growth; Strengthened resilience among people and systems; and Well-nourished population. The F2F Program contributes most directly to Interim Results Nos. 1 through 7.

Figure 1: Global Food Security Strategy Results Framework



USAID Agricultural Strategy: The F2F Program contributes to the four strategic themes in the USAID Agricultural Strategy, with focus on increasing agricultural productivity and smallholder participation in markets under four strategic themes: to expand trade opportunities and improve the trade capacity of producers and rural industries; to improve the social, economic, and environmental sustainability of agriculture; to mobilize science and technology and foster capacity for innovation; and to strengthen agricultural training and education, outreach, and adaptive research.

US Farm Bill: The U.S. Farm Bill authorizes the F2F Program to assist developing countries, middle-income countries, and emerging markets in increasing farm production and farmer incomes. The Farm Bill mandates that F2F:

- Assist in the achievement of increased food production and distribution, and improved effectiveness of the farming and marketing operations of agricultural producers;
- Assist in the improvement of agricultural and agribusiness operations, including improving animal care and health, field crop cultivation, fruit and vegetable growing, livestock operations, food processing and packaging, farm credit, marketing, inputs, and agricultural extension; and
- Strengthen cooperatives and other agricultural groups.

The Farm Bill goals for F2F Programs in sub-Saharan African and Caribbean Basin countries are to:

- Expand small agricultural operations into agribusiness enterprises by increasing

- access to credit for agricultural producers through the development and use of village banking systems and the use of agricultural risk insurance pilot products;
- Provide training to agricultural producers to enhance local food security and help mitigate and alleviate hunger;
- Provide training to agricultural producers in groups to encourage participants to share and pass on knowledge to other agricultural producers in the home communities of the participants; and
- Maximize the number of beneficiaries.

USAID Mission Strategies: At a minimum, F2F programs must have concurrence of the USAID Mission to operate in any particular country. The Farm Bill specifically stipulates that F2F should coordinate with other U.S. foreign assistance programs and activities. In some cases, F2F country activities have been programmed very closely with Mission activities. In still other cases, F2F has been an effective economic growth complement to other Mission programs and objectives. F2F programs also have operated successfully where the USAID bi-lateral program has almost no agricultural or economic growth program activities or objectives. In fact, the Farm Bill stipulates that F2F should work in middle income countries that have developed economically to the point that they do not receive bilateral development assistance from the United States.

BFS solicited USAID Missions for comment and input to development of this NFO. **Mission responses and interests in the F2F Program are summarized in Attachment B of Section VIII of this NFO.** F2F Programs, when supporting USAID Mission strategies, should have clear and independent objectives and not be simply a source of additional free technical assistance for other free-standing projects.

Other Strategies and Initiatives: USAID implements various other foreign assistance strategies and initiatives to which F2F programs may contribute. A number of policies and strategic initiatives guide USAID programs and planning. The Feed the Future Program described above is the most obviously relevant current initiative, but Global Climate Change, Youth in Development, USAID Forward, Gender Equity, and others may be important in specific country contexts for F2F programs. Specialized strategy development and reporting may be required when F2F programs are supportive of other USAID special initiatives and strategies. While multiple strategies and initiatives define objectives for the F2F Program, these are generally quite compatible.

The F2F Program remains very relevant to global agricultural sector development needs. This is reflected in the 2008 World Development Report, which states: “An emerging vision of agriculture for development redefines the roles of producers, the private sector, and the state. Production is mainly by smallholders, who often remain the most efficient producers, in particular when supported by their organizations. But when these organizations cannot capture economies of scale in production and marketing, labor-intensive commercial farming can be a better form of production, and efficient and fair labor markets are the key instrument to reducing rural poverty. The private sector drives the organization of value chains that bring the market to smallholders and commercial farms. The state—through enhanced capacity and new forms of governance—corrects market failures, regulates competition, and engages strategically in public-private partnerships to promote competitiveness in the agribusiness

sector and support the greater inclusion of smallholders and rural workers. In this emerging vision, agriculture assumes a prominent role in the development agenda.”

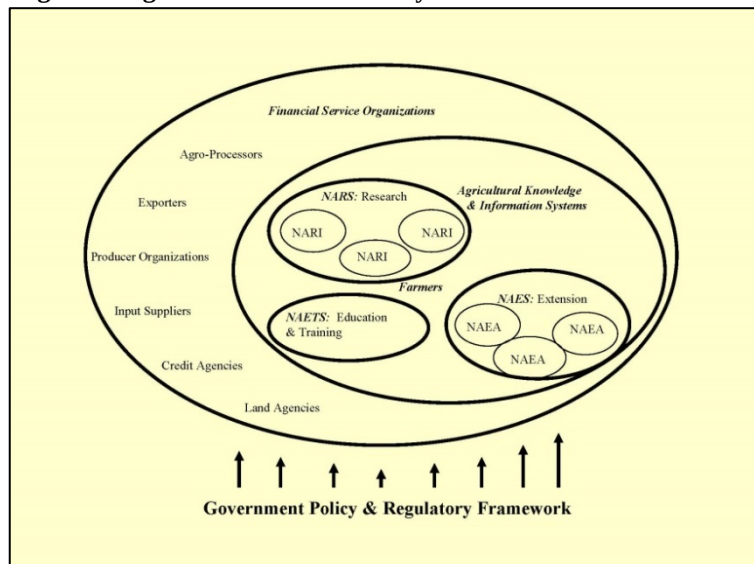
By building capacities of smallholder organizations, private farms and firms, and public support agencies, the F2F Program can be an extremely effective development tool.

A.3 Local Capacity Development

Capacity development is at the heart of efforts to enhance global food security. A stable, competent, and well-educated workforce that effectively applies professional competencies; effective organizations (research systems, producer organizations, private sector firms, government policy units, irrigation agencies, etc.); and a more enabling operating environment are all essential to the long-term sustainability and success of development program interventions. In addition, capacity development is vital for building resilience in individuals, organizations, and communities so that they are better able to respond to stresses, shocks, and changing future conditions, thus reducing their vulnerability. F2F volunteers contribute directly and substantively to human and institutional capacity development in the host organizations with which they work. Improved human, institutional, and system performance is a cross-cutting intermediate result for the global food security program.

Figure 2 highlights some of the strategic areas for capacity development in agriculture: policy and regulatory systems; research and development; extension and advisory services; education and training; financial services systems; producer and community organizations; land, water and natural resource management systems; and markets and agribusinesses. These are elements of the agricultural innovation system—the development and deployment of new technologies—which is key to global improvements in food and agriculture.

Figure 2: Agricultural Innovation System



A.4 F2F Theory of Change

The F2F theory of Change (ToC) recognizes the tiered nature of the overall Program with Country F2F Project-specific strategies and individual host interventions. Recipient projects may also have a specific ToC, though these are generally the aggregation of the individual Country F2F Projects.

The general F2F Program ToC is reflected in the logframe aligning volunteer and associated support services to provide hosts with training, technical recommendations and specific

deliverables that lead to adoption of innovations which in turn result in productivity, profitability, and sustainability improvements in the agricultural sector.

Inputs:	Volunteer technical assistance with additional local staff support	leading to....
Outputs:	Volunteer recommendations, training, and deliverables for the host with local staff facilitation and follow up	...leading to...
Outcomes:	Adoption of recommendations and host change in behavior, management practices and technologies (innovation) with broader dissemination of recommendations and experience	...leading to ...
Impacts:	Productivity & income increases Improved social, human, & environmental capital	

At the Country F2F Project level, the Implementing Partners identify specific sub-sector objectives and key constraints or opportunities to be targeted by volunteer assistance. This country level analysis defines the subsector strategy and ToC, which may vary widely by Country F2F Project. The ToC is documented in a Country F2F Project Description that serves to guide host selection and volunteer activities programmed to achieve the sub-sector objectives. These collectively contribute to the broader program level ToC.

Discrete strategies exist also at the host level, where host objectives vary and needs for volunteer assistance are defined by the unique host constraints or opportunities. The host strategies and objectives are documented in volunteer Scopes of Work and/or Host Development Strategies. Volunteer support activities with hosts and host strategies vary widely, but all contribute to achieving the objective established for the relevant Country F2F Project.

In all cases the volunteer services are the major input to achieving the host, country F2F Project and overall F2F Program objectives. Country F2F staff provide a critical support to ensure productive short term volunteer assistance. Country staff are substantively involved in identifying sub-sector constraints and opportunities, identifying appropriate hosts, planning and facilitating volunteer assignments, networking within the defined sub-sectors, following up with hosts to monitor innovations and facilitate their up-take and dissemination. Other resources (financing, inputs, continuing technical assistance, etc.) are often required for innovations, but these are the responsibility of the host. Volunteers and country F2F staff facilitate host access to such resources to the extent possible.

The secondary objective of the F2F Program to increase public understanding of development issues and international understanding of the U.S. is achieved as a by-product of the successful collaboration by volunteers and hosts in their development activities.

The F2F Program supports developing countries to build the human and institutional capital base needed for dynamic agriculture and rural development across the varied elements of the agricultural innovation system. Priorities for capacity development in different sub-sectors will vary by country. In-country capacity is critical to addressing global hunger and food insecurity and will assist countries to mitigate and adapt to global environmental changes, as well as promoting economic growth and broader participation in global market systems. While

volunteers work at the field level with host organizations and individuals and work toward specific short term objectives, the aggregate of volunteer efforts contributes to substantive capacity development in the targeted sub-sectors in which they work. Volunteer scopes of work are typically closely aligned with other USAID, country, or other donor initiatives—integrating the volunteer services with other support to a defined sub-sector objective, working independently toward the same sub-sector objective, or working in a different sub-sector to complement other USAID activities.

The F2F Program by its nature must remain flexible to respond to different country situations, USAID Mission strategies, and host organization needs. Past F2F volunteer and country activities reflect the Program’s volunteer capabilities and country needs and are likely to remain relevant for Recipient projects funded under this NFO. Still, in responding to evolving human and institutional capacity needs in the agricultural sector, applicants may wish to consider the following relatively new directions for the F2F Program:

- ✓ Supporting mechanization and applications of ICT to agricultural production and marketing systems;
- ✓ Focusing on youth in development through programs oriented toward expanding opportunities for youth employment and social participation;
- ✓ Strengthening conservation and sound management of environmental and natural resources;
- ✓ Increasing availability of rural financial services for small farmers and the agricultural sector;
- ✓ Strengthening agricultural education and training programs, especially for vocational and technical training;
- ✓ Strengthening nutritional and food quality programs and activities, including processing and post-harvest handling and storage; and
- ✓ Providing opportunities for longer term volunteers, possibly in program management and support activities.

None of the above are required for Concept Notes and all Recipient programs will be subject to final review and approval in consultation with USAID country Mission clearances and Work plan approvals.

B. F2F Core Country LWA Program Description

The purpose of this NFO is to identify U.S. implementing organizations that are results-oriented, can develop and implement innovative and cost-effective programs, and have the capacity to field highly qualified volunteers to support international agricultural development, with an emphasis on improving private agricultural operations. Recipients of funding under this NFO may implement programs relating to all aspects of agricultural production and post-harvest activities, such as processing, marketing, credit and input supply, as well as improved agribusiness management, environmental conservation, rural development, and improved policy and regulatory regimes. It is expected that selected portions of the following section and of NFO Attachment A will be incorporated into the Recipient Award Agreement Program Description.

B.1 F2F Program Goal and Objective

The Recipient's F2F Program goal should be to generate sustainable, broad-based economic growth in the agricultural sector. A secondary goal should be to increase the American public's understanding of international development issues and programs and international understanding of the U.S. and U.S. development programs.

The Recipient's F2F Program objective (or purpose) should be to introduce innovation and develop local capacity for more productive, profitable, sustainable, and equitable agricultural systems while providing opportunity for people-to-people interaction in agricultural development activities. The Recipient's F2F Program should focus on one or more of the following objectives:

- a) Increase agricultural sector productivity and profitability;
- b) Improve conservation and sustainable use of environmental and natural resources;
- c) Expand agricultural sector access to financial services; and
- d) Strengthen agricultural sector institutions.

The Recipient's F2F Program need not address all four of the above F2F Program objective but must address at least one of these and must be able to respond to any of these, as required.

In furthering the secondary goal of increasing public understanding and involvement in international development efforts and improved international understanding, Recipient F2F Programs should design volunteer assignments and scopes of work to maximize opportunities for volunteer work and interactions with rural people in the host countries. However, assignments often may involve work with urban-based host organizations and interaction with rural beneficiaries may not always be possible.

Recipient F2F Program objectives shall be pursued through strategies consistent with the broader USAID strategies described above.

B.2 Farmer-to-Farmer Program Approach

Through the F2F Program, USAID facilitates delivery of a broad range of U.S. agricultural expertise, using American volunteers who work with farmers, agricultural support systems and agribusinesses in developing countries. Volunteers' work helps to improve the quality of the agricultural sector workforce through training and advisory services provided to farmers, private agribusinesses, cooperatives, services providers, and government leaders. Volunteer assignments are designed to improve farm and agribusiness operations and agricultural systems, including animal care and health, field crop cultivation, fruit and vegetable growing, livestock operations, food processing and packaging, farm credit, marketing, inputs, agricultural extension, and the strengthening of cooperatives and other farmer organizations.

F2F has been an effective, low cost program that blends two goals—providing technical services to enhance sustainable economic development and opportunities for good people-to-people level exchanges. As F2F has learned since its founding in 1985, a rewarding cross-cultural experience for American agriculturalists abroad is made even more

satisfying when the assignments are well designed to have a permanent development impact. The success of an F2F program depends on two key steps: first, identifying and structuring good assignments; and second, identifying the right volunteers to respond to the needs of the hosts/customers/clients. Strong technically qualified country staff and home office support staff are also essential to strong programs. A set of operating principles (Box 1, below) has guided much of the Program's activities.

Box 1: Past Farmer-to-Farmer Program Operating Principles

The following operating principles have been common to past F2F programs. While none are inherent in all F2F programs, they have generally stood the test of time for work in over 100 countries.

- Working directly with or in support of private sector, competitive, market-based farms and enterprises.
- Placing highly qualified volunteers for two to three week assignments.
- Working with strong country partners to develop assignments and support volunteers.
- Selecting host organizations committed to change and with sufficient resources to share costs of volunteer support (e.g., providing food, lodging, etc.) and to implement volunteer recommendations.
- Working in countries with good enabling environments.
- Targeting small farmers and the rural poor as principal beneficiaries.
- Working with higher value crops and marketing and processing activities that have more profit potential and where American volunteers are more likely to have a comparative advantage.
- Selecting volunteers likely to maintain a relationship with the host after the assignment, thus continuing volunteer assistance to the host.
- Assigning well-qualified local staff capable of working with hosts in planning, follow-up, and impact monitoring of assignments, as well as able to identify and respond to targets of opportunity for volunteer assignments.

Underpinning these principles has been the one principle inherent in nearly all programs—ensuring that volunteer assignments are demand-driven, responding to host organization requests and interest and working within the resource and market constraints in which the host must operate.

Two critical determinants of success in the F2F program lie in processes and procedures for host selection and support and volunteer selection and support. Applicants must demonstrate a sound approach to selection and support to hosts that are motivated and can effectively use volunteer assistance and to recruitment of well-qualified volunteers with specialized expertise aligned with needs of diverse hosts and situation.

The F2F volunteer program by nature involves a number of fundamental trade-offs that must be balanced in implementation. These are summarized in NFO Attachment A in Section VIII of this NFO.

Many of the lessons learned from past F2F programs are summarized in “Managing International Volunteer Programs: A Farmer-to-Farmer Program Manual”. This summarizes the F2F approach and draws on examples from F2F Program implementation to provide advice on economic growth volunteer program planning and implementation. This manual is not a part of the NFO but may be a useful reference for applicants. **The manual and other documents relevant to good practice in programming volunteers for agricultural development may be found at: <http://www.farmer-to-farmer.org/>.**

To be efficient and effective, F2F program design should be based on sound development planning. There are many sources of information on good practice in the various areas of development in which the F2F Program might work. Some potentially useful references on good practice in agricultural development programming are listed in Section VIII of this NFO.

B.3 Farmer-to-Farmer Leader Award Program Structure

The FY19-23 F2F Program is expected to consist of the suite of core Recipient F2F Programs awarded under this NFO plus a separate Agricultural Volunteer Opportunity Project (AVOP) Project that will provide program-wide technical support services for agricultural volunteer programs and finance smaller, specialized F2F volunteer projects that bring in new implementing organizations, test new approaches, and tap new sources of volunteers. Applicants will be expected to collaborate with an AVOP Project, if awarded, but should submit applications that are free-standing and not dependent on such additional support.

Recipient F2F Programs will vary depending on country and sector needs and conditions. Since the hierarchy of F2F Program definitions can be confusing, F2F Program terminology as used in this NFO is defined in Box 2, below. Recipient F2F Programs typically include work in two to four core countries with activities including: country technical and staff support, Country F2F Projects, and flexible assignments. Examples of Semi-Annual and Annual Reports from current FY14-18 F2F Program projects can be found at: <http://farmer-to-farmer.org/resources>.

A typical Recipient F2F Program under this NFO might consist of: Country F2F Programs in three core countries of a geographic region with two Country F2F Projects in each of the core countries. Each of the Country F2F projects might have 60 volunteer assignments programmed over five years and there may be 60 additional volunteers programmed in flexible assignments over five years, for a total of 420 volunteer assignments over the five year LOP.

Box 2: Definitions used in this NFO:

Implementing Partner: the Cooperative Agreement Recipient organization implementing an F2F Program

Recipient F2F Program: the program administered by an individual Recipient with funding from this NFO

Core country: a country with one or more Country F2F Projects

Country F2F Program: the Recipient's F2F activities in a specific country

Country F2F Project: the Recipient's F2F activities in a country focused on a specific sub-sector objective

Country partner: an institution, project or program with which a F2F Recipient collaborates in a country to plan and implement a Country F2F Project(s)

Host project: may be used to refer to all of a Recipient's F2F activities with one host

Host: a local institution or person receiving assistance from one or more F2F volunteers

Flexible assignment: a volunteer assignment undertaken outside of a Country F2F Project

Country F2F staff: While volunteer technical assistance is a key input into development

efforts of F2F Programs, past experience indicates that developmental impact of the programs is heavily dependent on the Recipient's country field staff, including the Country F2F Director, which is a key personnel position. Qualified local staff with appropriate technical, managerial, and human relations skills empower and catalyze work of the F2F volunteers. The Country F2F Director and other field staff play a key role in:

- Analyzing sub-sector constraints and opportunities and developing the Country F2F Project designs;
- Identifying and collaborating on implementation with Country Partners and identifying appropriate hosts;
- Developing focused scopes of work for volunteers to address host needs;
- Promoting program participation locally;
- Providing needed orientation and support to volunteers;
- Assisting hosts and volunteers to network with local agencies and stakeholders;
- Promoting activities to spread recommendations and impacts of volunteer work;
- Completing baseline and follow up surveys of hosts for reporting impacts;
- Providing follow up assistance to facilitate host adoption of volunteer recommendations.

In recognition of the key role and importance of country F2F staff, the Applicant should plan to include targets for performance in terms of numbers of host consultations (i.e., substantive local staff meetings with hosts to assess needs and opportunities, develop scopes of work and objectives, and/or track implementation and impact of recommendations) and sub-sector consultation and outreach activities (i.e., stakeholder group analytical and planning meetings and/or innovation dissemination and impact review meetings).

Country staffing will differ by country for various reasons, but has generally averaged about two to three technical/program professional staff. Experience suggests that an additional technical support staff position in each country F2F office may be desirable to improve networking with stakeholders to identify potential hosts, increase follow up monitoring to facilitate adoption of volunteer recommendations and to expand outreach to promote dissemination of volunteer recommendations and innovations. Even with an expanded country F2F staff, the country F2F office cannot be expected to have expertise in all areas of host needs and volunteer activity. Staff with sound agricultural technical expertise and agribusiness experience should be able to handle most assignment preparation though specialized consultants may be considered as needed.

The 2017 F2F Evaluation noted that that “being strategic” is part of the way successful F2F programs work, that success and effectiveness start with a clear sense of the development problem (and precise need), a vision and strategic plan. Especially at the country level, the successful F2F implementer's staff is communicative, open, and actively seeking out partners. They are curious about others working in country, look for synergies, and embody an attitude of collaboration and win-win. They are dynamic, well-networked and have positive relationships, thanks in part to being proactive. Such an attitude and operational approach is highly desirable to develop networks of potential partners and hosts, find good opportunities for use of volunteers, and disseminate innovations for broader impact.

Field staff are often recruited by F2F implementing partners directly, but may also be

provided through a sub-contract with a local organization or Country Partner.

Country F2F Projects: Country F2F Projects should be designed to address constraints within: a) a specific commodity or value chain; b) a specific support sector; or c) a specific agro-ecological zone, geographic area, or beneficiary population. Examples of possible sub-sector project areas are provided in Table 2. These are solely for example, and there are a wide range of acceptable Country F2F Project focus areas beyond those listed here. Recipients may mix the types of Country F2F Projects in country programs. Country F2F Project designs must have a clearly defined objective, must be supported by adequate analysis of sector constraints and opportunities, and must link to impacts at the farmer level. The Country F2F Project approach is intended to focus volunteer assistance in specific areas to promote: synergies in work of multiple volunteers, improved understanding of issues in the sub-sector or value chain, greater spread of benefits within the target host organizations, and better measurement of impact. The Recipient should program no less than 85 percent of volunteer assignments under Country F2F Projects.

Table 2: Illustrative Examples of Country F2F Projects

Commodity/Product Value Chain	Service Sub-Sectors	Geographic/Population
Apiculture	Agribusiness Development Services	Coastal zone
Aquaculture	Agricultural Education & Training	River valley
Coffee	Agricultural Mechanization	District
Dairy	Environmental Conservation	Province
Forestry	Extension & Advisory Services	Upland Agriculture
Grain	Marketing & Market Development	River-based production systems
Herbs & Spices	Natural Resource Management	City market shed
Horticulture	Producer/Community Organizations	Displaced Populations
Livestock	Pest Control	Minority Group
Oilseeds	Rural Enterprises	Pastoralists
Potatoes	Rural Financial Services	Women
Poultry	Storing & Processing	Youth
Small Ruminants	Veterinary Services	Irrigated Systems
Soybeans	Water Management	Other
Other	Other	

The Recipient shall give adequate attention to analysis and planning for Country F2F Programs to achieve desired developmental objectives. The Recipient's Country F2F Programs and Projects do not need to work at all levels in a country sub-sector or value chain (although this might be possible and at times necessary). Rather, the Recipient's analysis shall identify key constraints (policy, technology, organizations, etc.) and opportunities that can be addressed by voluntary technical assistance within the sub-sector. Levels of the value chain that may need to be analyzed in order to program volunteer resources effectively may include: input supply (land, labor, capital, seed, and equipment); on-farm production; post-harvest handling, transport, and storage; and processing and marketing (pricing, advertising, and customer support). Each of these levels in the value chain may have multiple actors, including public and private sector institutions that participate or influence activities. A multi-stakeholder consultation within the target sub-sector may be useful in initial planning or during implementation.

The Country F2F Project descriptions, generally 8-10 pages long, should concisely

summarize the problem to be addressed, important implementation issues, how volunteer services and other resources will be used, and the results expected from the project. Box 3 (below) provides an outline for description of a proposed Country F2F Project. This description shall include a summary of the development hypothesis of how planned activities will lead to the desired results.

Box 3: Outline for Country F2F Project Descriptions

Country F2F Project Descriptions should provide evidence of understanding the sub-sector for the Project and planning for expected activities along with clear targets for performance and impact indicators. It is understood that experience during the course of implementation may lead to substantial changes in activities, hosts, targets and other aspects of the Project. Project Descriptions should include:

1. Objective (approx. one sentence)
2. General description of sub-sector targeted for assistance and rationale for targeting
3. Description of the key problems/constraints to be addressed or opportunities to be exploited
4. Proposed F2F activities
 - a. How volunteers will be used (Numbers and types of volunteer assignments planned)
 - b. Key country partners (if any) and their roles
 - c. Target hosts (Number/type of expected hosts, criteria for identifying them, examples)
 - d. How volunteer recommendations may be disseminated more broadly to maximize impacts
5. Key feasibility issues (Policy, financial, institutional, environmental, social, technical, etc.) including:
 - a. An economic assessment of costs and benefits (cost/beneficiary, income impacts, etc.) or cost efficiency (e.g., cost per beneficiary, etc.)
 - b. Assessment and actions to address gender issues and gender equity.
 - c. Assessment and actions to address implications, if any, from global climate change
6. Other resources available and/or needed to accomplished desired objectives (partner projects, loans, etc.)
7. Identify 1-2 key outcome indicators expected for the project (may be custom indicators or selected standard F2F indicators)
8. Logframe or similar results framework summarizing project design with quantified targets for numbers of volunteers, hosts, beneficiaries and impacts

The Recipient shall use a logical framework (logframe) or a similar results framework for presenting the project concept and rationale in a concise conceptual framework that demonstrates how project activities will lead to expected impacts. The logframe relates indicators and targets in a logical hierarchy based on expected cause-and-effect relationships between project activities, outputs, outcomes, and goals (see Table 3, below). The logframe is a standard project-planning tool, although specific formats vary. Many references are available describing the use of this tool in project planning and evaluation.

If the recipient works with a Country Partner, there should generally be only one Country Partner per Country F2F project and that Country Partner should have a substantive role in facilitating implementation. Development of a Memorandum of Understanding or Letter of Agreement with such Country Partners is generally good practice, but is not required. Nor is use of Country Partners required. Country Partners may also be hosts to receive volunteer assistance to strengthen their programs.

Identification of hosts, the local organizations that request and receive volunteer services, is critical to Country F2F project success. Applicants should have a defined process for assessing hosts and selecting those with viable proposals for effective use of volunteer assistance. Local F2F staff are critical to identifying and selecting hosts, preparing them to be

able to utilize F2F assistance, and working with them to develop a host development plan and/or volunteer Scopes of Work. Networking within the defined subsector of the Country F2F Project is important. An initial consultation meeting with relevant stakeholders may be useful to define directions and priorities for F2F assistance and later meetings may be useful to promote dissemination of volunteer recommendations.

The Recipient shall take a pragmatic approach to Country F2F Project analysis, description and design. F2F Program budgets do not permit extensive analytical work; rather Recipients generally will have to rely on existing sector and sub-sector analyses completed by other institutions (donors, governments, partners, etc.) and synthesize this for Country F2F Project analysis. The Recipient shall use staff, consultants, volunteers and available studies and data to complete required analyses and Country F2F Project designs. Examples of Country F2F Projects from the current FY14-18 F2F Program can be found at: <http://farmer-to-farmer.org/resources?page=10>.

Each Country F2F Project should have one to two key outcome or impact indicators with targets as a means of assessing success. These may be either selected from the Standard F2F Performance and Impact Indicators (if relevant) or Custom indicators specific to the Country F2F Project objectives.

Recipient F2F Programs shall retain the flexibility to adjust activities based on experience and changing conditions. Most Country F2F Projects will likely be five-year activities. Some may be shorter and some may be shortened if experience so indicates. New Country F2F Projects can be initiated during the course of the five-year program.

Volunteer Assignments: F2F volunteers are typically skilled professional with expertise relevant to agricultural sector host needs, as defined in the volunteer Scopes of Work. Most are mid- or senior career individuals with extensive professional experience. They come from a very wide range of professional and thematic backgrounds. Experienced farmers and technicians are often valuable as volunteers. There are no set educational or degree requirements, only that the individual is suited to the specific Scope of Work. Students and early career individuals may also be well suited to some assignments, but specialized skills and practical experience have been most in demand and most impactful in past F2F programs.

Assignments are often two to three weeks duration (average is about 20 days), though this can vary and longer assignments are fully acceptable. A few have been up to a year. Volunteer assignments of less than 10 days or of more than four months should have USAID AOR approval in the Annual Work Plan or in a separate approval. Volunteers typically will require a period of time, sometimes up to one to two weeks, in country to assess and understand the operating environment, farming systems, markets and institutional structures relevant to their assignment. Scopes of Work generally call for volunteer services to: a) provide training, b) provide recommendations to hosts, and/or c) complete specific deliverables (e.g., business plan, marketing plan, training materials, demonstration, equipment set up or renovation, etc.). Longer term assignments may be well suited to and more feasible for early career professionals.

Recipients should plan to maximize efficiency of volunteer time spent with hosts and on

tasks. This may require attention to timing of assignments to ensure host availability and arranging logistics to minimize time spent in transportation to and from host locations. Planning for assignments – while emphasizing accomplishment of scope of work requirements for the host(s) – should also allow flexibility for cultural exchange and experiences to enhance understanding of country conditions and development context.

Volunteer assignments for reporting purposes are defined as “international trips”, though these may involve multiple Scopes of Work and/or multiple countries. Typically a volunteer may complete one Scope of Work with one host, but a Scope of Work may involve multiple hosts and a volunteer may complete multiple Scopes of Work on one assignment. Volunteers may complete team assignments with multiple volunteers assisting a host, where required and cost effective, and hosts may receive assistance from serial assignments by the same or different volunteers.

Flexible F2F Assignments: Flexible assignments are any F2F volunteer assignments programmed outside of a Country F2F Project. They may be in any F2F-eligible country, within or outside of the geographic region for the core country F2F programs. Flexible assignments are not necessarily encouraged, but are allowed to: respond to targets of opportunity for substantial developmental impact, to carry out exploratory activities in new areas or sectors, and to respond to unforeseen needs and opportunities of USAID Mission program and partners. Up to 15 percent of volunteer assignments may be used for flexible assignments in eligible countries and sectors outside of the Recipient’s Country F2F Projects. They should generally not require additional management or staff costs. Flexible assignments should be approved in Annual Work Plans or in specific approvals by the USAID AOR. They shall generally not be undertaken in countries in which another Recipient has an on-going Country Program, and, for any exceptional circumstance for which this might be proposed, prior approval shall be obtained from the USAID AOR.

B.4 Geographic Focus: Countries and Regions

The Recipient’s Leader Award F2F Program shall be global in scope, but with core country F2F programs in a limited number of countries. Typically these core countries would be within a given geographic region, which may allow the Recipient to leverage synergies in developing coordinated country programs in the region. Program areas are typically defined geographically, but program may be proposed with a technical focus (e.g., irrigation management, input supply, agroforestry, etc.) and not necessarily confined to a specific geographical region. The global scope of the agreement allows the Recipient to maintain capability to support innovative activities and institutional programs and respond to USAID Mission requests and development opportunities worldwide.

Country eligibility is defined in the Farm Bill. Country F2F Programs are limited to eligible countries listed in Table 4. Country eligibility for Caribbean & African regions are as defined by the U.S. Farm Bill. Recipients shall proposed core F2F countries in which they will have F2F Program staff and carry out one or more Country F2F Projects. Non-core countries will be eligible for programming flexible assignments. Applications should target countries and activities that are supportive of broader USG initiatives and priorities, including the Global Food Security Strategy, environmental and climate change, youth in development, global security, trade development, and others.

Core country selection criteria may vary and may include factors such as: country needs and opportunities, the applicant's experience and/or contacts in a country, relevance of the country to USG interests and objectives, ability to provide rewarding and productive volunteer assignments in the country, alignment with USAID Mission objectives, cost-effectiveness, ability to recruit volunteers for assignments in the country, and/or other factors. Typically, it is desirable for F2F programs to work in countries with good enabling environments so that the ideas of the volunteers can have wide impact, unencumbered by price distortions, corruption and red tape, but it is recognized that many countries have limitations in this regard and that substantial development impacts and rewarding volunteer assignments are also possible in other country situations.

Table 4: F2F NFO Eligible Countries and Geographical Program Regions

Region	Countries
Caribbean Basin	Haiti, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines, Antigua and Barbuda, The Bahamas, Barbados, Suriname, Saint Kitts and Nevis
Sub-saharan Africa	Ethiopia, Eritrea, Kenya, Rwanda, Tanzania, Uganda, Southern Sudan, Comoros, Djibouti, Somalia, Sudan, Malawi, Mozambique, Zambia, Zimbabwe, Angola, Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Ghana, Mali, Senegal, Liberia, Democratic Republic of the Congo, Nigeria, Guinea, Benin, Burkina Faso, Cameroon, Burundi, Cape Verde, Central African Republic, Chad, Republic of the Congo, Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Guinea-Bissau, Mauritania, Niger, Sao Tome and Principe, Sierra Leone, Togo
Other	Bangladesh, Cambodia, Nepal, Indonesia, Timor-Leste, Afghanistan, Burma, India, Laos, Mongolia, Pakistan, Philippines, Sri Lanka, Vietnam, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tuvalu, Vanuatu, Egypt, Lebanon, West Bank and Gaza, Yemen, Jordan, Morocco, Tajikistan, Georgia, Kosovo, Kyrgyz Republic, Serbia, Ukraine, Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Moldova, Turkmenistan, Uzbekistan, Brazil, Colombia, Ecuador, Mexico, Paraguay, Peru, Guatemala, Honduras, Dominican Republic, Costa Rica, El Salvador, Nicaragua, Panama

Applicants should—to the extent possible—coordinate their applications and proposed country activities in response to this NFO with USAID Mission programs. Mission concurrence is not required for NFO Concept Notes or Full Applications, but will be required before implementation can begin. Specific countries and activities cannot be defined until the competitive procurement process is completed. USAID Missions were solicited for input to planning for this NFO and responded as summarized in NFO Attachment B of Section VIII of this NFO. Following the award of LWA Cooperative Agreements, the approval and start-up of country activities will be subject to the concurrence or no-objection from the country USAID Mission. The overall process for coordination and interaction with country USAID Missions shall be as follows:

1. As input into solicitations for the F2F Program, USAID Missions have had opportunity to indicate interests or priorities for F2F volunteer activities in their country and for a Mission point of contact for discussion with potential F2F implementers.
2. Application evaluation criteria for program strategies include consideration of alignment with country USG objectives and programs.

3. Following award, USAID Missions are informed of the award and awardees are requested to consult further with USAID Missions on country project activity planning. USAID Mission “no-objection” is required for the Applicant’s proposed Country F2F Director.
4. F2F AOR/COR submits Country F2F Project Descriptions to relevant USAID Missions to obtain "no-objection" and any comments prior to approving implementation plans.
5. Implementing partners inform Missions of volunteer assignments and arrange for briefing/debriefing visits with USAID staff, as appropriate.
6. F2F implementing partners typically participate in regular USAID Mission meetings with implementing partners in the agricultural sector.

USAID expects to establish a separate mechanism for funding smaller, specialized F2F Programs targeting special topics, minority-serving institutions (MSIs), individual country programs, or new program areas and sources of volunteers. Such specialized Country F2F Projects might in some cases overlap with Country F2F Programs of Recipients funded under this NFO. Prior consultations with the Recipients will take place before approval of Work Plans for any such overlapping country F2F activities. Recipients will not be barred from implementing flexible assignments or Associate Awards in countries where specialized F2F programs also are operating.

USAID Missions and offices may request applications for Associate Awards under this LWA. Any Requests for Application for Associate Award would specify the geographic area for implementation of the program funded under that award.

Applicant Concept Notes should propose core countries and Country F2F Project areas for regional programs in one or two regions or themes and may indicate level of capability and interest for work in other regions. Applicants may provide a prioritized list of those countries in which they would work and indicate their level of flexibility and ability to revise targeting for core country programs. Discussions following submission of Concept Notes may request changes in proposed core countries and Country F2F Project areas. The core countries proposed for Recipient F2F Programs will remain tentative following award, pending finalization and approval of Country F2F Project descriptions, based on further analysis and consultations with country Missions. Country F2F Project activities and core countries will be approved in Project Work Plans.

B.5 Associate Awards

Applicants should plan for the capability to respond, as appropriate, to requests from USAID Missions or offices with proposals for Associate Awards under the Leader Cooperative Agreement. Associate Awards may provide for: a) additional volunteer services in a core F2F country or other country; b) complementary support for Country F2F Project sub-sectors (additional technical assistance, grants, training, equipment and facilities, and/or other inputs) that can improve the F2F Program outreach and impact; or c) volunteer services and complementary support for agricultural projects addressing a specific development objective in an F2F core country or other country. Associate Awards may expand F2F program activities into additional countries within or outside of the given region.

Any Associate Awards will be subject to the needs, priorities and funding available to

USAID Missions and offices. Associate Awards must be for programs that: a) relate to agriculture and rural development; b) involve substantial use of volunteer technical assistance; and c) fall within the budget ceiling available for Associate Awards. Associate Awards may run for up to five years from date of award and may extend beyond the period for the Leader Award.

Recipients should be prepared to respond appropriately to requests for Associate Award Applications, but are not required to respond if a request does not fall within the interests or capacity of the Recipient. Costs of preparation of any Associate Award Applications shall be borne by the Recipient and not chargeable to the Leader Award.

C. F2F Program Monitoring, Evaluation and Learning

The Recipient shall establish a monitoring and evaluation system adequate to inform F2F program management decisions and report routinely on inputs, activities, outputs and outcomes. The system shall include indicators, procedures, and reporting systems used in tracking program performance and impact. Since the Recipient's F2F program will likely involve diverse activities in different country and host projects with differing objectives, hosts, strategies, and timeframes, the system must be able to capture adequate detail on individual activities to reflect program and host performance and progress. It should be adaptable to different program and country situations, capable of generating a range of routine and special reports and of making data accessible to multiple users. The Recipient may use whatever systems and technologies are adequate and appropriate to meeting expected program requirements.

C.1 Program performance and impact indicators

Program performance and impact indicators provide the basis for the management information system. Initial monitoring systems for F2F programs focused mainly on simple, relevant input indicators of numbers of volunteer assignments and budget expenditures. With greater emphasis on achieving results, F2F programs have adopted more comprehensive systems to track and report on indicator changes along the cause and effect pathway of the project's development hypothesis—from inputs and activities to outputs, outcomes (results) and impacts. The Recipient shall report against: a) Standardized F2F Program Indicators and b) Country F2F Project-specific custom performance and impact indicators, as appropriate.

Since USAID is required to report on performance and impact of the overall F2F Program, covering the programs and activities of various implementing partners, common definitions are required for the Standard F2F Indicators. Definitions for the Standard F2F Indicators are available at: <http://farmer-to-farmer.org/resources/farmer-farmer-program-standard-performance-and-impact-indicators>. Standard F2F Performance and Impact indicators are listed in Table 5. These are subject to review and may be revised and finalized in consultation with USAID and other F2F Program Implementing Partners. Draft reporting tables for F2F Standard Performance and Impact Indicator are included as Attachment E in Section VIII. These will be subject to review with USAID and modification and finalization as part of the Work plan process.

Table 5: Standard Performance and Impact Indicators in Use in the F2F Program

Inputs	Outputs	Outcomes	Impacts
Number of vol. assignments: • Male • Female • Total Volunteer demographics: • Sex/gender • State of residence • Job/occupation category • Prior F2F service Number of volunteer days completed Value of host contributions (U.S.\$) Type of volunteer assistance: • Technology transfer • Organizational development • Business/Enterprise development • Financial services • Environmental conservation • Administrative Type of value chain activity: • Support services • On farm production • Processing and handling • Marketing Number of Host and Potential Host Consultations by Field Staff Number of Country F2F Project Analyses and Descriptions Completed Number of Volunteer Home Stays	Hosts assisted: • Cooperatives and associations* • Individual private farmers • Other private enterprises* • Non-profit, public interest NGOs • Public and private education institutions • Rural financial institutions • Public sector technical agencies Host demographics • Country • Country Project Persons receiving formal training: • Male* • Female* • Total* Number of volunteer recommendations made Number of public outreach activities Number of Country Innovation Dissemination events Number of Stakeholder and Outreach Events In-country	Volunteer recommendations adopted* Value of resources mobilized by host Value of resources leveraged by grantee/ volunteers in the U.S.	Economic: • Annual net income (U.S.\$) • Value of gross annual sales (U.S.\$) • Area under improved management (ha)* Organizational capacity: • Organizational development index Financial services: • Value of rural/ agricultural loans (U.S.\$)* • Number of rural/ agricultural loans Environmental: • tbd Number of beneficiaries • Members/owners • Employees • Clients & suppliers

* Indicators designated with asterisks align with standard USAID reporting indicators.

USAID will convene an implementing partner's workshop on reporting and program monitoring for Recipients funded under this NFO soon after award of the LWA Cooperative Agreements. Applicants should plan to participate in an F2F Implementers' Meeting with country F2F Program Directors and selected home office staff to review and finalize indicator definitions in the early part of FY19.

Standardized F2F Program Indicators should be generally relevant to Country F2F Projects, but it is likely that other indicators, particular to the activities and objectives of the specific Country F2F Project, will be needed to assess performance and impact. USAID country Missions may provide input to such country- specific indicators to assist with their needs for reporting on development impacts in the country. Such indicators should be identified in the Country F2F Project Descriptions to track and report on implementation progress and program impacts.

F2F performance and impact monitoring relies on data collection at the host level. Indicator data as a baseline is collected, usually by country F2F staff and sometimes by volunteers, before or at the time of the initial volunteer assistance to the host. This baseline host data collection therefore continues throughout the life of the project as long as there are new hosts receiving assistance. Country staff revisit hosts to collect follow up data when possible, usually approximately six months after the volunteer assignment and ideally in Project Year Three and within the last months of the project. Individual level indicators should be sex-disaggregated and host data also to the extent possible.

The Recipient shall take a pragmatic approach to impact monitoring, establishing systems that are feasible and cost-effective. Clearly monitoring inputs and outputs is much easier than monitoring outcomes and impacts, which take time to develop (or may not develop or may develop and then disappear) and which are affected by many other factors. Monitoring and reporting on outcomes and impacts may require special efforts, special studies, or sample surveys of hosts and beneficiaries. The Recipient need not report on all outcome and impact indicators in all performance reports, but shall include such reporting in the Annual Reports for Year 3 and Year 5 of the Recipient F2F Program.

Most past F2F programs have sought economic impacts for hosts and beneficiaries by stimulating agricultural production and improving value-added agricultural products and services. This is likely to remain a major objective in Country F2F Projects, but the Recipient should note that environmental, institutional capacity, and financial services objectives are equally valid for F2F programs. These frequently require different indicators, as provided for in Table 5, but may also have longer-term economic impacts, which the Recipient might also choose to monitor.

Recipients shall report on number of direct beneficiaries that can be documented by their project. Often indirect beneficiaries receiving services or other benefits from direct beneficiaries are more important as a development indicator, though these may be difficult to monitor and document. Recipients are encouraged to report on indirect beneficiaries to the extent appropriate and possible.

C.2 F2F Learning and Community of Practice

USAID expects to carry out an external F2F Program Evaluation during the life of the FY19-23 F2F Program. Recipients will be expected to collaborate with the evaluation and learn from it. Recipients may carry out their own internal evaluations on their programs or specific elements of the program and are encouraged to share these with USAID and other implementers to the extent possible.

The F2F Program has had an active and useful F2F Implementing Partners Community of Practice in which all implementing partners collaborate to share lessons learned and promote volunteerism. The Community of Practice collaborates in: an annual Implementing Partners Meeting (IPM) to review F2F Program progress, issues and best practice. Recipients should plan to participate in these. The initial IPM is expected to be in early 2018 in the US for one week to review Program good practice, procedures, and reporting and M&E systems. Key home office management and recruiting staff and one staff member (presumably the Country F2F Director) from each core country should participate.

Subsequent IPMs will typically be for 1-2 days in Washington with mainly headquarters staff and selected field staff as determined appropriate by Recipients. The F2F Community of Practice also collaborates in an M&E Committee, an Outreach Committee, and other special projects.

Learning is important both within the Recipient's organization across participating countries and across the F2F Program as a whole. Experience indicates that cross-country meetings of Recipient country F2F staff are effective in sharing learning, standardizing processes, and improving effectiveness and efficiency. Regional workshops (with frequency determined by the Recipient) are recommended. An initial workshop should be planned, perhaps to coincide with the first IPM. All Applicants should integrate opportunities for continuous learning and professional growth by staff to facilitate learning and continuous program improvements.

Applicants should consider ways of collecting information on gender-relevant impacts beyond women's participation as volunteers and persons assisted. This might include: open-ended questions in follow-up processes/documentation with volunteers and with hosts, targeted questions based on F2F country-level gender analyses or findings from analysis of monitoring data, or outcome mapping with small groups of staff and volunteers.

The Application should also document commitment to participation in the F2F Community of Practice, including encouraging staff participation and collaboration on outreach and good practice identification activities, as appropriate. Applicants should budget for travel and staff participation in F2F Implementing Partner Meetings for all country directors and headquarters staff for one week in Year One and for headquarters staff for 1-2 days in each of the other years. Applicants are encouraged to budget a block amount of \$50,000 for additional Community of Practice outreach activities and special studies beyond attendance in IPMs.

C.3 Expected Results

The Recipient shall manage the Recipient F2F Program with a focus on achieving developmental results and impacts. Routine monitoring and reporting shall focus on program performance and impact. Specific performance and results indicator targets will depend on the final Country F2F Program and Country F2F Project designs. Table 6 below provides illustrative targets for a sub-set of the Standard F2F Performance and Impact Indicators listed in Table 6 for an F2F Program of \$8.25 million over five years. **These are illustrative only**; Applicants should develop preliminary targets for indicators based on the nature of planned Country F2F Programs. Targets will be finalized in Work Plans once Country F2F Projects are confirmed.

Table 6: Illustrative Performance and Impact Indicators for an F2F Project

Indicator	Illustrative Five Year Target
Number of Volunteer Assignments	420
Number of Volunteer-Days	8,820
Number of Host Organizations Assisted	280
Number of Volunteer Recommendations (innovations or technologies) Made	1,260

Number of Volunteer Recommendations Adopted	630
Number of Persons Trained	10,500
Number of Beneficiaries	210,000
Increase in Gross Annual Sales of Assisted Hosts	\$14,000,000
Increase in Net Annual Income of Assisted Hosts	\$7,000,000
Area under Improved Management (ha.)	5,600
Number of Volunteer Outreach Activities	420
Number of Host and Potential Host Consultations by Field Staff	1120
Number of Stakeholder and Outreach Events In-country	24
Number of Country F2F Project Analyses and Descriptions Completed	8
Number of Volunteer Home Stays	100
Number of Country Innovation Dissemination events	5

D. F2F Program Implementation Requirements

The Recipient shall establish necessary institutional capacity and management systems to effectively and efficiently implement F2F volunteer assignments in support of the objectives of the Recipient F2F Program. While other functions and activities may also be required, the Recipient shall establish systems required to carry out the functions, as described below. Most of these are described in more detail in NFO Attachment A found in Section VIII of this NFO. Key implementation activities include:

1. Sub-sector analysis and planning
2. Selecting country partners (optional)
3. Selecting hosts
4. Development of assignments
5. Volunteer recruitment
6. Volunteer orientation
7. Volunteer logistics and support
8. Monitoring and evaluation
9. Considering complementary support to hosts
10. Project staffing
11. Volunteer outreach activities
12. Responding to requests for Associate Awards

The Recipient shall plan and implement the Recipient F2F Program with attention to planned and unplanned results and impacts, especially as may relate to USAID policy issues of importance to the F2F programs. Implementation issues requiring special attention by the Recipient include those discussed below.

Gender: The Recipient shall provide systematic consideration of gender issues and impacts in the F2F program and shall seek to promote gender equity. Each Country F2F Project description and work plans shall address gender issues relevant to the sub-sector – including women’s and men’s roles, resources, and returns in the sub-sector – and measures the project may take to enhance positive impacts on each of women’s empowerment and gender equality. F2F processes should align with the Gender Integration Principles in Design and Implementation in the Global Food Security Strategy Technical Guidance Advancing

Gender Equality and Female Empowerment. The F2F program overall and country projects in particular should take action to: 1) enhance F2F personnel and all volunteers' awareness of and ability to identify and manage gender dynamics, barriers, and opportunities that are likely to affect their project's or assignment's success; 2) encourage equitable participation in and benefit from the project by women and men, in both agriculture and nutrition projects and efforts; and 3) anticipate and mitigate potential unintended negative consequences. Topics wherein gender dynamics may be especially relevant to F2F success and efforts are anticipated to include, but are not limited to, access to financing, business development services, and networks for women smallholder farmers and women-led MSMEs; access to training; gender-responsive governance of local associations/cooperatives; women's influence over earnings and benefits within households and within associations; men's awareness of nutrition issues and valuation of practices to support nutrition; and who is prioritized in use of equipment and services.

The Recipient shall provide systematic consideration of gender issues and impacts in their F2F program and shall report on sex-disaggregated data for volunteers, trainees, and persons directly assisted. Each Country F2F Project description for country-specific focus area work will assess gender issues relevant to the sub-sector and identify measures the Project will take to enhance positive gender impacts. USAID will monitor gender participation levels in annual performance reporting and, in the event that a program falls substantially behind in women's participation, will require corrective action be taken in subsequent Annual Work Plans. The F2F implementing partners' joint community of practice will undertake a review of gender equity and participation during the course of the five-year program and, as appropriate, may collaborate on joint outreach to target recruitment of women volunteers.

Environment: The Recipient should ensure systematic consideration of the implications of Program activities on environmental and natural resources and should seek to mitigate any adverse impacts. The Recipient must comply with the F2F FY19-23 Program IEE, as described in Section IV.F of this NFO. USAID environmental guidelines for Recipients implementing the F2F Program are included as Attachment D to this NFO. Recipients must also follow USAID regulations in any activities involving pesticides or genetically modified organisms (GMOs) and comply with the terms of the F2F Program PERSUAP included as Attachment C.

Implementation will in all cases adhere to applicable host country environmental laws and policies. The IP, sub-grantees and subcontractor must comply with host country environmental regulations unless otherwise directed in writing by USAID. However, in case of conflict between host country and USAID regulations, the latter shall govern.

*****End of Section I*****

SECTION II: FEDERAL AWARD INFORMATION

A. Number of Awards, Funding, and Performance Periods

It is anticipated that up to eight (8) Leader with Associate awards may be made. Future budget levels, policy decisions, and the U.S. Farm Bill may affect funding for the F2F program. Funding for LWAs is subject to USAID policies establishing ceiling levels for funding of these awards. USAID expects to award approximately two-thirds of F2F funding for activities in Sub-Saharan Africa and the Caribbean Basin.

It is anticipated that only one Leader Award Cooperative Agreement will be awarded per organization, regardless of the number of geographic locations, or core countries proposed.

Leader Award budget: The Recipient shall plan to implement a five-year Leader Award program. Applicants may propose programs in the range of \$4 to 16 million. USAID estimates that a typical award will be at a level of \$8.25 million, but may fund exceptionally strong technical proposals at higher levels and others at or below the \$8.25 million level. USAID expects to provide core funding for each Recipient F2F Program with an initial obligation of approximately \$1.4 million in FY18 and the remaining funding in approximately equal tranches over four years (FY19-22). This is a projection for planning purposes only. Any and all funding for the F2F Program is subject to the availability of funding to USAID for this purpose.

Associate Award budget: Associate Awards will be subject to the needs, priorities and funding available to USAID Missions and offices. Funding for Associate Award Agreements will be subject to USAID Mission and other USAID operating unit budget levels and strategies. Based on previous experience with F2F LWA programs, there may be considerable interest from USAID Missions reflected in Requests for Associate Award Applications for a variety of types of volunteer technical assistance-based agricultural and rural development projects. Recipients must be prepared to respond appropriately to such requests from Missions and applications should demonstrate capacity and planned procedures for responding with applications for and implementing Associate Awards, if any materialize. Associate Awards must be for agricultural and rural development activities and must be based on substantial use of volunteer technical assistance. Associate Awards may run for up to five years from date of award and may extend beyond the period for the Leader Award.

LWA Funding Ceilings: Each F2F LWA Cooperative Agreement will carry two funding ceiling restrictions:

1. Total of Leader Award: The ceiling for a Leader Award will be from \$4.0 million to \$16.0 million. Within each total Leader Award ceiling, \$1.0 million will be the ceiling for Mission Buy-ins to the Leader Award and will be dependent on Mission interest and funding availability for buy-ins.
2. Total of Associate Awards: The ceiling for all related Associate Awards under a given Leader award will be equal to three times the level of ceiling for the Leader Award.

Regional Award Categories

It is expected that no Recipient will be awarded more than one LWA Cooperative Agreement.

Applicants shall propose programs for core country programs in specific geographic areas as listed below. Approximately two-thirds of the funding will be allocated to programs in the first four listed regions. A program of up to approximately \$8.25 million would be expected to be appropriate to a regional program. Applications may cover multiple regional programs or larger programs of over \$8.25 million in a given region. Regional program categories are listed below:

1. East Africa
2. Southern Africa
3. West Africa
4. Caribbean Basin
5. Other – may include Country F2F Programs in core countries in: a) Middle East & North Africa; b) Europe, Caucasus and Central Asia; c) Latin America; d) Asia; or e) countries across multiple regions. (Note: Programs with core countries across multiple regions are fully acceptable, but require a statement justifying or explaining the rationale for this approach.)

USAID reserves the following rights in making LWA Cooperative Agreement awards under this NFO:

- Not to issue an award in one or more, or in any, of the competitive groups.
- To make awards in amounts greater than or less than the \$4-16 million planning range proposed.
- To make additional awards at a later date, if funding permits.
- To make multiple awards for activities within a geographic region, though multiple awards for activities within an individual country are not expected.
- To request applicants to extend the validity of their applications and to make awards until 9/30/19.

B. Type of Award

The anticipated types of assistance instruments to be awarded under this NFO are Leader with Associate Cooperative Agreements.

C. Substantial Involvement

The intended purpose of the Agreement Officer Representative (AOR) involvement during the Leader Award is to assist the Recipient in achieving the supported objectives. The Agreement Officer has delegated the Substantial Involvement approvals listed below to the AOR. Such approval delegation does not extend to approvals for changes to the Program Description or the approved budget. Any changes to the Program Description or the approved budget shall only be approved by the Agreement Officer, after first being reviewed by the AOR.

USAID will be substantially involved in the LWA Cooperative Agreements as follows:

- Approval of the Recipient's Annual Work Plans and Country F2F Projects;
- Approval of Key Personnel (F2F Program Director and F2F Program Country Directors);

- Approval of F2F volunteer assignments outside of normal program parameters;
- Approval of the Recipient's monitoring and evaluation plan; and
- Concurrence in Requests for Associate Award applications.

Specific substantial involvement provisions for Associate Awards will be identified for each award. These provisions may include: a) approval of the Recipient's implementation plans; b) approval of specified Key Personnel; and c) USAID and Recipient collaboration or joint participation. The Mission or other office/bureau commissioning activities through an Associate Award will propose terms for substantial involvement, but terms for the Associate Awards should be consistent with the Leader Award.

D. Anticipated Award Schedule

It is anticipated that awards will be made by September 2018. Applicants have the option to propose projects that have periods of performance of up to five (5) years, from FY2019 to FY2023. Applicants may propose projects with implementation periods of less than five years but no more than five years. For projects proposed for less than five years, cost efficiencies and project effectiveness should be considered. Projects proposed with an implementation period of more than five (5) years will not be accepted or considered for award. When estimating the start date of a project implementation period, use a start date estimate at least six months from the closing date of this NFO.

E. Authorized Geographic Code

The authorized geographic code for the procurement of services and commodities is 937.

*****End of Section II*****

SECTION III: ELIGIBILITY INFORMATION

A. Eligibility Requirements

To be eligible for a Farmer-to-Farmer Cooperative Agreement(s) under this NFO, principal applicants must meet the below applicable eligibility requirements. Any proposed deviation to the eligibility requirements will not be accepted.

The F2F Cooperative Agreements are fully competed among eligible organizations. Eligible applicants must be either: a US Private Voluntary Organization (PVO) registered with USAID; a U.S. nonprofit farm organization; a US agricultural cooperative; a private U.S. agribusiness or agriculturally-related business or consulting firm; private organization (including grassroots organizations with an established and demonstrated capacity to carry out such a bilateral exchange program), private corporation, or a U.S. college, university or foundation maintained by a college or university. (A PVO may be in the registration process during the NFO Part I: Concept Note stage, however must be fully registered before NFO Part II: Full Application stage. To register with USAID as a U.S. PVO, please refer to USAID's website at www.usaid.gov, USAID Keyword: PVO Registration.

Applicants must also have within the past five (5) years a minimum of two (2) years' experience in planning, managing, monitoring and reporting on international agricultural development programs. For profit businesses must waive profits and/or fees to be eligible to submit an application. **USAID strongly encourages applications from new US partners.**

Applicants must also have a current registration with no active exclusions in the System for Award Management (www.sam.gov) in order to receive an award.

B. Country Eligibility Requirements

Documented Legal Presence: The prime applicant must arrange required legal presence status to operate in countries in which the F2F project is to be implemented. Countries for implementation will not be confirmed until work plans are developed with inputs from USAID country missions after the award of the Agreement. Applicants should describe the status of their legal presence documentation in the countries in which they propose to work and describe the process they will follow to ensure legal recognition as required. Where possible, recognition of legal presence should be documented by a signed agreement with the host government and included in the application. Letters of support from the Ministry of Agriculture, or a legal document recognizing a local partner may not be submitted in lieu of the PVO/NGO agreement with the local government.

Eligible Country List:

<i>Region</i>	<i>Countries</i>
Caribbean Basin	Haiti, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines, Antigua and Barbuda, The Bahamas, Barbados, Suriname, Saint Kitts and Nevis
Sub-saharan	Ethiopia, Eritrea, Kenya, Rwanda, Tanzania, Uganda, Southern Sudan, Comoros, Djibouti,

Africa	Somalia, Sudan, Malawi, Mozambique, Zambia, Zimbabwe, Angola, Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Ghana, Mali, Senegal, Liberia, Democratic Republic of the Congo, Nigeria, Guinea, Benin, Burkina Faso, Cameroon, Burundi, Cape Verde, Central African Republic, Chad, Republic of the Congo, Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Guinea-Bissau, Mauritania, Niger, Sao Tome and Principe, Sierra Leone, Togo
Other	Bangladesh, Cambodia, Nepal, Indonesia, Timor-Leste, Afghanistan, Burma, India, Laos, Mongolia, Pakistan, Philippines, Sri Lanka, Vietnam, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tuvalu, Vanuatu, Egypt, Lebanon, West Bank and Gaza, Yemen, Jordan, Morocco, Tajikistan, Georgia, Kosovo, Kyrgyz Republic, Serbia, Ukraine, Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Moldova, Turkmenistan, Uzbekistan, Brazil, Colombia, Ecuador, Mexico, Paraguay, Peru, Guatemala, Honduras, Dominican Republic, Costa Rica, El Salvador, Nicaragua, Panama

C. Leverage & Cost Share

Applicants should estimate the value of resources to be leveraged by the program. The F2F program by its nature leverages additional resources from various sources for implementing host projects. Typically, this includes: the value of volunteer services provided; host contributions to costs of volunteer logistics and support; funds mobilized by hosts as a result of volunteer assistance and/or to implement volunteer recommendations (loans or grants); and additional assistance provided by or mobilized by volunteers or the Recipient to assist hosts. The Recipient shall be responsible for monitoring and reporting on all resources leveraged by the Recipient's F2F Program.

The only leveraged resource required for the Recipient's F2F Program is the value of volunteer services provided. Typically, hosts are asked to contribute to costs of volunteer assignments, often by providing space or resources for training, lodging, interpreters, transport or meals. This can be difficult for some hosts. In addition, experience indicates that it is best for the Recipient to maintain control over volunteer logistical support, as difficulties in this, particularly with transport, interpreters or lodging, can severely restrict the efficiency and effectiveness of the volunteer.

There is no mandatory cost share requirement for this program. If an applicant decides to include cost share to demonstrate its commitment to the program, the cost share contributions cannot be federally funded and must meet all of the requirements specified in ADS 303.5.10 and 2 CFR 200.306 .

D. Other Eligibility Criteria

None

*****End of Section III*****

SECTION IV: APPLICATION AND SUBMISSION INFORMATION

A. Technical Application Process

The method of distribution of USAID assistance information is via the Internet. This NFO contains all necessary information, web links, and materials to submit a complete, full application. Any additional information regarding this NFO will be furnished through an amendment(s) and will be communicated through Grants.gov. This NFO and any future amendments can be downloaded from <http://www.grants.gov>.

The competition conducted under this NFO will be completed in two phases:

- Phase I: Concept Note
- Phase II: Full Application

Each applicant shall initially provide USAID with a Concept Note. The Concept Note shall be competitively evaluated against the pre-determined evaluation criterion. The most highly technically qualified Concept Notes will be invited to submit a Full Application under this NFO. Unsuccessful applicants will be notified in a timely manner and provided written feedback. Phase II: Full Application instructions are provided in Section IV for informational purposes only. Only applicants who are requested to submit Phase II applications should respond. Please do not submit a full application as outlined in Section IV C, unless invited by USAID to do so. This request will come after concept notes have been evaluated.

B. Phase I - Concept Note Instructions

Applicants shall submit initial Concept Notes covering, in summary form, the same general information as will be required in the Full Applications, but in an abbreviated format for the Concept Note.

Applicants may submit Concept Notes for geographic regions as listed below. Applicants should target one priority region and may propose a second region, as well as listing other regions in which they would have capability and interest to implement an F2F program.

1. East Africa (Applicants may propose appropriate countries from the Sub-Saharan Africa Region)
2. Southern Africa (Applicants may propose appropriate countries from the Sub-Saharan Africa Region)
3. West Africa (Applicants may propose appropriate countries from the Sub-Saharan Africa Region)
4. Caribbean Basin (Applicants may propose appropriate countries from the Caribbean Basin Region with, if desired, one additional country from Central or South America)
5. Other (Applicants may propose appropriate countries Other Regions category) – This may include Country F2F Programs in core countries in: a) Middle East & North Africa; b) Europe, Caucasus and Central Asia; c) Latin America; d) Asia; or e) countries across multiple regions. (Note: Programs with core countries across multiple regions are fully acceptable, but require a statement justifying or explaining the rationale for this approach.)

Applications should describe proposed core countries and Country F2F Project activities for implementation and provide a rationale for their selection. The proposed core countries and Country F2F Project areas will be illustrative and may change depending on further country level analyses and consultations with country Missions. Final country and country project activities will be approved through the project work plan process. (Note: Experience indicates that a high percentage of proposed countries and country activity areas are subsequently approved but that flexibility is essential to accommodate adequate country consultation and analysis.)

General requirement for Applications shall be:

1. All information shall be presented in the English language.
2. 12-point font using fixed pitch spacing per inch
3. 1" margins on standard, letter-sized paper (8½" x 11").
4. Submissions must be made to oussantidja@usaid.gov.

There are two exceptions to the aforementioned instructions: 1) budgets may be in a slightly smaller font (10 point) with smaller margins, and 2) tables may use smaller fonts and margins, however, must be easily readable.

Please note that for NFO Phase 1, applicants only need to provide the following information:

1. Cover Page (1 Page):

- a. Prime Organization Name
- b. Prime Organization Business Status (non-profit, for profit, PVO, etc)
- c. Prime DUNS Number
- d. Prime Tax Identification Number (TIN)
- e. Prime Contact Name (authorized negotiator)
- f. Prime Contact Email Address
- g. Prime Contact Telephone and Fax Number
- h. Prime Complete Business Mailing Address
- i. Prime Active Sam.gov Registry (Y/N)
- j. Sub Organization Name
- k. Sub Organization Business Status (non-profit, for profit, PVO etc)
- l. Sub DUNS Number
- m. Sub Contact Name
- n. Sub Contact Email Address
- o. Sub Contact Telephone and Fax Number
- p. Sub Complete Business Mailing Address
- q. Sub Active Sam.gov Registry (Y/N)
- r. A summary table that lists the prime applicant and all partner organizations' percentage of funding for the overall program activities for each partner.

2. Concept Note – Part I (8 Pages):

- a. Volunteer program strategy description: This section shall describe the applicant's proposed strategy for use of voluntary technical assistance and the F2F program fit with the Applicant's corporate strategy. The application should address the overall strategy, proposed approach and planning processes, development goals and objectives and expected relationships with USAID Mission, country partners, hosts, and/or other organization

programs and strategies. The description should relate the proposed strategy to issues described in this NFO. Applicants should describe how country level program strategies will be developed and updated.

- b. **Implementation planning process:** This section should describe proposed implementation and management plan for effectively and efficiently carrying out the F2F volunteer program management requirements, including those outlined in this NFO. The Applicant should describe how volunteer recruitment and support ensure well qualified volunteers, tailored to host needs, including provisions for ensuring opportunities and participation by women and minority populations and by first-time volunteers. The Applicant should also describe plans for host selection, needs assessments, and collaborative action to ensure suitable hosts with capacity to utilize volunteer services effectively. The Application should describe arrangements for expediting startup of project activities during Year One and approaches for any country level for collaboration with key Country Partners. Plans for in-country outreach should justify strategy and approaches to identifying hosts and for wider dissemination of volunteer recommendations. The Applicant should describe plans for continuous learning and program improvement, including participation in an F2F community of practice.
- c. **Institutional capacity and past performance:** This section shall describe the applicant's capacity and past performance in implementing international volunteer programs; planning agricultural development projects, including attention to gender equity and participation; describe and justify any partnering or sub-award arrangements planned to achieve objectives or address capacity needs; and plans or commitment to participation in F2F Community of Practice. This should describe the degree to which the applicant completed related work successfully, satisfied its customers/sponsors under past agreements, and complied with relevant laws and regulations within the past 5 years. The Applicant shall include at least three current references with valid email addresses for the Applicant's past performance and for any sub-awardee expected to receive 30 percent or more of award funding.

3. Concept Note – Part II (6 Pages):

- a. **Country F2F Project design:** The Application should demonstrate Country F2F Projects planning capability with a clear listing of country(ies) and sub-sector Country F2F Project areas in which the Applicant proposes to work. An Attachment should describe the flexibility and options for substitution of core countries within the competitive group for the Concept Note and for changes in sub-sector country projects. The application should describe the selection criteria and processes for completing analytical work to finalize proposed Country F2F Projects and demonstrate the Applicant's ability to develop strategic and practical approaches to use volunteers to achieve desired objectives. It should describe any arrangements for country stakeholder consultations and outreach dissemination efforts relating to the Country F2F Project. An Attached Illustrative Country F2F Project Description should demonstrate the ability to analyze a sub-sector and develop a strategy for effective use of volunteer technical assistance to achieve desired objectives with attention to issues of gender equity. The Applicant may list other regions and prioritize other countries in which they have capacity and interest to implement F2F programs.
- b. **Results planning:** This section should describe the potential for substantive and sustainable developmental impacts and gender equity within the context of the F2F Program, including an Attachment projection of estimated life-of-project targets for the Recipient F2F Program for all Standard F2F Performance and Impact Indicators.

- c. **Staffing:** This section should provide a brief narrative of the staffing plan for the project including the required qualifications for Key Personnel. The descriptions should give an overall understanding of the Recipient's staffing structure and demonstrate adequate technical, monitoring and evaluation and volunteer support for an effective program. It should describe plans for continuing staff development for effective agricultural development work. A CV may be attached (optional) for the proposed Project Director. Names and brief summaries of qualifications may be provided for Country Directors or other personnel important to the staffing plan, but names are not required and no CVs should be submitted for these positions.

4. Attachment 1: Illustrative Life-of-Project F2F Performance and Impact Indicator Targets (1 Page):

Estimated life-of-project indicator targets for F2F performance and impact indicators listed below. These are recognized to be preliminary projected targets, which will be reviewed and revised or confirmed during the final work plan development process.

Indicator	Projected Five Year Target
Number of discrete volunteers	
Number of volunteer assignments (international trips)	
Percentage of assignments by women volunteers	
Number of volunteer days completed	
Value of host contributions to volunteer assignments	
Number of hosts assisted	
Number of persons trained	
Percentage of women trained	
Number of public outreach activities	
Value of host annual net income increase	
Area under improved management	
Value of annual gross sales (revenue)	
Number of beneficiaries	
Number of Host and Potential Host Consultations by Field Staff	
Number of Stakeholder and Outreach Events In-country	
Number of Country F2F Project Analyses and Descriptions Completed	
Number of Volunteer Home Stays	
Number of Country Innovation Dissemination Events	

5. Attachment 2: Illustrative Country F2F Project Description (8-10 Pages):

An illustrative Country F2F Project Description following the format and outline described in Section B.3. Examples of past Country F2F Project Descriptions may be found at <http://farmer-to-farmer.org/search/node/country%20project%20description%20type%3Aresource>, though it

should be noted that the outline and requirements for this NFO are slightly changed.

6. Attachment 3: Budget (1Page)

- a. Overall budget breakdown that shows the following (no narrative is required for the Concept Note):
 - i. Does your organization have a Current Negotiated Indirect Cost Rate Agreement (NICRA) with a Federal Agency? (Y/N)
 1. If Y, which agency?
 - ii. If your organization does not have a NICRA, does your organization have at least the previous three years of audited financial statements or have the ability to get the previous three years of audited financial statements by NFO Phase II? (Y/N)
 - iii. Have you received Federal Funds in the past? (Y/N)
 1. When?
 2. Dollar Value?
 3. From which agency?
 4. What was the contract/agreement number?
 5. Provide Agency POC

Cost Category	Total (5 years)
Direct Costs	
Personnel	
Fringe Benefits	
Travel	
Equipment	
Supplies	
Contractual	
Total Direct Costs	
Overhead Rate	
Indirect Rate	
Total USAID Contribution	
Leverage	
Cost Share	
Total Project Budget	

7. Attachment 4: Application F2F Project Options (1Page)

- a. All Applicants should include a brief, one paragraph description of options for substitution of other countries within the proposed geographic competitive region. This should be a prioritized listing of countries in which they might work. Illustrative Country F2F Project areas for the listed countries may be included but are not required.
- b. Applicants may include a proposal for work in a second geographic competitive region. This must include:
 - i. Concept Note Part II for the Region (6 pages)

- ii. Attachment 1: Illustrative Life-of-Project F2F Performance and Impact Indicator Targets (1 page)
- iii. Attachment 2: Budget for the regional F2F Program (1 page)
- iv. A brief, one paragraph description of options for substitution of other countries within the proposed geographic competitive region. This should be a prioritized listing of countries in which they might work. Illustrative Country F2F Project areas for the listed countries may be included but are not required.

No separate Illustrative Country F2F Project Description is required for this additional region.

C. Phase II – Full Application Instructions

Only upon invitation by USAID shall a recipient submit a full application to the Agreement Officer.

Application Instruction

The Full Application shall include (to facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as listed below):

A1. Technical Submission (Word Format)

1. **SF-424**
2. **Cover Page (1 Page):**
 - a. Prime Organization Name
 - b. Prime Organization Business Status (non-profit, for profit, PVO, etc)
 - c. Prime DUNS Number
 - d. Prime Tax Identification Number (TIN)
 - e. Prime Contact Name (authorized negotiator)
 - f. Prime Contact Email Address
 - g. Prime Contact Telephone and Fax Number
 - h. Prime Complete Business Mailing Address
 - i. Prime Active Sam.gov Registry (Y/N)
 - j. Sub Organization Name
 - k. Sub Organization Business Status (non-profit, for profit, PVO, etc)
 - l. Sub DUNS Number
 - m. Sub Contact Name
 - n. Sub Contact Email Address
 - o. Sub Contact Telephone and Fax Number
 - p. Sub Complete Business Mailing Address
 - q. Sub Active Sam.gov Registry (Y/N)
 - r. A summary table that lists the prime applicant and all partner organizations' percentage of funding for the overall program activities for each partner.

3. Executive Summary (2 pages maximum):

Provide a concise summary of the applicant's program description, program methodology and

expected results and impacts.

4. Program Description (8 pages maximum):

This section shall describe the applicant's proposed F2F program, reflecting the overall strategy, proposed approach, effective use of volunteers, development goals and objectives. Annexes shall include: a) a proposed Work Plan for Year One (maximum 8 pages) with an attached summary Life of Project Work Plan of up to six pages and b) one Country F2F Project Description (maximum 8 pages). These should be relevant to and supportive of the program description. The Application shall include:

- a) **Program Strategy:** A description of the applicant's proposed Program Strategy, including, but not limited to: the proposed program objectives; rationale for proposed core country region or theme and core countries; description of any innovative use of voluntary technical assistance to achieve development objectives, linkage to USAID field mission strategies and program objectives or to those of the host country and/or other donors; and arrangements for responding to any requests for applications for Associate Awards to further objectives of the F2F Program.
- b) **Country F2F Project Planning:** A description of the applicant's proposed country project planning, demonstrating the ability to establish and implement a strategically focused country activity, including, but not limited to: summary of a preliminary work plan for year one with an Annex draft Life of Project Work Plan; summary analysis and design for at least one Country F2F Project; proposal for other Country F2F Projects with a proposed plan and timeline for completing full analysis and design; description and rationale for collaboration with and participation of any key Country Partners or sub-contractors; description of criteria and process for selection and work with host institutions, target types of host institutions, and/or intended beneficiary groups expected to participate in the Recipient's Country F2F Program; and arrangements to ensure equitable participation of women and minority population volunteers and participation and benefit by women and disadvantaged populations in the host country.
- c) **Results Planning:** A description of the applicant's proposed Results Planning, including, but not limited to: description of the potential for substantive and sustainable developmental impacts within the context of the F2F Program, including projection of estimated life-of-project targets for the Recipient F2F Program for all Standard F2F Performance and Impact Indicators; plans for establishment of relevant and useful custom indicators for guiding strategic Country F2F Projects; and proposed systems and procedures for a monitoring and evaluation system. Discussion of important gender issues should be provided to demonstrate the applicant's understanding and commitment to address gender issues and demonstrate planning to ensure balance in access to training and capacity building opportunities in terms of the gender of trainees and other participants, and integration of appropriate gender sensitivity into all activities (see USAID policy in ADS 253.3.8). This should include diversity in recruitment.

5. Implementation and Management Capacity & Past Performance (12 pages maximum):

Describe the applicant's capacity and proposed implementation and management plan for carrying out the proposed F2F program. Annexes, including the proposed Work Plan for Year One shall be relevant to and supportive of the program description. The Application shall include:

a) Implementation Capacity and Past Performance: A description of the applicant's proposed Implementation Capacity and Past Performance, including, but not limited to: arrangements for volunteer scope of work development, volunteer recruitment, and volunteer logistical and technical support, maximizing returned volunteer outreach activities, and ensuring field staff capacity for technical support and monitoring and evaluation of program impacts; proposed management structure and approach, including lines of responsibility, authority and communication, and any sub-contractor agreements with description of the participating organization, rationale and benefits from their participation, and arrangements to ensure streamlined and efficient program management; commitment to and experience with effective collaboration other development partners; any innovations, mechanisms or strategies to reduce costs of providing volunteer services or to maximize the leveraging of other resources toward program objectives; of the applicant's Past Performance References. Applicants must use the past performance form provided in Attachment F.

Applicants shall be evaluated based on past performance references on relevant current programs or those completed during the past ten years. At least one of the references submitted for the applicant should be for work performed during the last five years. Any past performance references older than ten years will not be evaluated. The description should include, but not be limited to: degree to which the applicant completed related work successfully, satisfied its customers and sponsors under past agreements, and complied with relevant laws and regulations; demonstration of the applicant's capacity for creativity and leadership, to deliver high-impact results, and effectively partner with other organizations; and at least six past performance references (to be listed in an attachment to application) that demonstrate ability to comply with terms and conditions of contract or grant awards to achieve desired results through innovative planning and implementation, sound business practice and relations, and effectiveness and efficiency in achieving objectives. References should include names, current and functional email addresses and valid current phone numbers for individuals able to serve as references.

b) Staffing and Key Personnel: A description of the applicant's proposed Staffing and Key Personnel, including, but not limited to: proposed staffing configuration at country and central office levels; description of the strengths of the proposed Key Personnel and the suitability of their education and work experience for proposed positions on the Recipient's F2F Program; full CV (3 page maximum) for the proposed F2F Program Director/Coordinator, to be placed in annex; CVs (3 page maximum) for each proposed F2F Country Director to be placed in annex.; at least three past performance references (to be listed in an attachment to application) for each individual proposed for a Key Personnel position, including individuals knowledgeable about the individual's work performance and qualifications over the past ten years. At least two references should be for work performance over the past two years. References should include names, current and functional email addresses and valid current phone numbers for individuals able to serve as references; and an explanation of the time allocation for any staff that is less than full time.

6. Branding & Marking Plan

Each recipient shall be required to develop and submit a Branding and Marking Plan. ADS 320 in Section VIII provide the information for the Branding and Marking plan. Each plan shall be evaluated for compliance and negotiated prior to award. No additional value/weight is given to Branding/Marking.

7. Environmental Screening

Each recipient shall be required to comply with the terms of the Initial Environmental Evaluation for the F2F Program and with the terms of the Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP). Recipient Work Plans should include provision for environmental screening of individual volunteer assignments and for provision of mitigation plans as indicated necessary.

A.2 Cost Submission

Note: Most negotiations stall due to insufficient and/or unverifiable cost and pricing data. The applicant should provide as detailed cost breakdown and cost narrative as practicable. The applicant should provide as much data necessary for the Agreement Officer to find costs realistic and reasonable. Lack of details in this section will lead to longer procurement time.

1. SF-424A
2. Cost Application:
 - a. There is no page limit for the cost application. However, Applicants are encouraged to be as concise as possible and still provide the necessary details.
 - b. The Cost Application shall be completely separate from the Technical Application.
 - c. The Cost Application Detailed Budget shall be formatted in Microsoft Excel 2010. Budgets shall display all formulas (to illustrate method of calculation) with unlocked cells.
 - d. The Cost Application Budget Narrative shall be formatted in Microsoft Word 2010.
 - e. The Cost Application shall cover estimated budget for each of the five program years.
3. Budget Narrative and Detailed Budget Format:

The contents of the Budget Narrative and Detailed Budget documents shall mirror and reflect one another. The Budget Narrative shall have appropriate headings that match those of the Detailed Budget. For example, the Budget Narrative shall explain how salaries and wages were determined and give the appropriate rationale under the **Salaries and Wages** heading. And the Detailed Budget shall display the estimated costs for salaries and wages under the **Salaries and Wages** budget line item. The Budget Narrative shall explain in great detail how costs were derived and the methodologies used to derive and estimate costs. The Detailed Budget shall display the estimated costs proposed for each budget line item.

Budget Narrative Contents

To support proposed costs for your project, all applicants must provide a detailed Budget Narrative for all costs that explain how the costs were derived and the methodologies used. The Budget Narrative must provide:

- a. The breakdown of all costs associated with the program.
- b. The breakdown of all costs according to each partner organization involved in the program.
- c. The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance.
- d. The breakdown of any financial and in-kind contributions of all organizations involved in implementing this program.

- e. Potential contributions of non-USAID or private commercial donors to this program (cost share) in accordance with 2 CFR 200.306 and 2 CFR 700.1.
- f. Procurement plan for commodities, goods and services (if applicable).

Detailed Budget Contents

The Detailed Budget should be broken out by the projects implementation period (e.g. If the project implementation period is for three years, the applicant would propose a Detailed Budget which explains the project costs for a total of three years).

The Detailed Budget Excel Worksheet should contain the following budget categories at a minimum:

1. **Salary and Wages:** Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies; USAID requires that salary daily rates are calculated 260 working days per year. The Budget Narrative should explain how daily rates are calculated.
2. **Fringe Benefits:** If the Applicant has a fringe benefit rate that has been approved by a U.S. Federal Agency, such rate should be used and evidence of its approval shall be provided. If a fringe benefit rate has not been so approved, the Application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g. unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.
3. **Travel and Transportation:** The budget should indicate the number of trips, domestic, regional, and international, and the estimated costs. Specify the origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per Diem shall be based on the Applicant's normal travel policies.
4. **Equipment:** The budget should provide the estimated types of equipment to be used on this project. Be sure to include all costs associated with equipment such as safety gear (e.g. helmets), fuel, tax/tag, and insurance premiums as applicable under an appropriate budget category. The equipment model number, cost per unit and quantity shall be provided.
5. **Supplies:** The budget shall specify the supply items related to this activity (e.g. specimen collection, sample transport, administrative).
6. **Contractual:** The budget shall identify any goods and services being procured through a contract mechanism.
7. **Other Direct Costs:** The budget shall identify the following but is not limited to: communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits). The narrative shall support and provide a breakdown for all other direct costs.
8. **Indirect Costs:** The Applicant shall support the proposed indirect cost rate with a letter from a cognizant U.S. Federal audit agency, a Negotiated Indirect Cost Agreement

(NICRA), or with sufficient information for USAID to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.).

If an applicant does not have an Indirect Cost Rate Agreement, it must be able to provide the previous three years of audited financial statements to the Agreement Officer. (This will be requested separately). In the alternate, if the applicant has never received a negotiated indirect cost rate, applicant may elect to charge a de minimis rate of 10% of modified total direct costs as per 2 CFR 200.414(f). If the prospective applicant chooses the de minimis rate, the AO must incorporate the 10% indirect cost rate in the award budget and the recipient must follow the requirements in 2 CFR 200.414(f).

A.3 Certifications and Representations

All apparently successful applicants must provide Certifications, Assurances, and Representations that can be found at <http://inside.usaid.gov/ADS/300/303mav.pdf>. Once an apparently successful applicant is invited for a full application the AO will send a word version for convenience.

*****End of Section IV*****

SECTION V: APPLICATION REVIEW INFORMATION

A. NFO Phase I - Concept Note Evaluation

The Concept Notes will be evaluated in accordance with the Technical Evaluation Criteria set forth below. If a Concept Note is recommended for NFO Phase II following the technical review, a Full Application and Cost Application will be requested.

Applicants should note that the technical evaluation criteria serve to: (a) identify the significant issues which applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. **To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the evaluation criteria.** While the Application narrative should focus on evaluation issue-related materials in specific sections, the evaluation may draw from other sections of the Application where material is relevant to a specific evaluation criterion. Awards will be recommended based on the ranking of applications according to the technical evaluation criteria and the quality of the response to these criteria.

The following evaluation factors will be used to evaluate all Concept Notes. The Government will evaluate responsive concept notes, with technical merit being more important than cost, utilizing the following factors. Initial evaluation will consider only the primary program proposed; applications rated highly will be evaluated for the optional second program area proposed.

1. Volunteer program strategy description: (15 points)
 - ✓ Clearly describes a sound strategy for use of voluntary technical assistance and fit within the Applicant's corporate strategy; overall strategy, proposed approach and planning processes, development goals and objectives, and expected relationships provide a base for an effective program; demonstrates a clear understanding and framework for project implementation in terms of strategy to issues relating to volunteer technical assistance programs.
2. Implementation planning: (20 points)
 - ✓ Clearly describes an implementation and management plan for effectively and efficiently carrying out the F2F volunteer program management requirements, with evidence of a strategy for intensive Year One start up, training for staff, and analysis and finalization of Country F2F Projects; sound planning and criteria host identification and preparation and for sub-sector consultations and networking in country; planning and arrangements for volunteer recruitment and fielding; plans for host strategy and follow up support; and plans for continuous learning and Community of Practice participation.
3. Institutional capacity and past performance: (15 points)
 - ✓ Provides evidence of the applicant's capacity and sound past performance in implementing international volunteer programs; justifies any partnering or sub-award arrangements necessary to achieve objectives or address capacity needs of the applicant; reflects applicant's commitment to and experience with successful collaboration with other partners; describes the degree to which the applicant completed related work successfully, satisfied its customers/sponsors under past agreements, and complied with relevant laws and regulations within the past 5 years.

4. Country F2F projects design: (20 points)
 - ✓ Describes a clear and logical set of proposed core countries and sub-sector Country F2F Project areas with an illustrative Country F2F Project Description (as an Attachment) with a sound rationale for selection; demonstrates adequate flexibility for revising proposed countries and country F2F project areas as needed; describes sound selection criteria and processes for completing analytical work for F2F activities; demonstrates ability to develop strategic and practical approaches to use of volunteers to achieve desired objectives.
5. Results planning: (10 points)
 - ✓ Clearly describes a plan and provides an illustrative set of LOP indicator targets for substantive and sustainable developmental impacts; reflects a commitment and plan to promote gender equity in benefits; demonstrates understanding of Standard F2F Performance and Impact Indicators; demonstrates ability to formulate sound and useful key indicators for Country F2F Projects using Standard or custom indicators; commits to ambitious and practical life-of-project targets for output, outcome and impact indicators; demonstrates commitment to learning and sharing good practice in volunteer program management.
6. Staffing: (20 points)
 - ✓ Demonstrates strong country and home office agricultural technical and program specialists qualified to implement a technically sound and innovative volunteer program; reflects a sound appreciation for staffing needs and staff technical qualifications needed for Key Personnel, including planning for needed technical support to country programs; encourages continuous learning and staff development, including engagement of trained agricultural professionals.

B. Phase II – Full Application Evaluation

The Full Application will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Please do not submit a full application unless USAID specifically requests one from your organization.

Applicants should note that the technical evaluation criteria serve to: (a) identify the significant issues which applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. **To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the evaluation criteria.** Awards will be recommended based on the ranking of applications according to the technical evaluation criteria and the quality of the response to these criteria.

The following evaluation factors will be used to evaluate all Full Applications. The Government will evaluate responsive Full Applications on a best value basis, with technical merit more important than cost, on the following factors.

1. Program Strategy: (20 points) Evidence of a sound rationale and coherence in the applicant's overall F2F program proposal for the geographic regions/core countries and development objectives selected, effectively utilizing volunteer technical services, reflecting a good understanding of and ability to balance various F2F Program objectives, support food security and other USG priorities, and achieve substantive and sustainable developmental impact through the Leader With Associate award.

2. Country Project Planning: (20 points) Evidence of the applicant's ability to plan for analysis and design of sound Country F2F Projects that utilize voluntary services to develop local human and institutional capacities and achieve defined sector objectives consistent with the overall F2F Program objectives; strategies and approaches to effectively select and support host use of volunteer services, achieve broader sub-sector impacts, and promote gender equity and equal participation and integration of environmental and climate change considerations into plans.
3. Results Planning: (20 points) Evidence of the applicant's ability to focus an F2F program on achieving desired results, monitoring and reporting on progress and development impact, while addressing critical implementation issues (e.g., environmental, gender equity, public outreach, etc.).
4. Implementation Capacity & Past Performance: (20 points) Evidence of the ability to establish efficient, effective and innovative management systems (e.g., analysis, host selection, scope of work development, volunteer recruitment and orientation, volunteer logistics and support, outreach, etc.) for implementing the applicant's proposed F2F volunteer program, including training and support plans to ensure field staff capacity for technical support and monitoring and evaluation of program impacts. Evidence of ability to comply with terms and conditions of contract or grant awards to effectively and efficiently achieve development objectives and results through innovative planning and implementation and sound business practices and relations. Applicants will be evaluated based on past performance references on relevant current programs or those completed during the past ten years. Any past performance references older than ten years will not be evaluated. As part of this review, USAID may contact some of the applicant's past or current customers and partners to assess the applicant's performance. [Note: In addition to the references provided by the applicant, USAID may also contact other individuals knowledgeable about the applicant's performance on specific programs and other sources of information, including, but not limited to, other government agencies, better business bureaus, published media, and electronic data bases.]
5. Staffing and Key Personnel: (20 points) Evidence of the applicant's ability to provide key personnel with appropriate level of education and experience to manage and organize program resources, and provide quality control for proposed program work [Note: As part of this review, USAID may contact some or all of the references provided by the applicant to assess the proposed individuals' past performance. In addition to the references provided by the applicant, USAID may also contact other past or current customers, partners or others knowledgeable about the individual's qualifications and past performance on specific programs or activities.]; evidence of plans to provide adequate technical staffing to field offices to effectively manage host sub-sector and consultations, volunteer support, and host follow up monitoring and support; evidence of adequate technical, support and M&E staff to manage volunteer recruitment and all support needs; and arrangements for participation in community of practice learning and support activities to ensure continuous improvement in operations.
6. Branding & Marking: (compliant Y/N)

7. Environmental Check: (compliant Y/N)

Cost Effectiveness and Cost Realism

The Applicant's Cost Application will be evaluated but not scored; however, the results from its analysis may have scoring implications. The overall proposed costs are expected to be allowable, allocable, fair, reasonable, and cost effective. All Cost Applications are subject to a cost realism analysis.

Information gathered from such considerations may clarify the evaluators' understanding of various application details and lend itself to an adjustment of scores. In the event Technical Applications are ranked/scored substantially the same, the applicant that represents the best value in terms of cost may be the determining factor for award.

*****End of Section V*****

SECTION VI: FEDERAL AWARD AND ADMINISTRATION INFORMATION

A. Award Notices

1. Applicants will be notified in writing via email of their application status (successful or unsuccessful) upon completion of the application review process.
2. Applicants notified of a successful application status will be requested to provide a Detailed Budget, Branding and Marking Plan, and Certifications, Assurances, and Other Statements of the Recipient. Notification of successful application status is **not** an authorization to begin performing proposed activities or performance in general.
3. Applicants notified of an unsuccessful application will not be considered further for an award under this NFO. Applicants with an unsuccessful application are advised that a debriefing may be requested within 10 working days after the applicant receives the notice. The unsuccessful applicant may send a written request for a debriefing to aoussantidja@usaid.gov. Debriefings may be provided at the discretion of the AO and will be provided in writing electronically.

B. Authority to Obligate the Government

The **Agreement Officer** is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

C. Standard Provisions

If awarded a cooperative agreement under this NFO, the Recipient shall adhere to and govern itself under the Mandatory Standard Provisions and the Required As Applicable Provisions for U.S. NGOs and Non-U.S. NGOs. Links to these Standard Provisions can be found in Section VIII Other Information “Regulations and References”. In addition to the aforementioned Mandatory Standard Provisions, the environmental compliance terms and provisions shall also apply and are therefore incorporated into all awards made under this NFO.

D. Key Personnel

Key personnel for the Recipient’s F2F Program shall include: the Recipient’s F2F Program Director and the F2F Program Country Director for each core country, up to a maximum total of five key personnel. The total number of Key Personnel, up to the maximum of five individuals, will therefore depend on the number of core countries in which the Recipient proposes to implement Country F2F Projects. Recipients shall propose Key Personnel in their applications for at least three of their proposed core countries, even though detailed Country F2F Project designs will not be completed until after award of the LWA Cooperative Agreement and startup of program activity.

The **Recipient’s F2F Program Director**: shall have overall responsibility for implementation of the Recipient’s F2F Program and shall be the principal point of contact for USAID for issues in F2F program planning and implementation. The F2F Program Director will be responsible for

country program design and coordination, Country F2F Project approvals, planning and use of flexible assignment volunteers, Work Plan development, project reporting, overall program monitoring and evaluation, and coordination and representation of the Program with USAID and other stakeholders. The F2F Program Director minimum qualifications include: a university degree in a subject relevant to international agricultural development (technical agriculture, business administration, international development, economics, rural sociology, etc.); at least five years' experience in international development; experience with the US agricultural sector; and experience with agriculture and rural development.

The **F2F Program Country Directors** for each core country: shall be responsible for coordination of all F2F program activities within a country, including: identifying, designing, and implementing Country F2F Projects; coordinating any flexible assignments; identifying potential partners and hosts; developing volunteer scopes of work; facilitating volunteer assignments; providing pre- and post-assignment assistance to hosts; updating sector and sub-sector analyses; ensuring sound systems for monitoring and assessing impact from program activities; and coordinating work with other stakeholders. The F2F Program Country Directors' minimum qualifications include: a university degree (preferably in agriculture or a related and relevant field); at least eight years professional experience in assignments relevant to the Recipient's F2F Country Program; fluency in language(s) of the host country; experience in agricultural production, marketing and/or development; and ability to network effectively with country agricultural sector stakeholders.

Note: Key Personnel need not be assigned full-time to the Recipient F2F Program, as cost considerations and program needs may not require full time assignment. The Recipient shall justify its proposed level-of-effort from each Key Personnel position and obtain USAID AOR approval for time allocation of any position not assigned full-time to the Recipient F2F Program.

E. Planning and Reporting Requirements

A draft for the First Annual Work Plan for the Recipient F2F Program shall be included as part of the Full Application in response to Part II of this NFO. The Recipient shall revise this draft, as appropriate, and finalize it in consultation with the USAID AOR within three months of the award of the LWA Cooperative Agreement. The Recipient shall submit subsequent Annual Work Plans and performance reports for the Recipient's F2F Program with format, content and time schedule substantially as described below. The details of the format and submission schedule may be modified in agreement between the USAID AOR and the Recipient. The Recipient's reporting shall correspond to USAID required indicators and should include progress toward benchmarks and result in indicators of development impact. In addition, qualitative descriptions of success stories and achievements to illustrate F2F Program impacts shall be included, when possible.

Work Plans and reports shall be prepared to be available for public reference and limited distribution. Financial or other proprietary information can be provided in an Addendum for USAID and noted in the Work Plan or report.

- a) **Annual Work Plans** will be required each year for the Recipient's F2F program, with plans developed based on the US fiscal year (October through September). Work Plans will be submitted and discussed with the F2F Program AOR. USAID approval by the AOR is required

for each Annual Work Plan. The Recipient shall revise the initial Work Plan, as necessary, and finalize it within three months of award of the LWA Cooperative Agreement. Subsequent Annual Work Plans are required by September 15, prior to the beginning of the fiscal year. The First Annual Work Plan shall include a summary LOP Work Plan of up to six pages, including projected timelines and phasing of activities to achieve objectives and projections of targets by year for the Standard Performance and Impact Monitoring Indicators in the Performance Monitoring Plan. The LOP Work Plan may be revised, as needed, with subsequent Annual Work Plans.

- b) **Country F2F Project Descriptions**, as described in this NFO and as addenda to the Project Work Plans, are required for each sub-sector Country F2F Project. These Project Descriptions should describe and justify work planned and identify expected results in terms of the Standard F2F Performance and Impact indicators and any Country Project-specific indicators for outputs, outcomes, or impacts that may be established. Each Country F2F Project Description should have one to three key outcome/impact indicators with targets, using either Standard F2F indicators or custom indicators as appropriate.

Project Descriptions for any Country F2F Projects should be completed as early as possible to facilitate rapid start up and smooth implementation. They may be submitted to USAID separately, as they are developed, with a request for USAID AOR approval after consultation with the USAID country Mission.

- c) **Semi-Annual Performance Reports** are required for the initial six months of each fiscal year (October through March). These Semi-Annual Performance Reports shall be short, interim reports on program implementation, generally consisting of 3 to 6 pages of narrative and Standard F2F Program Indicator Tables. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators. Additional material, such as volunteer assignment success stories, can be included in annexes and there is no strict page limitation, though lengthy reports are not necessary. The narrative shall summarize key implementation accomplishments and identify problems or constraints to program implementation. In cases of serious problems, the USAID AOR may request more detailed reporting on problems or special issues. Semi-Annual Reports should include, but are not limited to, the following:

- Summary of Experience with Program Implementation
- Discussion of Any Major Implementation Problems and/or Deviations from Expectations for Performance Indicators
- Planned Activities for the Next Six Months
- Statement of compliance with requirements and policy on volunteer background checks, IEE/PERSUAP, and M&E systems.
- Annex: Standard F2F Performance and Impact Indicator Data Tables covering the reporting period
- Annex: Listing and Brief (2-3 sentences) Summary Description of Each Volunteer Assignment Completed during the Period.

Documentation for volunteer assignments (scope of work, volunteer assignment report, and deliverables completed) should be retained in Recipient's files but need not be submitted to USAID for all volunteer assignments. The AOR may request a sample of documentation for

review following each Semi-Annual Report.

Annual Performance Reports will cover all of the Recipient's F2F Program activities over the course of a fiscal year (October through September). The Annual Report will be submitted by October 30 of the calendar year for the report in question. Recipients may, in consultation with the AOR, submit Standard F2F Performance and Impact Indicator Data Tables to the AOR by October 15 to aid in preparing consolidated reporting on the F2F Program. The Annual Report for the Leader Award should include the following:

- Summary of Experience with Program Implementation
- Summary of Implementation Experience for Each Country F2F Project
- Highlighting of Any Major Impacts or Accomplishments over the Reporting Period
- Discussion of Any Major Implementation Problems and/or Deviations from Expectations for Performance Indicators
- Activities in F2F Community of Practice
- Planned Activities for the Next Twelve Months
- Summary of Status of any Associate Awards, with Indicator Data on Volunteer Assignments and Outputs
- Statement of compliance with requirements and policy on volunteer background checks, IEE/PERSUAP, and M&E systems.
- Annex: Standard F2F Performance and Impact Indicator Data Tables Covering the Reporting Period
- Annex: Listing and Brief (2-3 sentence) Summary Description of Each Volunteer Assignment Completed during the Year that was not Included in the Year's Semi-Annual Report.

Documentation for volunteer assignments (scope of work, volunteer assignment report, deliverables completed) should be retained in Recipient's files but need not be submitted to USAID for all volunteer assignments. The AOR may request a sample of documentation for review following each Annual Report. Documentation on indicator data collection methods and estimates, especially for host economic and productivity measures, should also be retained in files for possible AOR spot check reviews.

Annual Reports need not be lengthy (possibly 10-20 pages), but should summarize the status of project implementation over the year, as assessed against planned activities, outputs, and outcomes set forth in the Annual Work Plan and Country F2F Project description. No fixed page limitations are imposed and additional material, such as volunteer assignment success stories, can be included in annexes, if necessary. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators.

Recipients may format reports such that individual Country F2F Project status reporting can easily be shared with relevant USAID country Missions.

- d) **A Final Report** shall be submitted at the end of the F2F Program. This may be in lieu of the last Annual Report, if the program ends at the end of a fiscal year. The Final Report shall contain the information contained in 2CFR200 The Final Report shall provide a comprehensive presentation

of the experience, activities and results achieved under the F2F program. The format for the Final Report shall be discussed with the USAID AOR prior to its preparation. Final Reports should include, but are not limited to, the following:

- Executive Summary (1-3 pages)
- Over-all Summary of Implementation Experience, Activities and Accomplishments for Each Country F2F Project including discussion of impacts and cost/benefit outcomes
- Data on Performance and Impact Indicators for Each Country F2F Project
- Listing of Major Program Outputs and Accomplishments
- Key Impacts, Successes and Failures during the Project
- Major Lessons Learned/Recommendations for the Future
- Status of Associate Awards and Accomplishments in Extending Impacts of the F2F Program
- Listing of all host organizations assisted with contact information and brief summary of experience

The Final Report shall include an assessment of progress made toward accomplishing the project objectives and expected results, significance of these activities and accomplishments, and potential future impact resulting from project achievements. Inclusion of selected success stories from volunteer assignments is encouraged. Report narrative and indicator tables should relate progress against targets established for the Performance Monitoring Plan indicators. The final report should also include a final fiscal report that describes how funds were used. Fiscal data may be submitted separately from the technical and programmatic Final Report, which will be available for general distribution.

- e) **Technical Reports** shall include any substantive sector assessments, value chain analyses, technical recommendations and analyses, host or partner strategic plans, or other substantive analytical or technical reporting that may be of general interest and that does not compromise proprietary information interests of hosts or partners. The Recipient shall submit such reports to USAID and report on these in routine performance reports.
- f) **Program Evaluations** shall fit needs of the Program. The Recipient may, at its own initiative, conduct internal Program Evaluations at the Recipient Project-wide, Country F2F Program or Country F2F Project level to improve its program planning management. Plans for such evaluations shall be included in the Annual Work Plans. Copies of such internal evaluations funded with LWA Cooperative Agreement funds shall be provided to USAID. In addition, USAID may, as deemed necessary, fund external evaluations of the Recipient's F2F program.

F. Environmental Compliance

An Initial Environmental Examination for the F2F Program was approved with the following provisions to which Recipients must comply. An approved PERSUAP for the Program is included in NFO Section VIII as Attachment C.

Provisions of the F2F Program Initial Environmental Examination (IEE)

The US Farm Bill establishes the F2F Program to assist developing countries, middle-income

countries, emerging markets, sub-Saharan African countries, and Caribbean Basin countries. It defines: an "emerging market" country as one determined to be taking steps toward a market-oriented economy and with potential to provide a viable and significant market for United States agricultural commodities or products; a "middle income country" as one developed to the point at which it does not receive bilateral US development assistance; a "Caribbean Basin country" as a country eligible for designation as a beneficiary country under section 2702 of title 19; and a "sub-Saharan African country" has the meaning given the term in section 3706 of title 19.

The F2F Program will be global in scope, but with a focus on activities in core countries, generally with USAID supported programs. Non-core countries may receive limited flexible F2F volunteer assignments in response to requests for sound scopes of work that can be supported by implementing partners. Core countries will be determined through the competitive process of implementation awards. The Program is expected to have 25-30 core countries, receiving on average about 30 volunteers per year. Core country selection may consider factors such as: country needs and opportunities, experience in a country, relevance to USG interests and objectives, ability to provide rewarding and productive volunteer assignments, cost-effectiveness, ability to recruit volunteers for assignments in the country, and/or other factors. Typically, it is desirable for F2F programs to work in countries with good enabling environments so that the ideas of the volunteers can have wide impact, unencumbered by price distortions, corruption and red tape, but it is recognized that many countries have limitations in this regard and that substantial development impacts and rewarding volunteer assignments are also possible in other country situations.

Host Country Laws

Implementation will in all cases adhere to applicable host country environmental laws and policies. The IP, sub-grantees and subcontractor must comply with host country environmental regulations unless otherwise directed in writing by USAID. However, in case of conflict between host country and USAID regulations, the latter shall govern.

Potential Environmental Impacts

Most host requests for volunteer assistance focus on meeting immediate host needs and focus on increasing economic returns to the hosts/beneficiaries. F2F's experience indicates that in such activities attention to environmental issues, such as environmental protection and natural resource conservation, is critical to long-term sustainability. Climate change adaptation and mitigation are also factored into country activity planning. Thus, F2F's assignments naturally address these issues as secondary objectives. In the past, relative few F2F country projects or assignments have focused specifically on environmental activities. This has increased under the current Program, which has four country projects (out of 65) designed for natural resource and environmental conservation. Approximately five percent of volunteer assignments have focused on these issues. Such assignments, for example, might include: reducing run-off from dairy operations, more efficient use of fertilizer, switching from pesticides to integrated pest management, conservation tillage, etc. The FY19-23 phase of the program will encourage attention to environmental and natural resource issues and targeting global climate change adaptation and mitigation measures.

USAID provides guidance to Implementing Partners and volunteers on environmental issues. Since assignments are demand-driven, environmental issues cannot be identified a priori. Also, F2F assignments are so short-term and consist principally of "technical assistance in the form of recommendations, advisements, and training," that the potential for significant adverse impacts on the environment is minimal. To prevent environmental mistakes, to integrate environment into

assistance activities, and to promote environmentally positive impacts, USAID/F2F has developed standard guidelines for the Implementing Partners in the form of two brochures, which are attached to this IEE. The two brochures explain environmental concerns and provide practical and consistent guidance on compliance. One brochure is designed for the Implementing Partner (IPs), and the other is for volunteers to use before and during their assignments. These environmental guidelines focus 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.

The most sensitive environmental issue under the program is that of use of pesticides in agricultural production systems. Pesticides is the broad generic term for any substance that is formulated to kill a pest and includes but is not limited to herbicides, fungicides, nematicides, rodenticides, and insecticides. Globally, an average of 35% of crop yields is lost to pre-harvest pests and 10-20% to post-harvest pests. Continuous improvements in pest management and control are essential to continue producing the necessary quantity and quality of agricultural output while maintaining environmental diversity. This goal is achieved through the development and promotion of integrated pest management (IPM) strategies. IPM is a system of managing pests designed to be sustainable. IPM involves using the best combination of cultural, biological and chemical measures for particular circumstances. This provides the most cost effective, environmentally sound and socially acceptable method of managing diseases, insects, weeds and other pests in agriculture.

Synthetic chemical pesticides are, and will continue to be, one of the primary tools used within IPM. Improper handling and misuse of pesticides can pose risks to users, bystanders and the environment. Proper training of all individuals who may use, or may make a decision to use, pesticides will reduce the prevalence of misuse in developing countries. Improper use of pesticides by hosts is a common finding by F2F volunteers. Volunteer assignments may include activities relating to pesticide recommendations, but most frequently volunteers are able to recommend IPM strategies and safe use of pesticides, as a means of reducing production costs, meeting market requirements, and safeguarding producer and consumer safety and long-term market development.

Congress recognized the importance of pesticide issues in agriculture in the authorization for the F2F program in the 2008 Farm Bill, which states that Congress finds that among the areas in which agricultural producers in sub-Saharan Africa and Caribbean countries need training is “insecticide and sanitation procedures” and skills training focused on “improving knowledge of insecticide and sanitation procedures to prevent crop destruction.”

Under past F2F volunteer programs, it became clear that F2F volunteers frequently engage in assignments in which their training and advisory services relate to pesticide use (and mis-use) by the host agricultural enterprises with which they work. In order for the voluntary technical assistance to more effectively assist developing country farmers protect their crops and livestock from pests and diseases, promote integrated pest management (IPM) strategies and reduce improper handling and misuse of pesticides, it was desirable for volunteers to be able to advise on use of environmentally safe pesticides and recommend against highly toxic pesticides. This would allow volunteers to recommend pesticides for use and integration into IPM strategies and provide guidance on safe use practices, as a means of reducing production costs, meeting market requirements, and safeguarding producer and consumer safety and long-term market development. Under the FY13-17 F2F Program most country F2F offices completed Pesticide Safety Reviews, usually by volunteers, to identify issues and the state of practice of pesticide safety. These informed the F2F projects and other development actors on issues and led to some actions to improve safe

use of pesticides.

No genetically modified organisms will be provided, used or sold. Only the benefits and disadvantages of GMOs will be discussed during any training. If research, provision, use or recommendation for use of a GMO is subsequently planned, it shall first be submitted to USAID for clearance by the USAID bio-safety committee and subsequently the information flowing from the USAID bio-safety committee shall be used as the basis for an amendment to this IEE to make a final determination whether such GMO may be researched, provided, used, or recommended for use. This IEE amendment must be approved in writing by the BFS Bureau Environmental Officer prior to a final decision or expenditure of funds to research, provide, use or recommend the use of a GMO. The BFS AOR/COR shall be responsible for holding the cooperating partners responsible for ensuring this occurs. But given the sensitivity of both the use of pesticides and the use of GMOs, specific conditions (see below) will be placed on how these are handled by F2F.

Volunteers may provide training and technical assistance in and may recommend the use of veterinary medicines to prevent internal and external parasites, to prevent infections (antibiotics), and to prevent disease. Certain veterinary drugs are considered pesticides, and therefore, are included in the attached PERSUAP. Others (e.g., antibiotics, nutrition supplements) are the same or similar to medications for human use. If used in accordance with the directions, these will have positive effects on animal health and will also minimize the transmission of disease between livestock and humans. However, if stored or disposed of in an environmentally unsound manner, they could adversely affect human health and the environment.

All local laws regarding pesticide or GMO regulation will be respected. Any variation to these principles will be preceded by USAID approval of an amended IEE.

Adverse impacts: The F2F Program should have minimal adverse environmental impacts. The Program activities consist entirely of volunteer technical assistance service delivery. By their nature, these short-term training, demonstration and advisory service activities would have negligible direct environmental impact. Substantial numbers of assignments will be designed specifically to result in positive environmental impact on conservation, natural resource management, and environmental protection.

Indirect impact – both positive and adverse – may accrue over the short or long term as a result of changes in agricultural production, marketing and processing practices introduced by volunteers. While it is unlikely that the volunteer assistance will be solely responsible for such broader changes, it is likely to be a contributing factor. Changes might include; increased intensification of production, increased intensification, increased use of water and other natural resources, expanded processing of agricultural products, and increases in income and consumption of consumer goods.

With the demand driven nature of the Program, volunteers will be assisting hosts to improve operations and activities they have already started. Thus, while volunteers will contribute to and influence the host operations, they are not responsible for initiating them. They will however be well placed to influence these in a positive, rather than negative, direction.

Climate Risk Management:

The F2F Program carries low - though variable - risk from climate change. Volunteer assignments are extremely diverse, across counties, agro-ecological zones, crops/livestock, objectives, host

organization, and level of operation. Assignment typically focus on four different objectives for the host organizations with which they work – economic growth (generally through increased agricultural productivity and market actions), organizational strengthening, financial service development, natural resource conservation and environmental protection. The majority of assignments are likely to target increased productivity and intensification of production, which helps to limit expansion of production areas into forested areas and areas of less sustainable production potential.

Risk from climate change will depend on the specific assignment. For most countries and regions covered by the F2F Program activities, there is probably a Moderate probability of climate change impacting on agricultural production systems over the medium to long term, though of course some impacts are already evident. However, given the limited cost of the F2F assignments and the limited scale of investment and actions by individual hosts, the level of risk from climate change impacts is Low. Thus, F2F assignments may be advisable and desirable, even where risk of climate change is high.

F2F volunteer assignments will take climate change risk into account and many will specifically assist hosts to adapt to climate change risks. Implementing organization planning will consider climate change risks in all country F2F project activity planning. The following table summarizes risk inherent in the major areas of volunteer assistance.

Table: Activity Level Climate Risk Management Summary

<i>Defined or Anticipated Program Activity</i>	<i>Climate Risks</i>	<i>Risk Rating</i>	<i>How Risks are Addressed at Project Level</i>	<i>Further Analysis and Actions for Activity Design/ Implementation</i>	<i>Opportunities to Strengthen Climate Resilience</i>
Volunteer TA for economic growth	Climate change affects system productivity	Medium (highly variable) (Moderate probability; Low risk)	Assignments will proposed adaptation measures	Country project descriptions will identify strategies responsive to climate change risks	Volunteer assignments will address production systems resilience
Volunteer TA for organizational strengthening	Climate change affects underlying base for organization	Low (highly variable) (Moderate probability; Low risk)	Assignments will strengthen local capacity to adapt	Country project descriptions will identify strategies responsive to climate change risks	Volunteer assignments will build organizational resilience
Volunteer TA for financial service	Climate change affects underlying base for financial investment	Low (highly variable) (Moderate probability; Low risk)	Assignments will help financial systems adapt to changing needs	Country project descriptions will identify strategies responsive to climate change risks	Volunteer assignments will assist to finance resilience adaptations
Volunteer TA for environmental conservation	Climate change projections are highly uncertain.	Low (highly variable) (Moderate probability; Low risk)	Assignments will strength ability to understand changing conditions	Country project descriptions will identify strategies responsive to climate change risks	Volunteer assignments will support improved natural resource management

Mitigation Conditions

For assistance for the procurement or use of pesticides, a Pesticide Evaluation Report-Safer Use Action Plan shall be submitted that describes potential impacts of F2F assistance for pesticide use

within the framework and in compliance with 22 CFR 216.3(b)(1) (a through l). (See Attachment to this IEE)

In addition, the following conditions apply to the F2F Program:

For potential impacts related to GMOs, unsustainable use of water, pollution from processing, use of veterinary medicines, use of fertilizers, and agricultural encroachment/conversion:

(1) All Implementing Partners will be provided with and will familiarize themselves with the Farmer-to-Farmer Program brochures on environmental and natural resources issues. The PERSUAP attachments are relevant as guidelines for volunteers, and copies of these documents shall be kept in each home office and country project office.

(2) Implementing Partners shall provide volunteers with the Environmental Brochure for Volunteers and other relevant documents, as described in the table in Section 6.

(3) A Biosafety Analysis (per ADS 2011) will be required and an amendment to this IEE will need to be prepared prior to recommending a specific GMO. The extent of such an analysis will depend on the type of activity proposed and the current status of acceptance of the GMO. If the activity will have a significant adverse effect on the environment, based on the analysis in an amended IEE, a full Environmental Assessment will be required.

If, during implementation, activities are considered other than those described in this “Initial Environmental Examination and Request for Categorical Exclusions”, an amended IEE and, if indicated, a full Environmental Assessment shall be submitted and approved, prior to implementation.

Previous F2F IEEs required that F2F IPs submit training syllabi to the COR for review and approval and that a USAID representative should attend training sessions on pesticide use facilitated by the F2F volunteer. However, five years of implementation experience has shown that it is extremely rare for USAID missions to provide comments on syllabi; the timing for submitting and obtaining approval of a syllabus is short (often, a volunteer develops the syllabus as part of his/her assignment, and provides the training as soon as the syllabus is complete, leaving no time for review and approval); and only one IP stated that a mission representative attended one training course. Therefore, this IEE no longer requires but recommends that IPs share syllabi and training course schedules with the USAID COR.

Threshold Determinations

With implementation of the mitigation measures described in the table below, no significant adverse impacts are expected to result from F2F volunteer technical assistance and training.

Activity	Recommended Determination
Volunteer technical assistance not related directly to agricultural production and processing	Categorical Exclusions - per 22 CFR 216.2(c)(2)(i) for activities limited 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.) - per 22 CFR 216.2(c)(2)(iii) for activities limited to the performance of analyses, studies, academic or research workshops and meetings. - per 22 CFR 216.2(c)(2)(v) for activities limited to document and information management

	transfers. per 22 CFR 216.2(c)(2)(xiv) for activities limited to studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment.
Volunteer technical assistance and training related to pesticide use	Negative Determination in accordance with 22 CFR 216.3(a)(2)(iii) with the condition that the PERSUAP attached to this IEE and approved by the USAID/BFS/BEO guide any assistance for the use of pesticides.
Volunteer technical assistance and training that involves fertilizers, veterinary drugs, GMOs, agricultural production, or processing	Negative Determination in accordance with 22 CFR 216.3(a)(2)(iii) with the condition that implementing partners review the Environmental Brochure for IPs and that IPs send the Environmental Brochure for Volunteers to volunteers whose assignments may cover these topics.
Volunteer training and technical assistance involving recommendation of a specific GMO	Negative Determination in accordance with 22 CFR 216.3(a)(2)(iii) with the condition that a Biosafety Analysis (ADS 2011) will be required and an amendment to this IEE will need to be prepared prior to providing such assistance. The extent of such an analysis will depend on the type of activity proposed and the current status of acceptance of the GMO. If the activity will have a significant adverse effect on the environment, based on the analysis in an amended IEE, a full Environmental Assessment will be required.

This IEE requests USAID/BFS BEO approval of the above recommended threshold determinations and conditions and of the attached PERSUAP, including the proposed list of pesticide active ingredients in PERSUAP Attachment A, Table 1 and the mitigation measures described in the PERSUAP and below (Section 7 of the IEE).

PERSUAP:

A Programmatic PERSUAP for the FY19-23 F2F Program is attached. The key provisions of that PERSUAP are as follow:

The following recommendations shall be implemented by F2F IPs:

(1) F2F IPs shall retain a copy of this PERSUAP in their headquarters and at all country offices. The SUAP has been prepared so that it and the following attachments can be removed and used as a stand-alone documents:

(2) IPs shall send relevant documents to F2F volunteers, based on the type of assignment, as described below:

Type 1 Assignments: These volunteers are expected to provide direct assistance for the use or procurement of pesticides. They will likely recommend and/or provide advice on specific pesticide active ingredients or products, and they may provide training in pesticide use, safe use, and IPM.

Send to volunteers: the SUAP, Attachments A, B, C D, E, F, G, the Environmental Brochure for F2F Volunteers, the host country list of approved/registered pesticides, and the Executive Summary/Summary of Findings of the F2F Pesticide Safety Assessment for the specific country and the PERSUAP questionnaire.

If an F2F volunteer may provide advice (training, recommendations) on fumigation (at processing facilities or warehouses), the F2F IP shall provide the volunteer with USAID's Programmatic Environmental Assessment (PEA) for Fumigation of Title II Food Aid Commodities found here: <http://www.usaidgems.org/fumigationPEA.htm>.

Type 2 Assignments: These assignments do not involve recommending or providing advice on specific pesticide active ingredients or products. These volunteers will likely be in the field and when the opportunity arises, the volunteer shall encourage good practices in pesticide use and IPM and discourage poor practices.

Send to volunteers: the SUAP, the Environmental Brochure for F2F Volunteers, and the Executive Summary/Summary of Findings of the Pesticide Safety Assessment for the specific country

Type 3 Assignments: These volunteers are not expected to be involved in pesticide issues. Send to volunteers: the Environmental Brochure

Type 4 Assignments: Although these volunteers will be F2F volunteers, they will be working on USAID mission projects.

Send to volunteers: the documents that correspond to the type of assignment the volunteer falls under (1, 2, or 3); and send the volunteer the project/sector/mission-specific PERSUAP, if available. These PERSUAPs should be kept in F2F country offices (F2F IPs can contact their AOR to identify active PERSUAPs at a particular USAID mission). Notify the volunteer that s/he may use (recommend, etc.) a pesticide approved by the F2F PERSUAP or the project/sector/mission PERSUAP.

(3) Individual country lists of approved/registered pesticides shall be kept on file at the F2F country office. These may be obtained from USAID bilateral Missions or from USAID regional offices for non-presence countries. Some may be available online. Country-specific PERSUAPs (search the website above) may also have a list or online reference of pesticides registered in that country.

(4) IPM practices that volunteers recommend shall be retained in F2F country office files; and they should be enhanced by subsequent knowledgeable F2F volunteers. F2F volunteers whose assignments involve direct or indirect assistance for the use or procurement of pesticides shall be given a copy of these practices for the specific country (Type 1 assignments).

(5) IPs shall keep on file in country offices Material Safety Data Sheets (MSDS for review and use of in-country staff and F2F volunteers. These should be translated into local languages, where necessary for effective distribution.

(6) F2F IPs shall retain in country offices all tools, forms, protocols, and plans that volunteers develop such as: scouting protocols, IPM monitoring forms, and measures to monitor the efficacy of pesticides. These should be provided to subsequent volunteers so that they can build on and strengthen these resources (Type 1).

(7) Given the low level of understanding of pesticide impacts on human health and the environment, the lack of knowledge on IPM and safe pesticide use, as well as other pesticide issues cited by F2F Pesticide Safety Assessments, F2F IPs shall consider recruiting volunteers (through F2F in-country hosts) for assignments in pesticide safe use and IPM.

(8) F2F Country Offices shall provide oversight to ensure that F2F volunteers understand and implement the mitigation measures (1 to 9 in Section 3.3), and shall report to USAID AORs/CORs and MEOs in semi-annual reports on implementation of the measures. F2F Country Offices are expected to work closely with F2F volunteers to ensure that volunteers understand the measures outlined in the SUAP and attachments, and that volunteers are submitting information needed by the Country Office so that they can adequately monitor and report on SUAP measures. Ultimately,

F2F Home Offices are responsible to USAID for ensuring implementation of all SUAP measures.

(9) If any F2F program intends to provide assistance for the use or procurement of pesticide active ingredients other than those approved in Attachment A, Table 1, an amendment to this Programmatic PERSUAP must be prepared and approved by the BFS Bureau Environmental Officer (BEO) and other USAID geographic BEO as appropriate, prior to providing such assistance. The F2F IP should collect this information from F2F volunteers and notify the USAID COR of the need to amend the PERSUAP to include additional pesticide AI(s).

(10) F2F partners shall ensure that volunteers submit reports as required in the SUAP.

(11) In a separate section on Environmental Compliance in IP's semi-annual reports, F2F partners shall report on:

(1) The types of assignments that have involved pesticides (i.e., the number of Types 1, 2, and 4 assignments, and a general description of activities that involved pesticides).

(2) Key findings and recommendations from F2F volunteer reports.

3.3 The following mitigation measures (1 to 9) shall be implemented by F2F volunteers to minimize or avoid any potential irreversible long-term adverse effects on human health and the environment, as identified in the Programmatic Pesticide Evaluation Report (factors (a) to (l)). Type 1 volunteers are required to implement measures 1 to 9; Type 2 volunteers should review and be familiar with the measures; and Type 4 volunteers should refer to the applicable Type 1, 2, or 3 assignment.

The mitigation measures below apply to all F2F volunteers—in particular, Types 1, 2, and 4 assignments, as described above. No volunteers will be involved in procuring pesticides, although a volunteer's recommendations about a pesticide may lead to procurement. This Programmatic PERSUAP and the following recommendations cover F2F volunteer technical assistance and the associated administrative, consultant, training, and technical assistance under the F2F Program. This includes core country F2F projects, flexible assignments, and technical assistance, training, and volunteer services under Associate Awards, and other mechanisms whereby Missions or other offices fund F2F programs.

(1) F2F volunteers shall provide assistance for the use or procurement of only those pesticide active ingredients in Attachment A, Table 1, all of which are USEPA registered and WHO toxicity class II and above. Volunteers shall actively and strongly discourage the use of highly toxic chemicals. (Type 4 volunteers may use a project/sector/mission PERSUAP list of approved pesticides instead of the F2F PERSUAP list.) New pesticides may be added to this approved list only by being added through an amendment to the PERSUAP approved by the USID/BFS BEO.

(2) F2F volunteers shall provide assistance for the use or procurement of pesticide products/trade names/brands made up of only those pesticide AIs in Attachment A, Table 1, which are also General Use Pesticides (GUPs) or the equivalent (if the product is not registered by USEPA) and USEPA toxicity level 2 and above (or the equivalent). F2F volunteers shall strongly discourage the use of Restricted Use Pesticides or the equivalent (for non-USEPA registered products). (RUPs are not allowed to be used in USAID-supported projects unless an Environmental Assessment is prepared and approved by the USAID Bureau Environmental Officer.)

(3) F2F volunteers shall provide assistance for the use or procurement of the pesticide AIs in

Attachment A, Table 1 only within the context of an IPM approach. For volunteers' reference, Attachment E includes general recommendations on IPM. F2F country offices are required to retain a list of IPM practices that were submitted as supporting documentation. Volunteers, whose assignments will include advice/recommendations on specific pesticides (Type 1 Assignments), should obtain a copy of these IPM practices. Volunteers with specific knowledge in IPM should build on and strengthen these practices, and shall provide documentation in this regard to the F2F country office.

(4) F2F volunteers shall provide advice and recommendations on the pesticide AIs in Attachment A, Table 1 only in conjunction with recommendations for appropriate protective gear, and other safety precautions to mitigate pesticide impacts to human health (Attachment B). Volunteers should be aware of the limited accessibility to protective gear in many cases, and should be prepared to identify measures to access protective gear if unavailable. F2F volunteers should also be aware of the lack of intact (completely missing, missing some information, or counterfeit) labeling in some F2F countries. Given that pesticide labels may be unreliable in many F2F countries, volunteers should be prepared to provide alternative advice on protective gear and on other safety precautions to minimize impacts to human health (see Attachment B). For Type 1 assignments, Attachment A provides toxicity information for active ingredients such as acute toxicity, carcinogenic potential, endocrine disruptor, etc. Where these concerns are noted, F2F volunteers should recommend least toxic pesticides and the appropriate safety precautions (Attachment B); Attachment B offers information on best practices to mitigate adverse effects of pesticides on human health.

(5) F2F volunteers shall provide advice and recommendations for the specific pesticide AIs in Attachment A, Table 1 only in conjunction with recommendations to mitigate impacts on the environment (Attachment C). For Type 1 assignments, volunteers should refer to Attachment A, Table 1 for chemicals with the potential to contaminate groundwater, and should tailor recommendations and environmental safeguards accordingly (Attachment C contains guidance for this). In addition, Attachment C offers best practices to mitigate environmental harm; these should be referred to, and recommended, as appropriate, by Types 1 and 2 volunteers.

(6) F2F volunteers shall recommend the use only of pesticides in Attachment A, Table 1 that are also approved by the host country government. Volunteers whose assignments will require providing advice/recommendations on the use of specific pesticides (Type 1 assignments) should obtain the list of host country registered pesticides from the F2F Country Office (or in the case of flex assignments, from the F2F Home Office. F2F is required to retain lists of approved/registered pesticides for each country.

(7) F2F Type 1 volunteers whose assignments will involve providing recommendations and advice on specific pesticide active ingredients (those in Attachment A, Table 1 only) and products shall obtain the relevant MSDSs for AIs and products that they plan to recommend (see <http://www.cdms.net/Label-Database>). MSDSs should be distributed, as practical, and should be used to provide recommendations on best practices (recommended uses, restrictions, hazards, first aid, PPE, etc.). (F2F IPs may decide to translate MSDSs into local languages where necessary and cost effective.)

(8) F2F Type 1 volunteers shall provide training in and shall leave host country partners with tools (see Attachment F) they will need once the volunteer departs the country. Tools to monitor various parameters of pesticide use and pest and disease infestation such as scouting

protocols, IPM monitoring forms, and measures to monitor the efficacy of pesticides will be useful, once a volunteer departs, to help ensure that the volunteer's recommendations on safe use and IPM will be implemented. Volunteers who prepare pest monitoring plans and forms shall submit them to the F2F Country Office so that future volunteers can build on them, and so that F2F Country Offices can report in semi-annual reports, on their preparation and updating.

(9) F2F Type 1 volunteers shall evaluate how the PERSUAP-approved AIs correspond to the availability of pesticides actually available to the farmer in local agriculture supply shops. This information should be included in F2F end-of-trip reports.

*****End of Section VI*****

SECTION VII: FEDERAL AWARDING AGENCY CONTACTS

The Agency points of contact for this NFO are as follows:

Primary Point of Contact:

Abibou Oussantidja,
M/OAA/BFS

Agreement Officer

aoussantidja@usaid.gov

Alternate Point of Contact:

Paul Burford, M/OAA/BFS
Agreement Officer

pburford@usaid.gov

*****End of Section VII*****

SECTION VIII: OTHER INFORMATION

NFO Attachments (found below)

NFO ATTACHMENT A: SUMMARY OF USAID MISSION INPUT TO FOR COUNTRY F2F ACTIVITY PLANNING

NFO ATTACHMENT B: FARMER-TO-FARMER VOLUNTEER PROGRAM ISSUES AND APPROACH

NFO ATTACHMENT C: JOHN OGONOWSKI AND DOUG BEREUTER FARMER-TO-FARMER PROGRAM (FY2019-23) PESTICIDE EVALUATION REPORT-SAFER USE ACTION PLAN (PERSUAP)

NFO ATTACHMENT D: JOHN OGONOWSKI FARMER-TO-FARMER PROGRAM GUIDELINES FOR IMPLEMENTING PARTNERS: ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT ISSUES and ENVIRONMENTAL GUIDELINES FOR THE FARMER-TO-FARMER VOLUNTEERS (F2F)

NFO ATTACHMENT E: ILLUSTRATIVE FORMAT FOR TABLES FOR REPORTING ON STANDARD F2F PERFORMANCE AND IMPACT INDICATORS

Regulations and References

- Mandatory Standard Provisions for U.S., Nongovernmental Recipients
<http://www.usaid.gov/pubs/ads/300/303maa.pdf>
- Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
- Branding and Marking
<https://www.usaid.gov/sites/default/files/documents/1868/320.pdf>
- 2 CFR 200
https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 22 CFR 226
http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html
- 22 CFR 228 USAID Source, Origin, Nationality Regulations
http://www.access.gpo.gov/nara/cfr/waisidx_01/22cfr228_01.html
- AAPD 02-10 Cost Sharing in Grants and Cooperative Agreements to NGOs
http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd02_10.pdf

- OMB Circular A-122
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
- OMB Circular A-110
<http://www.whitehouse.gov/omb/circulars/a110/a110.html>
- SF-424 Downloads
http://www.grants.gov/agencies/aapproved_standard_forms.jsp
- ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences"
<http://www.usaid.gov/policy/ads/300/refindx3.htm>
- Development Experience Clearinghouse
http://dec.usaid.gov/submit_doc.cfm
- Requirements and standard formats/logos for USAID branding requirements
<http://www.usaid.gov/branding/assistance.html>
- Leader with Associates Awards, applicants are referred to CIB 99-10
http://www.usaid.gov/business/business_opportunities/cib/pdf/cib9910.pdf
- PVO Registration Instructions
<http://idea.usaid.gov/ls/pvo-narp>
- System for Award Management
www.sam.gov
- Certifications, Assurances and Other Statements of the Offeror
<http://inside.usaid.gov/ADS/300/303mav.pdf>

References relating to the F2F Program

- Managing International Volunteer Programs: A Farmer-to-Farmer Program Manual
<http://www.farmer-to-farmer.org/resources/2016-f2f-good-practices-manual>

Information Sources on Environmental Health and Safety

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

- 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.
- CDC, Travelers' Health (by destination)
<http://www.cdc.gov/travel/>
- The International Programme on Chemical Safety (IPCS)
<http://www.who.int/ipcs/en/>
- Hempel, Lamont C, Environmental Governance: The Global Challenge, 1996, Island Press, Washington, DC USA.
- Redclift, Michael (EDT), The International Handbook of Environmental Sociology, 1997, Edward Elgar Publishing, United Kingdom.
- Harris, Jonathan M, Wise, Timothy, Gallagher, Kevin, and Goodwin, Neva R, A Survey of Sustainable Development: Social and Economic Dimensions, 2001, Island Press, Washington, DC USA.
- Waxman, Michael F., Agrochemical and Pesticide Safety Handbook, 1998, CRC Press LLC, Boca Raton, Florida.

References relating to Good Practice in Agricultural Development Programming (available on www.worldbank.org):

- Agricultural Innovation Systems: An Investment Sourcebook (website)
- Agriculture Investment Sourcebook 2.0
- Forests Sourcebook
- Gender in Agriculture
- ICT in Agriculture e-Sourcebook (website)
- Shaping the Future of Water for Agriculture
- Sustainable Land Management

*****End of Section VIII*****

A. NFO ATTACHMENT A: FARMER-TO-FARMER VOLUNTEER PROGRAM ISSUES AND APPROACH

The F2F volunteer program by its nature involves a number of fundamental trade-offs that must be balanced in implementation. These generally do not require either/or decisions but present challenges to planning and implementing F2F programs so as to maximize impact and respond to the multiple demands on the volunteer program. These trade-offs include:

- a) ***Measurable impact vs. the volunteer experience:*** The key objective in the Program is that of developmental impact and measurable results. At the same time, an important subsidiary objective is to provide the volunteer with meaningful cross-cultural experience and understanding of development and foreign policy issues. The balance in this affects such decisions as: how often to use repeat volunteers as opposed to maximizing numbers of discrete individuals placed as volunteers; how much emphasis to put on outreach activities by returned volunteers; how much to spend on support costs to make volunteer services more effective; and what types of volunteer assignments to develop.
- b) ***Poverty reduction vs. economic growth:*** These two objectives can be quite compatible. Volunteers and implementing partners often prefer to work directly with the poor, rather than with larger firms and farmers, and USAID strategy supports broad-based economic growth and poverty reduction. Still, larger farmers and businesses are often better able to use volunteer services and might ultimately have broader, but indirect, impacts on the poor. Often the need is to enhance spread of innovations and benefits from volunteer assignments to prevent “capture” by elite hosts.
- c) ***Poorer vs. wealthier countries:*** Similar to the issue with type of hosts, countries with more dynamic economies and better regulatory and governance systems are best able to use services and benefit from volunteers. However, needs may be greater in countries with less developed private sectors and market economies. While a bad policy environment may limit ability of volunteers to influence change, volunteer assistance can benefit the immediate host organization and help to establish a base for future policy reform that improve a country’s prospects for development.
- d) ***Immediate vs. long term impacts:*** As in any development program, F2F programs must recognize that many activities may have broad impacts, but only in the long term. It may be more effective to work on regulatory or extension programs that ultimately will affect many farmers rather than to work with a few individual agribusiness firms. Still, volunteers and funding agencies want to see and be able to report on immediate impacts that come from activities with short term objectives.
- e) ***Demand vs. supply driven:*** Programs typically should seek volunteers to meet needs of hosts rather than seeking host assignment opportunities for pre-identified potential volunteers. Relying on host demand ensures strong buy-in from hosts and commitment to devote resources to assignments and follow up on volunteer recommendations. Volunteer supply considerations are important to be able to provide volunteers to fill specific host requests and to provide volunteer opportunities to qualified people.
- f) ***Focused activities vs. targets of opportunity:*** Volunteers can work with host institutions throughout the agricultural sector, and good assignments often come up in diverse sub-sectors. Experience has shown that working in a restricted sub-sector

allows for better planning, synergistic assignments, and greater impact. The concept of a demand-driven program that responds only to needs of host institutions argues for providing volunteers exclusively in response to host requests. Such an approach however need not imply a commitment to responding to all sub-sectors, as responsiveness to hosts can be limited to pre-identified sub-sectors. Even with the most extreme demand-driven approach, requests must be subject to the test that they are for activities that are legal, viable, and in the public interest. Program parameters can impose appropriate restrictions on host eligibility and program promotion to focus work on industries or sub-sectors expected to produce high impact, while still responding to host demand within the defined sub-sector. Host demand, even in challenging subsectors, has generally not been a constraint.

- g) **Maximizing number of volunteers vs. ensuring adequate support:** Programs must seek to hold down costs and make the volunteer services cost effective. Adequate logistical and planning support is essential to volunteer safety, morale, and effectiveness. Qualified program staff are needed to plan, support, follow up, and report on volunteer assignments. Field staff with strong agricultural qualifications often lead to stronger, more impactful programs.
- h) **Longer vs. shorter assignments:** Longer assignments appear more cost efficient in that they tend to lower the cost per volunteer-day of services. Many potential volunteers are unwilling or unable to serve for longer than two to three weeks and some hosts do not want to spend more time with volunteers. The two to three week assignment has been the standard for F2F programs and has proven quite successful. Ultimately, the scope of work and the length of assignment must be defined by the requirements of the host and the country sector needs and by the ability to recruit qualified volunteers. Alternative assignment options may provide opportunities to other populations of potential volunteers and may offer new services to hosts. This may also allow for use of intern-volunteers or volunteer consultants to support implementation of the volunteer program itself.
- i) **Supporting country partner programs vs. achieving independent results:** Volunteer programs generally work best when volunteers can work with an on-going program that provides a framework for their assistance and follow up as necessary. Effectiveness of an F2F program is enhanced when it can draw on other resources to support its work. USAID and other donor projects are often good partners. However, it may be a questionable use of volunteer services to simply substitute for or duplicate work of consultants needed and potentially available from other USAID or other donor programs. F2F volunteer assignments should add value, not simply replace other donor or private sector resources.
- j) **Volunteer services vs. complementary support:** Complementary support (training, additional technical assistance, international travel by hosts, material or demonstration grants and pilot programs, etc.) can facilitate, often greatly, the adoption of volunteer recommendations and expanded impact from volunteer assignments. The F2F Program funding is limited and therefore funds only volunteer services. Other USAID Mission and Office funding, if available, does not have the same restrictions and can fund needed complementary support, either through Associate Awards, or through parallel-financed projects.

Successful implementation of an F2F volunteer program requires capacity to undertake a range of activities to deliver effective volunteer technical assistance efficiently to host organizations.

While other functions and activities may also be required, an implementer must have systems to carry out the functions, as described below.

Sector Analysis and Planning: The Recipient shall ensure adequate sector analysis and planning to guide implementation of the F2F program. Such planning and analysis will need to be reflected in the application in response to this NFO and may need to continue intermittently through the life of the F2F program. Analyses shall include, as appropriate, economic, social (including concerns of equity and inclusion in terms of youth and gender), environmental, and institutional issues, with emphasis on development of private sector market chains for agricultural products.

Earlier generations of F2F programs assigned volunteers wherever good hosts were found. As a result, volunteers worked in a wide range of areas and capacities. Volunteer assignments may have had substantial impact on activities of their specific host, but may not have maximized spread effects or addressed the key sectoral constraints needed for broader impacts. Evaluations indicated that greater impact was achieved when activities were focused geographically and on targeted commodity and service sub-sectors. A past F2F Program Assessment noted the need for a balanced assessment of the agricultural sector and potential sub-sectors in selecting and designing country projects.

Various methodologies can be used in analyzing agricultural sector needs and opportunities. Some of these include: sub-sector analysis, supply chain analysis, value chain analysis, industrial organization, food systems framework, or SWOT (Strength-Weakness-Opportunity-Threat) analysis. Because of limitations on funding for F2F programs, **the Recipient shall make maximum use of sector analytical work available from other sources**, such as USAID Mission projects, other donors, host country governments, private institutions, and others.

Selecting Country Partners: The Recipient shall identify any key partners with which it intends to work to accomplish objectives of the Recipient F2F Program. Recipients are not required to work with or through Country Partners, but partners with in-country capabilities may assist the Recipient in the development and implementation of the country F2F program and project strategies and plans. Such partners can be public or private agencies and may 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 F2F 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. Working with and possibly embedding volunteer technical assistance and Country F2F Project implementation within a local Country Partner organization may serve to advance potential for

sustainability of development activities in line with the objectives of USAID Forward policies. An ideal—possibly not often attainable—is to partner with an organization that will continue support to agricultural sector institutions similar to what F2F volunteers provide after the end of the F2F project.

Selecting hosts: The Recipient shall establish systems necessary to identify appropriate hosts with which it will work to implement the Recipient F2F 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 Recipient F2F 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 F2F program strategies and plans. They should also, where possible, contribute to the costs of fielding volunteers and assist in assessment of the impact of the volunteers' 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.

Ideally, the Recipient may work with each host to develop a Host Development Plan to accomplish the objectives that the host has established. This is especially useful for larger hosts and those that may have multiple volunteer assignments. In nearly all cases, hosts should have clear objectives that form the basis for a Host Development Plan and/or volunteer assignment scope of work and for measuring success and impact of the volunteer support.

Development of assignments: The Recipient shall establish systems to develop scopes of work (SOWs) 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 F2F Project strategy and plan. The SOW should identify the results anticipated from the assignment. The SOW may also identify complementary inputs that are 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. SOWs document the understandings reached among the parties involved, namely the host organization, any partners, and the Recipient F2F program implementer. The clearer the SOW is 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 Recipient 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.

The Recipient shall consider options for innovative or non-traditional volunteer assignments and uses of volunteer services, such as use of volunteers as program management interns to reduce costs of program management, use of longer term volunteers or group assignments, use of self-financed volunteers, or others. [Note: Use of innovative or non-traditional volunteer assignments is not mandatory but should be considered relative to the needs of the F2F program.]

Volunteer recruitment: The Recipient 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 Recipient may require an extensive database of potential volunteers and/or develop linkages with farm, professional, cooperative, agribusiness, university, and trade groups to assist in identifying and recruiting volunteers. F2F Program experience has indicated that many Americans are interested in serving as volunteers and—with a well-developed recruitment system—recruitment has not generally been a problem, except for very specialized technical assignments.

The Recipient shall consider options for recruiting from new or non-traditional sources of volunteers to maximize the pool of volunteer resources available to the F2F program and to maximize the potential for public education and outreach. [Note: Use of strategies for recruiting from new or non-traditional volunteer populations is not mandatory but should be considered relative to the needs of the F2F program.] The Recipient's F2F 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 AOR for any unique situation requiring such use of non-U.S. volunteers. Recruiting from active farmers is encouraged.

The Recipient must ensure and confirm in Semi-Annual and Annual Reports that the recruitment process includes screening with at least two reference checks on all potential first time F2F volunteers, reference checks on repeat F2F volunteers with regard to prior F2F assignments and screening against the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury or United Nations Security designation lists. The Recipient must also immediately inform the USAID AOR of any negative F2F volunteer performance or behavior and provides information on such performance or behavior experiences to other F2F implementing organizations when contacted for reference checks on potential volunteers.

Past F2F Programs have made effective use of repeat volunteers, who have served on previous F2F assignments. Often such volunteers are well-qualified, highly-motivated, and experienced in working with hosts in developing countries. Use of repeat volunteers is allowable, but should not unduly restrict opportunities for other Americans to serve in volunteer assignments.

Implementers should strive to use at least 50 percent first time volunteers in order to expand the base of volunteers and give more US citizens the opportunity to participate in international development work.

Volunteer orientation: The Recipient 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.

Volunteer logistics and support: The Recipient 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, 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 Recipient shall provide adequate medical and evacuation insurance, vaccination and health briefings, in-country security and other support to ensure safety and wellbeing of volunteers.

Complementary support to hosts: The Recipient 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, 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 recommendations. Thus, while a volunteer may complete his/her assignment satisfactorily without such services, service 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. F2F programs, with limited budgets, are not able to provide complementary support to hosts, but they may be able to facilitate access to such services from other programs. Volunteer actions that link hosts to other sources of services or support are often critical to success in introducing innovations recommended by volunteers.

Project staffing: The Recipient 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 F2F program. Key Personnel requirements for Recipient F2F Programs are defined in Section K. In addition to the Key Personnel positions, the Recipient shall provide adequate professional and support staff to efficiently and effectively implement Country F2F Programs. This requires an appropriate organizational structure and the right staff, both in the U.S. and abroad. Good staff, good procedures, good systems, and a good chain of command increase the chances that volunteers will achieve results. Past strategies have focused on keeping costs of this program overhead to the minimum necessary to manage volunteer assignments, but program assessments have noted the need for strengthening country level staffing with technical capabilities needed to support work in defined Country F2F Project areas and ensure sound monitoring and evaluation.

Volunteer outreach activities: The Recipient shall establish systems to encourage and maximize the amount and impact of outreach activities carried out by returned volunteers. U.S. 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 F2F Program. Outreach has three principle benefits: 1) educating the public on global development issues and market opportunities; 2) involving the public in international development; and 3) recruiting new volunteers. Past F2F Program assessments have noted need to strengthen outreach activity by returned volunteers, perhaps requiring an increase in support for such activities.

Additional outreach activities are needed at the country level, where benefits include: a) identifying new potential hosts; b) promoting dissemination of the findings and innovations introduced by volunteers; c) and informing the public of US development activities. Consultations with USAID Mission staff is important to ensure awareness of any particular issues and policies relating to such outreach.

B. NFO ATTACHMENT B: SUMMARY OF USAID MISSION INPUT TO FOR COUNTRY F2F ACTIVITY PLANNING

The following comments were provided from USAID Missions for consideration in planning Farmer-to-Farmer (F2F) Program activities over the period FY19-23. Not all Missions were able to provide comments and lack of comments does not indicate that a program would not be relevant to the country.

Country	Mission Comments
Afghanistan	NA
Albania	NA
Angola	General: There are no security, political or any other issues that impede the implementation of the F2F volunteer program in Angola. For years Angolans were bombarded with news about “America imperialism” because Angola was a country close to the communism block. Some people still have this mentality today. With this volunteer program, Americans citizens can interact with Angolans to discuss agricultural sector but also the economic and political system that makes the US a great country in the World. Recommended program areas: Geographical Focus: Corridor Luanda-Bengo-Zaire provinces (continued of consolidation of activities in Zaire province); and corridor Luanda-Bengo-Uige. An office in Caxito Bengo could serve these two corridors; Commodities/products: Integrated of production, agro-processing and marketing of cereal, legumes and pulses; animal feed processing; pig, chicken and fish farming; and horticulture; Services/technical assistance: provide financial services, agribusiness development and cooperative development services, and strengthen local government extension services; Other sector using 10-15% flexible funds: Environmental/natural resource conservation. On the road to Zaire and Uige, residents kill wildlife for meat. While Angola has a law that prohibits indiscriminate killing of wild life, however, its enforcement is still an issue. American volunteers can be invited to assist the government to undertake assessment, provide awareness and knowledge, and to encourage mitigation measures that limit wildlife killing. The volunteers can also assist the government to seek other wild services that conserve animals. Potential for Mission Funding: NA Other factors: The proposed provinces are USAID/Angola focus provinces for PMI, HIV/AIDS and family planning activities for the 2017-2021 period; The F2F program complements Mission’s current health goal through improved nutrition of pregnant women, under-five children and population in general. USAID – funding is limited to Health Sector. It is possible to seek private sector funding or implement the F2F in collaboration with the Government of Angolan agricultural programs in the suggested provinces. The current F2F in Zaire province has been successful in mobilizing government resources. USAID/Angola is also open to other USAID/W agricultural programs that can complement the F2F. USAID has not been successful in mobilizing private sector resources for agricultural development due to the economic crisis. The Mission has, nevertheless, been successful in mobilizing resources from Angolan companies for health development. Most of them are providing small funding contribution in local currency, however. The mission could continue to seek private sector funding for agriculture. An application should demonstrate how it might mobilize private sector resources to complement USAID funding for the F2F activity in Angola. Mission contact: Gastao Lukangu (glukangu@usaid.gov; +244924694034); Avindo Lopes (alopes@usaid.gov; +244 933913316)
Armenia	General: There are constraints on potential for a volunteer program here. Recommended program areas: USAID/Armenia funded ongoing rural economic development projects just entered the last year of implementation and will be completed by September 2018. Probably, we'll continue our work in the area of rural economic development with the focus on horticulture sector (including viticulture, orchards, greenhouses, berries, processing etc.), may be will work in rural hospitality sector (farm-to-table, B&Bs). In our work will most be focused on agri-businesses/cooperatives/ producer organizations, etc. Potential for Mission Funding: No – not currently. Other factors: NA Mission contact: NA
Azerbaijan	NA
Bangladesh	General: No security issues or constraints on volunteer interaction with the communities were found in previous projects. However, political instability/ procession/ hartals sometimes limits the movements of expatriate staff. Recommended program areas: Current Feed the Future(FtF) program is focusing on southern 21 districts. However, from the broad-based economic growth perspectives the volunteers can visit beyond the FtF Zone of Influence(ZOI). The areas may include sustainable agricultural productivity and diversity, improved quality of agricultural inputs crop, fisheries and livestock, market access, value addition and food safety issues etc. The USAID/Bangladesh's primary priority is to support the on-going activities and follow-on as well through the volunteers program. New innovations are welcome.

	Potential for Mission Funding: Not at this point. Other factors: NA Mission contact: Mohammad Sayed Shibly, Project Management Specialist, Economic Growth Office, USAID/Bangladesh, email: mshibly@usaid.gov
Belarus	NA
Benin	NA
Bosnia-Herzegovina	NA
Brazil	NA
Burma	General: There is hope that the national peace process will go well and lead to some agreement if not totally. The ongoing ethnic conflicts throughout the country limit the mobility of activities in some areas (most notably Rakhine State recently). Recommended program areas: Chin State and Kayin state/south east regions for fruit tree or agro-forestry would have good linkages to ethnic inclusion as well as sustainable production. Reforestation of mountainous areas will maintain/restore important environmental functions. Volunteers in the area of coffee may be needed to continue support that crop. Potential for Mission Funding: Possible, but dependent on future strategy. Other factors: Mission contact: Aung Min Thaw – athaw@usaid.gov
Burundi	NA
Cambodia	NA
Colombia	General: The Mission encourages exchange programs and links with U.S. organizations and has a Cacao for Peace Program with USDA. There are regions that remain challenging from both a security and operational perspective, but the Mission can provide some guidance to implementing partners. Recommended program areas: The Mission would recommend focusing on the following departments: Nariño, Meta, Caquetá, Cauca, Bajo Cauca (northern Antioquia and southern Cordoba), and southern Bolivar. Additional possibilities include: Putumayo and Arauca. As for areas of focus by value chain, the Mission would recommend analyzing which value chains present the greatest opportunity for long-term self-sustainability, sales (whether domestic or for export), and scale-up elsewhere as potential viable/lucrative substitutes for coca. Environmental activities might consider geographies of Casanare and Vichada, based on the GOC plans for this region. In Orinoquia, precisely in Meta, the university UniLlanos notes importance of a broader coverage for work with small farmers when agroindustry is having a strong entrance and influence in Orinoquia. The Mission has a 5 year program called Natural Wealth which started in March 2017 ending March 2022 in which Orinoquia is one of the geographies prioritized to improve biodiversity conservation through the development of a land use matrix on the ground including sustainable productive systems, green markets, other economic incentives for conservation connected to protected areas (private or public). We see potential roles for volunteers to work with this project. Potential for Mission Funding: Not at this time. Still, the Mission remains open to opportunities that leverage significant private sector resources and/or present new innovative models and technological approaches. Any future co-funding would depend on the availability of funds, which varies from year to year. Other factors: The main Mission activity with which the Farmer-to-Farmer program might coordinate is our new Producers to Markets Alliance (PMA) which is implemented by Fintrac (Alejandro Huertas is the COR and Fernando Gomez the Alternate). It would probably be a good idea for them, once awarded, to reach out directly. We would like any F2F activity to be well-aligned with PMA in particular and our other existing programs at the Mission. In terms of PMA, please consider: In terms of geography, PMA's current and most relevant geography is in 34 municipalities (Caloto, Corinto, Miranda, Santander de Quilichao, and Toribio in Meta; Florida and Pradera in Valle del Cauca; Anori, Briceño, Caceres, Caucasia, El Bagre, Ituango, Nechi, Taraza, Valdivia and Zaragoza in Antioquia; Cartagena del Chaira, La Montañita and San Vicente del Caguan in Caqueta; La Macarena, Mesetas, Puerto Rico, La Uribe, San Juan de Arama, Vistahermosa in Meta; San Andres de Tumaco in Nariño, San Pablo and Santa Rosa del Sur in Bolivar; Montelibano, Puerto Libertador, San Jose de Ure, Tierralta and Valencia in Cordoba) Subsector: financial services, agri-business, agricultural extension services, strengthening of producers organizations, domestic and international trade. As for now, PMA is focused on specific key agricultural value chains: cocoa, natural latex, coffee, dairy and fruit and vegetables. PMA has some flexibility to potentially support other value chains, with special consideration. We have another new program, the Community Development and Licit Opportunities (CDLO) activity which was just awarded a couple of weeks ago. It will be implemented by Tetra-Tech/ARD (COR is Edgar Prieto; Alternate is Ana Uribe). The Mission is just now discussing with the partner about geography, but CDLO will likely be implemented in similar regions where we have had a presence (and where there is coca or the threat of coca). Likely departments include: Nariño, Meta, Caquetá, Bajo Cauca (northern Antioquia and southern Cordoba) and potentially in Putumayo and Cauca. Southern Bolivar is also on our radar. While CDLO incorporates elements of small scale infrastructure and repairing the 'tejida social', there will also be a focus on

	productive activities, though with less specificity on particular value chains than has PMA. Other relevant Mission programs with which F2F would likely need to coordinate include: Rural Financial Initiative (RFI; Chemonics); Land and Rural Development (ARD/Tetratech); Starbucks GDA; Cacao for Peace (an interagency PAPA focused on the cacao sector, implemented by USDA); and two agribusiness investment equity funds through 1) Small Enterprise Assistance Fund (SEAF), and 2) Acumen. The Colombia Mission is particularly interested in exploring opportunities with private sector partners which leverage significant resources and contributions, are lucrative and sustainable, create employment opportunities, and offer viable solutions as an alternative to coca. Mission contact: Jeff Goebel (jgoebel@usaid.gov); Nate Bills (nbills@usaid.gov)
Congo	NA
Dominican Republic	NA
DRC	NA
Ecuador	NA
Egypt	General: There are constraints to the implementation of any program in Egypt. The volunteer program currently in Egypt has been collaborating with our Mission programs which ultimately has enabled our activities to reallocate funds to other areas for better results. Nevertheless, there is a cap on the annual funding in Egypt which may further constrain non-Mission activities. Recommended program areas: Access to finance, food safety, and transportation are constraints to the agriculture sector across the board. Dairy, livestock and horticulture were identified as key value chains for economic growth. F2F collaboration with current agriculture programs and the results have been productive. Potential for Mission Funding: Can not say at this point. Other factors: Mission contact: NA
El Salvador	General: In some geographic areas there might be security concerns for volunteer travel. The Agricultural Ministry may not be a good candidate to work with. Recommended program areas: The USAID ag program in El Salvador is modest and focused at this moment on two commodities: coffee and cocoa. The coffee project will be ending in five months while the cocoa project has two more years to go. Potential for Mission Funding: No, not likely something that the Mission would pursue. Other factors: Mission contact: NA
Ethiopia	NA
Georgia	General: The Mission strongly supports F2F program implementation in Georgia. The advice and assistance F2F volunteers are able to provide to Georgian farmers helps only to further our mission goals. For example, currently our flagship rural development program relies on F2F volunteers to provide valuable technical assistance to beekeepers, greenhouse farmers, and berry farmers in the most vulnerable and marginalized areas of the country. We hope that we can continue this relationship into the next phase of the F2F strategy. The Georgian farmers learn so much from the hands-on approach of the volunteers who come through the F2F program and when we combine the F2F approach with the on-going support of our bilateral programs we see real changes in the way agricultural land is managed in Georgia. The major security/political constraint in Georgia centers on the territories of Abkhazia and South Ossetia which are under Russian occupation. Work within these occupied territories is restricted. Recommended program areas: We believe the best use of F2F resources is to direct volunteer activities to coincide with the Mission's priorities and targeted sectors. Based on the scope of ongoing projects, current priorities include: Fruit, vegetable, berry, hazelnut, beekeeping, agro tourism, and agriculture processing sectors; Extension/advisory services, cooperative/producer organizations, professional education, food safety, and integrated pest management. We also encourage F2F to support development priorities of the European Union; this includes cooperative development and rural development. The Mission anticipates multiple linkages and collaboration opportunities between current and future USAID Georgia activities and the F2F program. One example that has come about recently (and which will likely be a larger focus over the coming years) is integrated pest management. We also hope that F2F can compliment our ongoing strategic areas listed above. Potential for Mission Funding: Not based on current strategies. Other factors: NA Mission contact: David Tsiklauri, Project Management Specialist from the Economic Growth Office of USAID Georgia - dtsiklauri@usaid.gov
Ghana	NA
Guatemala	General: The F2F program should take into consideration the volatility of the Ministry of Agriculture in Guatemala, historically the Ministry of Ag as others Ministries suffer a lot of personnel rotation which causes delays in the activities, especially if F2F works closely with the Ministry of Agriculture. In the last 3 years Guatemala has been through a lot of political instability that can jeopardize the success and performance of different programs in-country.

	Recommended program areas: Guatemala historically focus its agriculture efforts at the smallholder level in Coffee and Vegetables and animal husbandry production. Geographically the F2F should consider working in the dry corridor of Guatemala. Volunteers should also focus their efforts on working with small agriculture Industries that are seeking to add value to their products, for example; vegetable exporters, fruit pulp, dry fruits, dairy products and other potential products with a specific niche of market or with a potential to create jobs. Potential for Mission Funding: NA Other factors: F2F's volunteers can complement some of the USAID ending activities such as; PAISANO (Centro de Paz Barbara Ford), experts in drip irrigation systems (MasRiego) and experts on linking agriculture products to local and international markets. Mission contact: NA
Guinea	General: Guinea is a peaceful and beautiful country, welcoming to Americans, that hosts a large Peace Corps presence. Also, Guinea has welcomed and valued the Farmer to Farmer program for years and networks of producer organizations and educational institutions have served as welcoming hosts for volunteers. The recent Ebola epidemic has passed and there have been no reported cases since the declaration of the end of the outbreak on the 29th of December in 2015. Peace Corps response volunteers were mobilized in September 2015 and the full program has resumed. A Farmer to Farmer Associate Award (AEMIP) did not cease operations during the outbreak, rather focused on areas where the virus was not active. There are no constraints to a volunteer program except terrible roads and limited options for restaurants in the field. These are conditions present in many countries in the region and unique to Guinea. Internet is getting a lot better with a newly installed fiber optic cable stretching across to country and cell phone reception covers most of the country. Recommended program areas: Guinea has a focus on Agriculture Education and Training in Business and Entrepreneurship in Livestock (including beekeeping), Horticulture, and Input Supply value chains. There is no pre-determined zone of influence, rather areas are determined by the locations of agricultural education institutions overlayed with the highest potential agro-ecological zones for a particular crop/business, and access to domestic as well as export to regional markets. Potential for Mission Funding: No funding currently available, but F2F would be considered if any future funding becomes available. Other factors: Guinea has three Farmer to Farmer Associate awards, directly in alignment with USAID objectives in the country. The current core program (AET) is currently fully complementary with the associate awards. These efforts can serve as an ideal platform for F2F. Because of the necessity of French language, specific strategies to pair volunteers with English speaking Guinean counterparts is a must. The AVENIR youth agribusiness training program could specifically train and recruit for these English language skills so volunteers can conduct assignments in collaboration with young Guinean counterparts to overcome any language barriers. Mechanisms and approach of the AVENIR training program will result in a network of active young agricultural businessmen and women who would greatly benefit from volunteer expertise. Mission contact: William Bradley (+224 657 104 353; wbradley@usaid.gov); Mamy Keita (makeita@usaid.gov); Ibrahima Fofana (ifofanah@usaid.gov)
Guinea-Bissau	NA
Haiti	General: Occasional protests may occur but should not create significant risks for donor projects. No major political issues are foreseen. Recommended program areas: Since agriculture in Haiti suffers from a lack of private investment, agribusiness should be a priority. Producer organizations should also be considered, because they can support productivity increase and marketing. Potential for Mission Funding: No budget for such at present Other factors: Linking the program with activities implemented by local universities may create opportunities for people to people exchange. The volunteer program should create and maintain synergies with ongoing economic growth and agriculture programs in order to have significant impacts in targeted communities. Mission contact: NA
Honduras	NA
India	NA
Indonesia	NA
Jamaica	NA
Jordan	USAID/Jordan can not accept any new activities at this time
Kazakhstan	NA
Kenya	NA
Kosovo	NA
Kyrgyz Republic	General: The Kyrgyz operating environment has not changed. F2F along with other people-to-people programs from DOS/PAS continue to deliver the intended results. Recommended program areas: The recommendation is to continue with the same operating assumptions: 1) nationwide coverage, and 2) experts in sectors such as agriculture, financial services, agri-businesses, business development, and advisory services for fruits and vegetable crops as well as dairy and meat).

	Potential for Mission Funding: The Mission does not currently have any funding for buy-in to the Program. Other factors: F2F can fully complement the Mission's on-going agriculture activities in the Agro Horizon. Mission contact: Zeinep Isakova - zisakova@usaid.gov
Lebanon	General: Some security constraints might arise, depending on geographical location of implementation, but on-going projects operate well. Implementers should consult with USAID US Embassy in Beirut for advice on how and where to implement activities. Volunteers should receive briefings on security. These measures should mitigate security constraints and implementation delays. USAID does not provide direct assistance to government authorities in Lebanon, however, programs are in continuous coordination with local government entities. Recommended program areas: Geographically, agriculture is spread almost all over the rural areas of the country, having F2F would be best geared to cover as much as possible all the areas where agriculture is a major source of income. These areas cover North, South, Beqaa and Mount Lebanon. Regarding sub-sectors, a focus on agri-businesses and extension/advisory services could be very helpful, as the latter are extremely needed by the farmers to provide them with the practical advice to improve their production as well as post harvesting practices. Another area of focus could be also the service centers as well as post harvesting facilities whether they are owned by enterprises or organizations and cooperatives, this will in turn work towards sustaining the interventions of currently ongoing USAID activities in Lebanon. Commodities: priority given to fruit trees including olives, pome fruits, stone fruits, citrus and other major Lebanese crops could be worth considering in the upcoming program, processed food including food safety, as well as the environmental protection component that was added to the ongoing F2F program. Potential for Mission Funding: NA Other factors: F2F program links to USAID/Lebanon's CDCS, particularly the Mission's Development Objective to enhance inclusive economic growth. F2F volunteers providing technical assistance to producers including service centers, extension services, post harvesting and food processing facilities will be strategically complementing the interventions of the ongoing Value Chain and Enterprise Development activities. Mission contact: Charbel Hanna mailto:hannaca@state.gov
Liberia	NA
Macedonia	NA
Madagascar	General: Madagascar is entering a new election cycle with a planned completion date of December 2018. Political instability may be a concern even after the elections are completed. Given these concerns (that will take up a lot of time and effort even at the local level) as well as the lack of extension services the people-to-people nature of the F2F program would be highly useful in targeted areas that the Mission would chose to operate. Recommended program areas: Support to cooperative/producer organizations: F2F volunteers can play a significant role in strengthening the capacity of local cooperatives participating in USAID funded activities focused on food security, nutrition, livelihoods and biodiversity conservation. Potential for Mission Funding: Potential interest but no current funding Other factors: NA Mission contact: Jessie Snaza, Agriculture Officer: jsnaza@usaid.gov
Malawi	General: Currently there are no significant security or political constraints that might affect a volunteer program. Recommended program areas: Generally we see significant opportunity for collaboration and coordination between F2F and FTF activities in Malawi. In terms of geographic areas, priority should be placed on the FTF ZOI target districts in order to complement Mission FTF activities. In terms of sector/sub-sector/commodity focus, our existing FTF flagship activity (AgDiv) focuses on developing market-oriented value chains primarily for orange-fleshed sweet potatoes, soy, and groundnuts. That activity emphasizes adoption of new technologies (e.g., legume inoculant, PICS post-harvest storage bags, drip irrigation, improved seeds, etc.), good agricultural practices, access to finance, market development and market access including aggregation and use of warehouse receipts and commodity exchanges, etc. Another FTF activity (MISST) focuses on developing new bio-fortified and higher-yielding seed varieties and the seed systems which are required for their approval, multiplication and distribution. MISST is also developing and commercializing AFLASAFE to combat aflatoxin. Our SANE activity strengthens the ag/nutrition extension service system. We also have an activity that focuses on improving policy-making capacity and agriculture-related policies. In addition, the USDA has a project called Msika which is helping smallholder farmers develop high-value crop value chains. We would propose that the specific type of F2F support should ideally be determined by the USAID Malawi strategy and the needs of the current FTF and/or USDA activities. Some potential areas of support include the following: Assistance to improve yield and quality in target value chains, low-cost mechanization, value addition, food safety/SPS, agribusiness and entrepreneurship skills, extension services, marketing and commercialization, etc. There is a big need to strengthen cooperative/producer organizations. Smaller agribusinesses need assistance to develop bankable business plans. (As an anecdote, one business lady, owner of Estrella, told one of our staff that she was supported by a F2F volunteer to develop a business plan which she used to get a loan from the bank). Implementing partner data shows that farmers' actual plant spacing diverges quite widely from recommended plant spacing, resulting in substantially lower plant populations and yields; volunteers could help to better identify causes and solutions to this issue.

	Potential for Mission Funding: At the moment our interest and ability to buy-in to the program are unclear. USAID/Malawi had significant budget cuts this year and we aren't sure what the future holds in terms of funding levels. Other factors: There are many potential linkages that emerge from our answer to question #2. In specific terms, the linkages are rooted in the activities of the FTF projects and programs, especially the Agriculture Diversification (AgDiv) Project which is the best example. F2F volunteers could partner with AgDiv (or other USAID FTF or USDA projects) to help address constraints faced primarily by the private sector which could be firm by firm, farm by farm, factory by factory, group by group, etc. Focused and tailored suggestions from AgDiv gives F2F volunteers a greater opportunity to properly use their skills in their areas of expertise. Complementary assistance provided by F2F in partnership with AgDiv will greatly improve the outcome of the project and impact of volunteers -- including the sustainability of the assistance they provide. In practice, the F2F program for Malawi could simply look at what AgDiv (or Msika) intends to do in any given year (e.g. their annual Work Plan) and discuss with them a forward looking plan for where and how volunteers could complement the work of the project teams. One of the best examples of this symbiotic relationship can be found in Ghana where the F2F program has been closely tied to the activities of FTF projects (primarily the ADVANCE Project). Mission contact: Martin Banda - mbwbanda@usaid.gov
Mali	NA
Mexico	NA
Moldova	General: There are no apparent constraints to a volunteer program like farmer-to-farmer. Moldova hosts a variety of technical assistance organizations, ranging from NGOs to Peace Corps Volunteers. Recommended program areas: Mission has been exploring the possibility of a program of conservation agriculture (no-till technology and adaptations of existing practices to minimize soil loss). The program could potentially be housed in the Ministry of Agriculture and Food Industry (MAIA), where preliminary discussions have revealed interest in hosting a program of this type. Potential for Mission Funding: Mission may be interested in a buy-in to the program. Determination of the number of volunteers will be made during intensive review of the activity later this year. Other factors: Although the conservation agriculture program will be designed as a stand-alone activity, there is potential for synergy with other USAID/Moldova activities in the area of supporting High-Value Agriculture. Mission contact: Interested parties should contact EG Office Director Dan Thomson (dthomson@usaid.gov) and agriculture program manager Rodica Miron (rmiron@usaid.gov)
Mongolia	General: The F2F program would need to be implemented in close collaboration with a local agricultural project. A local ag project can provide insight to the problems, issues, receptive beneficiaries, and can help with follow up on the advice from the volunteers. There are several livestock, ag, herder support projects funded by FAO, SDC, ADB, Mercy Corp, etc. Recommended program areas: NA Potential for Mission Funding: NA Other factors: NA Mission contact: NA
Montenegro	NA
Morocco	NA
Mozambique	General: Security is not currently a concern but it has been in the past and could be again in the future due to armed conflicts over political issues dating to the end of the civil war. The recently affected area was primarily the corridor between Beira, Chimoi, and Tete but there is a cease fire in place. Recommended program areas: The Feed the Future Zone of Influence in Mozambique includes 26 districts in the provinces of Zambezia, Nampula, Manica, and Tete. The Mission's current activities are focused on private sector agricultural development including agricultural input suppliers, commodity traders, and financial services. In addition, the current Farmer to Farmer project also provides support to producer organizations and continued support in that area would be helpful. Farmer to Farmer could complement existing projects and assist with sustainability for activities that have ended. The Mission has an ongoing value chain development project and it would be helpful for the Mission and the project to be able to request volunteer assistance in support of the project activities. In addition, the current Farmer to Farmer project has provided support following some of the emergency activities that were intended to provide quick support. For example, the Mission was able to request a volunteer to assist with improving the construction and management of fish ponds that were provided under an emergency project. Potential for Mission Funding: If current funding levels continue, it is unlikely that the Mission will be able to buy into the program. Other factors: Mission contact: Todd Flower, tflower@usaid.gov
Namibia	NA
Nepal	General: So far we do not see any potential constraint that might influence the future F2F program. Further, current F2F program has not encountered any security and political related issues. Recommended program areas: There is an ample opportunity for F2F program to complement mission's on-

	going FTF activities particularly by scaling up of FTF's best practices by integrating into the F2F volunteer programs. F2F program can also add value by bringing expertise in the area of market system, private sector engagement in agriculture value chain. FTF Nepal continues to focus in the 20 hill and terai of western, mid-western and Far-western terai with additional 4 earth quake affected hill districts (Sindhupalchowk, Kavrepalanchowk, Makawanpur and Nuwakot) added. FTF Nepal will continue the 4 sub-sectors (Rice, maize, lentil and high value vegetables). Mission's FTF priority areas are market system, business skill and business plan development, linkage development and agriculture policy (enabling environment for private sector engagement), Micro irrigation technology (such as, micro irrigation, drip irrigation). Potential for Mission Funding: Currently mission's available budget is already programmed. Other factors: Peace Corps Input: Geographic Input is focused on agriculture of the mid-hills with primary topic areas of interest to Peace Corps' Food Security Program: Sweet Potato production, Mushroom Production, Nutrient-dense vegetable production, Fruit & Nut Tree Propagation. Some other Topics of secondary interest: Small Animal Husbandry (Goats, Rabbits, Chickens) which PCVs do as secondary projects and Micro-irrigation tools like drips, or sprinklers. There is a strong linkage to Peace Corps' Food Security Project as Peace Corps Volunteers both learn techniques in FtF trainings that they bring to their assigned communities, but they also have been able to assist the FtF American trainers with both language and cultural context. Peace Corps/Nepal finds the linkage to FtF in Nepal extremely valuable. Mission contact: NA
Nicaragua	General: Current priority areas for USAID/Nicaragua, as outlined in current Country Development Cooperation Strategy, are vocational and technical training for at risk youth, education and alternative livelihood to improve citizen security in the Caribbean Coast, citizens capacity development, democracy, human rights, and governance. Any people-to-people exchange aligned with these priorities will add great value to the Mission's development objectives. Strengthening civil society, including administrative, financial, and human resource management, executive board development and sustainability planning for local CSOs is especially needed. Recommended program areas: The regional priority of the Mission's bilateral programming for the citizen security and education continue to be in the Caribbean Coast. Since the vocational and technical education program is designed to be adaptable to the market needs, the technical expertise in need fluctuate and can best be coordinated with the local partners. Potential for Mission Funding: Funding is limited and unable to buy-in at this time. Other factors: Assistance to the local partners, such as FADCANIC, and its vocational and technical training as well as entrepreneurship contributes to the sustainability of the USAID's program in Nicaragua. Continued support to Wawashang agro-forestry school and other private technical vocational schools would be timely to complement USAID's bilateral assistance, especially during the time when we are planning for several awards' close out in next 12-18 months. Mission contact: Federico Rostran (frostran@usaid.gov); Regina Jun (rjun@usaid.gov).
Niger	NA
Nigeria	General: There are serious security constraints and considerations in the north of the country and lesser issues in the south. People-to-people exchange in the area of capacity building in research and teaching for the three Nigerian Agriculture Universities and the Colleges of Agriculture in other universities may be a priority. Recommended program areas: We have seven Feed the Future focus states across the geographic zones of the country and five focus value chains. We are also open to focus on sub-sectors/commodities that would complement our work. Potential for Mission Funding: We are in the process of finalizing a suite of procurements in alignment with the GFSS, so it is doubtful that we will buy-in at this time. Other factors: We do have an activity with VEGA which has a significant volunteer component. A large trade activity has just ended, with a business development platform that was handed off to a local university. Farmer 2 Farmer could offer volunteers to assist with this sort of activity. Another large value chain activity just ended that worked extensively on developing capacity of local service providers to offer extension services, which might offer some opportunities. Mission contact: NA
Pakistan	NA
Paraguay	NA
Peru	NA
Philippines	NA
Rwanda	General: There is no security or political factors preventing the volunteer program to be rolled out in Rwanda. Rwanda's resources are heavily dominated by the agriculture sector with more than 70% of its population farming land. Main donors such as the Belgium Technical Cooperation (BTC) have supported limited exchange program in the recent past to train and help establish farmer to farmer programs and so we believe the people-to-people exchange is attractive to Rwanda. Recommended program areas: The Mission has recently re-defined its zone of influence for Feed the Future programs: (13 districts out of 30 in the whole country). These districts are based on a number of factors such as yields, nutrition status level, economic/poverty status, etc. extension services and cooperative development as

	well as agribusiness services are in great need. Extension services focused on fighting fall army worm will be even more valuable. Focused value chains include: maize, beans, horticulture and Irish potatoes as well as livestock. Potential for Mission Funding: Given budget constraints, not at present. Other factors: There is substantial AID technical assistance support through the Feed the Future Hinga Weze (\$32Million - 5 year program), Private sector driven agriculture growth (\$24.4 million - 5 year program) and other Feed the Future funded programs. We therefore recommend that USAID designated staff should be made aware of all progress and challenges and be present in all meetings engaging GOR officials and the volunteers (providing the volunteer program is awarded). This allows to keep and communicate as such unity and cohesiveness of USG programs support in the agriculture sector. We advice regular communication with the Mission's designated POC for collaboration and partnership with other implementing partners as well as of synchronization of USAID's funded all field interventions. Volunteers will collaborate with the existing programs supporting farmers to adopt agricultural best practices and organize them to access inputs. Mission contact: Jean Damascene Nyamwasa: jdnyamwasa@usaid.gov
Senegal	NA
Sierra Leone	General: Sierra Leone is a small country with excellent roads reaching all major areas and it is safe, peaceful, and English speaking. The Government supports agricultural development and the large donors (World Bank, IFAD, UK) are implementing robust food security programs in close cooperation with the government. The government represents an excellent platform for volunteer assignments to enhance infrastructure and other programs implemented by these other donors. This would enable American volunteers to add value to these investments, leveraging this opportunity for the people-to-people exchange that is a hallmark of Farmer to Farmer. Sierra Leone has a large Peace Corps program - demonstrating its relative safety and security in the region. Sierra Leone was hard hit by the Ebola Virus Disease outbreak, but the country returned to relative normalcy and the government and donors are working to further stabilize progress. Recommended program areas: Sierra Leone areas of focus would be business development in vegetable and aquaculture. There are less resources, both human and physical, to leverage for impact. Nevertheless, Sierra Leonean agriculture in these areas represent opportunities for person-to-person engagement for American volunteers. English is spoken and the people and country are very welcoming. Potential for Mission Funding: No funding currently available, but F2F would be considered if any future funding becomes available. Other factors: Sierra Leone will likely be forced by budget reductions to close a major agricultural project, but this will leave legacy activities with other partners that will represent good opportunities for volunteer assignments. Depending on the start date of any new F2F awards and other factors, some legacy equipment (motorcycles, cars, etc.) from that project might be available to facilitate F2F assignments. Mission contact: William Bradley (+224 657 104 353; wbradley@usaid.gov); Khadijat Mojidi (kmojidi@usaid.gov); James Blackie (jablackie@usaid.gov)
Somalia	General: Security is a constraint, but Somaliland is much more accessible with fewer security constraints. There may also be options and the Mission would be interested in exploring technologies to get technical assistance into areas where volunteers can't physically go Recommended program areas: Extension/advisory services, livestock/dairy, citrus/fruit production, gums and resins/non-timber forest products. One specific area that could be interesting to explore is the IGAD-funded technical training school in Somaliland that provides assistance to the livestock sector; Somalia exports upwards of 5 million head of live animals each year, the highest figure in Africa and typically the highest in the world. Their capacity could benefit greatly from infusion of American expertise. Potential for Mission Funding: Yes, though we have limited funding availability this year and expect FY 2018 to be less constrained. Other factors: F2F would be a direct complement to the USAID/Somalia flagship Economic Growth Team activity, the Growth, Enterprise, Employment, and Livelihoods project. Mission contact: Stephen Guduz, sguduz@usaid.gov and Charlee Doom, cdoom@usaid.gov
South Africa	NA
Southern Sudan	NA
Sri Lanka	General: There are no constraints to Volunteer programs in Sri Lanka. In fact, the Mission has a current volunteer program for workforce development/vocational skills. Recommended program areas: We are open to working in practically all geographic areas in the country, except Western Province (where Colombo is located). We are interested in agri-business, extension services but do not want to engage cooperatives at this point. We are interested in horticulture, aquaculture, dairy, partnerships with the private sector, cold storage, and value chain. Potential for Mission Funding: Not currently. This is subject to availability of funds. Other factors: USDA is expected to award a \$20+ million Feed the Future program focusing on dairy, so any new activities could complement this project. Future ag activities could be linked to the World Bank's large Agriculture Modernization program. Mission contact: James Borger, Director Economic Growth Office (jborker@usaid.gov); Brian Wittnebel,

	Deputy Economic Growth Office (bwittnebel@usaid.gov); Margot Welk, Program and Policy Support Office (mwelk@usaid.gov)
Sudan	General: The constraints of security and political factors have been overriding in Sudan for more than a decade. However, peace is more in reach than it has been in the last 14 years in Sudan due to decreasing hostilities between the government and rebels. This has led to the lifting of economic sanctions by the U.S. in October 2017, followed by the visit of the Deputy Secretary of State, the highest level U.S. official to visit Sudan in 15 years. U.S. engagement has begun, highlighted by a Corporate Council of Africa sponsored visit to Sudan of major U.S. companies such as Visa, Caterpillar, Shell Oil, Boeing, African Development Bank and others. The USAID Administrator visited Sudan in August, 2017 and set the stage for expanded assistance, beyond humanitarian aid, to support longer-term development-type activities. This new assistance phase was also mentioned by the Deputy Secretary of State during his visit. Because of these developments, the U.S. currently has high stock with the Government of Sudan and has new found popularity with the Sudanese people. As USAID assistance begins to transition to recovery and livelihoods programs, likely with a particular focus of supporting agriculture value chains given the great importance of agriculture in Sudan, people diplomacy through Farmer-to-Farmer (F2F) volunteers would go a long way and have great impact, particularly with small farmers, to strengthen the current favorable climate of the U.S. even further. Recommended program areas: We recommend two program focus areas for F2F: The first and major priority would be to focus on smallholder peanut production and increasing its productivity with the aim of rebuilding livelihoods of farmers affected by the long-standing Sudanese conflict and now able to go home to restart livelihoods. Sudan is the No. 5 peanut producer in the world and currently produces some 1.4 million MT a year. Some 60% of the Sudanese population are farmers, and in Darfur, a potential major peanut producing region, a large percentage of farmers grow peanuts. The second priority area would be to provide a sorghum production expert to assess how to improve industrial sorghum productivity around the Gezira region. Gezira is the “Island”, between the Blue and White Niles and at one time was the largest irrigated scheme in the world. Sudan is the No. 5 sorghum producer in the world at 4.5 million MT per year. Potential for Mission Funding: USAID/Sudan’s funding is currently heavily skewed toward emergency funding with a very small economic support fund program. USAID/Sudan would like to use a program as described above to demonstrate the possibility of longer-term, forward looking projects. With the high potential for agriculture development in Darfur, this program would reduce the number of food insecure vulnerable people and consequently reduce the food aid requirement. If USAID/Sudan receives more development funding in the future, the Mission might possibly consider funding F2F activities. Other factors: USAID/FFP/Sudan is in the preliminary stages of developing a strategy called “From Life-Saving to Life-Changing”, after many years of providing emergency assistance. For example, USAID/Office of Food for Peace (FFP)/Sudan is assessing the possibility of working with a local peanut producing factory. As background, USAID/FFP funds its partners UNICEF and WFP to buy a therapeutic food for malnourished children and mothers from a local company, in support of local Sudanese business, called Samil. The Ready-to-Eat Therapeutic /Supplementary Food is made to international standards and has a base of peanuts. Samil recently opened a peanut processing factory in Darfur (Darfood) and supports Sudanese conflict-affected displaced people to return home to restart peanut farming activities. Darfood provides technical assistance, equipment and buys the peanut production. It then exports some and uses some as its base product in its therapeutic food line. USAID is considering a project to support local cooperatives (particularly women’s), and to provide technical assistance on priority needs to increase peanut productivity in partnership with the Darfood Factory. A F2F activity to inform this activity such as the provision of a peanut production specialist and another expert to look at the factory overall operations with a focus on the production chain would go a long way to help launch this program and demonstrate good-will between Sudan and the U.S. The F2F deliverable would be a plan for outreach to the farmers and a plan to improve production for the factory. Mission contact: Mr. Markus Dausses, Assistant Mission Director, MDausses@usaid.gov
Tajikistan	General: There are currently no security constraints limiting a volunteer program, and the government is fully supportive of USAID’s agriculture activities in Tajikistan. Objective 3.1 of the Integrated Country Strategy for Tajikistan emphasizes citizen diplomacy as an important tool to “strengthen people-to-people ties between Tajikistan and the U.S.” U.S. Embassy Dushanbe has and will continue to highlight Farmer-to-Farmer as a critical part of its public diplomacy efforts. Recommended program areas: USAID Tajikistan suggests building on current work in orchard management, fruit and vegetable production and dairy within the Feed the Future Zone of Influence (ZOI) in Khatlon province. As the FTF Tajikistan value chain work develops and evolves, Farmer-to-Farmer assignments might change accordingly and move into areas like agri-business development. Potential for Mission Funding: Given the current budget outlook, the Mission would likely not be able buy into the Program. Other factors: Since the inception of Feed the Future in Tajikistan, Farmer-to-Farmer volunteer assignments have been fully integrated by sector and geography with in-country FTF activities. Farmer-to-Farmer Volunteers currently work directly with our in-country activities and provide invaluable support to activity staff and smallholder farmers throughout the ZOI. USAID Tajikistan suggests continuing the current model by which in-country FTF activities coordinate closely with Farmer-to-Farmer to design assignments which directly complement and enhance FTF Tajikistan goals and objectives.

	Mission contact: Muhiddin Nurmatov (mnurmatov@usaid.gov); Mark Doyle (mdoyle@usaid.gov) ; Laura Cizmo (lcizmo@usaid.gov)
Tanzania	NA
Timor-Leste	NA
Turkmenistan	General: There is great demand for F2F type services at the farmer level, but despite vigorous efforts over the past two years, an F2F activity could not be started and volunteer visas approved due to some issues at higher political levels.. Recommended program areas: If political issues allow, FtF work could concentrate geographically in Dashoguz, Lebap and Mary provinces to a greater extent as they are primarily agriculture regions. To the lesser extent in Akhal region. In terms of technical areas the work should concentrate on a) Meat and dairy livestock, poultry, aquaculture and animal husbandry; b) Greenhouse production, c) Post harvest handle and storage; d) Food safety certification, laboratory and standards for fresh and processed Ag products. This way FtF will complement USAIDs previous investment under Agriculture technology program which worked in livestock and greenhouse areas. Also it will address new challenges of private producers and processors in Turkmenistan which is lack of international food safety standards, lack of export readiness including international standards and post harvest handle with storage and transportation. Potential for Mission Funding: Hard to say at this stage Other factors: NA Mission contact: Serdar Yagmurov, syagmurov@usaid.gov
Uganda	General: no political or security constraints Recommended program areas: The program would operate within the FTF/GFSS ZOI. Sub Sector – Dependent on the prevailing circumstance (very flexible scenarios) – value chain type of approach and working with in the different segments that would improve the limiting factor to increased food security and household income. Commodities – Uganda commodity priorities are still Coffee; Maize and Beans – But some of the volunteer efforts could cut across other commodities (not locked to the three). New activities are in the pipe line – these will come up with opportunities and challenges that would require volunteer (new exploratory area – space; technologies; challenges and opportunities). For the on-going or ending project definitely opportunities and challenges keep emerging that would also be suitable for volunteer placement. Potential for Mission Funding: Currently not sure Other factors: Mission contact: Byabagambi Simon - sbyabagambi@usaid.gov - +256 772 138 473
Ukraine	NA
Uzbekistan	NA
Vietnam:	NA
West Bank/Gaza	NA
Zambia	General: No security factors to worry about; volunteers are welcome. Recommended program areas: The FTF Zone of Influence is the Eastern Province. Mission will continue to work therein agriculture even though most of the FTF projects are ending. Areas of priority include extension services, financial services, processing and value addition and Aflatoxin control. The Mission is planning/designing an activity to work and develop rural enterprises and agribusinesses. This could be an area where the next phase of F2F volunteers can help. Potential for Mission Funding: None currently Other factors: NA Mission contact: NA
Zimbabwe	NA

**C. NFO attachment C: John Ogonowski and Doug Bereuter Farmer-to-Farmer Program
(FY2019-23) Pesticide Evaluation Report-Safer Use Action Plan (PERSUAP)**

(provided separately)

**D. NFO ATTACHMENT D: JOHN OGONOWSKI 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 (F2F) 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. F2F 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 F2F Program, though many F2F 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.

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.

USAID Environmental Compliance Procedures: Implementing agencies must adhere to

USAID’s Environmental Compliance Procedures, Title 22, Code of Federal Regulations, Part 216 (22 CFR 216¹). 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.

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 F2F 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 F2F 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 workplan 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.

¹ http://www.usaid.gov/our_work/environment/compliance/reg216.pdf

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 F2F 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 F2F 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 F2F 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 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 F2F 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.

EXAMPLES OF “ENVIRONMENTALLY FRIENDLY” VOLUNTEER ASSIGNMENTS

Honduras sugar cane production: F2F 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 F2F 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 F2F 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.

Land O’Lakes’ (LOL) experience with F2F 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 look out 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
- USAID's list of key contacts (Environmental Officers) in Bureaus and Missions at 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.encapafrica.org/EPTM.htm>

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- State Dept., International Travel Information: 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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ENVIRONMENTAL GUIDELINES FOR THE FARMER-TO-FARMER VOLUNTEERS (F2F)

“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**², 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 efforts can serve to instill environmental stewardship and promote environmentally sound solutions.

² Also known as **22 CFR 216**, Agency Environmental Procedures, Environmental Policy, http://www.usaid.gov/our_work/environment/compliance/index.html

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 Procedures³ 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.

³ 216.3(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.

Specific and detailed Environmental Guidelines include USAID/Africa Bureau's *Environmental Guidelines for Small-Scale Activities in Africa*, LAC's *Environmental Guidelines for Development Activities*, and the *Asia/ME Sectoral Environmental Guidelines*.

The Africa Bureau's 18 sectoral environmental guidelines can be found in Section II of the <http://www.encapafrica.org/egssaa.htm>. Section III covers Micro- and Small Enterprises.

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.
- 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/>.

E. NFO ATTACHMENT E: ILLUSTRATIVE FORMAT FOR TABLES FOR REPORTING ON STANDARD F2F PERFORMANCE AND IMPACT INDICATORS

Farmer-to-Farmer Program Standard Indicator Reporting Tables

Table 3: Host Outcome and Impact Data

Table 6: Host Outcome and Impact Data																													
Host Code No.	Host	Country	Country F2F Project	Date of Latest Follow up Assessment	Recommendations made for Host	Recommendations adopted by Host					Actual Beneficiaries				Actual Area of Improved Influence (ha)	Annual Gross Sales (Revenue) (US\$)			Annual Gross Income (US\$)			ODI Rating		Number of New or Improved Products or Services					Value of Resources Mobilized by Host (US\$)
					Economic	Organizational	Environmental	Financial	Total	Members/Owners	Employees	Clients & Suppliers	Total	Baseline Assessment		Impact Assessment	Change	Baseline Assessment	Impact Assessment	Change	Impact Assessment	Change	Economic	Organizational	Environmental	Financial	Total		

Farmer-to-Farmer Program Standard Indicator Reporting Tables

Table 4: Country Activity Output Data

Country	Country F2F Project	No. of Potential Host Consultations	No. of Stakeholder Consultations	No. of Technical Reports	No. of Subsector Country Projects

F2F Standard Indicator Reporting Tables

Table 5: Outreach and Leverage

Fiscal Year	Outreach by IP, Host, Partner, Volunteer				Value of Resources Leveraged by Grantee and Volunteers in the U.S. (U.S.\$)	Value of Virtual Volunteer Time from the U.S. (U.S.\$)
	Publication, Radio, or TV Coverage (US)	Social Media Posts (US)	Group Presentations (US)	Publication, Radio, or TV Coverage (Host Country)		

F. ATTACHMENT F: PAST PERFORMANCE REFERENCE SHEET

Applicant's Name: Click here to enter text. _____

Was the Applicant the Prime or Sub on the project: Click here to enter text.

Project Name: Click here to enter text. _____

Project Scope/Description: Click here to enter text.

Period of Performance: Click here to enter text. Dollar Value: Click here to enter text.

Name of Person Contacted: Click here to enter text. E-mail.: Click here to enter text.

Date Contacted: Click here to enter text. Employer: Click here to enter text.

Contact's Role or Knowledge of the Project: Click here to enter text.

1. Please comment on your satisfaction with the quality of product or service, including consistency in meeting goals and targets and rating (use table in the appendix for definitions).

2. Please comment on the timeliness of performance, to include schedule, the timeliness against the completion of the award, task orders, milestones, delivery schedules, and administrative requirements and rating (use table in the appendix for definitions).: Click here to enter text.

3. Please comment on the quality of business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including the applicant's history of reasonable and cooperative behavior: and rating (use table in the appendix for definitions). Click here to enter text.

4. Please comment on the organization's ability to control cost, including forecasting costs as well as accuracy in financial reporting and rating (use table in the appendix for definitions).: Click here to enter text.

5. Please provide comments on organizations key personnel and rating (use table in the appendix for definitions): [Click here to enter text.](#)