



USAID
FROM THE AMERICAN PEOPLE

John Ogonowski
and Doug Bereuter
Farmer-to-Farmer Program

Farmer-to-Farmer Program
in the Caribbean Region II

Agreement No. EDH-A-00-09-00003-00

Final Report
June 1, 2009 – May 31, 2014



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Submitted by:
Winrock International Institute for Agricultural Development

Address:
2101 Riverfront Drive
Little Rock, AR 72202
Telephone: 501-280-3000
Fax: 501-280-3090

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AOR/USAID: Gary Alex
PROJECT MANAGER: Nona Fisher





John Ogonowski and Doug Bereuter Farmer-to-Farmer Program in the Caribbean Basin II LWA Final Report

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I. Executive Summary

Winrock International received a Leader with Associates (LWA) cooperative agreement from USAID/EGAT to implement the John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Program from June 1, 2009 to May 31, 2014. The LWA funding supports assignments in the core country of El Salvador along with a limited number of flexible assignments in other countries.

The program goal is to generate rapid, sustained, and broad-based economic growth in El Salvador's agricultural sector. A secondary goal is to increase the American public's understanding of international development while increasing international understanding of U.S. programs.

To meet this goal, the program focuses on four objectives:

1. Increase agricultural subsector productivity and profitability
2. Strengthen agricultural sector institutions, including their gender strategies
3. Improve conservation and sustainable use of environmental and natural resources
4. Improve U.S. and core country public outreach through innovative use of media and information and communication technologies

Over the life of program, Winrock completed 79 volunteer trips totaling 1,212 days (valued at \$569,640) under the LWA Leader Award. Volunteers provided updated and adaptable technical assistance that improved farm practices, food industry processes, business management, marketing, and organizational effectiveness, resulting in production increases, financial efficiencies, and better quality products.

F2F has demonstrated that short-term volunteer assignments can produce significant impacts in the lives of beneficiaries, in both economic terms as well as through the people-to-people and intercultural experiences with volunteers. For 140 youth beneficiaries, the U.S. volunteers served as examples of agricultural and entrepreneurial success that new generations want to follow.

The program achieved the following notable results:

- 89 farmers groups and agribusinesses increased annual gross sales by nearly \$50 million and annual net income by \$8 million.

- Volunteers enabled 51 small and medium enterprises (SMEs) – including 17 women-owned enterprises and three youth-owned enterprises – to meet quality standards to export products abroad.
- Volunteers introduced new technologies and management practices to increase productivity and profitability, and to improve sustainable use of natural resources. This included new/improved methods for greenhouse production, integrated pest management, soil management, somatic cell reduction, and improved animal feed.
- Hosts shared technical information and volunteer recommendations with an additional 3,955 farmers, thus increasing the reach and impact of F2F activities. Host improvements and impacts benefit more than 10,800 members/owners, employees, clients, and suppliers.
- Partners and hosts contributed more than \$56,000 to support F2F assignments. Volunteers leveraged an additional \$8,000 to support hosts after assignments ended.
- Winrock staff, volunteers, and partners demonstrated a strong commitment to outreach, sharing F2F information with at least 900,000 people in El Salvador and 1 million people in the U.S.¹

II. Summary of Major Inputs and Outputs

Table 1 on page 3 provides a summary of major inputs and outputs by year and Country F2F Project.

Winrock volunteers completed 66 trips in the core country of El Salvador and 13 trips in flexible countries, including Guatemala, Bangladesh, Nepal, Cambodia, Burma (Myanmar), and Mali. The majority of volunteer trips (71%) were focused on technology transfer, with another 16% of trips supporting enterprise development and 9% on environmental conservation. Volunteers trained 2,794 individuals (34% women) and directly assisted 3,524 individuals (36% women), and provided 288 recommendations to help hosts increase profitability, improve organizational effectiveness, and sustainably manage natural resources.

F2F worked with 39 hosts and partners and 72 groups/businesses affiliated with these hosts. For example, F2F's work with AgroCAFTA Food Industry Members included direct support to 46 SMEs. F2F maintained a balanced mix of hosts; 14 hosts (35%) were NGOs or other donor-funded programs serving groups of farmers or SMEs; 10 hosts (26%) were farmers associations or cooperatives; 10 hosts (26%) were groups of individual farmers; three (8%) were private businesses or groups of SMEs; and two (5%) were government.

Horticulture assignments, in particular, involved strong participation from women. Field staff identified hosts and partners with a commitment to working with women farmers and women-owned businesses. Five volunteer assignments focused exclusively on women and youth entrepreneurship.

¹ This includes outreach activities that also benefitted the F2F for Food Security Associate Award (and likewise included in the Associate Award annual report).

Table 1. Major Inputs and Outputs

Country	Year	# vol trips	# vol days	# Persons Assisted (% female)
El Salvador	Horticulture			
	FY10	10	147	529 (39% F)
	FY11	8	115	262 (42% F)
	FY12	10	122	316 (48% F)
	FY13	13	271	562 (37% F)
	FY14	3	40	140 (54% F)
	TOTAL	44	695	1809 (44% F)
	Dairy			
	FY10	-	-	-
	FY11	7	99	499 (6% F)
	FY12	6	75	111 (6% F)
	FY13	7	103	182 (15% F)
	FY14	-	-	-
	TOTAL	20	277	792 (8% F)
	Flexible			
	FY10	-	-	-
	FY11	2	28	27 (11% F)
	FY12	-	-	-
FY13	-	-	-	
FY14	-	-	-	
TOTAL	2	28	27 (11% F)	
Flexible Countries	FY10	2	34	345 (36% F)
	FY11	2	35	226 (62% F)
	FY12	-	-	-
	FY13	6	98	289 (53% F)
	FY14	3	45	36 (78% F)
	TOTAL	13	212	896 (57% F)

Winrock made particular effort to recruit first-time and female volunteers; the program fielded 24 (30%) new volunteers and 19 (24%) women. To recruit new volunteers, F2F staff attended multiple agriculture sector events; engaged prior volunteers to provide referrals; and expanded outreach across Winrock’s institutional networks. In addition, Winrock leveraged strategic partnerships, for example with the Northeast Organic Farming Association (NOFA) in Vermont, which recruited three teams of volunteers to provide training and technical assistance in El Salvador. Winrock also fielded two teams of volunteers through George Washington University’s (GWU) Elliot School of International Affairs’ International Development Studies program. These partnerships brought new volunteers, specialized expertise, and public awareness to the program. To engage new female volunteers, Winrock staff and volunteers posted F2F information within networks such as the National Women in Agriculture Association and the American Association of University Women.

Winrock also explored innovative use of volunteers on this program. For example, one long-term volunteer spent three months in El Salvador, providing support with F2F communications and monitoring and evaluation, as well as assisting a host with a market study. In addition, two GWU teams contributed a minimum of 144 days of work (in the US) above and beyond their two-week assignments in the field.

The program did not experience major difficulties in meeting volunteer targets; however, the pool of potential partners and hosts in El Salvador became more limited in recent years, due to the ongoing global economic crisis. (See Section III below).

III. Summary of Major Outcomes and Impacts

The program achieved strong outcomes and impacts, as highlighted in Table 2 below. Full indicator tables can be found in Annex 1.

Table 2. Major Outcomes and Impacts

Country	Country F2F Project	Total beneficiaries	Increased sales	Increased income	# of new products/services	# of hectares under improved techn.
El Salvador	Horticulture	16,080	\$8,593,366	\$1,916,893	6	1,342
	Dairy	41,655	\$40,998,850	\$6,167,239	5	7,370
	Flexible	125	\$268,000	\$110,000	0	0
TOTAL		57,860	\$49,860,216	\$8,194,132	11	8,812

The program exceeded original targets for increased annual gross sales, increased annual net income, and number of hectares under improved technologies. As a strategy to achieve wider program reach, F2F targeted partners and hosts that encompass or serve a large number of beneficiaries. This enabled the program to multiply benefits across multiple groups. For example, F2F support to AgroCAFTA Food Industry Members directly benefitted 46 SMEs who achieved \$2.4 million in increased sales, and the volunteer recommendations were shared with another 58 SMEs across the country. Likewise, \$12 million in increased sales for San Isidro Farmers comes from two associations with more than 600 members.

To further increase spread effect and wider impacts, F2F collaborated with donor-funded programs, local and international NGOs, Chambers, and others who facilitated the sharing of technical information and volunteer recommendations with relevant groups. F2F field staff invited local technicians (e.g., from partner organizations and government extension agencies) to participate in volunteer trainings and workshops. The trained technicians later replicated the volunteer trainings and recommendations with their other beneficiary groups. Trained farmers also share information and teach other farmers. In addition, several partners and hosts produced press releases to disseminate volunteer recommendations and to invite other stakeholders to participate in workshops and presentations.

Though most hosts were able to achieve success, many organizations were affected by the ongoing global economic crisis, which slowed private investment as well as donor and government funding in El Salvador. Smaller farmers groups, small businesses, and donor-funded NGOs were most affected. As a result, several partners and hosts had to close field operations or reduce operations to a very small scale, thus affecting their ability to follow up and implement volunteer recommendations in subsequent years. Furthermore, the economic crisis caused some SMEs and entrepreneurs to be reluctant to make investments. As a result, the program shifted focus to emphasize simpler, lower-cost improvements and technologies, rather than higher level activities such as value chain alliances (which was an original target for both Country F2F Projects).

IV. Country F2F Project Summaries

A. EL SALVADOR

The two Country F2F Projects (horticulture and dairy) represent the two agricultural subsectors with the highest annual growth rates. F2F activities in both areas support USAID/El Salvador's overall focus on reducing rural poverty by increasing trade and economic opportunities for small- and medium-sized businesses.

HORTICULTURE

The primary objective of the El Salvador Horticulture F2F Project was to increase productivity and profitability of vegetables and fruits. This objective was accomplished by increasing the competitiveness and growth of agro-processors (firms and groups of producers that add value to their products), as well as strengthening institutions critical to the long-term competitiveness of targeted value chains and increasing the adoption of productive technologies.

The demand for vegetables has been growing since 2004, and the majority of vegetables consumed in El Salvador are imported. Moreover, organic agriculture, in particular, can offer higher prices, reduced production costs, and increased access to healthy foods. In addition, the demand for “nostalgia” and ethnic fruit and fruit products is also steadily growing; by 2009, Salvadoran exports of nostalgia and ethnic food products (including frozen native fruits, local seeds for beverages and food, native edible flowers, and processed local food products) increased by 184%. Women are heavily involved in vegetable production and food processing, and both of these areas offer growth opportunities for Salvadoran farmers and processors. However, farmers/farmers groups and agribusinesses continue to need technical support to improve competitiveness, achieve sustained growth, and secure better prices in niche markets.

F2F volunteers strengthened farmers' groups, SMEs, food processors, and extension providers to increase production, meet quality standards, and boost sales of horticulture products for local consumption as well as for exports. For example:

- The program supported a series of trainings for exporters on **food safety and quality assurance**, based on strong need and demand in country. Twelve volunteers led workshops and onsite visits to help SMEs make key improvements to meet food safety, quality, and export standards in line with U.S. FDA and Food Safety Modernization Act (FSMA) requirements. This included training on good manufacturing practices (GMP), Hazard Analysis and Critical Control Point (HACCP), improved record keeping, and traceability.
- Eleven volunteers (including two groups from NOFA Vermont) supported **horticulture production**, particularly related to greenhouse production and organic agriculture. Volunteers introduced technologies and sustainable management practices such as tomato grafting, integrated pest and disease management, pollination, and composting.



“F2F has been providing excellent volunteers to improve food safety in El Salvador. We are much honored to receive their support.”

– Doris Jaime, OSN program coordinator

- Seven volunteers provided technical assistance to SMEs on **food processing**, including introduction of new products (e.g., recipes and processing techniques for jellies and jams), improved labeling, and acidified foods.

Five volunteers supported women and youth entrepreneurs, providing training, technical assistance, and mentoring on principles of entrepreneurship, opportunity assessment, business planning, market research, value chain analysis, and basic accounting. In addition, two volunteer teams from GWU supported Plan International and FUNDESYRAM with analyses and training related to climate change adaptation and community livelihood development. The teams presented monitoring and assessment tools and recommended actions to empower and enable communities to achieve self-sufficiency and benefit from improved livelihoods and food security, as well as environmental sustainability.

Partners – including FUNDESYRAM, AgroCAFTA, CoExport, and InterVida Foundation – provided value chain and subsector analyses, helped develop scopes of work (SOWs), mobilized members or beneficiaries to participate in F2F training, and assigned local specialists to accompany the volunteers to gain on-the-job training. Partners also provided follow-up to the volunteer assignments, disseminated the information broadly among their clients/beneficiaries and stakeholders, and assisted with monitoring and impact data collection. In most cases, partners also provided counterpart support, such as interpreters, local transportation, training facilities, and other logistical support. Partners and hosts contributed \$36,200 towards volunteer trainings in horticulture.

In partnership with CoExport and CENTA (Centro Nacional de Tecnología Agropecuaria y Forestal), F2F also worked with the USAID small and micro enterprise development program (PDPYME) to train entrepreneurs on FSMA; PDPYME covered some assignment costs and will provide follow up to the participants.

Impacts and results

In the horticulture subsector, 43 volunteers provided training and support to 1,884 producers and processors (41% women) from 22 farmers groups and 43 SMEs. These groups generated a combined annual gross sales increase of nearly \$8.6 million and annual net income increase of \$1.9 million. These efforts ultimately benefit more than 3,900 indirect beneficiaries (other members, employees, clients, suppliers, and neighboring farmers) through the dissemination and replication of recommendations and technologies to increase production, profitability, and access to high quality vegetables, fruits, and nostalgia food products.

As a result of F2F assistance in Horticulture:

- Eleven hosts increased sales & incomes
- Hosts increased income by more than \$1.9 million
- Four hosts are now offering new products/services

Examples of individual host impacts are highlighted below:

- 48% of gross sales generated by hosts in the horticulture sector come from larger producers and processors associated with FUSADES-ProInnova, Quality Assurance Lab (LCI), and AgroCAFTA/CoExport. As a result of F2F training and recommendations, the hosts achieved fewer recalls, better quality products, and new contracts. Hosts also introduced new, lower cost formulas and packaging to meet customer preferences. ACOPAJ (Jocote Producers Association), for example, increased gross sales by 78% (from \$84,000 to \$375,000) after adopting integrated pest management, GMP, and HACCP recommendations introduced by F2F volunteers.

- Small farmers (including women and youth) supported by FUNDESYRAM, InterVida Foundation, Plan International, CENTA, and several cooperatives and associations improved quality and increased production of fruits and vegetables (including organic products). For example, small organic producers from Tacuba adopted 12 volunteer recommendations related to pest control, composting, mulching, and pollination, resulting in increased production and a cumulative \$1.4 million increase in annual gross sales.
- As a result of volunteer assistance, Plan International is now implementing a set of technical assistance plans that include recommendations to improve farmers' resilience to face climate change, such as: leaving some land fallow; initiating vegetable gardens and poultry programs; incorporating organic growing practices; and growing dual purpose crops such as fruit trees. Changes are already visible at the community level; for example, small farmers groups in La Libertad are now implementing home gardening to boost availability and household consumption of fruits and vegetables.
- Entrepreneurship and business training encouraged women and youth to initiate successful businesses. One youth entrepreneur states, *"Through the F2F training process and being part of a group, I lost the fear of facing people ... now I feel part of the society. I've met many volunteers, and I've learned a lot. My dream is to be productive and earn money to help my family."*

Remaining challenges

The horticulture subsector does not yet have the capacity to completely fulfill food safety requirements. Ongoing training and capacity building of public and private trade support institutions is essential to enable them to better prepare producers and processors on topics such as GMP, Good Agricultural Practices (GAP), HACCP, Standard Operating Procedures, improved packaging and labeling, and traceability. Other commercial requirements that still need to be improved include: timely and responsible delivery, reliable supply, competitive pricing, environmentally friendly production and processing, and bar coding.

In El Salvador, there are approximately 25 fruit processors (four large businesses and 21 SMEs). Relations between producers and processors are weak; there are no formal, commercial agreements between them. This is another area where ongoing support would be beneficial.

Supporting Local Technicians and Farmers on Organic Agriculture

Salvadoran NGO FUNDESYRAM supports more than 1000 farmers in the Western and Central regions of the country. With a goal to promote organic agriculture, FUNDESYRAM sought assistance from F2F to strengthen the skills of its technicians and help address challenges affecting production and product quality.

Multiple F2F volunteers provided training and technical assistance to FUNDESYRAM staff and farmers on organic vegetable production, greenhouse production, pest and disease control, on-farm experimentation, and entrepreneurship.

As a result of F2F training, beneficiary farmers in Tacuba, Puxtla, and Comasagua significantly increased their gross sales and net incomes. Today, 1,300 farmers are selling organic products in local markets (as opposed to 50 farmers in 2009), representing an increase of more than \$1.8 million in annual gross sales in 2013 alone.

FUNDESYRAM technicians are now more equipped and motivated to serve more farmers. One technician explains, *"Help that volunteers bring reinforces our own work and strengthens our ability to serve farmers."*

DAIRY

The primary objective of the El Salvador Dairy F2F Project was to increase sub-sector productivity and profitability. This objective was accomplished by increasing the competitiveness and growth of milk processors (firms and groups of producers that add value to their products), as well as strengthening institutions critical to the long-term competitiveness of the value chain and increasing the adoption of productive technologies that improve clean production management.

In the last decade, the national production of milk increased by 21.5% (85.7 million liters). The Ministry of Agriculture estimates that the demand for and consumption of milk products far exceeds the rate of production, and as such, dairy imports have been increasing, reaching \$150 million by 2011. Furthermore, El Salvador is the largest cheese consumer among CAFTA-DR countries but the fourth-largest producer. The local demand for cheese has been growing steadily. Despite the strong demand, the dairy industry as a whole is only operating at 50% of its capacity.

Women have a key role in dairy processing plants; around 400 small artisan businesses are managed by rural women, and in other cases, women are taking strategic positions in larger businesses. Dairy plant improvements, therefore, have a direct impact on women's labor conditions and incomes. On farms, women and youth commonly play a role in milking cows and moving them to feed or graze. Productivity improvements, therefore, increase farm family income, and in some cases, also reduce labor requirements. F2F supported two large women-owned companies and engaged female staff within other host organizations.

F2F volunteers supported local cooperatives and dairy companies to increase production, improve quality, and strengthen operations. Volunteers provided training and technical assistance on the following key topics:

- **Animal husbandry**, including new or improved technologies and practices to increase milk yields, improve animal nutrition, reduce disease (e.g., hygienic milking practices to reduce mastitis), and improve breeding and reproduction on farms.
- **Animal feed and feeding practices**, including grazing, silage, feed supplements, and alternative, lower cost ingredients for cattle feed.
- **Processing improvements**, including quality and sanitation improvements (including GMP and HACCP requirements) and testing for milk, cheese, and yogurt. Volunteers also introduced and supported the development of new products (such as goat cheese).
- **Organizational and enterprise development**, including assistance with strategic planning, infrastructure and process improvements, marketing, and human resource management.



"The volunteers have been very beneficial. We are now making changes as a result of their recommendations. The training has opened our eyes!"

—Roberto Trigueros, Board President, Coop La Salud

Over the last four years, F2F achieved strong impacts by working with local dairy business partners (such as La Salud and Agrosania) that have long-term programs and a market-driven philosophy. F2F also collaborated with TechnoServe and its Millennium Challenge Corporation-funded FOMILENIO program to train dairy farmers on improved animal nutrition and reproduction. F2F provided

specialized technical expertise that is not readily available locally to strengthen the service delivery of these partners. Local partners shared technical information from F2F volunteers widely amongst their clients and beneficiary farmers. Partners and hosts contributed more than \$15,000 towards volunteer assignments, which included arrangements for local transportation, interpreters, and materials and tools related to trainings.

Impacts and results

Twenty volunteers provided training and support to 792 individuals in the El Salvador Dairy F2F Project. Through sharing of information and replication of volunteer training, another 10,500 indirect beneficiaries gained new knowledge to increase sales and incomes and improve quality of dairy products.

As a result of F2F assistance in Dairy:

- Six hosts increased sales and/or incomes
- Hosts increased income by nearly \$6.2 million
- Five hosts are now offering new products/services

Examples of host impacts are highlighted below:

- After implementing volunteer recommendations, five farmers groups and five dairy businesses generated nearly \$41 million in increased annual gross sales.
- Farmers from San Jose La Fuente Coop implemented several volunteer recommendations, including hygienic milking procedures, use of body-condition scoring to assess cattle health, improved genetics, milking twice daily instead of once, and use of forage. As a result of these changes, Coop members increased milk quality and doubled their milk production.
- More than 3,500 farmers across the Northern Zone improved animal nutrition and increased annual gross sales by \$13 million as a result of F2F training on silage production, concentrate formulation, and use of urea/molasses slicks.
- Eight volunteers supported Coop La Salud, which works with more than 2,600 milk suppliers and 350 dairy farmers across the country. As a result of training on animal nutrition, good milking practices, GMP/HACCP, and strategic planning, the Coop increased milk production and now produces higher quality milk and yogurt, leading to a 18% (\$28.4 million) increase in annual gross sales and 17% (\$1.8 million) increase in annual net income. Furthermore, La Salud is now offering premiums to producers for higher quality milk. This incentive encouraged farmers to implement best practices in hygienic milk production.

"I now have high-producing cows. By following F2F advice, I have increased milk production from 7 bottles per day to 14 bottles per day!"
--San Jose La Fuente farmer

Remaining challenges

The dairy subsector continues to face challenges such as limited high quality feed supply and high feed costs, particularly for dairy cattle in the dry season; lack of quality control procedures (e.g., related to safety and sanitary standards) within industrial plants; limited infrastructure (such as a cold chain for transport and barn infrastructure); and need for improved breeds which are well-adapted to the country's climatic conditions. Programs like F2F can continue to address some of these challenges through training for input suppliers on improved, low-cost feed formulations; training and promotion of best practices for producers and processors to meet quality standards; and training for farmers groups and extension providers on improved breeding strategies.

FLEXIBLE ASSIGNMENTS IN EL SALVADOR

F2F El Salvador supported flexible assignments to promote additional food security and income-generating opportunities for smallholder farmers and small businesses. Partners and hosts demonstrated notable impacts as a result of F2F support. For example:

- One volunteer provided training to small business owners on the use of edible (and highly nutritious) sorghum flour in baked goods and traditional Salvadoran drinks. This innovation reduced bakeries' production costs and resulted in \$680,000 in gross sales in four years.
- To address growing demand for rabbit meat and to take advantage of potential business opportunities, two volunteers provided training to Salvadoran rabbit farmers to improve production and introduce new products from rabbit meat and skin. The farmers implemented several of the volunteers' recommendations to improve their profitability and achieved \$268,000 in gross sales over the last three years.

B. FLEXIBLE ASSIGNMENTS IN NON-CORE COUNTRIES

Thirteen volunteers completed flexible assignments in the following USAID Feed the Future priority countries: Guatemala, Bangladesh, Nepal, Cambodia, Burma, and Mali. The flexible assignments supported other USG-funded programs and/or high potential activities, such as:

- Technical assistance and training for AGEXPORT and associated SMEs in Guatemala on international marketing standards for floriculture. This effort built on previous support provided by the prior F2F Latin America program.
- Collaboration with the U.S. Department of Labor-funded Children's Empowerment through Education Services program to provide training on poultry production for 113 smallholder farmers in Cambodia (51% women).
- Collaboration with the USAID/Nepal Education for Income Generation (EIG) project in Nepal to provide training of trainers for 200 farmers and extension/service providers (68% women) on improved goat management.
- Training of trainers for NGO technical staff in Bangladesh on value chain development and organic farming practices. Further support to these hosts was provided through the F2F for Food Security Associate Award in subsequent years.
- Training and technical assistance for a Malian women's union on packaging and marketing of processed cereal products.
- Analysis of most frequently accessed livestock needs and interventions from five years of F2F assistance in Mali, along with an in-depth assessment of the current state of smallholder livestock production in Mali and a catalog of smallholders' needs to inform future interventions. (See Annex 2 for a full report).

Details on the Burma volunteers, as well as impacts for Bangladesh and Nepal hosts, are provided in the F2F for Food Security annual reports.

V. Outreach & Media Coverage

In El Salvador, F2F staff and partners accomplished 177 press releases, 133 media interviews, and 348 web posts, public presentations, and other public outreach activities. For example:

- Several of our partners and hosts have strong relationships with local media and produced at least four press releases to disseminate volunteer recommendations reaching more than 315,000 around the country indirectly each time.
- CoExport arranged interviews for F2F staff and volunteers with two local newspapers: *El Diario de Hoy* (with a circulation of 99,000) and *Diario El Mundo* (circulation of 30,000). F2F information has also been published in *La Prensa Grafica*, which has 113,000 subscribers.
- FUSADES interviewed two F2F volunteers, Dr. Ramana Govin and Dr. Martin Lo, and published the interviews on YouTube, Facebook, FUSADES' website, and local newspapers.
- Farook Taufiq's assignment received media coverage from local press, TV, and radio, as well as highlights on CoExport's website and Facebook page, providing information to an estimated 350,000 individuals in country.
- Ramana Govin and some beneficiaries were interviewed by the ProInnova FUSADES Communications Department on the impact of his trainings. This interview was released to several local media sources (including local news programs) and included on the ProInnova website.

F2F staff actively participated in relevant conferences, seminars, and workshops in country, particularly those related to FSMA. In addition, the F2F El Salvador Country Director is leading a national committee focused on FSMA. The Committee includes representatives from IICA (Instituto Interamericano de Cooperacion para la Agricultura), CoExport, the Ministry of Agriculture, and several exporters, and provides yet another opportunity for F2F to share information and broaden its reach in country.

In the **U.S.**, Winrock staff and volunteers participated in 23 presentations and 341 media events related to F2F El Salvador or the F2F LWA in general. Multiple local and national media outlets featured articles and stories about F2F and Winrock volunteers, including the following:

- **newspapers** such as: *Northfield News* and the *Addison Eagle* in Vermont; and the *Times Herald*.
- **publications** such as: The University of Kentucky College of Agriculture newsletter; Association for International Agriculture and Rural Development (AIARD) newsletter; American Society for Horticultural Sciences newsletter; Alabama Farmers Co-op Cooperative Farming News; USAID *Front Lines*; and *Progressive Farmer* (with estimated reach of more than 1 million people).
- **radio programs**, including interviews with F2F volunteers on NPR and WDEV radio in Vermont.

In addition, Winrock was one of several NGOs to be featured as part of the *Huffington Post* "Giving Tuesday" campaign. Winrock's article highlighted USAID's F2F volunteers around the world. (see http://www.huffingtonpost.com/demetria-arvanitis/volunteers-change-lives_b_2189839.html?utm_hp_ref=giving-tuesday). The series had readers in 32 countries on six continents. Media outlets reaching all 50 U.S. states covered both local and national initiatives.

Winrock staff and volunteers were also heavily involved in promoting F2F and sharing volunteer stories via social media. For example:

- F2F staff regularly posted information on volunteer assignments and accomplishments on the Winrock Volunteers blog site (www.winrockvolunteers.wordpress.com), which received over 11,300 page views since it opened in October 2011.
- El Salvador volunteers contributed more than 20 posts on their personal Facebook pages, personal or professional websites, and personal blogs.

- In FY13 and FY14 alone, the Winrock International and Winrock Volunteers Facebook pages highlighted 130 posts related to F2F – directly viewed by over 19,800 individuals.
- Winrock staff and volunteers regularly shared information on upcoming volunteer opportunities across their respective networks, as well as periodically on Linked In and Twitter.

In addition, F2F success stories, Volunteer Spotlight stories, videos, and technical documents were posted on Winrock’s volunteer webpage (www.winrock.org/volunteer), which has more than 27,000 views per year, on average. Stories and volunteer opportunities are also shared in Winrock’s newsletter, *Innovations*, which reaches an average of 3,300 people per month. A link to Winrock’s volunteer website is included in the newsletter every month.

Winrock staff participated in more than a dozen conferences and events where F2F information was shared and connections made with potential volunteers, including: the Agriculture in Conflict-Affected Environments Workshop in Monterey; Southern Sustainable Agriculture Working Group conference; Women in Agriculture conference; and the American Society for Horticultural Sciences conference. Winrock also participated on the F2F panel at the World Food Prize event in 2012. As a result of participation in these events, Winrock staff recruited several volunteers who completed subsequent assignments, and numerous other volunteers were added to Winrock’s database. F2F staff also visited the University of Georgia, Athens; Auburn University; UC Davis; and New Mexico State University to recruit F2F volunteers.

VI. Lessons Learned

The following lessons learned were essential to achieving a successful F2F program:

- **Selecting appropriate value chains.** A key success factor is to select appropriate target subsector(s) where there are opportunities for F2F to make an impact. For example, the passing of the Central American Free Trade Agreement (CAFTA) provided an opening for increased exports of ethnic foods, and thus, an opportunity for F2F to support producers and agro-processors to take advantage of the growing demand. Likewise, given the steady demand for milk and dairy products, the dairy sector also provided a good opportunity for F2F assistance.
- **Working by demand.** F2F worked closely with partners and hosts to identify weaknesses and constraints that short-term volunteers can address. The strength of our approach is to enable partners and hosts to lead the process; this helps facilitate local buy-in and counterpart support, and ensures that the SOWs reflect the host’s most important needs.
- **Selecting appropriate partners and hosts.** With a small staff and program budget, F2F relied heavily on partners to help identify hosts, write SOWs, support volunteer assignments, and facilitate follow up. F2F field staff identified partners and hosts with i) the capability and willingness to support volunteer activities in the field; ii) access to large groups of beneficiaries (including women); iii) sufficient experience to follow up with beneficiaries on adoption of volunteer recommendations; and iv) longer term plans and commitment to similar goals. To fulfill the program goals and targets, our strategy was to balance between large/medium sized groups and small groups/individual producers, as well as a balance between private sector hosts and other (government or NGO) service providers.
- **Building strong relationships.** F2F field staff must develop trust and strong communications with partners, hosts, and other important stakeholders. These relationships are critical for program implementation, especially in order to successfully develop SOWs, secure counterpart support, increase program reach, and promote outreach.

- **Maintaining flexibility.** F2F success highly depends on its flexibility. F2F staff and volunteers must be prepared to address changing needs and circumstances. Partners and hosts look to volunteers to provide realistic, adaptable solutions to their problems; and each host, assignment, and community is slightly different.

VII. Impact Measurement Procedures and Issues

Winrock's monitoring and evaluation process focuses at the host level, while being linked to the overall strategic country workplans. F2F field staff develop detailed SOWs which provide background information on the host organization(s) associated with each assignment. Prior to the assignment, field staff also collect detailed baseline data on each host; this includes information on potential beneficiaries, host activities (current production and services), host finances (revenues, sales, incomes), organizational indicators (membership, baseline OCAT score), and other relevant information (loan portfolio or environmental indicator data as appropriate). The SOW and baseline data sheets serve as an important foundation for impact measurement.

Field staff and local partners conduct follow-up surveys to collect impact data for each assignment and each host approximately one year after the assignment is completed. Field staff determine the best time to complete an impact survey, based on when they expect results to become apparent and considering any recommendations on follow up provided in volunteer end of assignment reports. As part of F2F's commitment to capacity building for local institutions, partners often assume some of the responsibility for collecting impact data and monitoring the hosts.

Field staff and partners gather impact data through direct observation as well as through interviews with hosts and other assignment participants. Winrock's survey approach includes an outline for in-depth interviews, containing quantitative and qualitative questions to determine adopted recommendations and new technologies or practices, progress against indicators, and other impacts. Rather than following a strict format, interviewers ask open-ended questions that guide a discussion of assignment results, lessons, and next steps. Field staff and partners translate survey questions into appropriate terms for the local language and particular assignments. Following each interview, the field team and partners discuss survey responses and the implications for improving the design and implementation of future volunteer assignments. If there are lessons for HQ staff, field staff document them in the impact survey.

Each SOW, baseline data sheet, and impact survey is reviewed by the Country Director, and by the M&E/Outreach Director and Database Programmer at HQ to identify errors and ensure data quality. The final information is entered into Winrock's web-enabled database, VTA ProMIS, which contains all data on hosts, assignment activities, and results.

For final reporting in FY13, field staff surveyed all hosts who participated in assignments at least one year prior. In some cases (e.g., if the host was able to make immediate changes or progress), field staff also surveyed hosts whose assignments were completed within less than a year. For hosts that participated in surveys in previous years, field staff used the prior survey(s) as a basis of comparison. The final surveys are reflected in the final USAID indicator tables.

Winrock HQ staff and Country Directors analyzed and discussed the data to determine commonalities, lessons learned, and key impacts to highlight in the final report. In El Salvador,

Winrock engaged a long-term (three month) volunteer to assist with impact data collection, analysis, and final reporting.

Field staff faced some challenges related to impact measurement. For example, some partners and hosts do not have adequate records (particularly related to financial data). In these cases, field staff must take extra time to work with hosts to determine a reasonable way to calculate the data. To help address this challenge, F2F fielded a volunteer to work with key partners (e.g., CoExport, Intervida, and Plan International) on financial analyses and record keeping. In addition (as previously explained), some partners and hosts closed operations or lost staff due to the economic crisis and were therefore unable to provide impact data.

VIII. Status of Associate Awards

A. F2F for Food Security

Winrock received an associate award cooperative agreement from USAID to implement the John Ogonowski and Doug Bereuter Farmer-to-Farmer Program in Support of Food Security in Additional Countries (F2F for Food Security).

Countries: Bangladesh, Ethiopia, Guinea (with flexible activities in Nepal, Burma, and Cambodia)

Project Title: John Ogonowski and Doug Bereuter Farmer-to-Farmer Program in Support of Food Security in Additional Countries (F2F for Food Security)

Initial LOP Budget: \$6,489,053

Obligated Amount by Fiscal Year: FY2011: \$1,200,000; FY2012: \$1,650,000; FY2013: \$1,483,827

Start Date: September 29, 2010

Completion Date: September 28, 2014

Objectives: F2F for Food Security seeks to improve food security and reduce the number of months that poor households are without sufficient food. Program objectives are to: increase agricultural sector productivity and profitability; strengthen agricultural sector institutions; and improve U.S. and core country public outreach through innovative use of media and information and communication technologies. Through these objectives, F2F for Food Security will increase the capacity of poor households to grow, sell, store, and purchase food throughout the year.

Role of Volunteers: F2F for Food Security will leverage the expertise of U.S. volunteers to provide quality short-term technical assistance to local NGOs, farmers groups, public and private extension workers, private enterprises, and universities to increase their ability to provide technologies, inputs, and information that can transform the lives of the rural poor. Volunteers work with local organizations to help producers, particularly women, adopt new technologies and practices that increase their productivity, efficiency, and incomes. Volunteers also strengthen agricultural sector institutions – focusing on private and public extension systems – to better serve vulnerable populations, particularly women.

Results: Please refer to the annual report for this associate award.

Summary Indicator Tables: Please refer to the annual report for this associate award.

F2F for Food Security has supported 193 volunteer trips in Bangladesh, Ethiopia, Guinea, Nepal, Burma, and Cambodia.

B. Guinea Agriculture Education and Market Improvement Program (AEMIP)

In FY13, Winrock received an associate award from USAID/Guinea to implement the Guinea Agriculture Education and Market Improvement Program (AEMIP).

Countries: Guinea

Project Title: Agriculture Education and Market Improvement Program (AEMIP)

LOP Budget: \$6,860,000

Obligated Amount: \$2,807,600

Start Date: May 30, 2013

Completion Date: April 28, 2017

Objectives: To build the capacity of agriculture education and training (AET) and research institutions in Guinea to respond to the growing needs of farms and agriculture enterprises in the face of shifting markets and climate change. AEMIP will facilitate the emergence of the *Institut Supérieur Agronomique Valéry Giscard d'Estaing de Faranah* (ISAVF) as a Center of Excellence that can attract and manage a sustainable funding base to support highly skilled faculty and innovation-driven learning. Winrock and its partner Purdue University will strengthen Guinea's AET by building the capacity of ISAVF, Guinea's only agriculture university, through two strategies:

Strategy 1: Strengthen technical expertise, external linkages, and resource development at ISAVF.

There are four activities to support this strategy:

Activity 1: Strengthen AET Curriculum

Activity 2: Strengthen AET Faculty

Activity 3: Build AET Institutional Management Capacity

Activity 4.1: Innovation Grants for AET Students' Service Learning Projects

Part of this support will include strengthening the coordination between ISAVF and Guinea's four agriculture certificate training centers – the *École Nationale de l'Agriculture et Élevage* (ENAEs) in Boffa, Kankan, Macenta, and Tolo.

Strategy 2: Integrate climate change disciplines into AET, through three main activities:

Activity 4.2: Innovation Grants for Community-Level Climate Change and Adaptation Planning

Activity 5: Develop New Climate Change Curriculum

Activity 6: Build the Capacity of Guinea's Inter-Ministerial Committee on Environment

Role of Volunteers: AEMIP will leverage the expertise of short- and long-term volunteers to provide technical assistance on organizational development and institutional strengthening, gender mainstreaming, climate change adaptation mainstreaming, university resource mobilization, curricula revision and development, labor market assessment, and student and faculty learning.

Results: To date, AEMIP has worked jointly with ISAVF and other stakeholders to conduct an Institutional Assessment and prepare a Capacity Building Plan for ISAVF. F2F volunteers supported this effort by providing support on gender mainstreaming and climate change adaptation mainstreaming. Please refer to the first quarterly report for this associate award for more information.

Summary Indicator Tables: NA (AEMIP has not funded any volunteers to date; two volunteers from the F2F for Food Security Program supported AEMIP in FY13 and are included in the F2F for Food Security annual report indicator tables).