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**Farm Resilience Mentorship (FaRM) Program**

**Implementing Partner Scoping Document**

**Last updated: May 5, 2022**

Welcome! Thanks for joining us as an Implementing Partner (IP) for the Farmers for Climate Solutions Farm Resilience Mentorship Program (FaRM). This scoping document lays out all the information and details about the FaRM Program and your involvement as an IP. When you see “Implementing Partner” or “IP” throughout the document, this is a reference to your organization.

Please note that this is a living document, and will be updated to reflect any changes made to the FaRM Program as we progress. Check back here regularly; you’ll notice that the document’s title will reflect when the last edit was made.

**March, 2022**

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# 1. Glossary of terms

* **Climate-Friendly Farming Practice:** one of 3 streams, representing practices adopted by producers on-farm to reduce GHG emissions, improve soil health and farm resilience. These practices include: Advanced Nitrogen Management, Cover cropping, Advanced Grazing Management (Rotational Grazing)
* **Communities of Inquiry (COIs):** meeting spaces that foster learning, shared knowledge and meaning creation, identity building, and social support among peers and colleagues typically engaged in a common practice; in this case, adopting a particular farming practice. COIs can be especially meaningful in overcoming isolation when working with rural populations.
* **Curriculum Developer:** organizations ([COG](https://www.cog.ca/), [CSS](https://smartsoils.ca/), [CFGA](https://www.canadianfga.ca/)) responsible for the creation of training materials for Participants and Farmer Mentors, as well as training Farmer Mentors
* **Farmer Mentors:** Farmers trained to deliver Climate-Friendly Farming Practice streams to Farmer Participants
* **Farmer Participants:** Farmers trained by a Farmer Mentor in Climate-Friendly Farming Practices
* **Implementing Partner (IP):** Organizations responsible for providing administrative and logistical support in the delivery of the FaRM Program curriculum and Farmer Mentor payments
* **Learning Management Systems (LMS)*:*** software packages that facilitate the delivery of online learning. Functionalities generally include: courses, housing library of course reading materials, face-to-face meeting spaces, discussion boards/chat rooms, games/interactive content, tests/assessments, course and instructor evaluations/surveys, push notifications and calendar syncing.
* **Year 1:** refers to 2022. Year 2 = 2023 and so on

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# 2. Introduction

In 2021 Farmers for Climate Solutions (FCS) is launching a FaRM Program. This document, herein the “scoping document,” provides a detailed description of the scope of work and what is expected from an Implementing Partner in the implementation and Program delivery process.

The scoping document is owned by FCS and was developed in collaboration with FCS project partners and FCS staff. It is understood that the scoping document will need to be amended in conjunction with the Implementing Partner based on the iterative nature of some of the project elements. The “[Change and Control Procedures](#_48f9wqsouv9g)” section outlines how change management will be conducted

# 3. Overview

## Background

Launched in February 2020, [Farmers for Climate Solutions](https://farmersforclimatesolutions.ca/) (FCS) is a national coalition of farmer-led and farmer-supporting organizations advancing policies and programming that support farmers to reduce emissions and build resilience in the face of climate change.

Between 2021-2025, FCS is receiving approximately four million dollars to develop and implement a peer-to-peer (FaRM) Program that aims to increase the number of farmers adopting on-farm climate-friendly practices, and to increase political and public support for farmers through policy advocacy, education and communications. Our project is to develop and implement a FaRM Program that meets the parameters and requirements outlined in the funding agreements with FCS’s funders.

FCS has contracted three organizations to develop curriculum for the FaRM Program and to train Farmer Mentors in 3 key climate-friendly farming practice streams:

1. Advanced Nitrogen Management/reduction ([Climate Smart Soils](https://smartsoils.ca/))
2. Cover cropping ([Canadian Organic Growers](https://www.cog.ca/))
3. Advanced Grazing Systems/rotational grazing ([Canadian Forage and Grasslands Association](https://www.canadianfga.ca/))

## 

## Purpose

The purpose of this scoping document is to provide an outline for the direction, requirements, expectations, and timeline of the FaRM Program implementation process. Refer to your Letter of Intent for budget and deliverables.

This document is also intended as an ongoing reference for both FCS and the Implementing Partner to keep us all on the same page regarding the scope of implementation work and any changes to that scope as the project progresses.

## 

## Proposed FaRM Program timeline

* Note, timeline subject to change based on Program requirements (See “[Change and Control Procedures](#_48f9wqsouv9g)” section below).
* Note, Implementing Partner monthly reports not included in timeline

| **Timeline** | **Tasks and outcomes** |
| --- | --- |
| **Year 1 (2022)** | |
| Mar 31, 2022 | Contract signed with FCS |
| April 15, 2022 | First payment from FCS |
| April 2022 | Onboarding and LMS orientation |
| April/June 2022 | Implementing Partner hires/trains staff, promotes program to networks, recruits min. 50% of Farmer Mentors, registers participants, schedules July trainings |
| April 30 2022 | Final curriculum uploaded to LMS |
| May 2022 | Farmer Mentors review initial curriculum materials on LMS |
| May 2022 | Implementing Partner and Farmer Mentors schedule/organize monthly, recurring Community of Inquiry Sessions on LMS |
| Late June 2022 | FCS / Curriculum developers train Farmer Mentors |
| Early-mid July 2022 | Implementing Partner runs first trainings |
| July-Aug 2022 | Farmer Mentors provide feedback directly to Curriculum Developers. Mechanism TBD (likely a 2 hour COI session with CD members present) |
| Aug/Sept 2022 | Once feedback received, Implementing Partner pays $500 to each Farmer Mentor for delivering first session |
| Oct/Nov 2022 | Curriculum developers offer brief 1 hour “refresher course” to returning Farmer Mentors to update them on curriculum revisions based on feedback received |
| Early fall 2022 | Implementing Partner advertises/promotes second round of training, recruits Participants, organizes training logistics |
| Late fall 2022 | Farmer Mentors deliver second round of trainings for Farmer Participants |
| Early Dec 2022 | Farmer Mentors provide feedback directly to Curriculum Developers. Mechanism TBD (likely a 1 hour COI session with CD members present) |
| Late Dec 2022 | Once feedback received, Implementing Partner pays $500 to each Farmer Mentor for delivering second training and feedback |
| **Year 2 (2023)** | |
| Jan 2023 | Curriculum Developers offer brief 1 hour “refresher” to returning Mentors based on two rounds of feedback from previous year to returning Mentors to update on curriculum revisions |
| Jan 2023 | Year 1 contract end, year 2 contract signed |

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# 4. Implementation Overview

## Learning Management System (LMS)

Once curriculum materials are finalized, they will be uploaded to a Learning Management System (LMS) software platform. During year 1 (2022), all trainings will be delivered on the LMS platform. Implementation Partners will have limited admin/manager access to the LMS platform for scheduling, invitation and reporting/data collection functions. FCS staff will have full admin access and ability to help IPs troubleshoot the LMS backend as needed.

## Responsibilities checklist

| **Task** | **Who is responsible?** | | |
| --- | --- | --- | --- |
|  | **FCS** | **Joint FCS-IP** | **IP** |
| Farmer Mentor training / onboarding (incl. Manual) | ✔ |  |  |
| Provide reporting templates | ✔ |  |  |
| Provide LMS training / troubleshooting support | ✔ |  |  |
| Provide Farmer Mentor and Participant recruitment/ screening guide | ✔ |  |  |
| Provide Implementation admin and Farmer Mentor payment funds | ✔ |  |  |
| Collect, aggregate and analyze LMS data | ✔ |  |  |
| Recruit and screen Farmer Mentors |  | ✔ |  |
| Meet equity targets, support equity objectives |  | ✔ |  |
| Create outreach and communications materials |  | ✔ |  |
| Contribute to continuous improvement of curriculum materials |  | ✔ |  |
| Recommend Farmer Ambassadors from Mentor pool |  | ✔ |  |
| Distribute stipends to Farmer Mentors |  |  | ✔ |
| Meet all regional targets in LOI (# of Mentors, trainings, trained farmers) |  |  | ✔ |
| Recruit and screen Farmer Participants |  |  | ✔ |
| Organize training logistics (scheduling, invites etc.) |  |  | ✔ |
| Collect, aggregate, analyze and report to FCS on non-LMS data |  |  | ✔ |
| Report out on targets, budget using FCS template |  |  | ✔ |

## Detailed IP responsibilities

Implementation Partners are expected to coordinate advertise, trainings and general communications and outreach, recruitment / screening / selection of Farmer Mentors and Farmer Participants, logistical and administrative support of organizing trainings (including booking spaces, arranging for Farmer Mentor travel and accommodation in years where travel allowed, possibly helping Farmer Mentors facilitate trainings, data collection and aggregation, budgeting / reporting, collecting invoices and funneling payments to Farmer Mentors, and where applicable making contributions to improvement of curriculum materials and delivery methods. Implementation Partners may complete these tasks by assigning them to existing staff or may need to hire and train additional staff or contractors to assist in the delivery of the FaRM Program.

| Target Audiences For the purposes of simplifying and clarifying the intended target audience for the FaRM Program, we will group farmers into three broad categories using broadly understood farming metaphors |
| --- |
| 1. **Low Hanging Fruit:** Includes food producers who are knowledgeable about climate-friendly farming practices, very keen on adopting them on their own operations and may have already done so or will need little motivation and incentive to do so. This group will also generally be motivated enough to independently seek out the information they need to learn about and adopt climate friendly farming practices. 2. **On the Fence:** Includes food producers who may or may not have any knowledge of climate friendly farming practices, but who would be open to learning about them and adopting them on their operations for a number of reasons (which may or may not include reducing GHGs but will likely include co-benefits such as improved profit margins, improved soil health, improved on-farm biodiversity, increased on-farm resilience to climate and other shocks, social connection with like-minded producers). This category of producers likely requires some external motivation and/or incentives to adopt these practices and might not have otherwise adopted them without those incentives 3. **Tough Nuts:** Includes producers who do not believe in climate change, are generally unmoveable in their worldview, and/or are highly resistant to change, including adopting new practices on their farms. This may include producers who are not generally motivated by environmental or ecological concerns. This category may also include producers who farm primarily on leased land or otherwise may lack the ability to adopt long-term land use or production systems changes on their farms. |

### Recruitment

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#### Recruiting and Managing Farmer Mentors

Identifying and recruiting competent and inspiring Farmer Mentors will be the key to the success of the FCS FaRM Program. Our target audience for recruiting Farmer Mentors is the **low-hanging fruit group**. We’re seeking producers with experience in, knowledge of, and buy-in for Climate-Friendly Farming practices. Generally speaking, Farmer Mentors will be keen to learn and/or may have already adopted one or several Climate-Friendly Farming Practices on their farms. Some producers from the **On the Fence** group may in time become interested in taking on Farmer Mentor roles.

We are, of course, also seeking Farmer Mentors who are excellent natural-born teachers, communicators, relationship-builders, who are non-judgmental and trusted voices in their communities or have the potential for being trusted in the community, and who have the time required of a Farmer Mentor available (ideally for the duration of the four years of the Program).

* Reach out through your networks to identify qualified Farmer Mentors
* Screen and select Farmer Mentors (with the help of the [Farmer Mentor Recruitment Criteria Document](https://docs.google.com/document/d/1ope2_bAr38hzbVTnstcqYrqouaxbF4i_/edit?usp=sharing&ouid=109713517113870599469&rtpof=true&sd=true))
* Ensure that at least 30% of Farmer Mentors meet FCS Equity requirements.
* Review and confirm Farmer Mentors with FCS representatives prior to confirmation.
* Prepare and sign a contract with Farmer Mentors. [Sample Mentor contract](https://docs.google.com/document/d/1-UncoMPBq6pkc9Bf3kMYFt7lf9a-iBLoeMlQdC1Cqz4/edit?usp=sharing) with 3 required sections.
* Onboard and orient Farmer Mentors to particular IP processes, policies, procedures etc. where necessary. Share the [Farmer Orientation Manual](https://docs.google.com/document/d/1JDfwpD29A70aQHnoiIT7hxps4ynjrRy95_7yDprah58/edit?usp=sharing) with them.
* Receive, process, report on invoices/receipts/reports received from Farmer Mentors
* Pay Farmer Mentors as per FCS stipend schedule.
* Monitor Farmer Mentor performance.
* Ensure Farmer Mentors have necessary support to conduct training sessions.
* Replace Farmer Mentors if required.

| Per Farmer Mentor stipend breakdown *Per Mentor stipend maximum for 2022 is $2,500.00 based on $50 /hour* | | | |
| --- | --- | --- | --- |
| **Description** | **Total hours** | **# of events** | **# of hours/event** |
| Prep for training sessions | 4 hours | 2 sessions | 2 hours/training sessions |
| Face-to-face training sessions | 10 hours | 2 sessions | 5 hour/session |
| Feedback rounds to Curriculum Developers (after each training) | 2 hours | 2 feedback rounds | 1 hour/feedback round |
| Refresher trainings from Curriculum Developers to receive curriculum updates | 2 hours | 2 refresher trainings | 1 hour/refresher training |
| Monthly Communities of Inquiry | 12 hours | 12 | 1/COI |
| One-on-one support sessions  *\* If not all participants require the full hour of one-on-one support by the end of the 12 month period following trainings, a Mentor can redistribute remaining hours to offer additional followup support time to other Participants as required (up to a maximum of the total amount of one-on-one support hours offered to each Mentor per training year).* | 20 hours | 20 one-on-one support sessions | 1 hour/support session |

| Suggested Farmer Mentor payment schedule *Mentor stipend flows from FCS, through IP, directly to Farmer Mentors. IP admin and logistics payment is a separate amount to support IP in coordinating training delivery and administration.* | | |
| --- | --- | --- |
| **Stipend amount** | **Deliverable** | **Included activities** |
| ~$500 | After first training | * 2 hours prep * 5 hours synchronous training session * 1 hour feedback to Curriculum Developers |
| ~$500 | After second training | * 2 hours prep * 5 hours synchronous training session * 1 hour feedback to Curriculum Developers |
| ~$1500  *\* Prorated based on actual hours of followup support delivered/refresher courses attended if Mentor leaves the program before completion or does not deliver all one-on-one support hours to certain Participants.* | * After 12 months of COIs * one-on-one followup * 2 x refresher courses completed |  |

#### Recruiting Farmer Participants

Our target audience of Farmer Participants is the **On the Fence** category of producers. To achieve the greatest impact with our training, we will not focus our limited time and energy on trying to recruit the **Tough Nuts** who would either require extra time and support to convince that there is merit to adopting climate-friendly farming practices or who are not yet in a position to adopt these practices for financial, logistical or other reasons.

Implementing Partners are responsible for recruiting 10 farmers to participate in each of the training sessions. Please see the [Farmer participant recruitment criteria and strategy document](https://docs.google.com/document/d/1P2yPxX2Dvv7F0NmQQOwRnP1GBl93PH5U/edit?usp=sharing&ouid=109713517113870599469&rtpof=true&sd=true) for help with how to identify and recruit farmers to participate in the FCS Farmer FaRM Program.

Note: This training program is open to enrolment from everyone. Implementing Partners may not require that FaRM participants become paying members of the Implementing Partner organization as a prerequisite for registering in trainings.

### Farmer Training Workshop Delivery, Logistics and Administration

* Create training and outreach communication materials where necessary
* Use FCS-provided amplification package to promote trainings on:
  + IP social media
  + IP website
  + IP newsletters/email lists
  + IP member presentations/events
  + Other (i.e. member presentations)
* Recruit farmers through IP network to participate in FaRM Program.
* Accept/monitor Registrations using google form provided.
  + Target = 10 Participants per session
  + Aim to pre-register 12-13 Participants, counting on some absences.
  + Create a waiting list to fill spots of any Participants who cancel
  + Suggested first come, first serve with exception of priority given to equity-deserving farmers until at least 30% of spaces are filled by the latter.
  + Once 12-13 Participants are pre-registered (and with enough lead time for participants to read through necessary background materials before scheduled synchronous), send completed template to FCS admin coordinator (admin@Farmersforclimatesolutions.org) who will bulk upload registrant info to LMS and give participants access to LMS.
  + Reschedule training sessions with fewer than 7 confirmed participants
  + If a first session is attended by fewer than 10 participants, try to ensure the difference is made up in the second session
  + Sending reminder emails/notifications to Participants about their upcoming sessions
  + Confirm all registered Participants a few days in advance.
  + Fill any vacant registration spots in a session with waitlist or other Participants.
  + Troubleshooting as required. Refer to [Troubleshooting guide](https://docs.google.com/document/d/1Ii9mSEaZ9QaPBSLlOp7e5AKGZNN7C8_qOMQiIFl-xHQ/edit?usp=sharing) for guidance. Contact your FEWG rep. If you are stuck.

#### IP Facilitation Responsibilities

Virtual:

* Book training times, send invitations and zoom links to Mentors and Participants
* Ensure everyone has reliable access to internet
* Provide a physical space to access internet (if required)
* Provide LMS access credentials to Mentors
* Provide LMS registration link to Participants

In person:

* Book space, send invitations
* Make print copies of learning material available to Participants as required
* Assist Mentors with travel and accommodation bookings/billeting as required.

Conferences/alternative formats:

* When circumstances allow, FCS or IPs may work together with Farmer Mentors to adapt curriculum materials to larger (and thus possibly less interactive) venues outside of the regular proposed 10 person training sessions. Such venues may include conferences and/or larger workshops/webinars.

Facilitation during training sessions:

* Provide minor facilitation during training sessions (i.e. providing a brief introduction of Farmer Mentor to participants, housekeeping notes etc.) where requested by Farmer Mentor or otherwise required.
* Increase facilitation support at the Mentor’s request and based on their need/skill/experience with facilitation and IP capacity.

*\*In scenarios where more involved facilitation is required, if IP feels unprepared to assist, they may ask FCS and/or other Mentors for support*

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### Mentorship, Participant Support and Community Building

Creating an ongoing relationship between the Farmer Mentor and Participants as well as building a community of support amongst farmers will be key to the success of the FCS FaRM Program.

* Coordinate followup support between Farmer Mentors and Curriculum Developers
* Support CDs in using LMS system to organize logistics of curriculum feedback sessions with Farmer Mentors through a Community of Inquiry (COI) format (minimum 2 sessions in 2022) or written surveys if Mentors are unable to attend COI discussions
* Liaise with CDs and Farmer Mentors to schedule and offer “refresher courses” to Farmer Mentors after a round of feedback has been incorporated into each of the curriculum streams IP is delivering.
* Assist Farmer Mentors in coordinating follow up support with Participants.
* Support Farmer Mentors in using LMS system to schedule/host followup support COI for participants (12 x 1 hour sessions post-training, ideally at the same, recurring time each month i.e. the first Friday of every month at 11am EST)
* Enable ongoing support for Mentors by identifying additional training and coaching resources.
* Provide links for Participants to other non-profit and industry organizations that can further BMP adoption, provide funding opportunities etc.

### Data Collection and Aggregation

A small amount of data collection will be important to assessing the effectiveness of this FaRM Program from both the perspective of Mentors and Participants. FCS has engaged a Monitoring, Evaluation, and Learning consultant ([Good Roots consulting](https://www.goodroots.ca/)) to help us create a Program Evaluation Framework that will guide data collection and analysis to help us measure key indicators and Program outcomes with the goal of having these inform continuous Program improvement.

FCS expects all Program partners, including IPs to fully participate in the collection, collation and aggregation of important data and will clearly articulate needs and expectations to all partners to assist them in these tasks.

Please read [SeedChange’s Privacy Policy](https://weseedchange.org/privacy) and the LMS company, [Growth Engineering’s privacy policy](https://www.growthengineering.co.uk/privacy-policy/) to understand the security measures in place that will govern how data is collected and used through this program. FCS also has a [Terms of Use and Privacy of Information Statement](https://docs.google.com/document/d/1cjkzap3tbgBogu0aXJLmcJj641u1pHmzSyZMPALcvlk/edit?usp=sharing) that all FaRM participants must consent to when logging into the LMS. Safeguarding Participants’ privacy is paramount.

| At a high level, we will be collecting data related to the following broad sets of questions:   * Farmer demographics (name will remain visible only to FCS staff- farmers’ personal data will remain anonymous otherwise) * Farm type / production system, geographic location, acreage / size * This is my first, second, third FCS training * Number of acres I plan to adopt this BMP on this year? * What worked about the sessions, what could be improved * Satisfaction with curriculum training materials * Satisfaction with training delivery (including LMS platform) * Satisfaction with Farmer Mentor * Attitudinal, behavioural, confidence and practice changes experienced as a result of the training   Some examples of tools we may use to collect this data include:   * Application form / Self-registration on LMS * Post- training surveys * Followup survey (11 months post-training) * Followup interviews or focus groups with select consenting Mentors and Participants * Course and Mentor evaluation forms * Community of inquiry discussions and Farmer Mentor feedback sessions for CDs * LMS chat room, “what’s happening wall” or other discussion fora.   As much as possible, FCS will strive to automate data collection and analysis. Where this is not possible, and where capacity exists, FCS will ask IPs to assist in the collection, and possibly entry and/or collation of data (for example, in the case of a live, in-person training session or on-farm demonstration where use of the LMS platform is not an option). FCS will provide the forms where data can be entered.  At a bare minimum, FCS will ask IPs to ensure that Farmer Mentors have provided feedback to Curriculum Developers after each training session they facilitate.  *Stay tuned for more details.* |
| --- |

### Feedback from Farmer Participants

For online trainings, all Farmer Participants will be asked to fill out a simple Google form or survey (provided by FCS, likely on the LMS) while in their session. Farmer Mentors will be asked to ensure these Participant surveys are filled out during the session. For in-person trainings, Farmer Participants will be asked to either fill out an online survey (if they have the appropriate tools with them (i.e. smart phone) or a paper survey. Online survey results will be collated automatically, but in some special cases, FCS may request that an IP manually input data (i.e. from a farmer with limited internet connectivity or who submits a paper survey response).

### Feedback from Farmer Mentors

* Require Farmer Mentors to fill out a simple Google feedback form (provided by FCS, likely on the LMS) or survey after each session evaluating their experience of the session.
* Assist Farmer Mentors in filling out and submitting their post-training surveys as required.

| FCS Equity Strategy FCS encourages all IPs to read the [*FCS Equity framework*](https://farmersforclimatesolutions.ca/commitment-to-equity)  *Target: 30% of Mentors and Participants are equity-deserving farmers*   * FCS encourages IPs to actively reach out to equity-deserving farmers within your networks to apply as Mentors and Participants. * IPs must reserve 30% of farmer training spaces for equity-deserving Farmer Participants. * Where possible, aim to offer specialized mentorship by pairing equity-deserving Farmer Mentors with similar equity-deserving Participants * Ensure all Farmer Mentors understand and sign the [*Code of Conduct*](https://drive.google.com/file/d/1wa9vEATeMib22JByS-28F3T_Nm6NxfR5/view?usp=sharing) * Where possible, offer resources and mentorship to Farmer Mentors in Anti-oppression, anti-racism,cultural sensitivity (not mandatory) * Engage FCS where needed for support/advice * Ensure Program delivery materials can be accessed by those without (or with limited) internet access (i.e. Mennonites in Ontario or poor connectivity in remote areas) or where a lack of technology skills are a barrier to accessing materials.   + Where possible and needed, IPs will provide access to an internet connection for farmers with limited or no connectivity * Vet outward-facing advertising/outreach materials for equity-sensitive language   + Engage FCS for assistance as needed * IPs will provide FCS with information regarding language requirements for their region/stream. Where possible and with enough lead time, FCS will try to arrange for document translation and closed captioning for videos in the following main languages within Canada’s farming community:   + French, German, Dutch, Punjabi, Ukrainian |
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### Curriculum Contributions

IPs are encouraged to:

* Identify curriculum content that needs to be adapted for an ecoregion or the entire province, specifically in the various growing regions of the province.
* Review content and provide suggestions to CDs for improvements specifically for your region and/or suggestions that may also support the Program nationally.
* Identify reputable resources of various media types and languages that would assist the Program specifically for your region but may also support the Program nationally.
* Provide opportunities for marketing, networking, connecting to organizations and individuals who could support distribution and offering of this FaRM Program throughout their province or region.
* Review and provide feedback on methods of training and user experience of the learning management system (LMS) as relevant.

# 5. Finances

## Budget:

See your Letter of Intent for detailed amounts. FCS and Implementing Partner will work towards identifying whether additional funding will be required to ensure Implementing Partner can carry out the work agreed upon in this document.

## 

## Funding Agreements / contracts

FCS / SeedChange will draft a 1 year, renewable implementation contract. Contracts are intended to be renewed between FCS and Implementing Partner on an annual basis (in January of each year) pending all deliverables and targets are adequately met within budgetary constraints.Report

## 

## Subcontracting / hiring

Implementing Partner may subcontract and train additional consultants or staff using the administration implementation (note Mentor stipend) funds to carry out implementation work provided that all FCS deliverables, targets, and budgetary constraints (see IP Letter of Intent).

## 

## Invoicing and Reporting

IPs will submit monthly reports to FCS using the FCS-provided template (insert here). IP reports will include aggregated data from monthly Mentor reports (insert link here). IP reports will be submitted to [farmers@farmersforclimatesolutions.ca](mailto:farmers@farmersforclimatesolutions.ca) .

Especially in the FaRM Program’s first year, reports will serve the purpose of monitoring implementation progress and may be used to inform sudden changes in Program implementation/delivery, budgetary reallocation where Program targets are not being met or where warranted otherwise.

## Deliverables required of IPs:

* See your Letter of Intent for specific targets
* Monthly reports to FCS using the FCS-provided reporting template- link here
* Achieve equity targets (30% of Farmer Mentors and Participants self-identifying as equity-deserving farmers)
* Invoice FCS and SeedChange for Administration and Farmer Mentor payments (add sample template link)
* Send completed invoices to:
  + Crystal Arsenault, [admin@farmersforclimatesolutions.ca](mailto:admin@farmersforclimatesolutions.ca)
  + Denise Paradis, [dparadis@weseedchange.org](mailto:dparadis@weseedchange.org)

| 1. Upon signing of contract (1 year), submission of first invoice:    * + - 75% of total annual admin funds allocated to IP        - $1000/Mentor based on annual amount allocated to IP 2. At end of first year upon achieving key targets (number of trainings delivered, number of Participants trained, equity targets met)    * + - Remaining 25% of total annual admin funds allocated to IP        - Up to remaining $1500/Mentor (or prorated amount based on actual Mentor hours invoiced |
| --- |

# 6. Change and Control procedures

The following changes will require approval from the FCS before being enacted:

* A change in project scope or timeline
* A proposed change in key personnel within Implementing Partner’s organization
* A significant deviation from the proposed project budget
* A change that would introduce new project risks

The following changes will be communicated as soon as possible by FCS to the appropriate Implementing Partner should they occur:

* A change in curriculum content development scope or timeline
  + Including a change in deliverables requested and/or deliverables timeline
* A change in available budget for curriculum development
* A change in FCS personnel that affects the curriculum development process.