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FARMER-TO-FARMER: SPECIAL PROGRAM SUPPORT PROJECT (SPSP) FINAL REPORT

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FARMER-TO-FARMER: SPECIAL PROGRAM SUPPORT PROJECT (SPSP)

FINAL REPORT

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Farmer-to-Farmer Special Program Support Project

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Key to achieving positive and influential impacts was the support by core implementing partners, the Program Development Project sub-contractors, and the Niche Grant implementers. These organizations are the F2F experts that in addition to their normal implementation tasks proposed innovative concepts that were successfully piloted with the learning shared among all program participants. Some of those innovations are being incorporated into the ongoing F2F program, tempered by their long-term F2F implementation experience. These core program and PDP implementers include Angelina Tracy of ACDI/VOCA, Harriet Paul of Florida A&M University, Eric Wallace of National Cooperative Business Association - Cooperative League of United States of America (NCBA/CLUSA), Peggy Carlson of Partners of the Americas, Scott Clark of CNFA, and Nona Fisher of Winrock International and their staffs. Likewise significant contributions were made by the Niche Grantees including Cooperative Coffees, Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA), International Executive Service Corps (IESC), Iowa State University, League of Hope, Mercy Corps, National Peace Corps Association (NPCA), Purdue University, Technoserve, Thunderbird School of Global Management, University of Arizona working with Aquaculture Without Borders, Volunteers for Economic Growth Alliance (VEGA), and Veterinarians Without Borders.

ACRONYMS

AET	Agricultural Education and Training
Ag	Agriculture
APOT	Farmer's Association of Costa Rica
ARC	Africa Rural Connect
AWF	Aquaculture Without Borders
BFS	Bureau for Food Security
CARDI	Caribbean Agricultural Research Development Institute
CDFA	Chipata District Farmers' Association
COR	Contracting Officer's Representative
CPFF	Cost plus fixed fee
D.C.	District of Columbia
ESAFD	East and Southern Africa Division
F2F	Farmer-to-Farmer
FAMU	Florida Agricultural and Mechanical University
FAVACA	Florida Association for Volunteer Action in the Caribbean and the Americas
FOG	Fixed obligation agreement
FY	Fiscal year
GIS	Geographic Information Systems
HBCU	Historically Black Colleges and Universities
HDI	Historically disadvantaged individuals
HPAI	Highly pathogenic avian influenza
ICT	Information Communications Technology
IESC	International Executive Service Corps
IFDC	International Fertilizer Development Center
IPM	Integrated Pest Management
LOE	Level of effort
LOP	Life of project
M&E	Monitoring and Evaluation
MEAS	Modernizing Extension and Advisory Services
MSME	micro small and medium enterprises
NCBA/CLUSA	National Cooperative Business Association/Cooperative League of United States of America
NGO	Non-governmental organization
NPCA	National Peace Corps Association
Orgs	Organizations
PDP	Program Development Projects
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PSPK	Partnership for Safe Poultry in Kenya
RAISE	Rural Agricultural Income and Sustainable Environment
RFA	Request for Application
RFP	Request for proposal

SME	Small and medium enterprises
SOW	Scope of Work
SPS	Special Program Support
SPSP	Special Program Support Project
SWOT	Strengths, weaknesses, opportunities, and threats
U.S.	United States
UFH	University of Fort Hare
UofA	University of Arizona
USA	United States of America
USAID	United States Agency for International Development
VEDCO	Volunteers Efforts for Development Concerns
VEGA	Volunteers for Economic Growth Alliance
VWB	Veterinarians Without Borders

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EXECUTIVE SUMMARY

The Farmer-to-Farmer (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 the program's inception, it has earned respect for the high-quality technical services it provides to developing country host institutions. In 2008, Weidemann Associates Inc. (Weidemann) was awarded the F2F Special Program Support Project (SPSP) Task Order under the Rural Agricultural Income and Sustainable Environment (RAISE) Plus IQC. The SPSP was the first award of its kind under the umbrella program of F2F and spanned five years with a contract amount of \$7.8M.

The F2F SPSP goals and objectives are consistent with those of the overall F2F program, the primary goal being to generate rapid, sustained and broad-based economic growth in the agricultural sector. A secondary goal is to increase the American public's understanding of international development issues and programs and international understanding of the United States and United States development programs with the underlying theme being volunteer technical assistance. The F2F SPSP was implemented in parallel with and in support of other on-going F2F programs, but did not directly support in-country core programs. Rather the SPSP supported field programs through its Program Development Projects and niche grants funding mechanisms.

Weidemann managed and supported special studies, workshops and training events, outreach, and volunteer program support, Program Development Projects (PDPs), and a niche grants program. This Final Report encapsulates all of the work performed under the project.

In addition to providing much needed F2F program management support, the SPSP project completed 15 special studies and reports; planned and organized eight workshops and training events; designed and secured approval of a F2F logo; prepared solicitation documents and assessed and ranked applicants, awarded, supervised and assessed performance of three PDPs; and prepared solicitation documents, assessed and ranked applicants, awarded and supervised 23 grantees

With F2F management chores offloaded to the SPSP implementer the Contracting Officer's Representative (COR) and other United States Agency for International Development (USAID) staff were able to assess program accomplishments and challenges and guide key program improvements. For example committees for F2F outreach and monitoring and evaluation (M&E) were organized with committee members drawn from all core implementing partners. Through regular meetings dissemination of good and not-so-good F2F implementation practices were shared, plus the committees began addressing how outreach and performance reporting could and should be improved. Much of the workshop and event planning, logistics, and implementation details were delegated, likewise the design and implementer feedback for a new F2F logo, and many other routine program activities were completed by the SPSP implementation partner.

A comprehensive mid-term evaluation of the F2F program and research into the niche grant operations and innovations provided valuable feedback and insights into successful and less useful F2F activities and helped to chart directions for achieving enhanced program impacts. F2F program training materials incorporated input from multiple core implementers reducing the need for preparation of training by each implementer. Concept papers helped to guide decisions about adopting or reducing or not F2F guidelines and good approaches to successful implementations.

The results and experiences of the PDPs and niche grants provided reliable evidence for improving the F2F program by introducing or piloting innovations, which may be suitable for scaling-up by core

implementers. For example, recruiting volunteers from U.S. commercial and civil associations, such as a specialty coffee buyers' organization or aquaculture or veterinarians without borders, provided highly skilled volunteers and helped to link host organizations with potential buyers in the US.

Some business challenges in developing countries are resolved over months and years. While short-term volunteers are helpful several niche grantees demonstrated that long-term volunteers effectively changed business approaches and attitudes, achieving outstanding and sustainable results. Often longer-term volunteers are young professions completing internships or graduate studies and may not have the decades of experience that some volunteers have. However their education experience, even if limited is sufficient when combined with their diligence to understand causes of the challenges to make them effective volunteers for change.

US universities, which are infrequent participants in core implementation projects, turned out to be excellent contributors for innovation and sources of highly skilled volunteers. Learning to work through the contract and grants systems for some universities was a challenge for the SPSP implementer, but once the startup tasks were accomplished the results were rewarding for the F2F program. Weidemann recommends that the F2F program continue encouraging universities to participate in the PDP and niche grant programs and encourage core implementers to consider universities for participation in their F2F activities.

This report concludes with a section on lessons learned and recommendations for future SPSP activities and for the F2F program. The annexes contain the Standard F2F Performance and Impact Monitoring Indicator tables as they applied to the PDP and niche grant implementers.

WORK PLAN OVERVIEW

Life of Project Overview

Weidemann's approach to the SPSP was one of facilitation and support that included innovative approaches that enhanced and strengthened the core implementers' efforts through outreach, technical assistance, training, utilization of current internet technologies, and conferences. For the inaugural SPSP Weidemann set a high standard of performance for future SPSP implementers. The SPSP award holder does not implement volunteer assignments but rather supports F2F implementers who are tasked with finding volunteers with the appropriate technical expertise and aptitude to diagnose the host organizations needs and deliver solutions that advance their business objectives. Weidemann focused on acting in the best interest of the F2F program which is reflected in the constant support provided by Weidemann to the PDP sub-contractors and niche grantees, and in return the learning captured by the same PDP sub-contractors and niche grantees and which was shared to the core F2F program implementing organizations.¹ From their long experience and innovative activities the core implementing organizations also contributed mightily to the success of both the outreach and monitoring and evaluation (M&E) committees, to more interesting and rewarding annual and kick-off meetings, and insightful and realistic concept papers. Despite the turnover of personnel that Weidemann experienced during the project, the core approach of facilitation and support continued unabated.

Weidemann's philosophy provided sound technical and managerial leadership by embracing the guidance of home office senior technical staff that has over 60 years of agricultural technical experience and management capabilities. Project implementation goals were to facilitate within the F2F consortium the consideration of new approaches and previously untried or underutilized interventions, and to strengthen the overall understanding of the volunteer driven program. Working with the PDP's and niche grants indirectly provided innovative approaches with the greatest impact over the life of this project. While not having a direct in-country presence, Weidemann's approach was to be an indirect yet valuable technical support unit for the F2F core implementers.

To implement our philosophy Weidemann focused on identifying and piloting good practices and procedures that more effectively implemented long-term F2F projects, created outreach and M&E committees to transfer learning by individual implementing partners in these two critical programmatic activities to all F2F implementers, wrote concept papers and conducted research to introduce and document the results of new or infrequently utilized approaches for fielding volunteers from non-traditional groups, and organized workshops and training events to strengthen learning and encourage adoption of good practices. While Weidemann managed the processes and recommended to USAID the selection, the actual innovators were the implementers of PDP's and niche grants that are based all over the United States; universities, non-governmental organizations (NGO) and companies working with individuals, groups and host institutions in developing countries. This approach allowed for creativity and testing of new and innovative ideas that were shared with the core implementers at the annual F2F meetings.

¹ The mainstream Farmer-to-Farmer Programs are implemented by "core implementers" with projects in "core countries". For the period FY09-13, the core F2F Program implementing organizations were: ACDIVOCA, CNFA, Partners of the Americas, and Winrock International.

Summary Outcomes

By the end of the SPSP project on March 28, 2014, Weidemann successfully completed the following activities:

- two PDP sub-contracts with non-traditional F2F institutions,
- one PDP sub-contract with an organization that later was selected as a core implementing partner,²
- 23 one-year niche grants, presented to 13 organizations, some were awarded multiple one-year grants,
- fifteen special studies including a F2F midterm evaluation, a two-stage PDP sub-contract and niche grants assessments, NCBA/CLUSA and FAMU PDP evaluations,
- eight workshops and training events, and
- organized and supported outreach and M&E committees.

The sub-contractors fielded 182 volunteers, strengthened 54 host institutions and trained 11,458 persons in developing countries. Niche grantees fielded 190 volunteers, worked with 165 host institutions, and trained 5,641 persons.

TABLE 1: SUMMARY OF ACTIVITIES

Studies/Reports/Flex Assignments		Completed Targets					Total
		2009-10	2010-11	2011-12	2012-13	2013-14	
1	Concept paper Women in Ag	1					1
1	Concept paper on Ag Schools	1					1
1	Food Security Concept Paper	1					1
1	New PDP SOW	1					1
1	Niche Grants SOW	1					1
1	Second Niche SOW for RFA	1					1
1	Directory of Orgs/Universities that Work with Volunteers	1					1
1	Creation of 'Smart' Excel Sheets			1			1
1	PERSUAP		1			1	2
1	Natural Resource Management			1			1
1	Women's Leadership Concept Paper			1			1
1	AET F2F Concept Paper			1			1
1	F2F Food Security Concept Paper			1			1
1	NCBA Evaluation				1		1
1	FAMU Evaluation				1		1
1	F2F Midterm Evaluation				1		1

² Winrock International was first awarded a PDP sub-contract then later became a long-term F2F core implementing partner. The Winrock PDP sub-contract was funded through a buy-in by USAID/Kenya and because of the development objectives of the Mission utilized both US and Kenyan volunteers.

Studies/Reports/Flex Assignments		Completed Targets					Total
		2009-10	2010-11	2011-12	2012-13	2013-14	
1	F2F Phase I Program Assessment					1	1
1	F2F Phase II Program Assessment					1	1
	Total	7	1	5	3	3	19
	SPSP life of project targets	3	1	1	1	1	7
Workshops/Events							
1	Dec. 3, 2008 F2F Implementers' Workshop	1					1
1	Nov. 2-5, 2009, Implementers' Training/Workshop (Turkey)		1				1
1	Dec. 8, 2010, VAD and IPM			1			1
1	Nov. 29, 2011, IPM			1			1
1	Creation of Outreach Committee			1			1
1	Creation of M&E Committee			1			1
1	2011 ICT Workshop			1			1
1	Nov. 28, 2012 IPM				1		1
1	Jan. 19-23, 2014 Implementers' Training/Workshop (Morocco)					1	1
	Total	1	1	5	1	1	9
	SPSP life of project targets	2	2	2	2	2	10
PDP Sub-contracts: Non-Traditional Organization							
1	FAMU Subcontract	1					1
1	NCBA/CLUSA Subcontract		1				1
PDP Sub-contract: USAID/Kenya Buy-in Poultry Asian Influenza							
1	Winrock International Sub-contract	1					1
	Total	2	1				3
	SPSP life of project targets	2	1				3
Competed Niche Grants or Pilots							
2 grants	First Round Niche Grants	2					2
4 grants	Second Round Niche Grants		4				4
3 grants	Third Round Niche Grants		3				3
4 grants	Fourth Round Niche Grants			4			4
5 grants	Fifth Round Niche Grants				5		5
5 grants	Sixth Round Niche Grants				5		5
	Total	2	7	4	10	0	23
	SPSP life of project targets	3	4	4			11

Indicator targets for life-of-the program are presented within Table I. Studies, reports and flexible assignments totaled 19, 271 percent of the target of 7, workshops and events totaled 9, 90 percent of the target of 10, PDP sub-contracts were 3, same as the target of 3, and niche grants totaled 23, 209 percent of the target of 11.

Approaches to Implementation

Weidemann's implementation approach to the SPSP focused on program management support, implementing and supporting the PDP's and niche grants, supporting planning and implementation of workshops and learning events, conducting special studies and assessments, and planning, supporting and participating in activities to enhance outreach and M&E in cooperation with the core implementers.

Scopes of work for PDPs and niche grants were refined through iterative and transparent consultations between USAID and Weidemann during annual work plan reviews and throughout each year as needed. Because niche grants were planned to be one year or less and focused on fewer and less complicated activities, support by Weidemann was provided as needed mostly during regular monthly consultations, which usually took place by phone. This "check in" call helped to ensure that grantees were on track to achieve each of their agreed upon milestones. The call also allowed Weidemann to address problems that had or might be overlooked by the grantees. In the case of the PDPs, bi-weekly phone calls between Weidemann and implementation staff facilitated progress monitoring. Even with phone calls PDPs were given a significant amount of autonomy in project implementation. Weidemann received updates and required reports but was not involved in the day to day operations. A field visit near project's end enabled observing progress and successes in person. Because PDP recipients are 1) institutions that typically work with groups with which the F2F program encourages greater participation, and 2) these institutions have little or no F2F implementation experience, annual personal contact between the Director of the PDP recipient and the Director of the SPSP is recommended. This would enable the PDP program's director and the SPSP director to complete an in-depth review of program accomplishments and challenges and identify and plan for support activities as needed.

Weidemann also submitted monthly reports to USAID providing an overview of the activity under each niche grant and PDP. These reports highlighted the accomplishments of the PDPs and niche grants as well as Weidemann's outreach activities. The monthly reports effectively disseminated information about the SPSP's progress but were less effective at capturing and highlighting grant impacts until they were highlighted in the final report upon grant completion.

Challenges from FY 2009-FY 2014 Program

As the first SPSP awardee Weidemann experienced technical and managerial challenges that future SPSP awardees can learn from to improve the efficacy of the project.

Niche Grants

By design niche grantees were new or had limited experience with the F2F program, were limited to \$100,000 or less and an implementation period of one-year or less. Although some grantees received multiple grants each grantee planned for an end-of-project annually and restarted if a new grant request was approved. Because of these limitations, most niche grantees did not establish country offices, were not able to do follow-up impact monitoring and support to hosts, and had greater challenges working with hosts in advance to develop Statements of Work (SOW), and had limited time to identify and comprehend needs of new hosts.

To help overcome challenges some grantees utilized prior relationships with hosts to understand their needs and rapidly recruit and deliver volunteers, some of which already knew enough about their host organization to anticipate their needs and when in country quickly verify and prioritize activities.

Because of limited or no prior F2F experience, helping some grantees to work with the F2F program required extra effort, especially with indicator reporting. Motivating a few grantees to submit complete reports on time was a challenge.

Nevertheless, the contribution of the niche grants to innovation and new approaches to recruiting volunteers and serving host organizations was positive and should be continued in the upcoming SPSP activity. To support administration on the upcoming activity here we present the challenges.

Indicator Data: Guiding niche grantees through the indicator data submission process was challenging. Grantees frequently did not understand what data they were required to record and submit so when it came time to submit their final reports data was often missing or incorrect. Reviewing niche grantee data and walking each through the process of completing the data table correctly required a significant amount of back and forth and was time consuming. However, accurate indicator data is important for tracking challenges and successes of the F2F program and this was a task that could not be rushed or overlooked.

Grantee Capacity and Volunteer Recruiting: On several occasions niche grantees required more time, usually one or two months, to complete each of the deliverables listed in their scope of work (SOW) due to the very specific technical expertise they were expected to provide. Carefully reviewing proposed activities and work plans of new to F2F grantees for realism in timelines and results will mitigate the need for extensions. Finding volunteers with the required skills and expertise and available time to volunteer required more time than grantees anticipated and therefore delayed completion of their projects. In these instances, Weidemann typically determined that completed grantee activities would yield more useable information for SPSP objectives and was preferable than on-time completion according to the original grant period. While grantees received no-cost extensions the longer period of performance meant longer administrative support provided by Weidemann.

In these instances the availability of a network to help a niche grantee find a volunteer with very specific technical experience and skills or even to ask a question would have speeded up the work and the results for a new grantee. An ideal network to engage already exists; the group of core implementers. In response to a plea for assistance by a niche grantee the SPSP implementing partner would send an email request to key volunteer recruiters of core implementers asking if they know of potential volunteers with the needed skills and not already booked. Core implementers that respond (best if direct to the niche grantee) will be building their access to a larger field of F2F collaborators and a potential source of volunteers.

University Grantees: University grantees using student workers struggled to juggle semester break schedules which reduced staff and office hours and interrupted volunteer recruiting and other program operations, making a one year period of performance challenging. Weidemann recommends that grants to universities clarify if the inter-semester periods will temporarily reduce grantee and volunteer activities and take these delays into account when developing the annual work plan and when determining grant completion dates.

Grantee Results and Innovations: By their very nature, the F2F niche grants are meant to encourage innovation and give birth to new ideas and consequently produced a large amount of technical data to record in their final reports.

To more effectively share the achievements and innovations with the F2F community we recommend there be a “grantees session” at selected annual workshops. Here selected grantees would present and field questions on their innovations and also be allotted time to meet with core implementers to foster learning and the potential for collaboration. To facilitate discussions the grantee project description and results would be circulated to participants before the annual meeting.

Conclusion: In conclusion, the niche grants program was very successful in testing new and innovative ideas and exposure to core implementers. The grantees all thoroughly enjoyed the experience and felt they benefited from it. Bringing the niche grants into the larger conversation of F2F is an important opportunity that should not be missed. Some core implementers have already reached out to successful niche grantees to partner during this next F2F cycle, 2013-2018. This is an excellent example of expanding the niche grantee audience and thus increasing the value of the niche grants investments.

PDP Challenges

The PDP’s challenges were different from the niche grants because their focus was on fielding volunteers over multiple years, generally engaged in more and diverse activities than did niche grantees, and sometimes fielded multiple volunteers simultaneously. Beyond what niche grantees did, PDPs were required to establish in-country offices and staff to provide a wider range of support to volunteers and hosts including host screening and preparation for volunteers, conducting a baseline study and establishing and documenting indicators, establishing appropriate monitoring systems, set performance targets and sometimes supporting hosts with technical assistance for impact monitoring. Implementer in-country staff networked with a variety of potential hosts and disseminated findings and recommendations by the volunteers to a wider audience of host organizations.

The PDPs prepared annual work plans and participated in monthly consultations with Weidemann. In addition Weidemann conducted periodic field visits to the implementers. Project technical direction was provided by senior US based personnel of the PDP implementing partner, who reported to and worked with the Weidemann management team.

PDP Reporting: Some PDPs were much more responsive than others in their periodic reporting and in responding to Weidemann’s requests for scheduled consultations and other information. Periodic reports from others were often pushed back because program directors were not available or data to be reported was not yet compiled. Often Weidemann was alerted to technical or financial issues only after they had become problems. There was limited proactive reporting by some PDP program directors which made resolution of challenges that the PDPs were facing particularly difficult. If, instead during challenging episodes there had been more frequent communication between Weidemann and the PDP’s directors and field managers, it would have been possible to mitigate challenges before they became significant problems.

Delayed Invoicing: Another challenge was delayed invoicing and spending more than the obligated amount agreed to in their contract. All PDPs had cost plus fixed fee (CPFF) contracts, meaning the grantees were paid on a monthly basis for costs incurred, as opposed to milestones achieved as the niche grantees were. Under CPFF contracts, delayed invoices frequently results in overspending because costs have long since been incurred before the SPSP management realized that there was a problem.

Oversight: Oversight was also a challenge when working with universities for both PDPs and niche grants. For example, during school breaks (i.e. spring, summer, and winter breaks) university staff had significantly reduced availability which made receiving information and data in a timely manner very challenging. Frequently, delayed invoices were a symptom of this problem. Despite repeated efforts to address these delays, they were never completely eliminated due to staff schedules and availability.

Proactively addressing these issues and developing effective workarounds during the contract negotiation stage is imperative if issues are to be prevented during implementation. There were periods when managing projected levels of invoicing to USAID were difficult to predict due to the delays in receiving invoices and receiving incorrect invoices.

Diversifying Volunteers: By design one factor in the selection of PDP implementers was selection of organizations that were believed to be capable of widening the sources of F2F volunteers and because of this objective less experienced institutions were often selected to implement PDP activities. Despite the administrative challenges, the PDP implementers successfully increased recruiting of volunteers from less frequently utilized groups yet contributed significantly to the needs of host institutions, their members, and made important impacts on food security in their regions and countries.

SPECIAL STUDIES

Fifteen special studies contributed significantly to learning from the SPSP. The mid-term evaluation of the FY09-FY13 program verified and highlighted important F2F accomplishments and impacts along with recommendations to improve program operations and broaden participation by US institutions. Other contributions included five concept papers including Women in Agriculture, Women's Leadership, Agricultural Schools, F2F Food Security, and Agricultural Education and Training (AET), five F2F program evaluations, a directory of organization and universities that work with volunteers, creation of 'smart' Excel sheets for improved reporting, two Pesticide Evaluation Report and Safe Use Action Plans (PERSUAP), and Natural Resource Management. Below are summaries of four special studies.

Midterm Evaluation

In May 2012, Weidemann completed a midterm evaluation of the F2F program. The Mid Term evaluation feedback shed light on how the F2F program as a whole is viewed within USAID and the Bureau for Food Security (BFS). The evaluation concluded that the F2F Program "is an effective means of delivering short-term technical assistance while providing quality people-to-people exchanges. We suggest the program continue generally as it is."³

Weidemann recruited well qualified individuals for the evaluation team and selected specialists with minimal prior connection with Weidemann to minimize any apparent opportunity for bias. The team worked independently although closely with USAID/BFS Headquarters and overseas Missions to capture their feedback on the F2F program and to facilitate contacts with in-country implementing partners. There was no input by Weidemann management to the final evaluation report; junior staff provided the team logistical support.⁴

Beyond confirming that the program is effective and the implementers were on the right track in the areas of agriculture, gender, capacity building, and enterprise development, this evaluation served as the opportunity for an independent, non-partisan discovery of findings and recommendations.

The mid-term evaluation confirmed that the F2F program and the implementing partners were effectively achieving the dual objectives of the program; effective technical assistance to host organizations, and cost control of operations. Achieving these sometimes divergent goals reduced

³ Joslyn, David. et.al. 2012. John Ogonowski and Doug Bereuter Farmer-to-Farmer Mid-Term Evaluation for the 2009-2013 Program. USAID, page x.

⁴ Some mid-term evaluation team members later worked with Weidemann on other studies.

opportunities for cultural exchanges, made it less likely to recruit volunteers from underutilized groups rather than use past volunteers, or to introduce improved indicators that facilitated more effective program management and accuracy of reporting results. The evaluation urged continued efforts to increase diversity of volunteers.

The regional focus of the F2F program followed well USAID Feed the Future and other U.S. Government priorities for development assistance and the leader with associate (LWA) awards should be continued. The core staff and implementing partners (IP) generally had skilled personnel in place at headquarters and as country directors. In addition to greater diversity in volunteers, suggestions for change included improvements in the performance measurement indicators and reporting by implementing partners, incorporation into the SPSP contract a structured database to report results, more in-depth analysis of results from PDP sub-contracts and niche grants, consultation of F2F leadership with USAID leadership leading to development of a F2F strategic plan, and efforts to increase exposure of the F2F program within and outside of USAID. Many important outcomes and impacts from F2F volunteers' work have limited recognition outside program participants.

PERSUAPS

Over the course of the program two PERSUAPs were conducted. The first was performed in 2009 and the second and final was performed during the final six months of the SPSP. Each PERSUAP report serves as a practical tool for F2F country directors providing them with the information necessary to consider practical actions that can reduce the risks of using pesticide products in a program, taking into consideration the context in which the products will be used, the particular elements of the program, and the different capacities of the partners involved. The first PERSUAP focused on countries where F2F programs were being implemented as part of the FY09-FY13 program cycle while the second was conducted where the FY14-19 cycle programs were planned to be implemented. Karen Menczer, a consultant hired by Weidemann, conducted each PERSUAP and we recommend her for future PERSUAP and similar evaluations.

Insights on Niche (Small) Grants

In February 2013, Weidemann submitted *Insights From the Small Grants Program* to USAID. The goal of this research was to improve the approach and implementation policies and practices of the niche grants program, which in turn would improve the F2F program as a whole. The resulting report provides guidance to the next F2F core implementer awardees and for identifying future niche grants best practices and possible modifications in technical implementation and organizational structure of the niche grants program.

This study was the first attempt to understand the practices being implemented with niche grants, such as extended length of volunteers in-country, fielding volunteers through associations, and universities as implementers. For example, the study asked: Does the length of a volunteer's stay have an overall positive or negative effect on the program? From a financial perspective, it appears that the answer to this question would be yes. However further analysis is needed to support this hypothesis. To answer this question and others like it, David Joslyn, a Weidemann consultant, conducted a desk study of grantee and reports and local and telephone interviews of grantee experiences and learning. This initial research identified grantees with specific outputs and outcomes that demonstrated innovative approaches and with the potential to improve overall F2F operations.

Continuing research was conducted to build upon earlier conclusions drawn from the desk studies and interviews to identify opportunities to make the program more efficient and effective. This field research was conducted in three countries: Dominica, Mexico and Peru, which were selected based on the

technical approach of the grantee, the type of implementing organization, the length of volunteer time in-country, and the availability of host organization representatives to describe their results and challenges and respond to questions. To ensure the data was accurate and relevant the selected projects were still ongoing or very recently completed when the field visits occurred. In the last year of the F2F program many core projects were already closed, thus limiting choices for field visits. The in-person field interviews and site tours were particularly useful because each increased our understanding of how the niche grants programs operated. The report concluded that the F2F niche grants program demonstrated new approaches to recruiting and fielding of volunteers that will inject innovation and increased impact into the overall F2F program.⁵

Weidemann recommends that niche grants research be continued in the next F2F because it is an effective way to document the challenges and successes of the niche grants.

WORKSHOPS AND MEETINGS

Implementers' Workshops

Weidemann was tasked with organizing the annual implementers' workshop and other workshops and training events. Services provided included event planning, identification of and arranging for the workshop venue with equipment and services, preparing the agenda, identifying and recommending presenters to the program COR, notifying selected presenters and facilitating their needs, notifying invited participants and stimulating their preparation and participation, assisting in dissemination with pre-workshop materials, helping with workshop administration and disseminating learning materials arising out of the workshops. Held every year, the workshops brought F2F program managers together with the F2F Program COR, and also invited PDP directors and niche grantee leaders to discuss and share technical knowledge and best practices.

Weidemann supported agenda preparation with significant input from the USAID F2F COR and F2F core implementers. The agendas often provided a snap shot of the F2F program in its current state such as the number of current countries in which a program is operating, measuring impact, volunteers fielded to date program wide, and activities to date. Additionally, each year a relevant, industry related topic would be highlighted. Other agenda topics included review of reporting requirements, outreach approaches and activities, M&E reporting, learning sessions and open time for general questions and answers. The workshops have ranged from two to five days depending on the location and agenda.

At the end of each five-year program cycle, a location outside the United States is selected for the workshop and the new round of F2F core implementers are given the opportunity to reflect on the lessons learned from the previous five years while the new implementers and staff familiarize themselves with different aspects of implementation such as volunteer management, M&E requirements and working with host organizations. During the intervening project years, workshops were held at locations in and around Washington, D.C.

In 2009, the implementer's workshop was held in Istanbul, Turkey and in 2014 it was held in Marrakesh, Morocco. For workshops in foreign countries Weidemann secured a safe venue for the workshop and lodging for all participants, arranging ground transportation for all participants to and from the hotel and local planned events, participant packets which included compiling and printing participant bios, agendas,

⁵ USAID, 2013. Insights From the Small Grants Program: Phase II

and technical handouts, facilitating the visa process for those participants who required visas; and fielding questions from participants concerning logistics of the workshop.

25th Anniversary Event

On December 7, 2010, the F2F program, through the SPSP, hosted an award ceremony for 18 F2F volunteers. The award winners were chosen from a group of 522 volunteers that served in the previous year alone, not to mention the thousands that had gone before them. These volunteers had served in countries around the globe for periods of several weeks to several months and were awarded the President's Volunteer Service Award for the valuable contributions they made in their communities and for inspiring others to serve.

The ceremony was held in Washington, D.C. and was attended by staff members of the implementing F2F organizations as well as several USAID staff, representatives from other government institutions and congressional staffers. The award ceremony was conducted by Senior USAID Agricultural Advisor, Dawn Thomas with the special guest speaker Gregory Gottlieb, Deputy Assistant Administrator for the Bureau for Food Security.

Planning Committee Meetings

Finally, Weidemann organized the 2013 and 2014 planning committee meetings, supported developing content for the agenda, logistics, and managing the event sessions, and also guided the planning committee which decided the location of the 2014 implementer's meeting.

OUTREACH AND VOLUNTEER PROGRAM SUPPORT

An important approach for the SPSP implementer is to capture the tacit knowledge and explicit learning of the core F2F implementing partners and find ways to incorporate that information into more effective F2F interventions. This requires that the SPSP implementer work closely with each implementing organization and convert the strengths and innovations of each partner into strengths and results of the overall F2F program. Creation of the outreach and M&E committees, F2F logo design, compilation of training materials, and advanced skills for cross-cutting volunteer programs are key accomplishments of 2009-2014 F2F group of implementing organizations.

Collaboration extended beyond the SPSP implementing partners. PDP sub-contractors and niche grant recipients participated in the annual F2F meeting, contributing their learning with core F2F implementing partners and receiving much instruction and technology transfer from the core implementing partners. Both core implementing partners and SPSP implementing partners contributed to the special committees and activities mentioned in the paragraph above as well as in training and other activities.

Outreach Committee

Weidemann facilitated development and led an F2F Outreach Committee comprised of F2F core implementer directors or managers. The Outreach Committee evolved from ad hoc meetings on outreach activities to more regular meetings. This followed a realization that outreach was an activity that would improve results and lower costs by involving all implementing partners in a joint effort rather than duplicating efforts in some activities and with insufficient resources to undertake others. In all of the work and activities of the Outreach Committee Weidemann served as a facilitator with much of the work done by the other F2F implementing partners.

The Outreach Committee's principal objective was to increase awareness of the F2F program to facilitate volunteer recruitment for a wider pool of potential volunteers. A second objective was to increase development practitioner understanding and appreciation of the benefits of volunteer technical assistance in the agriculture and rural development areas. The Outreach Committee was entirely voluntary on the part of F2F implementing partners and therefore became "owned" by the implementing partners. Weidemann provided support and facilitation and the meetings were attended by the F2F COR and his technical specialist. Committee members attended regular meetings, often monthly, as the F2F implementers took turns hosting the event at their respective organizations. The committee focused on a variety of outreach approaches and methods, including social media communications, how to identify and measure outreach impact, more effective recruiting of volunteers, and more effective support for returning volunteers.

In addition to coordinating the meetings and activities of the outreach committee, Weidemann and implementing partners undertook the following tasks to enhance outreach:

- improve the USAID F2F website;
- create and update once a program brochure;
- create F2F Facebook, Wikipedia and LinkedIn pages;
- identify opportunities and supporting representation at various industry conferences and expos on behalf of the F2F program. These included: the Sustainable Agriculture and Research Institute's California Small Farm Conference and the National Peace Corps Association Conference. In 2012, members of the outreach committee attended The World Food Prize: Borlaug Dialogue in Des Moines, Iowa to promote the F2F program by personal contact of committee members with Dialog attendees, presenting the F2F story at a Dialogue event and told the story along with handing out F2F information at a booth during the Dialog. Weidemann coordinated their logistics, managed the preparations for their presentations, and along with other committee members served visitors to the F2F booth. Weidemann facilitated the assembly of a compilation of volunteer success stories for the Dialog event and booth.
- cCreate on behalf of the implementation partners a logo for the F2F program that all implementers can use to emphasize the common nature and approach of the program. This effort also helped to define a Program Mission statement and tagline for outreach activities. (See Farmer to Farmer logo below.)

M&E Committee

As with the Outreach Committee the M&E Committee came together as a result of ad hoc meetings on M&E activities that were useful and necessary to improve F2F reporting. The M&E Committee, which was facilitated by Weidemann through the SPS project, encourages thoughtful discussion about the F2F M&E process, often focusing on the standard indicators. Does the indicator data create an accurate picture of the program? Can we realistically expect field staff to collect this information? These and other questions were considered by the committee and recommendations on data collection and administration were shared with implementing partners. While indicators are always a work in progress and F2F strives to collect the most accurate data possible in the least burdensome and invasive way, the indicators for the 2009 to 2014 program were consistent throughout the life of the program. The meetings, which were held regularly and as-needed, were chaired by USAID with participation by program directors and managers.

It is through collection and analysis of the F2F standard indicators that we are able to measure impact and document the continued relevance of the program and thus secure future funding. Internally this information helps F2F implementers and managers to better understand which activities of the program are succeeding and on which activities we should focus our efforts to improve performance. One activity of the Committee was to assemble a training tool for F2F staff to emphasize indicator definitions and approaches to estimation. (See the section on Training Materials below.)

Farmer-to-Farmer Logo

Effective outreach results in increased name and brand recognition. In order to achieve brand recognition one needs a memorable logo. In 2010 Weidemann hired Toolbox Design, a local design firm, to design a new logo for the F2F program featured in figure 1. The design team drafted several designs that were shared with the implementing partners via a web survey. Their feedback and comments were incorporated into the design process.

F2F has generally focused on strengthening the private sector and promoting agribusiness development and the goal was for the logo design to embody these elements. This image provides a link between the various volunteer programs even though they are being implemented by different organizations all over the world.

After several rounds of surveys and feedback collection the logo was successfully designed and launched in the spring of 2010.

Training Materials

The SPSP with input from implementation partners produced a variety of training materials and inputs for training F2F implementing partner staff. Special studies, workshops, meetings on outreach and M&E, and other activities contributed to training by implementing partners. Two training courses were organized for F2F staff:

- Applications of information and communications technology (ICT) to F2F programs that were presented by fhi360, which was supported by the USAID's FACET project and a presentation of an ICT Option Assessment Tool from the USAID supported Modernizing Extension and Advisory Services (MEAS) project. The fhi360 presentation focused on free or low-cost tools that facilitate preparation of materials for developing messaging and training assets including Audacity for audio recording and editing, Jing for creating on-screen tutorials, Join.Me for instant screen sharing, SlideShare for (narrated, recorded presentations), Windows MovieMaker or LightWorks beta for creating instructional videos, Google Earth, AGIS, and a Colorado State course for GIS mapping.⁶ The ICT Option Assessment tool from the MEAS⁷ project guides

Figure 1: Current Farmer to Farmer logo developed by Weidemann Associates



⁶ Mention of product names does not imply that USAID, Weidemann or fhi360 endorse these products.

selection of mass media technologies and media to disseminate information depending on the issues or challenges to be addressed. The training was attended by 24 persons from F2F implementation partners plus personnel from USAID and Weidemann. Ninety percent of the respondents found the workshop useful.

- Weidemann facilitated work on M&E Training Materials to help staff understand options, measurement and estimation of standard indicator numbers for the diverse range of types of hosts and volunteer assignments. To address how to report required F2F indicators Weidemann prepared 13 diverse case examples of volunteer assignments with realistic scenarios of the problems/challenges that needed solutions, the actions taken and recommendations made by the volunteer, recommendations implemented by the host institutions, the results achieved by the hosts, and the rating by hosts of the volunteer's work. Feedback from the training exercise and implementing partners pointed out needed improvements for the training to gain wider acceptance and usefulness. Recommended changes included:
 - tailoring the training according to the types of host institutions,
 - Presenting indicators consistent with the types of host organizations supported,⁸
 - Shorter training sessions, differentiated by the needs of specific volunteer programs. and
 - Inserting indicator definitions with the training materials,

Volunteer Programs

Several options papers were commissioned to provide ideas and guidance for the design of F2F volunteer sourcing activities that target developmental objectives and sectors infrequently endeavored under the F2F program. The intent is to widen the range of solutions by volunteers that address key challenges confronting rural residents and to attract volunteers with different experience and skill sets than those typically participating in current implementations. A brief summary of these papers follow.

Women in Agriculture

Women's role in agricultural production and marketing systems is recognized as critically important. Despite this recognition, women still often lack access to services and productive assets and are underserved by public programs. While situations differ by country and culture, gender issues must be considered in program design to ensure that women participate and benefit equally and develop leadership in the agricultural sector. Volunteers can assist this process by ensuring gender sensitivity in all programs and by targeting training and capacity building for women entrepreneurs and for addressing women's priority development concerns.⁹

Major issues and options to resolve include 1) access to resources, 2) increased development impact, 3) more frequent and effective gender analysis in program interventions. Good practices to implement include 1) enabling gender friendly business environment (global and national), 2) capacity development

⁷ USAID Modernizing Extension and Advisory Services (MEAS) project implemented through the University of Illinois and more than 10 other institutions.

⁸ Aggregation of results may be complex or impossible when distinct indicators are defined for each host type.

⁹ USAID.2011. Strengthening Farmer-To-Farmer Volunteer Programming: Effectively Using Volunteers to Address Key Issues in Agricultural Development. The following information on Women in Agriculture is contained in pages. 3 to 7.

for small and medium enterprises, 3) creative action and market linkages, and 4) supporting agricultural value-adding strategies. Potential roles for F2F volunteers include 1) carry out gender assessments of programs, project and institutions, 2) target support to women-owned enterprises and organizations, 3) ensure that women have equal access to training and capacity development, 4) evaluate policy and regulatory systems and operations of public and private institutions and address constraints to women participation and leadership, and bring women into lucrative markets and opportunities.

Food Security

With the onset of food price 2007/08, the world has become aware of the precarious basis for food security in many countries. Food security requires more than just food production. Food security requires availability of, access to, and proper utilization of nutritious food. Nearly all FTF volunteer assignments contribute to food security in one way or another. However, with the increasing global concern and challenges relating to food security, FTF programs can sharpen their focus on this issue and pay more attention to food utilization and nutrition issues.¹⁰

Major issues and options to resolve include 1) country specific impacts on food security, 2) adverse impacts of specific (especially poor) consumer groups, 3) and definition and understanding of food insecurity. Good practices to implement include 1) reassess programs to assure they address the current food security environments and markets, 2) consult with USAID Missions in countries that are implementing or developing food security programs, and 3) address each pillar of food security; food availability, access to food, and effectiveness of food utilization. Potential roles for F2F volunteers include 1) increase agricultural productivity and production, either directly or through improved support services and markets, 2) increase agribusiness development, market linkages, and value-added processing that increases income and add jobs, 3) improve food utilization (an often neglected aspect of food security, and 4) assist in planning, development, and improved administration of food safety net programs.

Natural Resource Management

Agriculture relies on and influences the natural resource base—land, water, biodiversity, and forests. Agricultural production processes and agricultural processing may deplete or pollute natural resources. Farmer-to-farmer volunteer assignments quite frequently impact on natural resource management, conservation, and use by farmers and agribusinesses. With global concerns over climate change and resource depletion, agricultural systems will come under increasing pressure to adapt to changing resource availabilities and to mitigate the effects of changes. Relatively few F2F volunteer assignments have had specific natural resource or environmental objectives, but the need for improved management and use of advanced technologies in this field is increasing and may justify increased attention in country projects and individual volunteer assignments.¹¹

Major issues and options to resolve include 1) wise use of land, water and other natural resources, and specifically increased productivity and efficient utilization of scarce resources while protecting or even enhancing resources for future generations, 2) prudent actions to address potential climate changes, and 3) seek a balance in current income needs with longer-term productivity and environmental benefits. Good practices for improved management of natural resources in agricultural systems include, 1) perform robust stakeholder analysis to identify the diversity of interests involved in the management of natural resources, 2) incorporate local knowledge of human-environmental interactions and the practical cultural ecology of an area, and 3) planning for resilience in in all stages of the value chains. Potential

¹⁰ Ibid. The following information on Food Security is contained in pages 8 to 13.

¹¹ Ibid. The following information on Natural Resource Management is contained in pages 14 to 19.

roles for F2F volunteers include 1) promoting good soil, water and other resource management, 2) promote and train safe and effective use of crop protection products and culture, 3) identify crop diseases and help producers implement agro-ecological measures to combat their effects, 4) maintain or create habitats that support biodiversity, 5) implement crop diversification for risk management and resource protection, 6) prevent pollution of water supplies by agricultural wastes and chemicals, 7) reduction of greenhouse gas emissions, 8) promote alternative livelihoods from production/marketing of non-traditional products, and 9) promote off-farm activities important to natural resource management such as afforestation, protection of forest watersheds and native ecosystems and develop carbon sinks.

Agricultural Education and Training

Though largely ignored for the last two decades, policy-makers and international donors are reawakening to the need for concentrated efforts in the field of AET. The Farmer to Farmer program is uniquely positioned to offer a great deal of assistance in these efforts. Through innovative use of volunteers and reaching out to new hosts, F2F can provide well-qualified experts and a new generation of AET expertise to the field to introduce new technologies, practical training and education approaches, and improved results-oriented management systems to host countries. Strategic volunteer assignments can achieve broad impact, as volunteers train trainers and strengthen institutions that will continue training the human resource base for agriculture and rural development.¹²

Major issues and options to be addressed to improve AET include 1) developing a new generation of agricultural experts, 2) creating an interdisciplinary understanding of agriculture, 3) exploiting the powers of new technologies, 4) moving from a supply driven model to a demand driven model, and 5) minimizing agricultural “brain drain” and increasing the appeal of agriculture for new workforce entrants. Potential volunteer roles include 1) assist with course and curricula reform and development to incorporate new technologies, agribusiness perspectives, nutrition, and environmental and natural resource issues, 2) assist in planning and implementation of AET program outreach that engage faculty and students in practical extension, research and training exercises, 3) assist faculty and staff develop and pilot test practical experiential learning and laboratory work, 4) plan and develop farms or agribusinesses in which AET institutions can incorporate learning into course curricula, 5) provide refresher short courses or seminars related to their work in country for use by AET institutions, 6) assist with administrative reforms and institutional planning and strategy development, and assist AET institutions to improve the support services, record keeping, budgets, accounting, maintenance, use of ICTs and others.

PROGRAM DEVELOPMENT PROJECTS (PDP)

The PDPs served as a small scale introduction to the F2F program and to management of volunteer programs for U.S. organizations. More specifically, they were designed to focus on certain countries or themes with the result being a PDP awardee that learned, through close guidance and monitoring, how to plan and implement a volunteer program and who can now compete for an award under the “main-stream” F2F program. The three PDP

TABLE 2 ALL PROGRAM DEVELOPMENT PROJECTS

Number of Volunteer Assignments	182
Number of Volunteer Days	3,086
People Trained	11,458
Male (52 percent)	6,003
Female (48 percent)	5,455
Host Organizations Supported	54

¹² Ibid. The following information on Agricultural Education and Training is contained in pages 20 to 23.

awardees were Florida Agricultural and Mechanical University (FAMU), National Cooperative Business Association/Cooperative League of United States of America (NCBA/CLUSA), and Winrock International. Their programs focused on increasing diversity amongst F2F technical volunteers. The FY09-13 program was NCBA/CLUSA's first time implementing a Farmer-to-Farmer program and now, during the FY14-18, they are assisting ACDI/VOCA, a core implementer, implement their West Africa program thus fulfilling the goal of launching new organization into the "main-stream" program. The following section provides a summary of each PDP and highlights their successes, as well as challenges and lessons learned.

The three PDP sub-contractors fielded 182volunteers, trained 11,158 persons and supported 54 hosts.

FAMU: Diversifying the Farmer-to-Farmer Program

Overview

FAMU was awarded a 4-year, \$1.6 million grant in July 2009, to implement their proposed project, "Diversifying the Farmer-to-Farmer Program."¹³ The program worked with three partners in South Africa; the Hands on Fish Cooperative, the South African Table Grape Industry (Association), and the University of Ft. Hare (UFH) extension and farmer training. The primary goal of FAMU's PDP was to increase the diversity of the pool of volunteers being recruited and sent on F2F volunteer assignments. A four year target of 30 percent minority volunteer participation was established, with an adjusted target of 72 volunteers fielded during the LOP. FAMU focused their recruitment efforts at Historically Black Colleges and Universities (HBCUs) and Land Grant Universities. By the end of their project, FAMU had recruited 53 minority volunteers, 77 percent of all volunteers, and 37 of them from HBCUs and Land Grant Universities.

FAMU's Country Program was focused on two main objectives:

1. Compliment and strengthen existing South African institutions working to improve the agricultural performance of historically disadvantaged individuals (HDIs) in table grape, aquaculture, and educational value chains, and
2. Build the institutional relationships between HBCUs in the U.S. and HDI institutions in South Africa to strengthen the capacity of both and to support the advancement of rural HDIs.

FAMU worked through three South African host institutions; 1) the South African Table Grape Industry (SATI), 2) the University of Stellenbosch Division of Aquaculture, and 3) the University of Fort Hare (UFH). FAMU also completed five flexible assignments in Haiti focusing on water quality and food security projects with the State University of Haiti Faculty of Agronomy and Veterinary Medicine, and the Haiti Help Med, Inc. respectively.

South Africa Table Grape Industry: FAMU started working with table grape producers in the Western Cape and Northern Cape provinces. Floods in the Northern Cape washed out supported farmers and FAMU focused their F2F support on improving production on five farms in the Western Cape Province. Support focused on removing market and credit barriers, improving grape productivity, improving business, finance, and management skills of producers and workers, achieving fair trade certification, record keeping, post-harvest handling of fruit, food safety and life orientation skills.

¹³ In January 2013 USAID reduced total grant funding to \$1.3 million. Indicator targets were also reduced.

For SATI 29 F2F volunteers provided 576 volunteer days, provided direct technical assistance to 1,341 beneficiaries (48 percent female) and host institutions and individual/independent farmers' contributions totaled approximately \$766,778.

University of Stellenbosch and Hands-On-Fish Cooperative: FAMU began volunteer efforts with improving technical support to improve fish production systems. Because of a lack of funding the University was not able to install a water recirculation system for aquaculture production in 2011. This led to a total loss of fish stock during an unusually hot summer and left producers without a source of affordable fish seedlings. FAMU determined not to support seedling recovery in 2013 because of the limited time to complete the support before the project's end. FAMU realigned its support to developing training modules on fish feed management policies and practices for South African Abalone, Trout, Tilapia and fin fish farmers including the Hands-On Fish Cooperative and other small commercial farmers, and was shared at the 11th annual Aquaculture Conference Association of Southern Africa. .

For the University of Stellenbosch and associated small fish producers FAMU fielded 6 volunteers for 107 volunteer days, and trained or provided technical assistance to a total of 410 direct beneficiaries of which 18 percent were women.

Agricultural Education and Training and University of Fort Hare: The University of Fort Hare (UFH) is the only Faculty of Agriculture in Eastern Cape Province, South Africa. In the first year of implementation, FAMU sent five volunteers to UFH. A needs assessment and a strengths, weaknesses, opportunities, and threats (SWOT) analysis were conducted to identify the strengths and weaknesses of UFH's AgriPark business model. The analysis was also developed a strategy for UFH's outreach clientele. Another volunteer conducted a food safety management training, and was selected for the Presidential Service Award by USAID for her outstanding volunteer service rendered while participating with the FAMU F2F Program at UFH in March 2010. During her volunteer assignment the volunteer provided training in best practices for food safety, food hygiene, and nutrition. She also developed a new recipe to increase the protein content in the dry soup mix developed by the Khanyisa Vegetable Processing Cooperative.

During Year 2, FAMU's intervention to UFH outreach clientele included the following support: life orientation skills, integrated pest management (IPM), fertilizers (organic and inorganic), controlled environment seedling production, curriculum design and vocational training material, building sustainable communities, food technology and quality assurance, personal finance, and increased productivity of small holder farmers.

In Year 3, FAMU continued volunteer placements providing one volunteer for an assignment in irrigation and soil conservation/erosion to the AgriPark located in Alice, South Africa. This assignment was conducted by a volunteer in September 2011. Members of the vegetable cooperatives were trained on irrigation best practices and assisted with developing a marketing plan. The volunteer recommended that the nursery establish an agro-forestry landscaping activity and suggested several specialty crops i.e. Moringa oleifera. As a result of the volunteer's technical advice, cooperative members were trained in efficient irrigation practices and water management and new irrigation systems were established.

In Year 4, FAMU's F2F intervention included: carrying out eleven volunteer assignments; eight assignments supported the AgriParks located in Alice and Dutywa and three assignments focused on building extension capacity at UFH.

Deliverables and Data

Below is a summary of the FAMU PDP achievements.

TABLE 3: SELECTED OF FAMU INDICATORS

LOP Target Categories	LOP Targets		Results	Percent of Target Achieved (based on Adjusted Targets)
	Original	Adjusted		
Number of Volunteer Assignments	87	72	69	96 %
Number of Minority Volunteers	26	22	53	240%
Number of Female Volunteers	26	22	22	100%
Innovations/Technologies Recommended by Volunteers	50	41	333	812%
Volunteer Recommended Innovations/Technologies Adopted	40	33	52	158%
Number of Volunteer Days	1,740	1,444	1,338	93%
Number of Direct Beneficiaries	3,480	2,888	10,047	348%
Number of Females Trained	405 (30%)	336	1,706	508%

Assessment of Performance

FAMU's performance in fielding volunteers and finding volunteers that met their minority participation goal was successful. Their work in South Africa was by all accounts of good quality and had a sound technical direction. The close out was successful, and the final report was approved by Weidemann.

FAMU recruited and sent 69 agricultural professionals to South Africa and Haiti, which included 53, or 77 percent, minority volunteers (i.e., African Americans, Hispanics, Asians, and/or women), 23, or 43 percent, of who were women. FAMU overshot their minority participation goal by 240 percent. FAMU's 69 volunteers completed 1,338 volunteer days, 93 percent of their LOP target of 1,444 volunteer days and trained 3,814 direct beneficiaries (2,108 of whom were men and 1,706 of whom were women), exceeding their LOP target of 1120 direct beneficiaries by 341 percent. The cost per volunteer day was \$880 achieving the efficiency as projected. Additionally, FAMU's volunteers made 333 innovation and technology recommendations, exceeding their LOP target of 41 by 812 percent.

The area of performance where FAMU struggled was home office project management, specifically submitting invoices in a timely manner and communicating effectively with SPSP staff. As mentioned earlier, this was in large part due to FAMU staff unavailability during periods the University was not in session. However, there were still breakdowns in communications with the FAMU management team even when school was in session.

Lessons Learned

A lesson learned from working with FAMU is to respond quickly to grantee delays in submitting project reports and invoices, helping the grantee as needed to resolve their deficiencies. Early Weidemann feedback and corrective actions would likely have set a standard for performance reporting that FAMU would have met and facilitated FAMU participation in following F2F programs, as did another grantee.

Lessons learned from the work that FAMU did was the significant contributions made by FAMU's program addressing the table grape sector in South Africa despite significant weather related interruptions in production of table grapes. Over three plus years, FAMU, addressed building business

skills and addressing organizational capacity needs as well as identifying access to credit opportunities within the table grape community. Under the direction of their country director the sustained efforts of providing volunteer technical assistance yielded positive results. For example with the Trawal Fresh Fruit company volunteer recommendations lead to adding new commodities to their product offerings.

National Cooperative Business Association/Cooperative League of United States of America (NCBA/CLUSA)

Overview

The FY09-13 program was the first time that NCBA/CLUSA has ever implemented the Farmer-to-Farmer program. In a very short time and with a comparatively small investment of USAID resources, NCBA/ CLUSA was able to create simple but robust program management systems for executing safe, impactful and enjoyable volunteer assignments.

NCBA/CLUSA's projects were implemented in Niger, Senegal and Zambia. In Senegal and Zambia the focus was on small scale horticulture, such as millet production and conservation farming, while in Niger work focused on business skills development. In addition to the technical expertise provided by volunteers, NBCA/CLUSA, like FAMU, focused on diversifying their pool of volunteers.

Over the three and a half year program, 83 volunteers assisted 23 host organizations reaching 125,691 beneficiaries. Volunteers provided technical assistance in a wide variety of agricultural disciplines, including improved horticultural production, improved processing techniques, and marketing and cooperative development. Strong emphasis was given to environmental conservation, executing several volunteer assignments in soil fertility improvement and IPM. NCBA/CLUSA volunteers also performed volunteer assignments on more specialized topics, such as improved methods for onion storage and controlling striga weed, a parasite that infests millet plants.

NCBA CLUSA's Program in Niger ended after 11 months and six volunteers because of security issues (in Annex I tables flexible includes Niger). Unfortunately, due to the closure of the F2F program in Niger, NCBA/CLUSA was unable to collect impact data for the volunteer assignments that were fielded there.

NCBA CLUSA's F2F Food Security Program in Senegal benefitted eight host organizations; groups of small scale millet growers brought together under the auspices of a USDA funded Millet Value Chain Project. They were generally new organizations making an effort at following cooperative principles, but were not formal cooperatives. They were institutionally weak, requiring and receiving support from donor funded projects. The majority of their members were illiterate. Because of high potato prices the farmers selected to reduce millet production much of which was household consumed. NCBA/CLUSA reprogramed funds originally planned for Niger to Senegal and resumed volunteer assistance, this time in horticulture and small livestock value chains while continuing supporting millet production.

NCBA/CLUSA's F2F Program in Zambia benefitted five different host organizations; often small scale horticultural producers brought together under the auspices of NCBA/CLUSA's USAID funded PROFIT program. One host organization, the Chipata District Farmers' Association (CDFA), registered with the government of Zambia as a cooperative and is planning to offer corn shelling and other services to its members. These host organizations were institutionally stronger than those in Niger or Senegal, having small numbers of staff and some material assets. However, host institutions in Zambia were largely dependent on donor support, making their long term sustainability a matter of concern.

At the conclusion of the program, NCBA/CLUSA exceeded its target for number of female volunteers by a substantial margin. Successful word of mouth from returned female volunteers helped recruit additional women to the program, as did two week assignments rather than three week assignments. Their partnership with the National Farmers Union was also an ongoing source of female volunteers. 48 percent of NCBA/CLUSA’s volunteers were first time volunteers. NCBA CLUSA’s status as a membership organization based in the USA gave them ready access to a large pool of potential volunteers, the majority of who had never heard of the F2F program. NCBA/CLUSA’s partnership with the National Farmers Union also gave them exposure to American farmers and agribusiness experts who were interested in applying their skills overseas.

The most valued impact of the program was the increase in income resulting from crop sales encouraged by the PDP. For the farmers served under the NCBA CLUSA PDP, who face enormous barriers to their success and prosperity, any increase in yields and farm incomes is good news. Although the increases in income that the host organizations achieved may seem small in the context of American agriculture, for illiterate farmers farming badly depleted land with minimal tools and inputs, they are substantial. NCBA/CLUSA is confident that its F2F program can serve as a model for “lean and mean” implementation of the F2F program. The F2F program achieved cost savings by sharing office space and resources with our other US Government funded development activities, as well as by not maintaining a dedicated office in Zambia.

Deliverables and Data

Below (Table 4) is a summary of NCBA-CLUSA’s PDP LOP achievements which highlight a consistently strong effort to find and field well skilled, prepared and diverse volunteers.

Assessment of Performance

The NCBA/CLUSA PDP was successful overall and met its targets for female volunteer recruitment and fielding. Additionally, the PDP manager used good judgment and demonstrated impressive leadership skills when deciding to close the Niger F2F program in favor of developing a program in Zambia due to the security concerns that threatened the health and safety of the volunteers. It is also worth noting that the NCBA CLUSA staff took appropriate action when volunteers were injured or suffered health problems, even if it did result in some project delays. Throughout the entire project, NCBA/CLUSA communicated effectively with the Weidemann home office and managed their projects in Senegal and Zambia very well.

TABLE 4: SELECTED NCBA-CLUSA INDICATORS

Category	Target	Actual
First time Volunteers	N/A	48
Female Volunteers	25%	35%
Female Volunteers – Actual Numbers	20	29
Minority Volunteers	15%	14%
Minority Volunteers – Actual Numbers	16	12

Category	FY10	FY11	FY12	FY13	TOTAL
# of Volunteer Assignments	6	20	33	24	83
Senegal Food Security	3	17	15	7	42
Senegal Horticulture	0	0	11	9	20
Zambia Horticulture	0	0	6	8	14
Various (Niger)	3	3	1	0	7
Number of First Time Volunteers	4	18	13	13	48
% of First Time Volunteers	67%	90%	39%	54%	58%
Number of Female Volunteers	0	9	12	8	29
% of Female Volunteers	0%	45%	36%	33%	35%
Number of First Time Female Volunteers	0	9	8	7	24
% of First Time Female Volunteers	0%	45%	24%	29%	29%
Number of Minority Volunteers	0	4	6	2	12
% of Minority Volunteers	0%	20%	18%	8%	14%
Number of First Time Minority Volunteers	0	4	2	1	7
% of First Time Minority Volunteers	0%	20%	6%	4%	8%
Number of NCBA/CLUSA Member Volunteers	1	6	8	9	24
% of NCBA/CLUSA Member Volunteers	17%	30%	24%	38%	29%

However, similar to the other PDPs, NCBA/CLUSA struggled to submit their invoices in a timely manner, and also struggled to stay within their budget. During the last six months of the program, there were considerable delays submitting invoices, which made it difficult to accurately forecast cash flow for the entire SPSP. While NCBA/CLUSA is not a university and did not have to work around school breaks, they did have a high turnover rate in their accounting department which likely contributed to delayed invoices. While this did create an issue for SPSP tracking, their project manager was proactive in keeping Weidemann informed of timing of invoices.

Overall, NCBA CLUSA implemented a strong and successful project, a worthy achievement for an organization that had never participated in the F2F program before.

Lessons Learned

Even projects that begin well as did NCBA/CLUSA can encounter challenges that impair performance, as did NCBA/CLUSA in submitting timely invoices because of mid-term staff turnovers.

NCBA/CLUSA demonstrated that the PDPs are an effective tool for introducing new organizations to the F2F program and giving them experience to be F2F core partners as they are now implementing ACDI/VOCA's program in West Africa as a subcontractor.

NCBA/CLUSA had a solid strategy for where they wanted to focus their technical approach in Niger and Senegal, and later Zambia. Having a concrete plan from the beginning eased the decision to close their Niger office.

NCBA/CLUSA benefited from having their headquarters located in Washington, D.C. which allowed their F2F staff to attend each annual implementers meeting in person and other F2F meetings that took place during their PDP period of performance. Additionally, the NCBA/CLUSA program was given considerable thought and attention which benefited the program overall as a result of their being located in D.C. which raises the question, “How much of an effect did NCBA CLUSA’s home office location have on the overall success of their PDP?” For example, towards the end of NCBA/CLUSA’s program they had two more volunteers to field but did not have the necessary funds. ACIDI/VOCA, a F2F core implementer also located in the D.C. area, agreed to pay to field the volunteers. This level of collaboration and support was certainly encouraged by the proximity of their home offices and might have been difficult to cultivate had they worked in different states or countries. Having the same manager throughout the LOP also had a positive effect on the project.

Winrock International: Partnership for Safe Poultry in Kenya (PSPK)

Funded by the USAID Kenya Mission, in December 2008 Weidemann released an RFP to implement the Partnership for Safe Poultry in Kenya (PSPK). Winrock International was awarded the subcontract and began implementing the project in 2009.¹⁴ When the PDP award was made Winrock was not a F2F implementing partner, but later was awarded a core implementation project. Originally a one-year pilot project, PSPK received an additional year of funding in January 2010, to expand on successes in Kenya and explore the possibility for replication across East Africa.

The goal of the PSPK Program was to promote safe poultry production and marketing systems that would reduce the risk of losses from highly pathogenic avian influenza (HPAI) and other poultry diseases thus increasing incomes for smallholder families. The two main objectives of the project were:

1. Assisting poultry sector stakeholders to work collaboratively to promote increased competitiveness of Kenyan eggs and poultry meat, including specific activities tied to facilitation of stakeholder partnerships, conducting value chain research, and development of a Kenyan National Poultry Improvement Program.
2. Increasing income for Kenyan rural smallholder poultry producers, including specific activities to strengthening the organizational management and governance of the Kenya Poultry Farmers Association, and identifying and strengthening poultry farmer groups.

To achieve these objectives PSPK leveraged skilled volunteer technical assistance to support key poultry value chain actors, including government agencies, NGOs, donor-funded projects, research centers, and private firms and poultry producers. The program was innovative in that it was able to bring volunteers for highly specific tasks that most volunteer programs have difficulty recruiting. Unlike traditional F2F programs, PSPK was supported by a Mission funding which permitted utilization of both U.S. and local volunteers to provide technical assistance and build capacity of the key actors to achieve the desired project objectives.

PSPK leveraged the skills and expertise of 30 volunteers and six consultants from the U.S. and 19 volunteers from Kenya to make a lasting impact on the Kenyan poultry sector. PSPK trained 1,487

¹⁴ PDP awards were limited to non-F2F implementation partners. When the PDP awarded the Kenya PSPK project Winrock was not a F2F implementing partner. Later Winrock r was awarded a core implementation project.

people (59 percent women), and supported 9 host organizations. An additional 405 people received training from individuals previously trained by F2F volunteers via post-assignment field days or visits to the demonstration farms.

Communication strategy development was a new activity in Phase II of PSPK. The project employed one staff on a short-term basis to implement a proactive communication strategy with key stakeholders to promote safe poultry production, transportation, marketing and consumption through targeting appropriate media in Kenya. Besides promoting safe production and consumption of chicken products, the communication strategy aimed to disseminate information on lessons learned, to support replication and sustainability. The strategy focused on targeted activities for different audiences: poultry farmers engaged with PSPK, poultry farmers in neighboring areas, traders, advertisers, consumers, government, policy makers, NGOs/CBOs, research institutions, donors, and education and training institutes.

Deliverables and Data

Table 5 lists the PSPK deliverables and what was achieved during the PSPK.

TABLE 5: SELECTED WINROCK INDICATORS

Number of U.S. Volunteers	30
Number of Local Volunteers	19
People Trained	1,487
Men trained (41% of the total)	607
Women trained (59% of the total)	880
Host Organizations Supported	9

Assessment of Performance

PSPK has made significant contributions to Kenya’s poultry industry. Winrock successfully completed all tasks and achieved all the outcomes described in their PDP scope of work. The program manager was able to successfully work with local stakeholders and US

volunteers to promote safe poultry production and marketing systems. A systematic analysis of locally available materials for feed was conducted which had never been undertaken before and was of great benefit to the farmers. Building the capacity of the feed millers was also a top target of the program. The program’s success was due in large part to its focus on what was technically achievable and the project staff’s flexibility, which allowed them to address any challenge.

Lessons Learned

Winrock employed a number of innovative approaches while implementing their project. For example, the project worked with many levels of the value chain, linking stakeholders to create a viable value chain and to strengthen its operation. The project used volunteers and consultants as well as Kenyans consultants in its provision of technical assistance. A value chain analysis was conducted (by a volunteer) as part of the larger project. Women producers and entrepreneurs were a significant proportion of the beneficiaries.

NICHE GRANTS

A second type of special program activity implemented during the SPSP was the Niche Grants, which funded 23 competitively awarded up to one-year duration small grants to 13 organizations to serve specific market niches. Six separate requests for grants were issued over four years resulting in 59 applications received from 31 separate organizations. The maximum amount per grant was \$100,000 and grantees could apply for another grant in a future request for applications. Grants were aimed to encourage innovation in the F2F program and addressed specific country needs or thematic areas.

Innovations included inviting new U.S. based organizations with little or no F2F experience to implement F2F programs, recruiting volunteers from non-traditional sources, and revisiting seldom used approaches on volunteer field assignments.

Available resources did not allow grantees to establish in-country offices, establish baseline indicator levels or to conduct results monitoring.

Niche grantees fielded 232 volunteer assignments (42 percent females), trained 5,997 persons and supported 184 host organizations (Table 7).

The SPS Niche Grants component achieved its objectives and brought several key innovations into discussions with traditional core implementers.

Cooperative Coffees

Cooperative Coffees was awarded two grants under the SPS Niche Project. The first grant focused on recruiting coffee traders as volunteers, exposing coffee farmers to quality standards for specialty and fair trade coffee, creating tools to help producers overcome current market obstacles, and to prepare farmers to identify opportunities in today's increasingly competitive economic environment.

The second grant funded a series of follow-up volunteer assignments to deepen small-scale coffee farmer cooperatives' understanding of coffee production and post-harvest handling quality challenges, as well as the potential sustainable sales of roasted specialty coffees to local and export markets. Both grants were one year in duration.

TABLE 6 NUMBER OF NICHE GRANTS BY INSTITUTION

Grantee	Number of Awards
Cooperative Coffees	2
FAVACA	2
IESC	1
Iowa State University	2
League of Hope	1
Mercy Corps	1
National Peace Corps Assoc.	1
Purdue	2
Technoserve	3
Thunderbird	2
Univ. of Arizona Aquaculture Without Borders	2
VEGA	1
Vets Without Borders	3
Number of Organizations	13
Number of Grants	23

TABLE 7 ALL NICHE GRANTEEES

Number of Volunteer Assignments	232
Number of Volunteer Days	5,141
People Trained	5,997
Male (64 percent)	3,821
Female (36 percent)	2,176
Host Organizations Supported	184

Assessment of Performance

Cooperative Coffees fielded 61 volunteer assignments and trained 531 persons, 30 percent women. They provided support to 21 host organizations. Each host organization benefited from the visit of two or more volunteers depending on the specific needs of the host linked to the specialized skills of the volunteers.

Cooperative Coffees successfully implemented both grants by fielding experienced volunteers that helped the coffee farmer cooperatives participate in the fair trade coffee market. The volunteers had a good grasp of the challenges faced by the small farmers, for example, identifying bottlenecks at the wash station that lead to delays in coffee processing.

TABLE 8 COOPERATIVE COFFEES*

Number of Volunteer Assignments	61
Number of Volunteer Days	531
People Trained	685
Male (76 percent)	522
Female (24 percent)	163
Host Organizations Supported	21

* Program results data for Cooperative Coffees in this report is different from USAID's data.

Lessons Learned

Cooperative Coffees focused on fair trade coffee and the challenges faced by coffee farmers within that environment. It was clear in each final report that there are market opportunities that motivate continuing and expanding the work already done by volunteers and that will help to ensure that farmers who enter the world of organic and fair trade coffee remain aware of the competitive environment and have some additional tools to respond to changes in the business landscape. Future volunteer assignments could focus on additional training for producers as well as their cooperatives to continue improving their production and marketing skills.

Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA)

Overview

The Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA) was awarded two niche grants. Their first project focused on building the capacity of vegetable and root crop farmers and agribusinesses to improve the efficiency of production and thus provide a reliable source of food while expanding the production of organic foods. The goal was to increase the annual income of farmers and agribusinesses in the Eastern Caribbean.

Their second project shifted its focus, fielding volunteers to conduct training in the areas of pest, crop protection management, post-harvest planning and processing, small ruminant nutrition, and agribusiness skills in Barbados, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago. The volunteer training worked with farmers, agribusinesses, extension agents and agricultural research institutes to increase the quality and quantity of their vegetables, root crops and livestock and build on FAVACA's previous Farmer-to-Farmer Niche Program in the Eastern Caribbean.

Assessment of Performance

FAVACA met its milestone objectives in a timely basis and fulfilled the requirements of their fixed obligation grant (FOG) agreements (Table 9).

Lessons Learned

FAVACA managed its first grant well; affectively balancing the needs of all countries the project focused on; Dominica, Grenada, and St. Kitts and Nevis. The second grant also was managed within the original scope of work. FAVACA's partnership with the Caribbean Agricultural Research and Development Institute (CARDI), whom they had partnered with in the past, was very important to the overall success of both awards. Because FAVACA and CARDI had a previous relationship, both organizations had worked out and addressed technical and managerial processes allowing for the technical and volunteer approaches to take priority, a welcome and worthwhile situation for short-term grants.

TABLE 9 FLORIDA ASSOCIATION FOR VOLUNTEER ACTION IN THE CARIBBEAN AND THE AMERICAS

Number of Volunteer Assignments	29
Number of Volunteer Days	243
People Trained	745
Male (70 percent)	520
Female (30 percent)	225
Host Organizations Supported	9

International Executive Service Corps (IESC)

Overview

IESC's niche project focused on the sesame value chain in Ethiopia specifically improving the quality of sesame seed production, the vertical integration of the value chain and access to the appropriate markets.

Assessment of Performance

IESC met its milestone objectives in a timely basis and fulfilled the requirements of their agreement.

Lessons Learned

The volunteers were able to increase awareness about the poorly recognized challenges of sesame seed production such as seed loss after harvest, poorly maintained storage facilities allowing for unwanted moisture and mold, and transportation challenges delaying delivery. Ethiopia loan requirements were also highlighted as a significant barrier to breaking into the sesame seed market. Only land could be recognized as loan collateral making it very difficult for small farmers to complete the loan application process.

TABLE 10 INTERNATIONAL EXECUTIVE SERVICE CORPS

Number of Volunteer Assignments	2
Number of Volunteer Days	35
People Trained	17
Male (94 percent)	16
Female (6 percent)	1
Host Organizations Supported	35

Iowa State University

Overview

Iowa State received two niche grants to transition Ugandan women in the Kamuli district (Eastern Uganda) from subsistence farming to commercial agriculture. During the one year project volunteers worked with eight groups of ten women farmers for a total of 80 farmers. They partnered with an in-

country non-profit organization, Volunteers Efforts for Development Concerns (VEDCO), whose staff helped continue progress toward the project objectives between volunteer visits.

The approach for Iowa women volunteers guiding women small farmers in Uganda was a winning combination. Volunteers from Iowa State University staff and other Iowa professionals demonstrated interest, enthusiasm, and ownership for the project. Some volunteers were small farmers themselves. One volunteer wrote a daily blog for America’s Farmer web site. Another volunteer’s story published in a local newspaper and local community presentation generated a lot of interest, ultimately resulting in contributions of more than \$5,000 to assist Ugandan women farmers.

Assessment of Performance

Iowa State met its milestone objectives in a timely basis and fulfilled the requirements of their agreement.

Lessons Learned

Iowa State did a particularly good job of publicizing their work following each volunteer assignment. The volunteer experiences were featured in 15 local newspapers in the US. In addition, articles about the project were featured in *Iowa Farmer Today*, a statewide agricultural newspaper and *Successful Farming magazine*, a nationwide monthly farm publication. Volunteers also gave in-person presentations to community service groups in the US, highlighting their experiences. Sharing volunteer experiences after their trips to the field is always desired and Iowa State put a great emphasis on this with wonderful results. Sharing these types of first hand experiences is ideal outreach for the F2F program.

TABLE 11 IOWA STATE UNIVERSITY

Number of Volunteer Assignments	18
Number of Volunteer Days	189
People Trained	389
Male (18 percent)	69
Female (82 percent)	320
Host Organizations Supported	1

League of Hope

Overview

The League of Hopes niche grant focused on three locations in Haiti: Limbe, Mirebalais, and Port Au Prince. The project identified skilled US agronomists who then volunteered to work with Haitian agronomists to help recognize and respond to factors which were limiting crop yields and the marketability of produce in Haiti. The project used a three phase approach to increase crop yields: 1) identify a network of Haitian agronomists who were already working at the regional level with Haitian farmers, 2) allow Haitian agronomists to enhance their training, and 3) integrate the replacement of US based volunteer diagnosticians with Haitian agronomists.

TABLE 12 LEAGUE OF HOPE

Number of Volunteer Assignments	16
Number of Volunteer Days	60
People Trained	249
Male (75 percent)	187
Female (25 percent)	62
Host Organizations Supported	2

Assessment of Performance

The League of Hope met its milestone objectives in a timely manner and fulfilled the requirements of their agreement.

Lessons Learned

The League of Hope project effectively targeted crop yields as an area of weakness, and after in-country field analysis, chose to focus on improving soil quality as a top priority to increase crop yields. Additionally, League of Hope effectively developed SOW's in which volunteers taught professors and agronomists at agriculture trade schools and universities, reinforcing and strengthening their understanding of appropriate farming techniques.

While in country, Weidemann and League of Hope failed to notify the core F2F implementer that was already working in Haiti when they began implementing their project. While this did cause a bit of controversy it was an important lesson learned and one that is important to pass on to the next SPSP implementer, to avoid implementers stepping on each other's toes and reduce the possibility of redundant projects.

Mercy Corps

Overview

Mercy Corps' project focused on Mongolia, working with small and medium sized milk and meat processing enterprises with the goal of enhancing their overall competitiveness. The goal was to enhance earlier Mercy Corps' work including building and strengthening raw material supply chains; adopting food safety and quality standards; developing new products; increasing productivity and production efficiency, and adopting new marketing principles.

Assessment of Performance

Mercy Corps met its milestone objectives in a timely manner and fulfilled the requirements of their agreement.

Lessons Learned

Mercy Corps received one grant. One volunteer was assigned to a meat plant summed up the needs in the description below.

“No hot water, no drains, no cooling or freezing chamber, no cleaning supplies (soap or bleach), no sanitation practices used at all. Wall, floor, ceiling – dirty. Product handling not conforming to even basic standards for quality or food safety. Incoming product covered with filth resulting in bacterial contamination.”

TABLE 13 MERCY CORPS

Number of Volunteer Assignments	3
Number of Volunteer Days	68
People Trained	56
Male (30 percent)	17
Female (70 percent)	39
Host Organizations Supported	5

Two meat processing specialists, one an expert in jerky and sausage making, and the other an expert in artisanal sausage and ham making introduced improved sanitation and carcass cutting, more efficient meat processing lines, using the proper equipment, new sausage formulations, new preservation techniques, substituting known local ingredients for imported ingredients sometimes with unknown content, added new spice mixtures with local ingredients, and management and marketing support. Imparting both theoretical and practical knowledge the two volunteers trained 26 persons in three companies, demonstrated new recipes and prepared meals for several events including the U.S. Ambassador in Ulaanbaatar. In addition they took time to make training videos in jerky making and artisanal sausage production benefiting other meat

processors and with one volunteer planning to use the video for work in Paraguay, Cayman Island, Iraq and in the US.

National Peace Corps Association (NPCA)

Overview

The National Peace Corps Association’s (NPCA’s) niche grant helped to enhance, support, and expand programs already in place within the Peace Corps overseas, such as Encore Service Corps International (Encore) and Africa Rural Connect (ARC), to increase their benefit to rural farmers in Eastern Africa. The program used both on-the-ground and online volunteer networks managed by the NPCA that coordinated with the its East and Southern Africa Division (ESAFD) of the International Fertilizer Development Center (IFDC) to identify technical and institutional changes in selected value chains that resulted in measurable improvements in income for smallholder households.

The Encore volunteers brought their own skills and experience to the problems identified by IFDC, and during their assignments mentored entrepreneurs via social networking to address additional problems that might be beyond the experience of the immediate group. This project emphasized scaling up local agribusiness clusters, strengthening the role of farmers and private sector agribusinesses, and expanding food security by tripling the number of smallholder farmers involved.

Assessment of Performance

National Peace Corps Association met its milestone objectives in a timely manner and fulfilled the requirements of their agreement.

Lessons Learned

The grant program allowed for a continuation of services to be provided through volunteer technical assistance. The volunteer technical assistance when used in this capacity helped to strengthen the core capabilities of the local organizations. Marketing strategies take time to develop and the average stay of the volunteers for this assignment was six weeks, much longer than traditional volunteers in country, which helped identify new markets for the host institutions.

TABLE 14 NATIONAL PEACE CORPS ASSOCIATION

Number of Volunteer Assignments	8
Number of Volunteer Days	254
People Trained	26
Male (38 percent)	10
Female (61 percent)	16
Host Organizations Supported	8

Purdue University

Overview

Two Purdue niche projects helped Costa Rican farming associations organize organic producer groups within a Farmer's Association (APOT) of Costa Rica. Farming associations in Costa Rica have all but replaced the extension services once run by the government. APOT is a farmer’s association based in Turrialba, Costa Rica, comprised of 40 core member families that market and sell organic products including bananas, vinegar, honey, coffee, fruits, and vegetables. Volunteers sourced by

TABLE 15 PURDUE UNIVERSITY

Number of Volunteer Assignments	16
Number of Volunteer Days	160
People Trained	192
Male (60 percent)	115
Female (40 percent)	77
Host Organizations Supported	1

Purdue and APOT staff together equipped APOT's members to establish a successful business organization, one that can take advantage of new local, national and international market opportunities as a result of volunteer leadership and training.

Assessment of Performance

Purdue University met its milestone objectives in a timely manner and fulfilled the requirements of their two agreements.

Lessons Learned

Purdue's niche projects were well organized before the volunteers ever boarded the plane to Costa Rica. This was in large part due to the participation of a volunteer who had already been to Costa Rica. Having volunteers who had previously been to the country or region where the project was being implemented proved advantageous and an important contribution to the positive impact of the volunteers. Another contribution was the enthusiasm of the volunteers. The selected volunteers had a strong understanding of the project and were ready to make a real positive impact during their time in-country by meeting with the farmers, listening to their questions, and providing feedback on training sessions. This was evident in the trip reports shared by the volunteers. Trip reports are a very useful tool to capture qualitative and quantitative information about a volunteer's experience. The sooner the volunteer experience is documented the better. The volunteers who participated in the Purdue assignments prepared excellent notes, which helped to identify universal themes and trends in farmer association businesses administration and that aided learning and benefited all participants.

Technoserve

Overview

Technoserve was issued three grants to implement their projects. The first project focused on increasing small and medium enterprise (SME) competitiveness and farmer incomes through improved business skills in Peru. The program placed two long term volunteers in Lima to serve as SME advisors and work with Peruvian small-business entrepreneurs and host organizations targeting agricultural products.

Then Technoserve implemented worked to ensure the sustainability of communities impacted by mining operations in Peru. Technoserve partnered with mining company Anglo American to provide training to potential suppliers and other SMEs located in their area of influence.

To the initial activities providing expertise in the areas of marketing and financial linkages to SMEs was added working through local Chambers of Congress. In serving 25 host organizations 189 persons were trained and more than 200 families benefited directly from the program. Collectively the nine F2F volunteers contributed 1,212 days of support to organizations in Moquegua and Ilo.

TABLE 16 TECHNOSERVE

Number of Volunteer Assignments	9
Number of Volunteer Days	1,212
People Trained	189
Male (54 percent)	103
Female (46 percent)	86
Host Organizations Supported	25

Assessment of Performance

Technoserve achieved its milestone objectives for both grants in a timely manner and fulfilled the requirements of their agreements.

Lessons Learned

For both of Technoserve's projects, the volunteers stayed in the field for almost the entire duration of the project which is quite unique for any F2F program, especially a niche project. The initial assignments were for six months (April through October 2010), but as the end of this period approached it became clear that there was still significant work to be done in the areas of financing and local markets. Fortunately, both volunteers were able to stay in Peru, continuing their work until the end of the project period (10 months each).

This experience demonstrated that for projects that incorporate a large number of host organizations (more than eight), longer volunteer assignments are ideal. The F2F volunteers spent the first few months developing a firm understanding of each host organization's needs and capacities. It wasn't until the fourth month that real progress began to develop. The processes of securing buyers or financiers can take months or even years. The extended duration of the F2F assignments – and the continuity of the original two volunteers – allowed the volunteers to provide greater, prolonged assistance to the host organizations, increasing their chances for securing buyers and financing.

Thunderbird School of Global Management

Overview

Thunderbird's two niche projects were implemented in Peru, and focused on strengthening women entrepreneurship by consolidating agro-related SME competitiveness through improved business management skills. Thunderbird found that women entrepreneurs contribute at all levels of Peru's economy as a major source of income in poor communities. To maximize their potential, women entrepreneurs in Peruvian micro small and medium enterprises (MSMEs) require 1) access to credit; 2) stronger business management skills (including organizational, financial and operational knowledge), and 3) the capacity to identify and open new markets. Women in Peru have shown a need for more training in business, personnel, risk and financial management. Thunderbird's grant aimed to address these needs.

Assessment of Performance

Thunderbird met its milestone objectives under both of its grants in a timely manner and fulfilled the requirements of their agreements.

Lessons Learned

The length of volunteer stay played a large role in the grants successes. From its inception, the projects were designed to have volunteers in country a minimum of six months for both efforts. The recruits were MBA graduates and alumni from Thunderbird School of Global Management. The goal was to have fewer volunteers which would allow each to form deeper relationships and have more impact on the host organizations with whom they worked. This would also save on costs such as airfare, and those costs were applied to

TABLE 17 THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

Number of Volunteer Assignments	8
Number of Volunteer Days	1,445
People Trained	240
Male (3 percent)	7
Female (97 percent)	233
Host Organizations Supported	54

more affordable long term housing which ultimately provided high quality support to the local organizations in Peru.

Additionally, in the challenges section of this report we discussed the difficulty of working with educational institutions because of their inconsistent schedules (staff and students are unavailable for a large part of the year due to scheduled breaks). However, Thunderbird demonstrated the advantages of working with an educational institution by recruiting volunteers from amongst their graduate alumni. This is an ideal way to recruit volunteers who are trusted and often enthusiastic about the work.

University of Arizona

Overview

The University of Arizona (UofA) was awarded two grants. UofA and its resource partner, Aquaculture without Frontiers (AWF), provided additional resources and technical expertise to their target beneficiaries, raising the profile of the work that AWF has been able to achieve to promote sustainable aquaculture, and assisting the rural poor in many countries. The countries where the university worked under the niche grants were Bangladesh, Haiti, India, Indonesia, Mexico, Morocco, Niger, Philippines, Thailand, and Trinidad and Tobago.

TABLE 18 UNIVERSITY OF ARIZONA

Number of Volunteer Assignments	22
Number of Volunteer Days	255
People Trained	1,192
Male (71 percent)	842
Female (29 percent)	350
Host Organizations Supported	12

Assessment of Performance

UofA met its milestone objectives in a timely manner and fulfilled the requirements of their agreement.

Lessons Learned

In becoming familiar with UofA's program, it was highlighted that aquaculture is the fastest growing sector of agriculture in the world and is critical to replacing overfished freshwater and marine resources. Additionally, much of the developing world depends on seafood as a major source of protein and income. However, many aquaculture projects have been developed using non-sustainable techniques that harm the environment; utilize excessive amounts of fishmeal; introduce exotic species, parasites, and pathogens; and provide inadequate safeguards for workers. UofA's program did an excellent job of working with local universities to use the correct techniques to harvest fish. Their approach to fish farms through their local universities were infused with the teachings and guidance of the volunteers and UofA's technical expertise, a combination that worked very well for the grants.

Volunteers for Economic Growth Alliance (VEGA)

Overview

With its niche grant VEGA implemented an atypical farmer - agribusiness focused project by teaming up with a local Moroccan private equity and venture capital firm to engage agribusiness, the goal being to develop relationships that would lead to investment in agribusiness in Morocco. Those relationships would then lead to investment at the local level which would ultimately benefit the local farmers.

Assessment of Performance

VEGA met its milestone objectives in a timely manner and fulfilled the requirements of their agreement.

Lessons Learned

Given the unique nature of their niche project, VEGA did a good job of explaining their project to the F2F community and the public as well as highlighting their accomplishments. At the 2013 SEEP Conference held in Arlington, VA on November 6, 2013, a panel discussion was held that was guided by Michael Deal, VEGA Executive Director, and included Malina Dumas, VEGA Program Associate, Harold Handley, VEGA F2F Volunteer, Bob Webster, Grassroots Business Fund, and Agnes

Dasewicz, USAID/Private Capital Group for Africa. Several participants asked questions of the panel and engaged with panelists after the session, expressing strong interest in the F2F SPS Niche project. After the SEEP Conference, VEGA hosted another event to promote discussion between project volunteers and stakeholders including VEGA, Weidemann Associates, USAID, IESC, and PYXERA Global staff. This was a helpful avenue to further explore successes, challenges, and lessons learned from the project. An important point was the issue of follow up to ensure that beneficiaries are able to effectively implement the guidance given by project volunteers. The volunteers expressed disappointment in the fact that they very rarely know whether or not the beneficiaries they have supported are successful in their endeavors, post-assignment.

TABLE 19 VOLUNTEERS FOR ECONOMIC GROWTH ALLIANCE

Number of Volunteer Assignments	4
Number of Volunteer Days	98
People Trained	12
Male (83 percent)	10
Female (17 percent)	2
Host Organizations Supported	5

Veterinarians Without Borders

Overview

Veterinarians Without Borders (VWB) was awarded three grants under the SPS Niche project. The first VWB project focused on animal health care in Liberia by building local capacity in animal health and productivity. The objective was that fifteen community-based volunteers would be trained in basic animal health and productivity with a focus on goats and sheep, and how to run a small business. The second focused on laboratory technical training to reduce livestock disease in West Africa. Both targeted strengthening capacity building efforts as their main priority.

Assessment of Performance

Veterinarians Without Borders met its milestone objectives in a timely manner and fulfilled the requirements detailed in both of their FOG agreements.

Lessons Learned

It was amazing to learn through VWB's reporting that not one permanent veterinarian is currently living and working in Liberia. The complete lack of veterinarians in Liberia made VWBs' approach of working with animal health care a logical and practical priority for

TABLE 20 VETERINARIANS WITHOUT BORDERS

Number of Volunteer Assignments	36
Number of Volunteer Days	591
People Trained	1,035
Male (78 percent)	810
Female (22 percent)	255
Host Organizations Supported	6

the Liberian farmers and farming community. The detailed examination of the animals over the course of the project documented the capability of Liberian farmers to produce healthy livestock despite the lack of trained veterinarians in the country. However, the goal of building up the country's veterinarian capacity is more long term.

LESSONS LEARNED AND RECOMMENDATIONS

Weidemann was grateful for the opportunity to contribute new and fresh approaches to the F2F program. Weidemann's implementation of the SPSP resulted in a significant positive contribution to the overall F2F program, innovative approaches to volunteer sourcing and support including additional learning of known yet seldom used volunteer assignment and management approaches, and a coordinated Outreach and M&E Committees that included personnel from core implementers. Through the efforts of the Weidemann management team the PDPs and niche projects were able to focus on being innovative and fielding top quality volunteers. Following is a more detailed look at the lessons learned from the first SPSP.

Project Management

The Weidemann management team consisted of a Project Manager, Project Coordinator, and a Senior Technical Agricultural Specialist. The team met regularly with the COR in person and via phone when necessary.

Weidemann took the same approach with the PDP recipients by holding monthly check in calls with the active grants. Monthly written reports were submitted to the COR which reported on current activities of the program and planned upcoming activities. This system of checking in was consistent over the life of the program and served as a platform for raising any questions and troubleshooting any programmatic issues.

- Weidemann recommends that this practice continue in the upcoming SPSP project.

Incorporating universities into the niche grants brought important innovations and an unexpected operational challenge for some universities; limited progress during inter-semester periods. Therefore;

- To more effectively share the achievements and innovations with the F2F community we recommend there be a "grantees session" at annual meetings.
- We recommend that grants to universities clarify if the inter-semester periods will temporarily reduce grantee and volunteer activities and incorporate those slow periods into the annual work plan.

To improve PDP learning about the F2F program and for the SPSP program to best provide support as may be needed to reach a high level of performance by the PDP implementer.

- We recommend an annual personal contact between the Director of the PDP implementing partner and the Director of the SPSP project to allow a more in-depth review of the PDP contractor's activities and to plan any support activities that might be needed.

Niche grants were an effective tool to identify and/or test new F2F approaches, bring in non-traditional implementing partners, source volunteers from non-traditional groups, and identify challenges and successes of innovative activities.

- Because niche grants contributed effectively to innovative approaches Weidemann recommends that small grants research be continued in the next F2F cycle.
- We recommend that the research of the niche grants be continued in the next SPSP project to increase awareness of potentially innovative activities that can improve the effectiveness of the F2F program and its core implementers.
- The two-stage research of a desk top review of all niche grantees followed by in-person visits of selected niche grantees was a cost-effective approach to capture innovation by niche grantees.
- A dedicated session for presentations by selected niche grantee innovations at the annual F2F meeting effectively diffuses lessons learned by the niche grant program.

There was limited proactive reporting by some PDP program directors which made resolution of challenges that the PDPs were facing particularly difficult.

- Weidemann recommends that during challenging episodes there be more frequent communication between the SPSP implementing partner and the PDP's directors and field managers, to more effectively identify actions to mitigate challenges before they became significant and difficult issues to resolve.

Some niche grantees required more time to complete each of the deliverables listed in their scope of work.

- We recommend the SPSP implementer carefully review proposed activities and work plans of new to F2F niche grantees for realism in timelines to achieve proposed results to mitigate the need for extensions.

Some niche grantees had difficulty finding volunteers with very specific and sometimes rare skills and experience.

- In these cases Weidemann recommends that the SPSP implementer contact the network of key volunteer recruiters of core implementers asking if they know and can share of potential volunteers with the needed skills to the niche grantee.

Volunteers

Volunteers are the lifeblood of the F2F program. For the SPSP volunteer recruitment was managed by the PDP's and niche grant recipients. However, in the program's final year, Weidemann did assist with volunteer recruitment by creating a universal F2F volunteer application that was then posted for download on the F2F page on the Weidemann website. As volunteers completed their applications and submitted them via the Weidemann website the data was posted for easy sharing of candidates with the F2F core implementers. Unfortunately the application was released to the public near the end of the F2F project implementation cycle and was not widely promoted and therefore this effort had limited success.

- Recruitment of volunteers by the SPSP would serve multiple objectives including motivating potential volunteers with a wider selection of opportunities to serve, assisting a niche grantee or

a PDP or core implementer find a volunteer they have had trouble locating, and giving a web space for niche grantees or PDP implementers to post their information when limited resources prevent opening their own web sites, and a small contribution of creating awareness of the F2F program.

While the universal application process created by Weidemann was a sound idea, to capture more volunteers would require a public awareness campaign aimed at F2F implementers and a targeted wider public audience. Weidemann recommends that the benefits and costs of a F2F web presence to attract a wider variety of volunteers be reviewed in greater detail during the upcoming SPSP project.

- Recruiting volunteers from US commercial or civil associations yielded highly skilled volunteers and often those volunteers had relationships with potential US buyers of the host organizations' products being sold. We recommend that F2F core implementer reach out to these types of organization for volunteers.
- Some business challenges require extended support over many weeks or months. Some niche grantees specialized in placing volunteers for months rather than weeks resulting in effective support for host organizations that were learning and adopting new technologies and operational paradigms. For appropriate host organization challenges we recommend that core implementers search for and build relationships with institutions that can field longer-term volunteers.

Operations

Overall SPSP project implementation progressed very well. Of particular interest early in the project was to establish processes to promote and motivate applications from solid and reliable institutions, accurately and timely review applications and granting of awards, and effectively manage the implementing partners. The resulting PDP sub-contracts and niche grants were assessed as high quality and contained significant and actionable learning for the F2F program and core implementers.

Early project activities to define and write clear and complete annual work plans and PDP and niche grants objectives and processes resulted in more effectively designed applications and consequently smoother operations, higher quality outcomes and greater contribution to F2F program learning. We recommend that those early project activities be continued in the upcoming SPSP project.

Frequent communication with the COR kept the project activities aligned with F2F program needs and planned activities executed as planned. To improve perceived program shortcomings Outreach and M&E committees drawing members from Weidemann and core implementers were organized and met regularly. Annual workshops were planned, promoted, implemented with uniformly excellent outcomes. A special 25th Anniversary event honored 18 F2F volunteers that gave exceptional service to their host institutions.

- Frequent and transparent communications between the SPSP implementing partner and the COR should be maintained through the project duration.
- Weidemann recommends that the Outreach and M&E committees be continued in the upcoming SPSP project.

Frequent interaction between the SPSP implementing partner and PDP sub-contractors and niche grantees built confidence in SPSP project and grantee leadership, helped both sides to better understand implementation opportunities and challenges, in some cases helped sub-contractors and grantees make

decisions that resolved challenges or improved outcomes, and resulted in more complete and correct monthly reports to the COR.

- Weidemann recommends that the SPSP implementing partner continue frequent formal and informal interaction with PDP sub-contractors and niche grantees.

Many core implementers were wary of niche grants implementers, thinking they are invading their territory. This could be avoided with effective communication. If the core implementers know they will be consulted before niche grants are implemented they will be less threatened by them.

- Weidemann recommends that before the niche grants begin, the SPSP implementer inform core implementers about the niche grant, what is the objective and type of activities to be implemented, and the grant recipient. Arranging later a three way communication with the SPSP implementer, the core implementing partner, and the niche grant partner will further build confidence and acceptance among all participants.

Special studies -- including a Mid-Term Evaluation of the F2F program – provided very useful insights into the program operations, successes and challenges. Successes were clearly outstanding and challenges ever-present but being overcome. Also a program wide PERSUAP supported those F2F implementers with activities that require compliance with safe use of agricultural crop and animal protection substances. Finally the research paper on SPSP activities and accomplishments was detailed and provided excellent information for design of the follow-on project.

- Because of the above described results, Weidemann recommends that the mid-term evaluation of the F2F program and the research papers on the niche grants and PDP sub-contracts be continued in the upcoming F2F program.

One challenge to the SPSP implementation was the fact that staff changes at Weidemann were more frequently than anticipated, especially during the first and last years of the project. While new staff was quickly put in place, the transition resulted in minor delays in some activities. The acquisition of Weidemann Associates by Crown Agents USA affected the invoicing format and processes. Those changes plus late financial reporting of some PDPs and niche grants lead to difficulties projecting project expenditures and remaining available funds.

- Weidemann recommends that whenever possible the SPSP implementing partner maintain consistent invoicing and reporting formats throughout the project duration. Very clear and consistent records should be kept by management staff making for a smooth transition should turnover occur.

The annual workshops are an excellent opportunity for core implementers to share learning among themselves and for USAID to share guidance and counsel to program implementers. Because of the SPSP, now PDP and niche grant implementers also innovate and capture new learning that should be shared with core implementers.

- Weidemann recommends that PDP and niche grant implementers be included in selected annual workshops and that a PDP/grantee session be held during that workshop for selected implementing partners to share their innovations and learning.
- Weidemann recommends that the F2F program continue encouraging universities to participate in the PDP and niche grant programs and encourage core implementers to consider universities for participation in their F2F activities.

ANNEXES

ANNEX I F2F SPSP CONSOLIDATED VOLUNTEER DATA, 5-YEARS

ANNEX I, TABLE I, PART I. VOLUNTEER DATA AND OUTPUTS
F2F SPSP FY2009-2013 Five Year Summary

Program	Country	Country Project	Volunteer Assignments			Volunteer Occupation										Prior F2F Assignments	No Prior F2F Assignments	Volunteer Days Provided	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Estimated Value of Host Contribution (U.S.\$)
			Male	Female	Total	Cooperative/ Association	Farmer	Private Enterprise	NGO	Education	Financial Institution	Government	Retired	Student	Total					
PDP Programs																				
Winrock	Kenya	Poultry-AI	25	5	30	0	0	17	1	6	1	4	1	0	30	15	15	587	275,890	3,382
	Total		25	5	30	0	0	17	1	765	1	4	1	0	30	15	15	587	275,890	3,382
NCBA	Senegal	Food Security	30	12	42	2	7	11	11	9	0	1	1	0	42	17	25	577	271,190	5,521
	Senegal	Horticulture	10	10	20	3	4	5	5	1	0	0	2	0	20	7	13	295	138,650	14,747
	Zambia	Horticulture	9	5	14	0	5	3	2	4	0	0	0	0	14	9	5	194	91,180	349
	Nigeria	Flexible	5	2	7	2	0	3	0	1	0	0	1	0	7	2	5	95	44,650	3,851
	Total		54	29	83	7	15	23	20	13	0	1	4	0	83	35	48	1,161	545,670	24,468
FAMU	South Africa	Agriculture Education	16	11	27	0	0	2	1	20	1	0	2	0	26	9	17	570	267,900	98,597
	South Africa	Grapes	20	9	29	0	0	3	0	20	0	2	6	0	31	19	11	576	270,720	174,728
	South Africa	Fish	5	1	6	0	0	0	0	6	0	0	1	0	7	5	3	107	50,290	12,085
	Various	Flexible	6	1	7	0	0	0	0	4	0	1	0	0	5	2	3	85	39,950	6,672
	Total		47	22	69	0	0	5	1	50	1	3	9	0	69	35	34	1,338	628,860	292,082
PDPs	Total		126	56	182	7	15	43	22	72	2	6	15	0	182	85	97	3,086	1,450,420	319,932

Niche Grants

Cooperative Coffees*	Various	Coffee	41	20	61	22	0	37	2	0	0	0	0	0	61	33	28	531	249,570	78,000
FAVACA	Caribbean	Value Chain	19	10	29	0	4	2	0	21	1	1	0	0	29	2	27	243	114,210	43,000
IESC	Ethiopia	Sesame	2	0	2	0	1	0	0	0	0	0	1	02	2	1	1	35	16,450	0
Iowa State	Uganda	Gender Ag	0	18	18	0	16	0	0	2	0	0	0	0	18	6	12	189	88,830	23,500
League of Hope	Haiti	Food Security	11	5	16	0	0	2	1	6	0	5	2	0	16	0	16	60	28,200	32,500
Mercy Corps	Mongolia	Livestock	3	0	3	0	0	1	0	1	0	0	1	0	3	0	3	68	31,960	6,200
NPCA	East Africa	Food Security	6	2	8	0	0	4	0	1	0	0	3	0	8	0	8	254	119,380	0
Purdue	Costa Rica	Coffee	5	11	16	0	0	0	0	16	0	0	0	0	16	3	13	160	75,200	16,000
Techno-serve	Peru	Value Chains	5	4	9	0	3	5	0	0	1	0	0	0	9	2	7	1,212	569,640	131,610
Thunderbird	Peru	Business Development	3	5	8	0	0	8	0	0	0	0	0	0	8	1	7	1,445	679,150	0
U of Ariz. Aquaculture w/o Borders	Various	Aquaculture	19	3	22	0	4	0	0	16	0	0	0	2	22	10	12	255	119,850	30,500
VEGA	Morocco	Venture Capital	3	1	4	0	0	2	0	0	0	0	1	1	4	3	1	98	46,060	6,000
VWB	Liberia	Animal Health	18	18	36	0	0	0	36	0	0	0	0	0	36	9	27	591	277,770	147,400
Niche Grants	Total		135	97	232	22	28	61	39	63	2	6	8	3	232	70	162	5,141	2,416,270	514,710
SPSP Total			261	153	414	29	43	106	61	132	4	14	22	3	414	155	259	8,227	3,866,690	834,642

*Program results data for Cooperative Coffees in this report is different from USAID's data.

ANNEX I, TABLE I, PART 2. VOLUNTEER DATA AND OUTPUTS
F2F SPSP FY2009-2013 Five Year Summary

Program	Country	Country Project	Type of Volunteer Assistance						Commodity Chain Activity					Person Directly Assisted			Persons Trained			Volunteer Recommendations				
			Tech Transfer	Organizational Development	Enterprise Development	Financial Services	Environment/Conservation	Total	Support Services	Farm Production	Processing	Marketing	Total	Male	Female	Total	Male	Female	Total	Economic	Organizational	Financial	Environmental	Total
PDP Programs																								
Win-rock	Kenya	Poultry-AI	8	11	10	1	0	30	16	5	4	5	30	1,325	1,972	3,297	607	880	1,487	34	37	7	2	80
	Total		8	11	10	1	0	30	16	5	4	5	30	1,325	1,972	3,297	607	880	1,487	34	37	7	2	80
NCBA	Senegal	Food Security	30	8	3	0	1	42	8	22	9	3	42	2,161	1,413	3,574	2,127	1,376	3,503	99	52	9	22	182
	Senegal	Horticulture	9	7	3	1	0	20	8	7	2	3	20	663	993	1,656	531	908	1,439	61	42	27	32	162
	Zambia	Horticulture	7	1	6	0	0	14	2	4	3	5	14	1,031	1,082	2,113	386	517	903	43	14	10	0	67
	Niger	Flexible	3	2	2	0	0	7	0	4	1	2	7	327	99	426	244	68	312	12	4	2	5	23
	Total		49	18	14	1	1	83	18	37	15	13	83	4,182	3,587	7,769	3,288	2,869	6,157	215	112	48	59	434
FAMU	South Africa	Agriculture Education	19	6	2	0	0	27	8	18	1	0	27	901	871	1,772	901	871	1,772	35	123	3	18	179
	South Africa	Grapes	27	0	2	0	0	29	9	19	0	1	29	696	645	1,341	696	645	1,341	11	74	5	4	94
	South Africa	Fish	6	0	0	0	0	6	0	6	0	0	6	338	72	410	338	72	410	11	11	0	0	22
	Niger	Flexible	7	0	0	0	0	7	1	6	0	0	7	173	118	291	173	118	291	10	21	0	7	38
	Total		59	6	4	0	0	69	18	49	1	1	69	2,108	1,06	3,814	2,108	1,706	3,814	67	229	8	29	333
PDPs	Total		116	5	8	2	1	182	52	91	20	19	182	7,615	7,265	14,880	6,003	5,455	11,458	316	378	63	90	847

Niche Grants

Cooperative Coffees*	Various	Coffee	22	9	26	4	0	61	0	1	10	50	61	551	173	724	522	163	685	51	71	25	30	177
FAVACA	Caribbean	Value Chain	27	0	0	1	1	29	15	12	0	2	29	1,113	620	1,733	1,113	602	1,715	37	67	22	71	197
IESC	Ethiopia	Sesame	0	0	1	1	0	2	1	1	0	0	2	46	2	48	16	1	17	9	9	12	1	31
Iowa State	Uganda	Gender Ag	9	0	9	0	0	18	9	2	0	7	18	86	824	910	69	320	389	31	34	19	4	88
League of Hope	Haiti	Food Security	16	0	0	0	0	16	0	16	0	0	16	187	62	249	187	62	249	30	25	32	38	125
Mercy Corps	Mongolia	Livestock	1	0	2	0	0	3	0	0	1	2	3	3	14	17	17	39	56	1	34	1	0	36
NPCA	East Africa	Food Security	1	3	3	1	0	8	3	1	0	4	8	94	51	145	10	16	26	37	53	29	5	124
Purdue	Costa Rica	Coffee	0	0	16	0	0	16	16	0	0	0	16	114	78	192	115	77	192	114	181	68	5	368
Technoserve	Peru	Value Chains	0	0	9	0	0	9	0	0	0	9	9	129	96	225	103	86	189	229	179	128	17	553
Thunderbird	Peru	Business Development	0	0	8	0	0	8	0	0	0	8	8	24	288	312	7	233	240	162	138	20	2	322
U of AZ Aquaculture w/o Borders	Various	Aquaculture	8	0	14	0	0	22	0	22	0	0	22	1,013	394	1,407	842	350	1,192	90	63	65	143	361
VEGA	Morocco	Venture Capital	1	0	3	0	0	4	1	0	1	2	4	20	6	26	10	2	12	56	23	0	7	86
VWB	Liberia	Animal Health	30	6	0	0	0	36	36	0	0	0	36	5,313	5,073	10,386	810	225	1,035	540	795	340	510	2,185
Niche Grants	Total		115	18	91	7	1	232	81	55	12	84	232	8,693	7,681	16,74	3,821	2,176	5,997	1,387	1,672	761	833	4,653
SPSP Total			231	53	119	9	2	414	133	146	32	103	414	16,308	14,946	31,254	9,824	7,631	17,455	1,703	2,050	824	923	5,500

*Program results data for Cooperative Coffees in this report is different from USAID's data.

**ANNEX, TABLE 2, PART I. HOST BASELINE DATA
F2F SPSP FY2009-2013 Five Year Summary**

Program	Country	Country Project	Host Institution Type								Potential Beneficiaries				
			Cooperatives and Associations	Individual Private Farmers	Other Private Enterprises	Non-Profit, Public Interest NGOs	Public and Private Education Institutions	Rural Financial Institutions	Public Sector Agencies	Total	Members/Owners	Employees	Clients & Suppliers	Family members	Total
PDP Programs															
Winrock	Kenya	Poultry-AI	2	0	2	1	1	1	2	9	2,206	1,759	3,665	30,520	38,150
	Total		2	0	2	1	1	1	2	9	2,206	1,759	3,665	30,520	38,150
NCBA	Senegal	Food Security	8	0	0	0	0	0	0	8	7,224	32	10	43,344	50,610
	Senegal	Horticulture	5	0	0	0	0	0	0	5	10,720	4	26	64,320	75,070
	Zambia	Horticulture	5	0	0	0	0	0	0	5	17,816	38	350	106,896	125,100
	Niger	Flexible	5	0	0	0	0	0	0	5	404	0	0	2,424	2,828
	Total		23	0	0	0	0	0	0	23	36,164	74	386	216,984	253,608
FAMU	South Africa	Agricultural Education	4	0	0	0	0	0	0	4	29	29	12	310	380
	South Africa	Grapes	5	0	0	0	0	0	0	5	572	812	17	5,133	6,534
	South Africa	Fish	13	0	0	0	0	0	0	13	497	460	62	1,683	2,702
	Various	Flexible	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		22	0	0	0	0	0	0	22	1,098	1,301	91	7,126	9,616
PDPs	Total		47	0	2	1	1	1	2	54	39,468	3,134	4,142	254,630	301,374

Niche Grants

Cooperative Coffees**	Misc.	Coffee	231	0	0	0	0	0	0	21	75,404	129	143	128,194	203,870
FAVACA	Caribbean	Value Chain	1	0	0	2	0	0	6	9	276	217	90	1,224	1,807
IESC	Ethiopia	Sesame	7		3	5	0	7	13	35	4,774	16,554	0 *	0 *	21,328
Iowa State	Uganda	Gender Ag	1		0	0	0		0	1	2	16	94	658	770
League of Hope	Haiti	Food Security	0	0	0	0	2	0	0	2	11	23	4	23	61
Mercy Corps	Mongolia	Livestock	0		5	0	0		0	5	5	37	43	19	104
NPCA	East Africa	Food Security	3	0	0	5	0	0	0	8	2,479	88	2	6,360	8,929
Purdue	Costa Rica	Coffee	1		0	0	0		0	1	100	25	20	250	395
Techno-serve	Peru	Value Chains	0	0	25	0	0	0	0	25	380	189	273	780	1,622
Thunderbird	Peru	Business Development	0	0	54	0	0	0	0	54	76	272	276	1,717	2,341
U of Ariz. Aquaculture w/o Borders	Various	Aquaculture	6	0	0	4	0	0	2	12	250	451	5,088	7,565	13,354
VEGA	Morocco	Venture Capital	0	0	5	0	0	0	0	5	5	88	150	1,210	1,453
VWB	Liberia	Animal Health	0	0	0	4	1	0	1	6	10	209	422	2,032	2,673
Niche Grants	Total		40	0	92	20	3	7	22	184	83,772	18,298	6,605	150,032	258,707
SPSP Total			87	0	94	21	4	8	24	238	123,240	21,432	10,747	404,662	560,081

* Unrealistic numbers were reported for these cells.

** Program results data for Cooperative Coffees in this report is different from USAID's data.

ANNEX, TABLE 2, PART 2. HOST BASELINE DATA
F2F SPSP FY2009-2013 Five Year Summary

Program	Country	Country Project	Baseline Data (as appropriate)							
			Net annual income (US\$)	Annual gross sales (US\$)	Membership	OCAT Rating	Total Value of rural/ agricultural loans (US\$)	Number of rural and/or agricultural loans	Area of control / influence on environmental / Natural Resource (ha)	People with environmental/ safety threat
PDP Programs										
Winrock	Kenya	Poultry-AI	130,611,355	2,197	0	0	0	0	0	0
	Total		130,611,355	2,197	0	0	0	0	0	0
NCBA	Senegal	Food Security	250,419	7,002	7	0	0	0	0	0
	Senegal	Horticulture	33,894	10,720	0	0	0	0	0	0
	Zambia	Horticulture	312,417	17,816	0	0	0	0	0	0
	Various	Flexible	83,505	649	8	0	0	0	0	0
	Total		680,235	36,187	15	0	0	0	0	0
FAMU	South Africa	Agriculture Education	30,617	0	0	0	0	0	0	0
	South Africa	Grapes	4,004,861	21	0	0	0	0	0	0
	South Africa	Fish	1,285,623	0	0	0	0	0	0	0
	Various	Flexible	0	0	0	0	0	0	0	0
	Total		5,321,101	21	0	0	0	0	0	0
PDPs	Total		136,612,691	38,405	15	0	0	0	0	0
Niche Grants *										
Cooperative Coffees	Various	Coffee								
FAVACA	Caribbean	Value Chain								
IESC	Ethiopia	Sesame								
Iowa State	Uganda	Gender Ag								
League of Hope	Haiti	Food Security								
Mercy Corps	Mongolia	Livestock								

NPCA	East Africa	Food Security								
Purdue	Costa Rica	Coffee								
Technoserve	Peru	Value Chains								
Thunderbird	Peru	Business Development								
U. of Ariz. Aquaculture w/o Borders	Various	Aquaculture								
VEGA	Morocco	Venture Capital								
VWB	Liberia	Animal Health								
Niche Projects		Total								
SPSP Total			136,612,691	38,405	15	0	0	0	0	0

* Niche grantees were not required to report on baseline data.

ANNEX, TABLE 3, PART I. PROGRAM IMPACTS
F2F SPSP FY2009-2013 Five Year Summary

Program	Country	Country Project	Beneficiaries					Estimated Value of Resources Mobilized by Host (U.S.\$)	Recommendations Adopted
			Members/Owners	Employees	Clients	Family Members	Total		
PDP Programs									
Winrock	Kenya	Poultry-AI	2,429	2,405	11,480	65,256	81,570	0	99
	Total		2,429	2,405	11,480	65,256	81,570	0	99
NCBA	Senegal	Food Security	1,135	44	42	7,074	8,295	0	20
	Senegal	Horticulture	1,451	25	43	7,740	9,259	17,288	26
	Zambia	Horticulture	852	31	100,000	5,112	105,995	449	27
	Various	Flexible	306	0	0	1,836	2,142	39,843	0
	Total		3,744	100	100,085	21,762	125,691	57,580	73
FAMU	South Africa	Agricultural Education	29	29	12	400	470	0	1
	South Africa	Grapes	552	1,447	19	6,819	8,837	766,778	9
	South Africa	Fish	122	72	14	532	740	0	1
	Various	Flexible	0	0	0	0	0	0	
	Total		703	1,548	45	7,751	10,047	766,778	11
PDPs Total		6,876	4,053	111,610	94,769	217,308	824,358	183	
Niche Grants*									
Cooperative Coffees	Various	Coffee							
FAVACA	Caribbean	Value Chain							
IESC	Ethiopia	Sesame							
Iowa State	Uganda	Gender Ag							
League of Hope	Haiti	Food Security							
Mercy Corps	Mongolia	Livestock							
NPCA	East Africa	Food Security							
Purdue	Costa Rica	Coffee							
Technoserve	Peru	Value Chains							
Thunderbird	Peru	Business Development							

U of Ariz. Aquaculture w/o Borders	Various	Aquaculture							
VEGA	Morocco	Venture Capital							
VWB	Liberia	Animal Health							
Niche Grants	Total		0	0	0	0	0	0	0
SPSP Total			6,876	4,053	111,610	94,769	217,308	824,358	183

* Niche grantees were not required to report on program impacts.

ANNEX, TABLE 3, PART 2. PROGRAM IMPACTS
F2F SPSP FY2009-2013 Five Year Summary

Program	Country	Country Project	Economic Impacts			Organizational Impacts				Financial Services Impacts		Environmental Impacts	
			Increase in Net Annual Income (US\$)	Increase in Annual Gross Sales (US\$)	Increase in Area Under Improved Production Technology (ha.)	Increase in Membership	Increase in OCAT Rating	Number of New Products/Services	Increase in annual revenues (US\$)	Increase in Rural/Agricultural Loans (US\$)	Increase in Number of Rural/Agricultural Loans	Increase in Area Under Improved Environmental/NRM (ha.)	Number of People with Improved Environmental/ Safety Conditions
PDP Programs													
Winrock	Kenya	Poultry-AI	6,110,532	50,458,510	0	868	N/A	0	0	0	1,000	2	0
	Total		6,110,532	50,458,510	0	868	N/A	0	0	0	1,000	2	0
NCBA	Senegal	Food Security	0	357,767	0	7,695	N/A	0	0	0	0	0	0
	Senegal	Horticulture	220	10,046	0	0	N/A	0	0	0	0	0	157
	Zambia	Horticulture	700	13,060	25	267	N/A	1	0	0	0	2	27
	Various	Flexible	0	0	0	0	N/A	0	0	0	0	0	0
	Total		920	380,873	25	7,962	N/A	1	0	0	0	2	184
FAMU	South Africa	Agricultural Education	0	0	0	0	N/A	0	0	0	0	0	470
	South Africa	Grapes	1,163,889	3,574,723	0	0	N/A	0	0	0	0	0	8,837
	South Africa	Fish	0	0	0	0	N/A	0	0	0	0	0	740
	Various	Flexible	0	0	0	0	N/A	0	0	0	0	0	0
	Total		1,163,889	3,574,723	0	0	N/A	0	0	0	0	0	10,047
PDPs	Total		7,275,341	54,414,106	25	8,830		1	0	0	1,000	4	10,231

Niche Grants*

Cooperative Coffees	Misc.	Coffee											
FAVACA	Caribbean	Value Chain											
IESC	Ethiopia	Sesame											
Iowa State	Uganda	Gender Ag											
League of Hope	Haiti	Food Security											
Mercy Corps	Mongolia	Livestock											
NPCA	East Africa	Food Security											
Purdue	Costa Rica	Coffee											
Technoserve	Peru	Value Chains											
Thunderbird	Peru	Business Development											
U. of Ariz. Aquaculture w/o Borders		Aquaculture											
VWB	Liberia	Animal Health											
VEGA	Morocco	Venture Capital											
Niche Grants	Total		0	0	0	0	0	0	0	0	0	0	0
SPSP Total			7,275,341	54,414,106	25	8,830	1	0	0	1,000	4	10,231	

* Niche grantees were not required to report on program impacts.

ANNEX I, TABLE 4. VOLUNTEER PUBLIC OUTREACH AND LEVERAGED RESOURCES

F2F SPSP FY2009-2013 Five Year Summary

Name	Number of Press Releases (issued by FTF implementing agency or volunteer) to local press/radio/TV media.	Number of media events by implementers and FTF volunteer.	Number of group presentations by implementers and FTF volunteers.	Number of public outreach activities (Total)	Estimated Value of Resources Leveraged by Grantee and Volunteers in the U.S. (U.S.\$)
FY2009					
Winrock	2	2	11	15	2,046
NCBA	0	0	0	0	0
FAMU	0	0	0	0	0
Niche Grants	0	0	0	0	0
Total thru 2009	2	2	11	15	2,046
FY2010					
Winrock	1	10	3	14	2,298
NCBA	0	4	1	5	4,000
FAMU	9	3	13	25	87,420
Niche Grants	0	1	2	3	0
Total thru 2010	10	18	19	47	93,718
FY2011					
Winrock	0	5	0	5	120
NCBA	1	11	1	13	0
FAMU	13	17	33	63	156,510
Niche Grants	8	39	48	95	4,540
Total thru 2011	22	72	82	176	161,170
FY2012					
Winrock	0	0	0	0	0
NCBA	1	2	15	18	0
FAMU	0	17	35	56	135,887
Niche Grants	0	26	22	48	0
Total thru 2012	1	45	72	122	135,887
FY2013					
Winrock	0	0	0	0	0
NCBA	0	4	1	5	0

FAMU	0	3	11	14	37,257
Niche Grants	4	30	7	41	0
Total thru 2013	4	37	19	60	37,257

Total (LOP)

Winrock	3	17	14	34	4,464
NCBA	2	21	18	41	4,000
FAMU	22	40	92	158	417,074
Niche Grants	12	96	79	187	4,540
Total SPSP LOP	39	174	203	420	430,078

ANNEX 2 F2F SPSP NICHE GRANTS

FARMER TO FARMER SPSP NICHE GRANTS

Grantee	Project Title	Amount	Award Date	Target Area
Cooperative Coffees	Enhancing the Livelihoods of Small-Scale Coffee Farmers	\$99,800	8/10/2009	Global
FAVACA	Food Security in the Eastern Caribbean	\$100,00	8/10/2009	Eastern Caribbean
IESC	Sesame Value Chain	\$99,991	2/1/2010	Ethiopia
Veterinarians without Borders	Livestock Health	\$77,062	2/1/2010	Liberia
TechnoServe	Increasing SME Competitiveness and Farmer Incomes through Improved Business Management Skills	\$100,000	1/21/2010	Peru, Honduras, Guatemala
U. of Arizona/Aquaculture Without Borders	Best Aquaculture Management Practices	\$97,528	2/1/2010	Mexico, India, Bangladesh, Trinidad and Tobago, Indonesia, and New Caledonia
Iowa State University	Bridging the Gap: Increasing the Competitiveness of Ugandan Women Farmers in the Marketplace	\$100,00	1/1/2011	Uganda
Mercy Corps	Increase the Competitiveness of Small and Medium Milk and Meat Processing Enterprises	\$99,994	10/1/2010	Mongolia
Purdue University	Increasing Access to Local, Regional and International Markets by Organizing Organic Producers within a Farmer's Association: APOT of Costa Rica	\$98,064	1/1/2011	Costa Rica
Thunderbird School of Global Management	Strengthening Women Entrepreneurship in Peru by Consolidating Agro-Related SME Competitiveness Through Improved Business Management Skills	\$100,000	7/1/2011	Peru
Technoserve II	Enabling Producer Organizations and SME Service Providers to Untap the Potential of San Martin's Value Chains	\$100,00	9/1/2011	Peru
Veterinarians without Borders	Community Animal Health Care Training in Liberia	\$77,062	5/1/2011	Liberia
Cooperative Coffees II	Supporting Small-Scale Coffee Farmer Cooperatives Deepening the Engagement to improve Yields, Quality Control and Improved/Diversified Markets	\$98,000	5/1/2011	Bolivia, Columbia, Mexico, Ecuador, Nicaragua, El Salvador, Uganda, the Dominican Republic and Guatemala

U. of Arizona/Aquaculture Without Borders-II	Aquaculture in Kenya and Mexico	\$90,214	9/1/2012	Kenya and Mexico
Technoserve-III	Strengthening the Competitiveness and Ensuring the Sustainability of Communities Impacted by Mining Operations in Peru	\$100,000	10/1/2012	Peru
Veterinarians without Borders-II	Programs integrating higher education, laboratory workers and animal health workers for research, market capacity and community outreach to improve animal-source food security	\$100,000	9/1/2012	West Africa
Iowa State University-II	Strengthening Value Chains for Maize and Soybeans for Ugandan Women Farmers	\$100,000	2/1/2012	Uganda
Purdue University	Capacity Building and Business Planning for an Organic Farmer's Association: APOT and the Cabecar Indigenous Community of Costa Rica	\$99,635	9/23/2011	Costa Rica
League of Hope	Haiti Agriculture Virtual Technical Assistance Program	\$100,000	2/1/2012	Haiti
FAVACA-II	Food Security in the Eastern Caribbean	\$99,264	1/16/2012	Eastern Caribbean
Thunderbird School of Global Management-II	Strengthening Women Entrepreneurship in Peru by Consolidating Agro-Related SME Competitiveness Through Improved Business Management Skills	\$100,000	9/1/2012	Peru
Volunteers for Economic Growth Alliance (VEGA)	Engaging Venture Capital to Strengthen Agricultural Value Chains in Morocco	\$93,980	9/1/2012	Morocco
National Peace Corps Association	Innovative Volunteering On the Ground and Online: Encore and Africa Rural Connect	\$100,000	2/1/2012	Southern Africa
Total	23	\$1,830,594		