

PD-ARG-305
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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

MAR 19 1985

Mr. Ed Jaenke
E. A. Jaenke and Associates, Inc.
777 14th Street, N.W.
Suite 666
Washington, DC 20005

SUBJECT: Grant No. PDC-0230-G-SS-5017-00

Dear Mr. Jaenke:

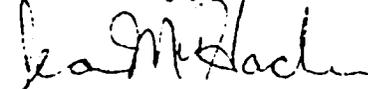
Pursuant to the authority of the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID" or "Grantor")) hereby grants to E. A. Jaenke and Associates, Inc. (hereinafter referred to as "Grantee") the sum of \$155,129 to provide support of your Development Education Program as more fully described in Attachment 2 of this Grant entitled "Program Description".

This grant is effective and obligation is made as of today and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning 1 January 1985 and ending May 31, 1986.

This grant is made on condition that the funds will be administered in accordance with the terms and conditions set forth in Attachment 1, the Schedule; Attachment 2, entitled "Program Description" and Attachment 3, entitled "Standard Provisions", which have been agreed to by your organization.

Please sign the original and seven (7) copies of this letter to acknowledge your receipt of the grant and return the original and six (6) copies to the Grant Officer.

Sincerely,



Jean M. Hacken

Grant Officer

Services Operations Division
Office of Contract Management

ORIGINAL



ATTACHMENTS

- 1. Schedule
- 2. Program Description
- 3. Standard Provisions

ACKNOWLEDGEMENT

E. A. Jaenke and Associates, Inc

By *E. A. Jaenke*

Typed Name E. A. JAENKE

Title President

Date 3-20-85

FISCAL DATA

PIO/T No: 938-0230-5384203
Allotment Symbol: 543-38-099-00-69-51
Budget Plan Code: EDAA 85 13800 AG11
Appropriation Symbol: 72-1151021.3
Obligated This Action: \$155,129
Sponsoring Technical Office: FVA/PVC, Beth Hogan
Funding Source: AID/W
DUNS Number: 077804029

FUNDS AVAILABLE
MAR 25 1985 *o/c 4190*
2. McCombs
Program Acctg. Division
OFFICE OF FINANCIAL MANAGEMENT

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support for the Grantee's Development Education Program as more specifically described in Attachment 2 to this Grant entitled "Program Description."

B. Period of Grant

The effective date of this Grant is January 1, 1985. The expiration date of this Grant is May 31, 1986.

C. Amount of Grant and Payment

1. AID hereby obligates the amount of \$155,129 for the purposes of this grant.

2. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 - Standard Provision 7C entitled "Payment - Reimbursement."

D. Financial Plan

The following is the Financial Plan for this Grant. Revisions to this Plan shall be made in accordance with Standard Provisions of this Grant entitled "Revision of Financial Plans."

<u>Cost Element</u>	<u>From 1/1/85 to 5/31/86</u>
Salaries	\$45,670
Fringe Benefits	17,492
Overhead	33,796
Consultants	11,952
Travel	29,339
Other Direct Costs	16,880
TOTAL	\$155,129

E. Reporting and Evaluation1. Quarterly Program Reports

The Grantee will prepare and submit to the sponsoring technical office quarterly program reports reflecting the progress made in achieving stated goals and objectives as specified in the Program Description. These quarterly reports will include: a narrative description of the work undertaken in the quarter and the successes and/or shortcomings of the plan to date; revised work plans when appropriate; a list of materials produced or collected for use in the course of the project. The first report (two copies) shall be submitted not later than four months from the date of this grant, followed by three reports submitted at three month intervals. Further guidance on the content and preparation of these reports will be furnished by the sponsoring technical office.

2. Final Report

A final report in 5 copies will be submitted to A.I.D's sponsoring technical office by July 31, 1986. The report should include the following information:

- a. A comparison of actual accomplishments with the goals established for the period,
- b. Reasons why established goals were not met, and
- c. Other pertinent information including, when appropriate, analysis and explanations of cost overruns, or unusually high expenses.

One copy of the final report shall be submitted to the Grant Officer whose address appears on the Grant cover letter.

3. Interim Reports

Prior to the required final performance reporting date, events may occur that have significant impact upon the project. In such instances, the Grantee shall inform the Grant Officer as soon as the following types of conditions become known:

- a. Problems, delays or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project work activities by the established time period. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any assistance needed to resolve the situation.
- b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work activities to be performed than originally projected.

4. Reports are to be submitted to AID's sponsoring technical office, Mrs. Elizabeth Hogan, FVA/PVC, 1400 Wilson Boulevard, Room 246, Rosslyn, Virginia 22209.

5. Financial Reports

Financial reports shall be submitted in accordance with the provisions of Standard Provision 7C, Payment - Reimbursement.

16

F. Special Provisions

1. The following are not applicable to this grant and are hereby deleted from the Standard Provisions:

- a. 5A - Negotiated Overhead Rates - Predetermined
- b. 5B - Negotiated Overhead Rates -Nonprofit organizations Other Than Educational Institutions
- c. 7A - Payment - Federal Reserve Letter of Credit (FLRC) Advance
- d. 7B - Payment - Periodic Advance
- e. 10B - Procurement of Goods and Services over \$250,000.
- f. 13B - Title and Care of Property (U.S. Government Title)
- g. 13C - Title to and Care of Property (Cooperating Country Title)

2. Provision entitled Post-determined Indirect Cost Rates (copy attached) is added to the Standard Provisions.

3. The "Alterations in Grant" dated November 1984 apply to the Standard Provisions.

G. Overhead Rate

Pursuant to provision listed in paragraph 2 above, the following provisional rate is established:

<u>Type of Rate</u>	<u>Rate</u>	<u>Base</u>	<u>Period</u>
Overhead	74%	Direct Salaries	1/1/85-3/31/86

H. Advance Understanding

For each of the Grantee's accounting periods during the term of the Grant, including subsequent extensions thereto, the parties agree as follows:

- 1. The distribution base for the establishment of final overhead rates is salaries. The distribution base for the payment of fringe benefits is salaries.
- 2. Reimbursement for indirect costs and fringe benefits shall be at final negotiated rates but not in excess of the following maximum rates:

Overhead Rates	74%
Fringe Benefits	38.3%

5.

3. The Government shall not be obligated to pay any additional amount of indirect or fringe benefit costs above the maximum rates established above. Final indirect and fringe benefit costs exceeding the rates applied to the bases shown above shall be absorbed by the Grantee, and considered cost sharing.
4. This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in the Grant.
5. A determination as to the adequacy and acceptability of the Grantee's accounting system has preceded the awarding of this Grant. To the extent that the allocation and allowability of costs affects the maximum rate and bases negotiated in this Grant, it is understood and agreed that the Grantee shall make no change in the accounting system without prior written approval of the Grant Officer. Any agreement to modify or change, in any way, the Grantee's current method of allocating costs in the overhead or fringe benefit accounts, will require negotiation.

H. Title to Property

Title to property procured under this grant will vest in the Grantee.

I. Closeout Procedures

This section prescribes uniform closeout procedures for this Grant.

1. The following definitions shall apply for the purpose of this section.

a. Closeout. The closeout of a grant or agreement is the process by which AID determines that all applicable administrative actions and all required work of the grant or agreement have been completed by the recipient and AID.

b. Date of Completion. The date of completion is the date on which all work under grants and agreements is completed of the date on the award document, or any supplement or amendment thereto, on which AID sponsorship ends.

c. Disallowed costs. Disallowed costs are those charges to a grant or agreement that AID or its representative determines to be unallowable, in accordance with the applicable Federal cost principles or other conditions contained in the grant or agreement.

2. AID closeout procedures include the following requirements:

a. Upon request, AID shall make prompt payments to a recipient for allowable reimbursable costs under the grant or agreement being closed out.

b. The recipient shall immediately refund any balance of unobligated (unencumbered) cash that AID has advanced or paid and that is not authorized to be retained by the recipient for use in other grants or agreements.

c. AID shall obtain from the recipient within 90 calendar days after the date of completion of the grant or agreement all financial, performance, and other reports required as the condition of the grant or agreement. AID may grant extensions when requested by the recipient.

d. When authorized by the grant or agreement, AID shall make a settlement for any upward or downward adjustments to AID's share of costs after these reports are received.

e. The recipient shall account for any property acquired with AID funds, or received from the Government in accordance with the provisions of paragraph 1T. of this Chapter, Property Management Standards.

f. In the event a final audit has not been performed prior to the closeout of the grant or agreement, AID shall retain the right to recover an appropriate amount after fully considering the recommendations on questioned costs resulting from the final audit.

J. Paying Office

Grantee shall forward all vouchers for payment to:

Controller
Office of Financial Management
Agency for International Development
Washington, D.C. 20523

1

PROGRAM DESCRIPTION

The Key Communicator Project seeks to further discussion and create better understanding of world hunger and development problems in terms of their special meaning for American agriculture. It will achieve those goals by appealing to the self-motivation of key agricultural trade media who have a common self-interest in a growing and prosperous farming sector in this country. This proposal represents the second stage of an educational effort begun in September 1983 as the General Communicator Project, funded by a grant under the Development Education Program of the Agency for International Development. The new project will build on the knowledge and experience gained in the General Communicator Project, with a special effort to engage the leadership and initiative of key agricultural communicators in a continuing educational program.

Under the initial project, the Council on World Hunger, Development and Trade Information was created, representing six national media associations that include most of the Nation's agricultural communicators. The Council advised and assisted in the development of certain materials and their distribution to agricultural editors, writers, broadcasters, and educators to aid them in explaining to their rural audiences why world food and trade problems are important to U.S. agriculture.

The central theme growing out of that project is that, while U.S. farmers do not always realize it, they have a direct stake in economic and agricultural development abroad because rising incomes in poor countries lead to larger imports of U.S. agricultural commodities. Thus the development process is critical if developing countries are to fill their promise as the new growth market for American agriculture.

The Key Communicator Project will build on that and other themes developed in the General Communicator Project but with changes in organization and strategy to strengthen participation of selected agricultural media as communication channels to farmers and other rural people. The Key Communicator Project will utilize three major methods, all of which are devoted to the objective of creating the self-motivation necessary for the success of this effort.

These are:

(a) To enlarge and strengthen the Council on World Hunger, Development and Trade Information in ways that produce a greater direct involvement by its members. The enlarged Council will include its present membership of six plus approximately 12 additional members drawn from farm, commodity, and trade organizations and agro-industry groups that represent farm supply, marketing, and transportation interests -- groups that have a direct interest in preserving a prosperous agricultural plant in this country. The emphasis will be on activity that engages Council members and their organizations in furthering the Project objectives on a continuing basis.

(b) To organize a series of development/trade meetings in several major cities, each bringing an internationally recognized authority together with communicators, development professionals, educators, and representatives of the agricultural industry. These meetings will be keyed where possible to existing events with the potential for attracting wide attention.

(c) To participate in the annual meetings of key agricultural and related organizations. Involvement could mean distribution of background material, assistance with selecting speakers, or in providing speaker kits.

RATIONALE

Why The Project Is Needed

The participation of American agriculture is critical to the solution of world hunger and development problems. The reasons for this are fundamental: (1) The productivity of U.S. agriculture makes possible the food aid programs carried on by Federal and private agencies. (2) The achievements and methods of U.S. farmers are viewed by the world as a model for agricultural development. (3) U.S. agricultural institutions and organizations, public and private, are the world's leading source of new research and technology in agriculture -- and the extension of these technologies to farmers in other countries.

Too often, however, these American contributions to global agriculture are thought of as one-way benefits. There is not sufficient understanding of the direct benefits to American agriculture resulting from the growth of incomes and purchasing power in developing countries. Agricultural development in the poor countries is frequently viewed, not as a growth opportunity for U.S. exporters, but as potential competition for American products. This kind of misunderstanding can be especially serious in a period of declining U.S. exports and low farm income, like that recently experienced in this country.

The purpose of the _____ project is to expand and intensify efforts begun in 1983/84 to build awareness among American farmers and the farm-related rural community of the interrelationships among world hunger, development, and trade and their meaning for agriculture in the United States. The new project will build on the General Communicator project funded under AID's Development Education Program, which has been extremely successful in reaching the highly organized agricultural mass media and through them a wider audience throughout rural America.

A refinement in the delivery of the messages developed under the General Communicator project, including identification of a select group of communicators to become more directly and actively involved, is a natural progression toward building the desired awareness within the farm community. Having initiated the awareness-building process through thousands of contacts with the media and universities, we now seek to more directly involve the communicators themselves. This approach will encourage communicators to become involved, to question, and to responsibly and effectively transfer those messages to others. That self-motivational process, we believe, will lead to success in our goal of developing the natural interest of professional communicators in sustaining a continuing inquiry into this subject.

Thematic Treatment

Three general themes were developed for the General Communicator project. They were identified and substantiated through an extensive study of the research and educational literature. They were developed and documented in materials prepared as part of the project. The themes:

(1) Chronic world hunger is mostly traceable to poverty -- not to any global shortage of food, present or imminent.

(2) Economic development in poor countries generates income and creates new and more diversified markets for food imports.

(3) U.S. agriculture benefits most when poor countries expand their import of food.

In the General Communicator project, a broad spectrum of communicators were selected as "gatekeepers" to the farm and rural community. These professional communicators from the print and electronic media and selected educators at the land grant universities were provided with reference and current information materials prepared by E. A. Jaenke & Associates explaining the development story in terms of its meaning for U.S. agriculture. The World Hunger, Development, and Trade booklet, four background papers, and other materials produced under the project have led, we believe, to a better understanding of the relationships among world hunger, development and trade. Many of the communicators have used the background papers as the basis for articles, speeches, and meetings, thereby expanding considerably the understanding and awareness of the target population.

The "rippling" effect of this usage has been evident in many ways, generating a great deal of secondary activity outside the initial target population. Some known examples:

(1) The original mailing of Project Background kits brought a highly favorable mention in a Washington agricultural newsletter, which caused several of its readers to request additional information. One of these readers, at the Farmers Union Central Exchange (CENEX) in Minneapolis, asked for information which was then turned into a major article in that organization's member newspaper distributed throughout 14 states.

(2) An agricultural staffer at the World Bank was given the World Hunger, Development, and Trade booklet by one of the original media recipients of the background kits. This resulted in his request for

additional information which he then sent to colleagues at the World Bank, several agricultural leaders in California, the Texas State Department of Agriculture, and the U.S. House of Representatives Select Committee on Hunger. The Select Committee on Hunger subsequently requested additional material in preparation for a hearing on this subject.

(3) The Deputy Commissioner of Agriculture in North Dakota, seeing a mention of the project, requested the full information package. This resulted in E. A. Jaenke being asked to speak on the subject in September 1984 before a coalition of North Dakota agricultural interests meeting in Bismarck.

(4) After reading the material in the World Hunger, Development, and Trade background kit, Iowa Public Television in Des Moines produced a program on the subject of P.L. 480 food aid and development. The program was syndicated to 92 local television stations in 24 states.

(5) A professor at Hamline College in Minnesota, upon receiving a set of background papers by a colleague, requested permission to reprint, at his expense, 1000 copies of the material. In all, more than a dozen colleges and universities requested additional information on the project for use in classroom instruction.

(6) Organizers of the Agricultural Communicators Congress which was made up of six of the seven agricultural media societies included on their meeting agenda discussants on the world hunger, development, and trade topic. Several of the organizers of that conference were also members of this project's Council. Those persons played a key role in building the awareness and in developing the interest in this subject.

(7) A fact sheet on P.L. 480, produced by the project, was included by the White House in the V.I.P. kit distributed July 10 at President Reagan's 80th anniversary ceremony and in the press kit used in the anniversary observances at the Port of Norfolk.

Participation and Methodology

There continues to be an enormous task ahead, one in which influential and respected agricultural communicators can play an effective role in realizing the goals and objectives. We believe that by concentrating on a select group from within the agricultural communicator population and by shifting the emphasis of the activities from one of providing reference materials to one of creating more direct involvement, we can strengthen the education process started under the General Communicator project and provide for the long-lasting achievement of the objectives of AID's Development Education Program.

Developing activities which encourages the self-motivation of the participants is the framework proposed for the Key Communicator project. The General Communicator approach has its basis in the production and distribution of reference and media materials, depending on each recipient to respond based on his personal interest and perception of the needs and interest of his audience. The Key Communicator project will go beyond this to develop specific activities to provide for small group involvement. We would seek to develop those activities in association with regional and national events of importance to agriculture in which the media have a natural and professional reason for exploring the subject of world hunger, development, and trade. Our approach in developing these activities is divided into two parts.

First, we will enlarge and strengthen the Council on World Hunger, Development, and Trade Information. In addition to the members of the Council representing the agricultural communicator societies, we propose enlarging the group to include key communicators from producer, trade and agro-industries organizations. As with the current members, a key communicator is defined as a professional agricultural journalist, broadcaster or educator who, based upon reputation, experience, and professional career responsibilities, is influential among peers and audiences and expert at utilizing communication and education channels. In addition, however, the new members selected for the Council would come predominantly from industries who have a common self-interest in a growing and fully utilized agriculture in this country. By enlisting these communicators, we would recognize (as they must) that private firms that supply farmers and market and transport their products have the most to

lose from a decline or stagnation in U.S. agricultural trade. Examples: (a) The decline in agricultural exports in 1982 and 1983 was responsible in no small part for the severe depression in ocean shipping and port activity; (b) Fertilizer, chemicals, and farm machinery suppliers suffered severe business losses from 1983 acreage reductions made necessary in part by the loss of exports.

Membership in the proposed Council would include the six current members and approximately 12 members to be enlisted from farm and trade organizations, agro-industry groups, and commercial companies:

Members of the existing Council:

Paul S. Weller, President, Agri/Washington, Washington, D.C., representing the Agricultural Relations Council (ARC).

Richard Krumme, Editor, Successful Farming magazine, Des Moines, Iowa, representing the American Association of Agricultural Editors (AAEA).

Donald K. Hanes, Vice President, Communications, National Council of Farmer Cooperatives, Washington, D.C., representing the National Agricultural Marketing Association (NAMA).

David E. Bryant, Editor, Maynard Printing, Inc., Des Moines, Iowa, representing the Cooperative Editors Association (CEA).

Layne Beaty, Washington, D.C., retired Director of Broadcasting, U.S. Department of Agriculture, representing the National Association of Farm Broadcasters (NAFB).

Richard L. Lee, Agricultural Editor, University of Missouri, representing the Agricultural Communicators in Education (ACE).

Proposed additions to the Council would include such organizations as the National Planning Association, Farm and Industrial Equipment Institute, American Trucking Association, Inc., The Fertilizer Institute, National Agricultural Chemicals Association, American Seed Trade Association, American Bankers Association, Western Great Lakes Shippers Association, National Association of State Universities and Land Grant Colleges,

14

-6-

National Association of State Departments of Agriculture, Association of American Railroads, American Association of Port Authorities, and the National Association of Wheat Growers.

Also considered would be private companies such as Monsanto Chemical, St. Louis, Missouri; John Deere Company, Moline, Illinois; Central Bank for Cooperatives, Denver, Colorado; and International Minerals and Chemical Corporation, Mundelein, Illinois.

With the inclusion of communicators from such organizations, two objectives are achieved. First, we would rely upon the sub-target industry-wide interests and resources of the association communicators to reach their own members as well as the farm and rural related target population. Second, we would select the key communicators from those organizations that could make the commitment of financial resources necessary to sustain the goals and objectives of the Council once AID is no longer involved.

As with the current project, we would seek advice and counsel from the Council in developing specific activities. Responsibilities of the Council would include reviewing resource material produced by E. A. Jaenke & Associates and other material collected by the project team; developing an agenda that would go beyond the AID initiative; and helping to arrange activities based upon special contacts and relationships with key persons who are not members of the Council.

Specifically, the Council and its members would be encouraged to carry out activities such as the following:

(1) Participate directly in planning and execution of the Project 94 events utilizing, where appropriate, contacts in member companies and field organizations to which they have access.

(2) Communicate hunger/development/trade information to their own memberships through association channels and to the agricultural media and farmers themselves through newsletters, speeches, trade organs, and other existing information networks.

15

(3) Incorporate hunger/development/trade themes and topics in national and regional meetings of their own associations and member organizations.

The second part of our approach deals with a strategy for implementation. We propose a series of development/trade small group meetings organized under a general theme entitled PROJECT 94. Each of these would bring small groups of communicator/educators together with AID experts and others in the trade and development community who can effectively relate the interests of American agriculture to the development needs of the 94 countries classified by the World Bank as low income or middle income. These meetings would be strategically located in cities where effective participation and support can be obtained from agriculture-related communicators and opinion leaders. Possible locations could include Washington, Omaha, Chicago, St. Louis, Des Moines, Kansas City, Houston, New Orleans, Seattle, San Francisco, and Denver.

These meetings would involve in each case one or more internationally recognized authorities. The purpose would be to generate public and media discussion of the need for economic growth in the developing countries especially by U.S. farmers dependent on those countries for future market expansion. An effort would be made to key these meetings to recognized events and dates, such as World Food Day, the P.L. 480 anniversary in 1985, and the October 1985 meeting in Washington of the International Cooperative Alliance Central Committee. Because this will be the first ICA meeting in the United States since the group was founded in 1895, it is expected to draw considerable attention from agricultural interests.

Integration

We view as paramount the objective of developing the self-motivation necessary for continuation of the Council activities once the Development Education Grant expires. Hence, the Project 94 symposia described above provide the foundation for this process. In consultation with the Council, a principal strategy of this project will be to institutionalize the Project 94 meetings.

16

By the conclusion of the 18 month period planned for this project, we expect Council members to take leadership roles in organizing on a periodic basis, perhaps bi-monthly, Project 94 colloquiums. Indeed, it is quite possible that this process could begin significantly ahead of the termination date of this grant. Although the project will begin with the Council as one unit, we will increasingly view the Council as a collection of geographically dispersed sub-units or regional Councils as the project proceeds. Because the Council members will be scattered throughout the United States, there would be a rippling effect whereby these meetings would be organized by one of the sub-groups of the original Council in a particular city or region, but would include participants not on the original Council. The challenge before the project team and with the Key Communicator approach is to create the environment in which the self-motivation and leadership by responsible agricultural media will cause such an effect. Throughout the course of the project we plan to seek the advice and counsel of the Council for further input into setting an agenda for additional activity which can be formally organized as a follow up to the efforts of this project.

The Project 94 colloquiums would take place in the form of breakfasts or luncheons in which key experts would be invited to talk, informally, in a roundtable fashion with the participants. Over time, we believe the attendance will grow as the reputation of the series grows.

In summary, the proposed project will build upon those efforts which were begun under the General Communicator project. In addition to continuing and expanding the Council -- leading to a self-sustaining status -- we will utilize the comprehensive base of background resources developed and used successfully in the first project, supplementing as appropriate with new materials by the project team. Activities will involve personalized small group meetings between selected agricultural communicators and experts in the world hunger, development and trade areas.

We believe that our firm is uniquely qualified to enlist the most appropriate communicators to participate in this effort and to develop an approach so as to maximize the goals and objectives of the Development Education Program. The strength of E. A. Jaenke and Associates is in its many years of experience in the domestic and international agricultural

147

industry, its intimate knowledge of agricultural organizations and institutions and their communities, and in its experience gained and the process developed under the current General Communicator project.

Evaluation

An on-going evaluation is planned to assist the project team with maximizing its ability to achieve the goals and objectives of this project. As Project 94 meetings are held and following meetings with the Council and similar activities the project staff plans to discuss, internally, the strengths and weaknesses of each session and to modify the work plan when appropriate.

During the 18-month project period, six quarterly evaluations will be submitted approximately two weeks following the last day of each quarter. The AID format used under the General Communicator project will be used with this project. Hence, the project will be assessed in terms of each goal and objective and whether they were accomplished during the planned period of completion. Additionally, the evaluation will describe problems hindering the achievement of goals and objectives as stated in the original work plan; the solution proposed to deal with the problems; and a description of additional significant factors that should be taken into account by the AID grant manager in evaluating this project. Reports on expenditures compared to budget and any resources contributed to the project will also be included.

13