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Increasing Diversity in the Farmer-to-Farmer Program

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Acronyms

CNFA	Citizens Network for Foreign Affairs
F2F	John Ogonowski and Doug Bereuter Farmer-to-Farmer Program
FAMU	Florida Agricultural and Mechanical University
GAO	Government Accountability Office
HBCU	Historically Black College or University
HDI	Historically Disadvantaged Individual
IAC	Intertribal Agriculture Council
IITC	the International Indian Treaty Council
MSI	Minority Serving Institution
MSO	Minority Serving Organization
MV	Minority Volunteers
OSDBU/MRC	Office of Small and Disadvantaged Business and Minority Resource Center
PD	Previously Disadvantaged
PVAMU	Prairie View Agricultural & Mechanical University
SPSP	Special Program Support Project
US	United States
USAID	United States Agency for International Development
VEGA	Volunteers for Economic Growth Alliance
VSU	Virginia State University

Executive Summary

This study, *Increasing Diversity in the Farmer-to-Farmer Program*, was commissioned by the F2F Special Program Support Project (SPSP), implemented by the Volunteers for Economic Growth Alliance (VEGA). This study looked at increasing participation of minority volunteers and minority serving organizations (MSOs).

A MSI-MSO Advisory Task Force was recruited to develop the terms of reference for this study. The study was expected to revisit the extent of minority engagement within the F2F program, investigating two related questions about how to:

- i) increase the recruitment of minority F2F volunteers; and
- ii) expand engagement with MSOs.

In contrast to previous studies, this assignment involved not only a review of the literature, but also surveys and interviews to capture the perspectives of current and potential participants to the Farmer-to-Farmer Program (see Methodology section). Special emphasis was placed on speaking with MSOs—in particular those that have not previously been involved with the F2F program—to learn about their knowledge of the program, identify the constraints they may face to participation, and the benefits of participation. In addition, minority volunteers; current home office recruiters and directors; and in-country program coordinators of organizations implementing the F2F Program were interviewed as key informants to gain insight into the study's two core questions.

From the surveys and interviews with F2F implementing organizations, MSO/MSI representatives, and former and current minority volunteers (MVs), there is general agreement, as well as some frustration, with the level of minority engagement with the program. Implementers expressed a desire for more specific guidance on how much minority participation is expected. Implementing organizations also reported that seeking specialized skill sets from potential minority volunteers comes with extra costs—especially when recruiters often do not have knowledge of the volunteers' minority status until late in the recruitment process. This issue is linked to the tension between finding new volunteers and using experienced ones.

MVs and MSO representatives express frustration at what appears to be minimal contact between the F2F program and their communities and the general lack of publicity around the F2F programs. Some also reported perceptions and concerns about being treated with less regard than other volunteers, e.g., in terms of their qualifications. A majority believed that additional support might be needed to encourage minority volunteers to participate.

All stakeholders agreed that increasing minority participation from current levels would require significant investment in the F2F program. Although few among the implementers supported the idea of setting a target for minority participation, they did feel a target could produce results, but at the expense of other priorities. There was also nearly universal agreement that virtual outreach, by itself, is not sufficient and that in-person efforts such as workshops or attendance at key conferences would be beneficial.

Recommendations for USAID to increase number and quality of applications from MSOs

1. Under the next Farmer-to-Farmer core award solicitation, state clearly what the Agency's **expectations** are for receipt of applications from MSOs and the proportion of sub-awards to be given to MSOs.
2. Continue the **MSO set-aside** under the Small Grant program to allow for competition within a smaller and more similar group of organizations. Consider extending the timeline of the competition, and provide more outreach and support to potential applicants in advance of deadlines.
3. Develop a plan to provide the **funding and technical support** that would achieve the recommendations above. This might include:
 - a. Following methods used by the Office of Small and Disadvantaged Business and Minority Resource Center (OSDBU/MRC) as a follow up to USAID's HBCU Engagement Plan.
 - b. Expanding the HBCU Engagement Plan to include minority-run NGOs and other categories of MSIs. This project could be undertaken jointly by USAID's Minority Serving Institutions Program, the Small Business Program, and the Bureau for Food Security.
 - c. Determining if it is possible to adapt the current USAID Mentor-Protégé program for firms to NGOs. In this program, the partners gain evaluation points in the proposal review process.
 - d. Working with OSDBU and others in the procurement process to hold informational sessions on F2F, volunteer recruitment, or more generally on meeting USAID program requirements.

Recommendations for USAID and core implementers to increase minority volunteer participation

1. State clearly what the Agency's **expectations** are for the desired number and/or proportion of minority volunteers, and whether all or only some of the implementers are expected to achieve them.
2. Support additional outreach to expand both **in-person and virtual exposure** of minorities to the F2F program at targeted events and in publications relevant to F2F activities. Possible avenues include:
 - a. Placing announcements in professional journals and on social media targeted to minority farmers and other agricultural professionals.
 - b. Developing and maintaining a list and calendar of professional association meetings where F2F representatives can distribute printed materials and give presentations and informational talks (Annex 4).
 - c. Tasking and resourcing SPSP to expand and maintain a list of contacts of US minority farmers and minority farmer associations (Annex 5).
 - d. Funding a dedicated staff person within USAID, or through a support project, to be the F2F minority issues representative (or other title) who would work full time to strengthen minority and MSO recruitment, not only for F2F, but also other agricultural programs.

Recommendations for F2F Implementers

Core implementers are currently engaging minority communities, and with additional financial support they could do even more to explain the benefits of F2F volunteering. Recommended activities include:

1. Identifying and **meeting with minority groups**, associations and organizations involved in agriculture to develop partnerships and spread information about volunteer opportunities(Annexes 4 and 5)
2. **Co-funding minority volunteers to attend annual meetings** of professional associations to share their experiences in order to increase interest and therefore recruitment of minority volunteers.
3. Working with targeted MSIs or private sector groups (Annexes 4 and 5) to **promote volunteering among alumni** and/or current employees.

I. Introduction

The John Ogonowski and Doug Bereuter Farmer-to-Farmer Program (F2F)¹ is a United States Agency for International Development (USAID) activity that provides short-term technical assistance to farmers, farm groups, and agribusinesses in developing and transitional countries. Program implementers (typically non-governmental organizations, including universities) are selected in a competitive process that is open to any organization meeting the eligibility requirements.² Once selected, implementers are expected to identify volunteers who are experts in a wide variety of agricultural disciplines, such as crop production, postharvest handling and storage, food processing and food safety, livestock management, and marketing and business development skills, and to support them on short volunteer assignments overseas to work with communities, community-based organizations, and local firms among other groups to improve their agribusiness practices and approaches. Since its authorization under the 1985 Farm Bill, the F2F program has been subject to regular evaluations and assessments by both independent consultants as well as the Government Accountability Office (GAO).³

Background to the study

The F2F program has dual goals of providing technical assistance while promoting cultural exchanges between the United States (U.S.) and other countries. To achieve these two goals, the program is expected to represent the broad range of expertise that the nation's diverse population can provide and to reflect the diversity of the U.S. agricultural sector. This diversity has meant sending farmers as well as other agribusiness representatives along with educators, extension agents, ranchers and veterinarians on F2F volunteer assignments (USAID 2013c, 2014b, 2015 Joslyn et al. 2012:116).

Ensuring that the volunteers represent U.S. racial, ethnic, and gender diversity is another consideration.

BOX 1: HISTORY OF EXPLICIT PROGRAM EFFORTS TO ENGAGE MSOs IN F2F

- 1996-1999: 6 MSOs received F2F subgrants to assist the PVOs with minority recruitment, developing scopes of work, and assisting with monitoring and evaluation.
- 1999-2003: 5 implementing partners funded institutional capacity building grants to 5 HBCUs and 2 minority private voluntary organizations in a mentoring program.
- 2004-2008: 2 MSIs and 1 MSO were funded through a set-aside grant; another MSO won an award in open competition. Also, the RFA encouraged core implementing partners to allocate 20 percent of program awards to MSIs, resulting in sub-grants to 11 MSI/MSOs.
- 2009-2013: 1 MSI won an implementation award through the Special Program Support Project (SPSP).
- 2014-present: 3 MSIs have received small grants through the Special Program Support Project (SPSP). One MSI is also a subawardee of a core implementer.

Source: Nordehn 2013: 2 and Baize 2014: 1

¹ In 2001 the program was renamed the John Ogonowski and Doug Bereuter Farmer-to-Farmer Program after Congressman Douglas Bereuter, a program supporter, and John Ogonowski, one of the pilots killed on September 11, 2001. For brevity, it is referred to in this paper as "Farmer-to-Farmer" with the acronym of F2F so as not to be confused with the Feed the Future program and its acronym (FTF).

² The eligibility requirements listed in the most recent Request for Application (RFA) SOL-OAA-13-00006 in March 2013 were: Eligible applicants must be: a US Private Voluntary Organization (PVO) registered with USAID; a U.S. nonprofit farm organization; a US agricultural cooperative; a private U.S. agribusiness or agriculturally related business or consulting firm; or a U. S. college, university or foundation maintained by a college or university.

³ The bibliography includes several references to these reports.

The participation of minorities in the F2F program helps to reflect the diversity of the US population. As stated initially in the F2F implementation manual: “Increasing the number of minority volunteers and minority institution participation overall is important to draw on all resources the U.S. has to offer” (USAID 2005:11) and reiterated in subsequent manuals.

Drawing in large part on the support of Eva Clayton, Congresswoman from North Carolina, the 2001/2 Farm Bill included language that spurred the explicit incorporation of HBCUs in F2F activities and also emphasized Sub-Saharan Africa and the Caribbean as sites for F2F programming. USAID initiated a subaward program to support Minority Serving Organizations’ (MSOs) involvement in F2F programming, both as an avenue towards increasing levels of minority volunteer participation as well as a way to increase the diversity among the pool of institutions implementing the program. MSOs include both Minority Serving Institutions (MSIs)—defined as Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions, and Tribal Colleges and Universities⁴ including professional associations and NGOs—as well as other organizations that are controlled by a board of directors or similar governing body with a membership of more than 50 percent Black Americans, Hispanic Americans, Native Americans, or other economically disadvantaged minorities. As shown in Box 1, the terms of engagement with these organizations has changed over time, initially including subgrants for mentoring programs intended to stimulate minority recruitment and enhance implementation capacity. However, despite twenty years of attention, the level of engagement, while productive, has remained limited.

Under the F2F Special Program Support Project, implemented by the Volunteers for Economic Growth Alliance (VEGA), a MSI-MSO Advisory Task Force was recruited (Box 2) to develop the terms of reference for a study to revisit the status of minority engagement with the F2F program. The study was designed to investigate two related questions about how to:

- iii) increase the recruitment of minority F2F volunteers; and
- iv) expand engagement with MSOs.

In contrast to previous studies, this assignment involved not only a review of the literature but both surveys and interviews to capture the perspectives of current and potential participants (see next section). Special emphasis was placed on speaking with MSOs—in particular those that have not been involved with the F2F program before—to learn about their knowledge of the program and to identify the constraints they may face or benefits that might make participation worthwhile to them. In parallel, minority volunteers were interviewed to learn about their experiences.

BOX 2: MSI-MSO ADVISORY TASK FORCE

- Laura Alexander and Leia D’Amboise (VEGA)
- Deborah Rubin (Cultural Practice, LLC)
- Harriett Paul (Florida A&M University)
- Sadie Paschke (Land O’Lakes International Development)
- Daniel Morris (School of International Training)

Organization of the report

Following this brief introduction, the report details the methods used to compile and analyze the data. The limitations of the data and its review are also discussed. The body of the report has three sections, the first of which reviews

the perspectives of current implementers—recruiters, in country program coordinators, and program directors. The next section describes the issues facing both MSOs (including universities) previously

⁴ <http://www.usaid.gov/sites/default/files/documents/1868/glossary.pdf>

involved in F2F as well as organizations that might be involved in the future. The third section describes the results of interviews with minority volunteers. The conclusion of the report provides a discussion of suggestions to strengthening the engagement of these different groups, including ways to assist implementers to reach these diverse groups of potential implementers and volunteers more directly.

II. Methodology

This study draws on a number of different data sources. A desktop review of previous reports on the F2F program provided useful background information. Particular attention was given to: 1) reports of implementing partners and evaluations on topics related to the recruitment and experiences of minority volunteers (MVs); 2) reports on the involvement of MSOs in implementing F2F awards; and 3) summary documents prepared in recent years by USAID and grantees (examples include GAO 2015; Alex 2014; Baize 2014; Nordehn 2013; Joslyn et al. 2012; Singer et al. 2007; USAID 2013c; USAID 2014b USAID 2015).

Interviews were conducted with a total of 46 key informants by phone, Skype, and/or face-to-face. The key informants either have had experience with the F2F program (as volunteers or as staff) or represent groups that might be interested in participating in the future (see Annexes 1 and 2).

The names and contact information of MSOs not yet involved in the F2F program were identified through Internet searches of databases, websites and list serves of agriculturally related organizations, networks, and coalitions. Contact was initiated through emails and phone calls to these organizations.

In addition, the views of current implementing partner staff were gathered through several methods. The task force gave an initial presentation of the workplan to the F2F Annual Implementer's Meeting in December 2015. The team benefited from the discussion at those meetings, including a mock debate over whether to recruit more minority volunteers or more new volunteers. In February 2016, a group interview was conducted with four F2F Program Directors in Washington, D.C., including two participating via phone from other locations. In addition, drawing on names provided by the members of the study task force and other experts, two online surveys were carried out using Survey Monkey that were completed by 18 F2F recruiters and 10 country program staff, providing the perspectives of current F2F staff on various aspects of recruitment and handling of volunteers (see Annex 3). Table 1 shows the numbers and types of respondents. A total of 46 key informants were interviewed by Skype, phone, or in person, and an additional 32 people participated in surveys or a discussion group. Finally, current staff at Volunteers for Economic Growth Alliance (VEGA) assisted the research team, providing background materials, contact information, and additional information about the program. This mixed methods approach provided not only a historical perspective on F2F, but also useful insights into the opportunities and challenges that MSOs and minority volunteers face.⁵

⁵ Names and organizations of the interviewees are listed in Annex 1.

Table 1: Number and Type of Interviews/Surveys Conducted

Category of informant	# interviews/surveys requested	# (%) interviews/surveys completed
Current F2F Program Directors	10	4 (40%)
F2F Recruiters (Survey)	38	18 (47%)
In-Country Director/Staff (Survey)	*	10
MSI Representatives	11	6 (54%)
MSO Representatives	19	14 (74%)
Minority Volunteers	37	25 (67.5%)
Others	2	1 (50%)
Total	117	78

Source: Interview records. * The number of surveys sent out to in-country directors and staff is not known, as the survey link was sent out to these informants by their respective program directors.

Limitations of the data

It is important to note that individuals interviewed or surveyed were drawn from a purposive sample built on contacts in the F2F and wider international development community. Conclusions, therefore, may reflect biases that would not be found in a larger and random sample. The range of responses across categories and the repetitive responses within categories, however, supports the general validity of the findings.

III. Setting the Stage: Minority Volunteer Involvement in Farmer-to-Farmer

Efforts to track minority participation in the F2F program have been hampered by two factors. First, for many years there was no formal tracking process for volunteers' ethnicity. During the FY2009-2013 phase of F2F, USAID added volunteer race/ethnicity to the standard program indicators (Baize 2014:3) (see Box 4). Prior to that, this information was not collected systematically, either within or across implementing organizations.

The FY2009-2013 data sets a general baseline against which future levels can be measured, and during this period 13 percent of all volunteers self-reported as minority (Table 7). In the two completed years of the current phase, FY2014 and 2015, the percentage of minority volunteers among those reporting is trending upward, reaching 18 percent in FY2014 and 20.3 percent in FY1015. It is not possible to determine if this reflects an increase in the absolute number of minority volunteers, since in previous phases the proportion of those declining to answer or to leave the question blank was high: in the 2009-2013 period, a relatively large percentage of the total number of volunteers declined to report their ethnicity (24 percent) and an additional group did not report at all (9 percent) (Table 2). The higher proportion of minority volunteers shown in the table may be in part an increase in the number of volunteers who are reporting their ethnicity. For example, in FY 2014 and FY 2015, those who declined to state their ethnicity constituted 17 percent and 7 percent of the total respectively, while from FY 2009-2013, this proportion was 24 percent, ranging from a high of 38.5 percent in FY2009 to a low of 18 percent in FY2011. In addition, in the past two years there were no volunteers who left the question blank, compared to an average of 9 percent of non-respondents over the FY2009-2013 period. These

figures suggest that implementers are doing an increasingly good job of getting information about volunteers' ethnicity and to report on it.

Table 2: F2F FY09-15 Volunteers by Ethnicity

Ethnicity	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	Total	%
American Indian	0	2	2	6	1	0	4	15	.4
Asian	3	6	19	28	23	2	33	114	2.8
Black/Hispanic	0	2	2	5	7	11	6	33	.8
Black/Non-Hispanic	13	18	30	34	37	24	55	211	5.3
Hawaiian	0	0	0	0	0	0	0	0	0
White/Hispanic	16	19	25	41	31	14	32	178	4.4
Other	0	0	3	6	7	2	22	40	1.0
Subtotal (Self-Identified Minority Ethnicities Only)	32 (14.8%)	47 (9%)	81 (12.8%)	120 (15.2%)	106 (12.9%)	53 (18%)	152 (20.3%)	591	
White/Non-Hispanic	84	216	350	478	464	192	546	2330	57.8
Decline	100	154	114	108	252	50	52	830	20.6
Not Reporting (blank)	0	105	87	86	0	0	0	278	6.9
Total	216	522	632	792	822	295	750	4029	100%

Source: Baize 2014 from USAID F2F Program Indicator Data and calculations based on figures presented in the USAID F2F FY 2014 Annual Report; USAID F2F Annual Reports for FY 2013, FY2014, and FY2015.

IV. Perspectives of Current Farmer-to-Farmer Implementing Organization Staff

The views of F2F implementing organizations reveal several lines of tension around how much effort should be put into recruiting minority candidates for volunteer assignments. A response from one recruiter, "I think it is important to have a diverse volunteer network and database, but it is also important to choose the best candidate for each assignment, not to simply choose candidates based on their ethnicity" virtually mirrors the conclusion from an earlier report: "The majority of the IPs responded that first and foremost they try to recruit the best volunteers for assignments. One IP stated, "We strive to provide the best technical assistance we can provide with the best volunteers we can find" (Singer et al. 2007: 26).

Several issues are embedded within this perspective. Perhaps most significant is the cost involved in recruiting any new volunteer, estimated in 2005 as between \$600-\$1200 (USAID 2005: 2). According to program directors, it has been estimated that finding a new volunteer might take up to 50 percent more time compared to using a repeat volunteer. A hypothetical example was given that if it takes 5-8 days to find a new volunteer it might take another 2-3 days to find a similarly suitable minority candidate. Given that there are fewer minorities in the general U.S. population, finding qualified volunteers from this pool can be more difficult. Few programs are able to use already scarce recruiting resources to take this extra effort each time an assignment needs to be filled. This is consistent with the survey result that more than half of the recruiters identified recruitment of minority volunteers as a medium priority.

A second issue is that recruiters do not necessarily know if there are minority candidates among the set of volunteers that are sent to the host organizations to review. While implementers address this topic differently, program staff who participated in the group discussion (representing four organizations) reported that they formally collect ethnicity data at different points (e.g., on the intake form or travel application), but that it is typically **after** the volunteer has been selected by the host organization. The pieces of information exist, but they are not connected in a single database. It was reported that at least two other implementers have procedures which do allow for an earlier identification of minority status. But for many implementers, minority status is not confirmed until much later. This makes it difficult for implementers to ensure that minorities are represented when candidates are sent to hosts.

Third, even once a volunteer's minority status is known, it is often not captured in a way that can be used for later recruiting efforts. For many implementers, information on ethnicity is recorded and reported as an indicator, but is not linked to the individual volunteer's database record. The consensus among those interviewed was that the time and effort it would take to make those linkages would not be a high priority for them. However it remains an open question whether, if it could be done without causing privacy concerns, identifying minority volunteers in database records could lead to more minority volunteer placements.

Fourth, both recruiters and the host organizations prefer to place experienced volunteers who have proven track records rather than taking a chance on a new volunteer, whether minority or non-minority.

Finally, although the number of minority volunteers is tracked and reported, USAID has set no specific target for the use of minority volunteers. Having a target is not necessarily the best approach to increasing minority volunteer participation, but respondents indicated that a target would likely lead to closer tracking and intensified recruitment efforts.

Rationale for recruiting minority volunteers

There are two key reasons for encouraging greater recruitment of minority volunteers. First, the F2F program is a government initiative, so representing the diversity of the American public is an important consideration. The details of this argument have not yet been carefully addressed in ways that would help to set a useful figure for either a floor or ceiling of minority participation. In the agricultural sector, the number of White farmers has decreased by about 5 percent since the last agricultural census in 2007 while the number of minority farmers increased by nearly 15 percent in the same period (USDA 2014). As shown in Table 3, the number of minority farmers is increasing among all ethnic categories, together reaching about 7 percent of the U.S. farming population (about 225,000). However, the absolute numbers are still fairly small compared to the total farming population of 3.2 million.

Table 3: Ethnic representation in the U.S. agricultural census and young farmers’ organizations

Ethnicity	Agricultural Census 2012	National Future Farmers of America (FFA) ^e	4-H ^g
African-American	44,629 (1.4%) ^a	8%	15%
Native American/ Alaskan	58,475 (1.8%) ^b		≈2%
Hispanic/Latino	99,734 (3%) ^c	22%	12%
Asian Pacific Islander	22,140 (< 1%) ^d	3% ^f	≈2%
White/Caucasian	≈ 3 million (97%)	67%	70%
Total	3.2 million (100%)	100%	100%

a. Total has increased 12% since 2007 (previous agricultural census)

b. Total has increased 5% since 2007 (previous agricultural census)

c. Total has increased 22% since 2007 (previous agricultural census)

d. Total has increased 21% since 2007 (previous agricultural census)

e. Ages 12-21

f. Includes other multi-ethnic categories of identification (see www.ffa.org/about/who-we-are/our-membership)

g. Ages 5-19 (see www.4-h.org/Programs/Afterschool/AS_Statistics)

Volunteers involved in farm occupations on farms and in farmer cooperatives or associations have represented less than 15 percent of volunteers over the past five years. Volunteers from agribusiness have represented about 30 percent, and nearly one-third of volunteers have come from the education sector (USAID 2013; USAID 2014; USAID 2015).

These are not occupations in which minorities are well represented. For example, Black students earned 7 percent of all Bachelors’ degrees in STEM fields in 2010. More than 4,000 Black students received Ph.D.s in STEM fields between 2005 and 2010, but only 5 percent (approximately 200) were in agricultural sciences (Upton and Tanenbaum 2014: 4). Even if all these Ph.D.s became faculty, it would only add a small number to the pool of potential volunteers coming from the education sector. Other minorities total about 12 percent of enrollment in colleges of agriculture (Upton and Tanenbaum 2014).

Thirty-six percent of F2F volunteers are employees and owners of private enterprises related to agriculture. According to the 2007 census, the number of non-farm enterprises owned by Blacks has increased dramatically, but few are in agriculture: 40 percent are in the health care and social assistance and repair, maintenance, personal and laundry services sectors.⁶ Among Black and Hispanic women-owned businesses, less than 1 percent of are in agriculture.⁷

⁶ https://www.census.gov/newsroom/releases/archives/business_ownership/cb11-24.html

⁷ <https://www.nwbc.gov/facts/african-american-women-owned-businesses>

Table 4: Volunteer Occupations

Volunteer Occupations	FY2013		FY2014		FY2015	
Farm cooperatives/associations	15	2%	4	1%	16	2%
Farms	100	12%	37	13%	76	10%
Agribusiness	242	29%	93	31%	224	30%
NGOs	60	7%	11	4%	50	7%
Educational institutions	246	30%	81	27%	168	22%
Rural Financial Institutions	1	0%	5	2%	15	2%
Government organizations	42	5%	11	4%	37	5%
Retired	94	11%	45	15%	116	15%
Students	22	3%	9	3%	48	6%
Totals	822	100%	296	100%	750	100%

Source: USAID 2013, 2014, 2015.

These numbers support the perception that the pool from which minority volunteers can be drawn for F2F is relatively small. A further constraint is that whether for farmers, educators, or other business owners, the challenges of time pressure and often lower incomes increase the difficulty of engaging many members of these groups in volunteer work (see Table 10 and discussion below). If a target for minority recruitment is to be instituted, a level of 10 to 20 percent of the volunteer pool would be in line with the proportion of minority farmers, educators, and business owners in the general population. Greater refinement of that target would involve increasing the percentage for Hispanics and Asians, who currently form a greater part of the occupational pools from which F2F typically draws. The most recent F2F figure for minority participation, from FY2015, is already at 20.3 percent (72.8 percent White, 6.9 percent Declined the answer (See Table 2 above) (USAID 2015: 4).

The second reason that many respondents suggest increasing the number of minority volunteers is the view that they have some advantages over other non-minority volunteers, usually with respect to language facility or cultural competence. This is a complicated argument to make for several reasons. Language and cultural competence are not innate but learned. Ethnic identity may reflect a close relationship to both of these competencies, but it is not automatic. Many people have excellent language skills learned in school or cultural competency learned from growing up overseas; and similarly, U.S. born and raised hyphenated Americans may have no special skills in these areas. Thus minority status needs to be assessed in conjunction with other skills. While in some cases, language skills and competencies may be greater among volunteers from diaspora communities, it cannot be assumed, and simply identifying a minority volunteer does not necessarily provide the right balance of characteristics needed in a particular assignment.

Outside of anecdotal accounts there is little evidence as to whether minority volunteers perform better, worse, or exactly the same in fulfilling their assignments than any other volunteer. Performance standards for minority volunteers should be neither higher nor lower than for any other volunteer – and there are no reports either in the literature or among the respondents that contradicts that assertion. Both recruiters and in-country F2F staff almost universally expressed that there was no significant difference in the performance of minority and non-minority volunteers. Furthermore, they felt that

analyzing volunteer performance data by ethnicity would not be a good investment of time and resources.

Finding and matching volunteers

The most common source(s) for finding minority volunteers among respondents to the survey is in-house databases (78 percent) and personal connections (67 percent). Recruiters report making connections through their organizations' websites, but note very little use of social media (Facebook, Twitter, or LinkedIn). These are broadly similar patterns to recruiting any volunteer. However, recruiters did indicate that recruiting minority volunteers often requires more effort than non-minority volunteers, with fewer leads coming from in-house databases and a slightly higher number coming from personal connections (Table 5). Comments about "other" methods included the use of "ad hoc" emails and suggested little systemized effort.

Table 5: Communication channels used in recruiting volunteers (N = 18 respondents)

Source of volunteer	Minority Volunteers	Non-Minority Volunteers
In-house database of potential volunteers	14 (78%)	16 (89%)
Personal connection of a staff member or volunteer	12 (67%)	10 (56%)
They came to you through your organization's website	8 (44%)	11 (61%)
Searched other institution's website (e.g., looking at faculty names on university site)	4 (22%)	10 (56%)
F2F Implementer (your own organization) Facebook page	0 (0%)	0 (0%)
F2F Implementer (your own organization) Twitter account	0 (0%)	0 (0%)
F2F General Application (Volunteer submitted an application through VEGA F2F website, Farmer-to-Farmer.org)	3 (17%)	6 (33%)
Advertisement placed in a newsletter, association publication, or listserv	3 (17%)	5 (28%)
LinkedIn	1 (6%)	1 (6%)
Other	7 (39%)	6 (33%)

Source: Survey of F2F recruiters

Implementing staff face challenges, including finding and connecting with volunteers who have the necessary skills and are available at the right time. Some of these challenges are exacerbated among minority volunteers. For example, proportionately there are likely fewer qualified agribusiness candidates in the minority population, making it more difficult to find the right match. If the minority candidates are farmers and/or faculty in MSI institutions, they likely have less vacation time due to high work/teaching loads and under-resourced organizations.

Incentives for recruiting minority volunteers

Among the group of F2F implementing staff, there was no support for the idea that the program should provide special incentives to minority volunteers to increase their participation, largely because of the concern that providing financial or other incentive to only a subgroup of volunteers would cause problems in recruiting others not receiving a similar benefit. The group believed that the opportunity to travel and to meet people in other countries was a sufficient incentive. As discussed below, however, the minority volunteers, in contrast, supported the idea of receiving additional support.

V. MSO Involvement in Farmer-to-Farmer Implementation

To better understand the possible constraints facing new MSO implementing organizations (including universities), representatives from organizations that had previously been involved with F2F programs and those that have not yet participated were both interviewed. All the organizations interviewed operate in the agriculture sector (broadly defined) and include minority-serving universities (MSIs) as well as farm associations and allied agribusiness and other professional services related to agriculture.

The MSO category is a heterogeneous one. It includes three types of universities: (1) Historically Black Colleges and Universities (HBCUs), (2) Hispanic Serving Institutions, and (3) Tribal Colleges; as well as minority-managed private voluntary organizations including professional associations such as farmer organizations, alumni groups, and groups of higher education institutions or trade organizations; and international development oriented non-profits. In the past, all of these types of minority-serving organizations—universities, associations, and development non-profits—have received awards or subawards to participate in Farmer-to-Farmer programs. The distribution of these organizations is shown in Table 6.

Table 6: Distribution of types of MSIs/MSOs participating in each F2F Implementation Phase¹

F2F Implementation Period	University	Professional Association	NGO	Private Firm	Total
FY96-03	7	4	2	1	14
FY04-08	7	2	1		10
FY09-13	1				1
FY14-18	2		1		3

1. Some institutions received more than one cooperative agreement or subgrant.

Source: Baize 2014 and current program data.

Among the universities, all but two have been HBCUs. Both Florida International University and the University of Arizona have large Hispanic enrolments. None of the Tribal Colleges have participated as single institutions, but two broader Native American associations received sub-awards with core implementers (Land O’Lakes and Winrock International, respectively) to assist in volunteer recruitment in earlier phases: the International Indian Treaty Council (IITC) and the Intertribal Agriculture Council (IAC). The IITC recruited a total of 60 volunteers. Figure 1 depicts the recruitment process presented by the IAC.



Figure 1: The Intertribal Agriculture Council

Source: IAC (http://www.powershow.com/view/2ff5a-ZDhiZ/Intertribal_Agriculture_Council_powerpoint_ppt_presentation)

Each type of organization not only brings different strengths to the program but also faces somewhat different challenges to participating in F2F, as discussed below.

Rationale for increasing the number of MSOs as implementing organizations

The arguments for ensuring that more minority serving organizations participate in the F2F program are similar but not identical to those presented for increasing the number of minority volunteers. They include the views: 1) that MSOs are better able to recruit more minority volunteers; 2) that MSOs have experience working with minority populations, and that experience provides advantages in working with poor farmers overseas; and/or 3) that the applicant pool for the F2F program is not sufficiently diverse and does not reflect the range of organizations working in international development.

The most common argument is the position that MSOs are better positioned to recruit more minority volunteers as a result of their often wider and deeper networks within minority communities. However, the information available is limited as to whether this is the case. Final reports written by the core implementers do not always document the number of volunteers recruited by the MSO/MSI partners, and even when the number is available, it is not always possible to determine if these are new volunteers. Staff of the F2F implementing organizations reported there is significant circulation of the same volunteer names among different implementers, and that new organizations often dip into these same pools. Finding new volunteers of any type is said to be more difficult and more costly. An earlier assessment of the F2F program included a review of minority serving organizations participation as mentees to core implementers under subgrants. That review found no “direct correlation between adding new implementing agencies and broadening the volunteer pool” (Singer et al 2007: 27). Yet some organizations, such as FAMU, have an excellent record of recruiting volunteers from within the minority community (Table 7, next section), surpassing its own 30 percent minority recruitment targets by a wide margin in the FY 2009-2013 phase. These are not only new volunteers, however, and, like other organizations, include a proportion of repeat volunteers.

Diversification of USAID’s development partners gained renewed support in 2013. In October of that year, USAID drafted the Historically Black Colleges and Universities Engagement Plan which was ‘consistent with the Agency’s goals under USAID Forward/Local Solutions ...to expand [its] partner base...[and that] USAID is committed to working with a diverse array of partner organizations, governments, and companies” (USAID 2013: 1).

The Federal Government has a goal for small **business** procurement, currently set to reach 23 percent of its total business procurement, although each Agency sets its own goals. In 2014, USAID met both its prime and subcontracting goals (12.35 percent and 23 percent) with small businesses, surpassing them by 20.81 percent and 29.30 percent respectively.⁸ In addition, USAID’s Office of Small Disadvantaged Business Utilization (OSDBU) and Minority Resource Center (MRC) also provides periodic free workshops on “How to Do Business with USAID” “to inform and educate Historically Underutilized Business Zone (HUBZone) firms, 8(a) firms, Small Disadvantaged Businesses, Women-Owned Small Businesses, and Small Veterans/Service Disabled Veterans Owned Small Businesses about opportunities to participate in all areas of USAID procurements.”⁹ These goals and informational sessions target businesses by size rather than ownership type, but the composition of these small firms also includes many minority-

⁸ https://www.sba.gov/sites/default/files/files/FY14_USAID_SB_Procurement_Scorecard_Public_View_2015-04-29.pdf

⁹ <https://www.sba.gov/event/848541>

owned enterprises. Overall, minority business are increasing rapidly in the U.S. While businesses as a whole (in all sectors, not only agriculture) grew 2 percent between 2007 and 2012, Hispanic-owned firms grew by 46.3 percent, African-American-owned firms by 34.5 percent, and Asian-owned firms by 23.8 percent.¹⁰

Despite the stated commitment to working with MSIs as laid out in the HBCU Engagement Plan, there does not appear to be a parallel process of recruitment or setting goals for reaching and engaging with MSOs in USAID's assistance efforts as that which exist for small businesses.

Achieving a more diverse pool of MSO applicants

Historically, a number of different strategies to increase the number of MSOs implementing F2F programs have been instituted (Box 1), including supporting established implementing partners to mentor minority serving organizations, creating program development projects to give special priority to increasing applicant diversity, and mandating that volunteers fielded for assignments should include a significant proportion of minorities (USAID 2013b). Each has had some degree of success for a time but has not led to either sustained involvement (except for the Florida Agricultural and Mechanical University, a partner since 2001) or growth in the total number of MSOs receiving awards. In the current phase of the program (2014-2018), the Volunteers for Economic Growth Alliance (VEGA) is managing a Small Grants program under the Special Program Support Project (SPSP) that funds year-long projects to increase the capacity of smaller and minority-based organizations to implement F2F programs.

The most recent RFA for the Small Grants program is open to a wide range of organizations, but contains a minority set aside and encourages applications from MSOs as follows:

The USAID Farmer-to-Farmer Program encourages applications from new partners **to increase the diversity, innovation and effectiveness of program implementation**. VEGA F2F SPSP RFA 2016-2 Minority Serving Organizations (MSOs) are encouraged to apply (**emphasis added**).

The RFA was announced on the VEGA and Farmer-to-Farmer.org websites, and it was emailed to a list of 3,224 recipients maintained by VEGA. Among the group of nineteen MSO representatives interviewed for this report, four of them had successfully competed for an award at least once in the past, and one organization had applied but was unsuccessful. Of those organizations that had not applied to participate in F2F, seven had heard of the program previously and five had not. Most were not aware of the most recent Small Grant RFA, which was announced in January 2016.

Among the representatives contacted, all were interested in getting more information about the F2F program. There are a variety of lists, many updated annually, that contain names and contact information about MSOs/MSIs that could be the basis of a new outreach effort for new MSOs, including:

- 1994 Land-Grant Institutions Directory (<http://falcon.aihec.org/Lists/WhatsNew/Attachments/20/1994%20Land%20Grant%20Institutions%20Directory%202016.pdf>)
- White House Initiative on Historically Black Colleges and Universities School Directory (<http://sites.ed.gov/whhbcu/files/2014/09/HBCU-Directory.pdf>)

¹⁰ <https://www.census.gov/newsroom/press-releases/2015/cb15-209.html>

- USDA’s Outreach Directory (<http://www.outreach.usda.gov/sdfr/directory.htm>) and a list of the Farm Service Agency Outreach Coordinators by State (http://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/Outreach/pdfs/SOC_List_FY2016.pdf)
- Immigrant Farming Programs and Resources (2004) (<http://smallfarms.wsu.edu/wsu-pdfs/ImmigrantFarmingGuide.pdf>)
- Abbreviated Directory of 1890 Land Grant University Administrators ([https://www.umes.edu/cms300uploadedFiles/revise%20Abbreviated%20Directory%20of%201890%20Land%20Grant%20University%20Administrators\(7\).pdf](https://www.umes.edu/cms300uploadedFiles/revise%20Abbreviated%20Directory%20of%201890%20Land%20Grant%20University%20Administrators(7).pdf))

However, many of the respondents commented that email announcements are not enough to get their attention and suggested that face-to-face informational sessions at relevant annual conferences would be helpful, allowing interested applicants to ask questions and receive targeted answers that would improve their proposals. Specific suggestions included sending representatives to the meetings of the First Americans Land-grant Consortium (FALCON) attended by faculty and administrators from the Tribal Colleges, or of professional associations such as that of the Minorities in Agriculture and Natural Resources and Related Sciences.

There is a need to achieve both wider and more targeted outreach of F2F program opportunities to MSOs to encourage their participation as core implementers and as grantees in the PDP and small grants program. This outreach effort should be the responsibility of USAID or SPSP rather than the core implementers, since the goal is to increase the pool of applicants to the F2F program – a goal that is in USAID’s interest. Among USAID’s commitments in its HBCU Engagement Plan discussed earlier were funding a full-time position to work with MSIs on USAID programming and to both increase communication about funding opportunities with HBCU MSIs and to hold a range of events, from webinars to face-to-face meetings with HBCUs that would help to demystify the USAID procurement process (USAID 2013a). It is well understood that the MSI office and USAID more generally are not responsible for finding MSOs to apply to F2F, but undertaking these efforts would benefit all MSOs, not only the MSIs which are HBCUs and all potential implementers for F2F programs who might be among the MSO community. The awareness raised could have spillover effects that would then benefit the F2F program, as the organizations would already be more familiar with USAID and its procedures. Interviews with the MSOs and representatives from both Hispanic-Serving Institutions and the Tribal Colleges identified a lack of knowledge of USAID programs and of the procurement process as among the barriers to their increased participation in F2F.

Challenges facing MSOs in their efforts to become implementing organizations

Once MSOs are aware of the F2F program, they face additional constraints in proposal preparation and, if successful, grant implementation.

Proposal preparation

Respondents noted that they are particularly hampered by:

- Lack of familiarity with USAID mechanisms and/or opportunities
- Lack of resources for proposal development
- Lack of knowledge about what should go into the proposal
- Lack of broader knowledge/awareness of international exchange activities

Universities often experience significant turnover of both staff and faculty. These staff must establish themselves before embarking on supplementary activities. In addition, among those MSIs that are teaching poorer and more rural students, faculty time is often oriented towards helping students with remedial work and writing proposals for personal research and travel is a secondary priority. Writing proposal for a broader program such as F2F would rank even lower.

Similarly, domestic NGOs without previous or only limited international experience may not have staff that are prepared to manage the complex proposal process associated with USAID grants.

Without significant support in the proposal process, these organizations are at a strong disadvantage against the experienced implementing organizations.

Implementation issues

Once an award is received, universities, in comparison with NGOs, often have complex bureaucratic processes that result in delays in setting up the mechanisms that the program requires— to be able to find and send volunteers, work with host organizations overseas, and manage the complicated financing of the program. Faculty and other university administrators at MSIs, which are often under-resourced, also face time constraints that limit staff or faculty ability to volunteer themselves or to help in recruiting others. Many MSIs, especially those located in more rural areas, also expressed difficulties in finding and keeping personnel who are experienced in managing the finance and administrative aspects of complex international programs. Although also facing these challenges of funding and time constraints, FAMU has experienced success as a F2F implementer. Therefore, its experience can serve as source of ideas and strategies.

In part, FAMU's success can be attributed to integrating F2F into its international agricultural program unit and maintaining continuity in leadership and staff. Over time, FAMU also worked with the university administration to make accommodations in its procedures, such as allowing for monthly financial reporting and travel advances to the volunteers, which are important aspects of the program.

Several respondents noted that the F2F Small Grant funding, in comparison to other opportunities, does not appear sufficient for the level of work that is needed to successfully manage and implement the program when an organization has not had experience with volunteer recruitment or with USAID reporting requirements.

Characteristics of Successful MSOs/MSIs

There is no obvious pattern underlying the success of MSOs in their F2F efforts. An earlier evaluation hypothesized that previous in-depth experience in international development and in particular with USAID programming and its NGO (as opposed to university) status might have helped one organization to become an independent implementing partner in the FY2003-2008 phase (Singer 2007: 24). However that organization chose not to apply for a later phase of the program, even though they reported having

had a good experience, and that they had benefited from their involvement by learning skills in program management they could apply to other international development activities. FAMU, a university implementer, has successfully and repeatedly won several awards under the small grant program and has also been a partner to some of the larger

BOX 3: MSOs PARTICIPATING IN 2014-2018 F2F PROGRAMS

- Florida Agricultural and Mechanical University
- Tennessee State University
- Africare

Source: Farmer-to-Farmer Website
<http://farmer-to-farmer.org/>

implementers including CNFA (previously) and Partners of the Americas (previously and in the current phase). Some of its success is due to the energy, passion, and hard work of its Director and her ability to draw on her own wide networks, but other factors have also been important, including having the backing of the university administration and being able to use program funds to support university staff assistants. FAMU has also built the capacity of its support staff by arranging for them to travel and learn about the program first-hand.

Incentives for increasing the number of MSOs as implementing organizations

Some of the previous and current MSOs reported that the mentorship program could again be tried if it came with adequate funding to allow for additional capacity building of the MSOs. USAID already has a mentor-protégé program for small businesses, which, although unfunded, give the mentor additional evaluation points for proposals it submits jointly with its mentee, increasing the likelihood of winning an award.

Another government agency that has been seeking to increase its recruitment of minority volunteers is the Peace Corps, which in 2013 had a 24 percent minority enrolment rate. They have tried to emphasize the benefits of overseas experience in building careers and the opportunity provided to develop or enhance foreign language skills. Building on their communication with potential minority volunteers' families about how the Peace Corps can also bring benefits for their family members, it might be feasible to select a few companies in agribusiness and to work with them to send (even co-fund?) a cohort of volunteers from their firms to gain a better understanding of where their products are sourced or sold.

VI. Participation of Minority Volunteers in F2F Programs

Efforts to track minority participation in the F2F program have been hampered by two factors. First, USAID did not track volunteer race/ethnicity in the standard F2F program indicators until the FY2009 to FY2013 program phase (Baize 2014: 3) (see Box 4). Prior to that, this information was not collected systematically either within or across implementing organizations.

Box 4: Categories used in the F2F Standard Indicator Table

Ethnicity: This should be self-assessed by the volunteer. Response is optional for volunteers. Classify as: Am = American Indian or Alaska Native, As = Asian, B/H = Black or African American/Hispanic, B/N = Black or African American/Not Hispanic, H = Native Hawaiian or Other Pacific Islander, W/H = White/Hispanic, W/N = White/Not Hispanic, O = Any Other Race, or D = decline to give race/ethnicity.

Source: USAID 2014: 4

Additionally, a relatively large percentage of the total number of volunteers in the FY2009-2013 phase declined to report their ethnicity (24 percent), and an additional group did not report at all (9 percent) (Table 5). Nonetheless, the FY2009-2013 data sets a general baseline against which future levels can be measured. Constructed by Baize, Table 7 shows that in comparison with all F2F implementers, "FAMU recruited 64 percent minority volunteers, as compared to the non-FAMU program-wide average of 12 percent; 2) despite fielding only 2.5 percent of program-wide volunteers, FAMU accounted for 12 percent of total minority volunteers fielded by F2F worldwide over the life of the program" (2014: 4).

Table 7: F2F FY09-13 Volunteers by Ethnicity

Ethnicity	All F2F Vols. ¹		FAMU Vols.	
	Count	Percentage	Count	Percentage
Indian	11	<1%	0	0%
Asian	79	3%	0	0%
Black/Hispanic	16	1%	0	0%
Black/Non-Hispanic	138	5%	42	57%
Hawaiian		0%	0	0%
White/Hispanic	132	4%	3	4%
Other	16	1%	2	3%
Subtotal (Self-Identified Minority Ethnicities Only)	392	13%	47	64%
White/Non-Hispanic	1584	53%	27	36%
Decline	728	24%	0	0%
Not Reporting	278	9%	0	0%
Total	2982	100%	74	100%

Source: Baize 2014 from USAID F2F Program Indicator Data.¹ 'All F2F Vols.' data includes FAMU volunteers

A list of 37 MVs was generated with the help of the implementing organizations and members of the MSI-MSO Advisory Task Force. A total of 25 were successfully contacted and interviewed. Most of them had undertaken more than one assignment, and of those over half had partnered with only one of the implementing organizations. The majority the interviewees were still actively volunteering.

Table 8: Sources by which Minority Volunteers Learned of F2F opportunities, disaggregated by sex

	Word of Mouth		Internet Searches			Other	Total
	Other F2F Volunteers or Implementer Representatives	Members of Prof. Associations	General Internet Search	Implementer Websites	Social Media ¹	TV, Radio, Newspaper	
Female	3	2	2	1	0	0	8
Male	6	4	3	4	0	0	17
Total	9 (36%)	6 (24%)	5 (20%)	5 (20%)	0	0	25 (100%)

1. Includes Facebook, Twitter, LinkedIn

Source: Key informant interviews

The MVs interviewed have volunteered in nearly all of the regions in which F2F programs have been implemented except for Eastern Europe. From 2006 to 2016, they participated in volunteer assignments in Latin America and the Caribbean, Central and Southeast Asia, in West, East, and Southern Africa. The MVs stated that they had partnered with a range of core implementing organizations including ACIDI VOCA, Winrock International, Catholic Relief Services, Partners of the Americas, and CNFA at different times. They reported that the planning for the assignments by the implementing organizations had overall been good.

However, some MVs stated that the different recruitment and planning processes used by the different organizations can be quite confusing, often exacerbated by their busy work schedules which limit the time available to manage the process. Some of the MVs had also volunteered with the smaller implementing organizations (MSIs and MSOs) like Tennessee State University and NCBA/CLUSA. Three of the MVs who were academics had only volunteered with minority-serving universities and colleges.

The interviewees had participated in between 1 and 15 volunteer assignments (Table 9). The highest number of assignments were carried out by a volunteer who has been participating since 2006. Seven of them have volunteered once so far, with only one traveling on more than 10 visits. One MV who only started volunteering in 2016 has made one trip already and has two more lined up later this year.

Table 9: Number of assignments undertaken by MVs, disaggregated by sex

Sex	Assignments						Totals
	1	2-3	4-6	7-9	10-12	13-15	
Female	2	1	2	2	0	1	8
Male	5	4	5	3	0	0	17
Total	7	5	7	5	0	1	25

Source: Key informant interviews

Many MVs reported having good experiences in their assignments. They felt enriched by the opportunity to make a difference in their own small ways towards the eradication of poverty and strengthening livelihoods. One volunteer remarked:

It was a very good experience and was well organized, coordinated, and resourced. The host community/organization had very good knowledge and high expectation of the purpose of the assignment. Language was not a barrier; a translator who was a horticulturalistwas beneficial to the success of the assignment.

Barriers that face many people who consider volunteering can be exacerbated for minorities. The Peace Corps, as another government organization that has intensified its efforts to recruit minorities found, "...it isn't easy. Many new [minority] graduates face big college loans that need repayment, and being able to defer them by joining the corps doesn't make them go away. They also worry about the tiny cost-of-living stipends the Peace Corps offers, about deferred career plans and about what their parents will think" (2003). While college students are different from the older volunteers who are selected for F2F assignments, many informants mentioned parallel issues.

Challenges

MVs highlighted a number of areas that they viewed as possible barriers to increasing minority participation as volunteers in the F2F program, including lack of awareness of the program, unfamiliarity with the application process, time and financial constraints, concerns about personal security, and the perception that there were few incentives to participate.

Lack of knowledge of the program

Although the F2F program reports that minority volunteer participation is up overall (20 percent in FY2015 Annual Report, USAID 2015), more than half (52 percent) of key informants indicated a lack of awareness of and information about F2F in general. There also appeared to be a perception that the program does not reach out sufficiently to minority groups. One volunteer stated that “information exchange and communication with regards to the F2F does not allow for information sharing to a broad category of stakeholders and potential stakeholders. It appears to be a small and enclosed network which primarily excludes minorities.” Another MV summed it up by stating simply that “not a lot of minorities are aware of the program and so cannot participate. Information is important if the program wants participation from minorities especially.”

Unfamiliarity with the application process

Among the group of MVs interviewed, several commented on the application process. Some said that minorities can be hesitant in applying for volunteer positions because they perceive that they might not have an equal chance of being selected. Another MV stated that minority volunteers with international educations may not be seen to be as qualified as other U.S. volunteers by recruiters, and they believe that this would lead to rejection. A few respondents noted that they have had experiences where implementing organizations did not respond to applications sent in by prospective volunteers, even to acknowledge receipt. One MV noted that such situations led to a perception that “there is a lack of concerted effort by recruiters and organizations to reach out, particularly to minorities and minority organizations.”

Time constraints

Views about time and scheduling as constraints to volunteering were varied. Younger volunteers, particularly those starting out or between jobs, saw the volunteer assignments as similar to an internship, as a way to build their careers and professional networks. For this group, longer-term assignments of one to three months were desired, so that they could acquire experiences that would help them to move forward in their careers.

For faculty and current students, making the space for even a two to three week assignment is already difficult. A large group of respondents (44 percent) stated that family and other obligations were a constraint to volunteering. One MV stated that he was only able to make the time to volunteer when between jobs. Another MV stated that he had heard about the program and had wanted to volunteer for almost two years before he finally found the time.

Volunteers recruited from MSIs also reported the challenge of taking time away from their teaching and other university responsibilities, especially for those on 12 month salaries, such as extensionists. Those on nine-month salaries said they were willing to use vacation time, but that the scheduling of the assignments did not always fit their vacation periods. One respondent commented that his understanding was that during the academic year faculty at his university could only take time out if they were compensated financially, as consultants.

Financial constraints

Several volunteers as well as representatives from MSIs noted that minority students and/or immigrant farmers may face financial constraints to volunteering because they forego other income during the assignments. One university program representative reported having difficulty engaging the interest of local minority farmers because their first priority had to be working on their own farms. Several of the

informants noted that the small size and lower incomes of these farms made it harder for their owners to take time away from their enterprises to volunteer. This is supported by data from the USDA that show that minority farmers tend to have smaller farms and to bring in less revenue (Table 10).

Table 10: Share of Farms by Sales Class for Minority Operators, 2012 (% of group)

Annual Sales	All Farms	Hispanic	American Indian	Black	Asian
Less than \$10,000	56.6	68.4	78.1	78.9	43.4
\$10,000 to \$49,999	18.9	17.1	14.3	15.6	22.3
\$50,000 to \$99,999	6.1	4.5	2.9	2.4	7.5
\$100,000 or more	18.4	10.0	4.7	3.1	26.8
Total	100	100	100	100	100

Source: USDA NASS, 2012 Census of Agriculture.

Security and health concerns

Concerns about the risks of international volunteering given current global uncertainty was also highlighted by the MVs interviewed. Over a third (36 percent) of interviewees responded that they were bothered by the possibility of disease, terrorism, and political unrest in the host communities and countries. Two volunteers noted that they had seen others who also struggled with the culture shock of working in rural areas of developing countries, and that the simple (or difficult) physical conditions of some assignments could be a disincentive for some.

Perception of Few Incentives

While over half of the informants insisted strongly that the opportunity to travel overseas with nearly all expenses paid is incentive enough to join F2F, the remainder (48 percent) of the informants identified the lack of incentives as inhibiting the participation of minority volunteers, particularly among those from immigrant and diaspora backgrounds as well as younger candidates. Volunteer experience is not perceived as leading to other business or career opportunities, particularly among younger volunteers. Some respondents noted that neither the idea of professional volunteering nor an interest in international development is common in some minority communities.

Recruitment suggestions

Review of MVs responses to a question about suggestions for increasing minority participation in the F2F program garnered a wide range of ideas. Nearly three-quarters of the respondents (72 percent) offered suggestions that revolved around creating greater awareness about the program among minority communities and making information about the processes clearer and more accessible. There was a consensus that there is low awareness about the F2F program among the American public and particularly among minority groups.

To strengthen recruitment, several MVs called for much greater effort and investment in in-person outreach to minority-oriented networks, organizations, forums, and professional associations. Other suggestions included placing advertisements in journals relevant to minority farmers (such as *Minority Landowner*) or other professional or association publications. Others mentioned volunteers in sharing their experiences with their communities and building and strengthening partnerships with minority forums and networks. Minority volunteers who had positive experiences volunteering can become

advocates and canvassers to share information about their experiences within their social and professional circles. Some other specific suggestions included contacting groups such as: the International Development Exchange (IDEX) (<http://www.idex.org/>), the Entrepreneurial Development and Assistance Program (EDAC) at Morgan State University (<http://www.edacmorgan.com/>); LDI Africa (<http://www.ldiafrica.org/>); and the Diaspora Angel Investment Network (DAIN) (<http://www.dainnetwork.org/about>).

One MV suggested that “implementing organizations should showcase the work they do in the different regions of the world to the immigrant and diaspora communities that are connected to those regions here in the United States.” To create awareness about F2F as well as encourage and motivate those minorities who are qualified to volunteer themselves, for example, ACDI/VOCA can target the West African diaspora to describe the work they are doing in the region. One informant commented that “most minorities in the diaspora would like to connect with and give back to their home country. The F2F Program will be a good opportunity for that and this should be factored into the recruitment process.”

“Targeting minority individuals to participate in the program as volunteers is a recruitment imperative that will require a radical and aggressive approach if this is to be achieved.”

From an interview with a MV

Over half of the MV respondents (56 percent) thought that more effective recruitment strategies could strengthen minority participation. Currently, each implementing organization does its recruitment independently of others, but a more collective approach was suggested. Some recommendations were to create entity that recruits and refers minority volunteers to the implementing organizations, to develop a volunteer alumni program

where minority volunteers who already have experience of field assignments can help to reach other potential minority volunteers, and to document MV participation in a database. Another mentioned designing a F2F internship which could motivate those looking for career development and work experience opportunities. Another suggestion was to set up a minority volunteer database that could be used to communicate regularly with both experienced and potential minority volunteers.

VII. Discussion and Recommendations

Discussion

From the surveys and interviews with F2F implementing organizations, MSO/MSI representatives, and former and current minority volunteers (MVs), there is general agreement, as well as some frustration, with the level of minority engagement with the program. Implementers expressed a desire for more specific guidance on how much minority participation is expected. Implementing organizations also reported that seeking specialized skill sets from potential minority volunteers comes with extra costs – especially when recruiters often do not have knowledge of the volunteers’ minority status until late in the recruitment process. This issue is linked to the tension between finding new volunteers and using experienced ones.

MVs and MSO representatives express frustration at what appears to be minimal contact between the F2F program and their communities and the general lack of publicity around the F2F programs. Some also reported perceptions and concerns about being treated with less regard than other volunteers, e.g., in terms of their qualifications. A majority believed that additional support might be needed to encourage minority volunteers to participate. As discussed in the body of the report, there are

precedents among the small business community for providing additional forms of assistance to special groups such as Historically Underutilized Business Zone (HUBZone) firms, 8(a) firms, Small Disadvantaged Businesses, Women-Owned Small Businesses, and Small Veterans/Service Disabled Veterans Owned Small Businesses, and these precedents could inform new initiatives within the Farmer-to-Farmer program.

All stakeholders agreed that increasing minority participation from current levels would require significant investment in the F2F program. Although few among the implementers supported the idea of setting a target for minority participation, they did feel a target could produce results, but at the expense of other priorities. There was also nearly universal agreement that virtual outreach, by itself, is not sufficient and that in-person efforts such as workshops or attendance at key conferences would be beneficial. Lastly better monitoring and clarification of targets are needed in order to achieve and track results.

The roles of USAID and the implementing organizations are not the same in achieving the goals of greater minority engagement with F2F, although there are areas of overlap and duplication because the two operate at different levels.

Recommendations for USAID to increase number and quality of applications from MSOs

1. Under the next Farmer-to-Farmer core award solicitation, state clearly what the Agency's **expectations** are for receipt of applications from MSOs and the proportion of sub-awards to be given to MSOs.
2. Continue and improve the **MSO set-aside** under the Special Program Support Project Small Grant competition to allow for competition within a smaller and more similar group of organizations. Consider extending the timeline of the grants competition to provide for more outreach, engagement, and support to potential applicants in advance of deadlines.
3. Develop a plan to provide the **funding and technical support** that would achieve the recommendations above. This might include:
 - a. Following methods used by the Office of Small and Disadvantaged Business and Minority Resource Center (OSDBU/MRC) as a follow up to USAID's HBCU Engagement Plan. Despite the stated commitment to working with MSIs as laid out in the HBCU Engagement Plan, there is not currently a parallel process of recruitment or setting goals for reaching and engaging with MSOs in USAID's assistance efforts as that which exist for small businesses.
 - b. Expanding the HBCU Engagement Plan to include minority-run NGOs and other categories of MSIs. This project could be undertaken jointly by USAID's Minority Serving Institutions Program, the Small Business Program, and the Bureau for Food Security.
 - c. Determining if it is possible to adapt the current USAID Mentor-Protégé program for firms to NGOs. In this program, the partners gain evaluation points in the proposal review process.
 - d. Working with OSDBU and others in the procurement process to hold informational sessions on F2F, on volunteer recruitment, or more generally on meeting USAID program requirements.

Recommendations for USAID and core implementers to increase minority volunteer participation

1. State clearly what the Agency's **expectations** are for the desired number and/or proportion of minority volunteers, and whether all or only some of the implementers are expected to achieve them. When setting these targets USAID should consider questions such as, 'Should there be a

single, homogeneous target (“all minorities”) or different targets for different groups?”, and ‘Should all implementers be expected to reach similar levels of MV participation, or is it sufficient to achieve an average across implementers in which some groups have higher and some lower levels of participation?’ It is clear that attracting new volunteers, minority or non-minority, takes time and money. Responses from all parties show that serious effort and financial support would be needed if minority recruitment targets are set higher than current rates of minority participation.

2. Support additional outreach to expand both ***in-person and virtual exposure*** of minorities to the F2F program at targeted events and in publications relevant to F2F activities. Such outreach could reach a new group of agricultural professionals while promoting awareness, interest, and even the participation of minority individuals in the program, particularly among young, college-age populations. Possible avenues include:
 - a. Placing announcements in professional journals and on social media targeted to minority farmers and other agricultural professionals.
 - b. Developing and maintaining a list and calendar of professional association meetings where F2F representatives can distribute printed materials and give presentations and informational talks (Annex 4).
 - c. Tasking and resourcing SPSP to expand and maintain a list of contacts of US minority farmers and minority farmer associations (Annex 5).
 - d. Funding a dedicated staff person within USAID, or through a support project, to be the F2F minority issues representative (or other title) who would work full time to strengthen minority and MSO recruitment, not only for F2F, but also other agricultural programs. In addition this staff person could assist in carrying out the above recommendations. Implementing groups, as noted in the quote below, need assistance in identifying potential minority volunteers and/or organizations or associations that have links to minority volunteers:

“I think it would be helpful if this project assists F2F implementers in this effort by providing us with a list and possibly connecting us with MSOs and other minority-majority organizations and institutions that are involved in agriculture and other fields relevant to our assignments. Additionally, if this SPSP also does some outreach and networking on its own, that will help bring awareness of the F2F program to a more diverse population as well.”

Recommendations for F2F Implementers

Core implementers are currently engaging minority communities, and with additional financial support they could do even more to explain the benefits of F2F volunteering. Without additional resources, increasing participation from current rates would require implementers to shift resources from other components of their operating budgets to cover additional expenses. As the discussion above and throughout the report demonstrates, implementers are not inclined to make these budgetary shifts unless they are explicitly tasked to achieve specific targets for minority volunteer participation. If resources were available, recommended activities include:

4. Identifying and **meeting with minority groups**, associations and organizations involved in agriculture to develop partnerships and spread information about volunteer opportunities(Annexes 4 and 5)
5. **Co-funding minority volunteers to attend annual meetings** of professional associations to share their experiences in order to increase interest and therefore recruitment of minority volunteers.
6. Working with targeted MSIs or private sector groups (Annexes 4 and 5) to **promote volunteering among alumni** and/or current employees.

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Annex 1: List of people interviewed (Alphabetical order by last name)

MSO=Minority Serving Organization (NGO or firm); MSI= Minority Serving Institution (College or University); MV=Minority Volunteer (Organization indicates where they were working at the time of their assignment). Please note: individuals identified as minority volunteers were either recommended to us by implementing organizations based on their self-identification in previous assignments or are based on self- identification during the interviews. This list contains both minorities and non-minorities.

Name	Organization	Type	F2F involvement?
Abdel-Rahman, Mohamed		Volunteer	Yes
Allen, Leigh	National Black Growers Council (NBGC)	MSO	No
Arrebondo, Oudy	National Latino Farmers and Ranchers Trade Association (NLFRTA)	MSO	No
Arrey, Fedelis Besong	Pepsi, New York	MV	Yes
Bishnoi, Udai	Alabama A&M University	MV	Yes
Bommineni, Yugendar	Florida Department of Agriculture/Bioanalysis diagnostic laboratory	MV	Yes
Boyd, Kara	National Black Farmers Association (NBFA)	MSO	No
Brown, Christopher	Agriculture and Land-Based Training Association (ALBA)	MSO	No
Collier, Tara Sabre	Independent Consultant	MV	Yes
Diallo, Thierno Hady	Gamou Organic farms	MV	Yes
Diaz, Alicia	Hispanic Association of Colleges and Universities (HACU)	MSO	No
Djissenou, Yaovi	Independent Consultant	MV	Yes
Fonsah, Greg	University of Georgia (UGA)		
Garcia, Marissa	Huerto De La Familia	MSO	No
Gilbert, Elon	Independent Consultant (F2F program evaluator and grants reviewer)	Volunteer	Yes
Gill, Gurbinder	Independent Consultant	MV	Yes
Grant, Gary	President, The Black Farmers and Agriculturalists Association (BFAA)	MSO	No
Griffin, Diane	Mercedes Parra Foundation for Women & Girls	MV	Yes
Gwishiri, Victoria	Independent Consultant	MV	Yes
Hafer, James	Chief Dull Knife College	MSI	No
Hang, Pakou	Hmong American Farmers Association (HAFA)	MSO	No
Hayes, Cynthia	Southeastern African American Farmers' Organic Network (SAAFON)	MSO	No
Kaye, Nanga	Integrated Community Development International (ICDI)	MV	Yes
Kirk, Crispian	OIC International	MSO	Yes
Longland, Julie	Plant Impact Plc. UK	MV	Yes
Louis, David Pierre	Haiti Coffee	MV	Yes
Maiga, Harouna	University of Minnesota	MV	Yes

Manu, Andrew	Association of African Agricultural Professionals in the Diaspora (AAPD)	MSO	No
McSherry, Rob	New Mexico State University	MSI	No
Moore, Franklin	Chief of Programs, Africare	MSO	Yes
Moore, Michael	Heritage University (now retired, independent consultant)	MSI	Yes
Moses, Judith	The Pacer Center (www.pacer.org)	MV	Yes
Muamba, Kabeya	Independent Consultant	MV	Yes
Nandwan, Dilip	Tennessee State University	MSI, MV	Yes
Ndiaye, Bamba	Independent Consultant	MV	Yes
Ochako, Rachel	Africare	MSO	Yes
Otieno, Onesimus	Oakwood University (HCBU)	MV	Yes
Palaniswamy, Usha	Arcadia University, Pennsylvania	MV	Yes
Paul, Harriett	Florida Agricultural and Mechanical University	MSI	Yes
Pierre, Leslie Jean	Southern Association of Black Peace Corps Volunteers and Minority Peace Corps Association	MSO MSO	No No
Redfield, Alex	Program Manager, New American Sustainable Agriculture Project, Cultivating Community	MSO	No
Shrestha, Anil	California State University, Fresno	MV	Yes
Shumaker, Yasinta	AK Farmers	MV	Yes
Thiam, Mamadou	Independent Consultant	MV	Yes
Tyler, Quentin	Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS)	MSO	No
Ukaejiofo, Rex	Independent Consultant	MV	Yes
Watson, John	USAID/Office of Minority Serving Institutions		No
Weber, Ebony	Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS)	MSO	No
Yeboah, Osei-Ageyeman	North Carolina Agricultural and Technical University	MSI	No

Annex 2: Key Informant Interview Questions

A. **Key Informant Interview Schedule for Representatives from Potential MSOs that have not yet been involved in the Farmer-to-Farmer program**

Introduction: We are interested in speaking with you about a program called Farmer-to-Farmer that is funded by the U.S. government. The program seeks volunteers to work with small farmers and agribusinesses in Latin America, Africa, Asia, and Eastern Europe. Each volunteer goes on a two week assignment to provide trainings on agricultural practices to community groups or small business, e.g., anything from mushroom cultivation to artificial insemination of cows to cheese and sausage making.

We have a few questions to ask you about your potential interest in becoming involved with the Farmer-to-Farmer program, either as a volunteer or as an organization that recruits and sends volunteers. In particular we are trying to find ways to increase the number of minority and to increase the participation of Minority Serving Organizations (MSOs). These would be organizations that are owned or run by minorities. We would like hear your views on this topic. We expect the interview will take about 20 to 30 minutes.

Date of Interview:

Name:

Organization:

1. Please tell me about your organization.
2. Has your organization ever worked on international projects?
3. Have you heard of the Farmer-to-Farmer program before?
4. What kind of information do you think your organization would need to help you decide to submit an application to the program?
5. In your view, what benefits might your organization get from helping to identify minority volunteers to participate in F2F programs?
6. Do you think minority-serving organizations might face any unique or specific challenges in implementing a Farmer-to-Farmer program compared to other organizations?
7. Do you envision possible negative financial or staff consequences (or other risks - please identify) linked to having members from your organization participate as volunteers?
8. Do you have any suggestions for reaching MSIs or MSOs that have not previously participated about program opportunities?
9. Based on your understanding of the F2F program, what might be some challenges to getting minority organizations that have not yet applied to the program to submit an application?
10. Based on your understanding of the F2F program, what might be some challenges to identifying minority volunteers who might like to participate in the program?
11. Do you have any suggestions for reaching new minority volunteers about program opportunities?
12. Do you think you would be interested in volunteering as an individual in the Farmer-to-Farmer program?
13. Would you like to get more information about the Farmer-to-Farmer program?
14. What would be a good way to reach you with news about or opportunities with the program?

Thank you for your time.

B. Key Informant Interview Schedule for Former Volunteers and Representatives from d MSIs/MSOs that have been involved in the Farmer-to-Farmer program

Introduction: We are interested in speaking with you about a program called Farmer-to-Farmer that is funded by the U.S. government. The program seeks volunteers to work with small farmers and agribusinesses in Latin America, Africa, Asia, and Eastern Europe. Each volunteer goes on a two week assignment to provide trainings on agricultural practices to community groups or small business, e.g., anything from mushroom cultivation to artificial insemination of cows to cheese and sausage making.

We have a few questions to ask you about your potential interest in becoming involved with the Farmer-to-Farmer program, either as a volunteer or as an organization that recruits and sends volunteers. In particular we are trying to find ways to increase the number of minority and to increase the participation of Minority Serving Organizations (MSOs). These would be organizations that are owned or run by minorities. We would like hear your views on this topic. We expect the interview will take about 30 to 45 minutes.

Date of Interview:

Name:

Organization:

Sex:

Profession:

Ethnicity:

Age Category:

- 20 – 29
- 30 – 39
- 40 – 49
- 50 – 59
- 60+

Level of Education:

- Bachelors
- Masters
- Ph.D.

1. Are you familiar with the F2F program?
2. How did you hear about it?
3. Have you been a volunteer in the F2F program?
4. If yes, where and when?
5. With which implementing partner?
6. How would you rate that experience overall on the following scale:
 - Very good -
 - Good
 - Average
 - Fair
 - Poor
7. Have other people in your organization volunteered with the F2F program?
8. Based on your understanding of the F2F program, what might be some challenges to identifying minority volunteers who might like to participate in the program?
 - Concept of volunteering is not prevalent in most cultures
 - Experience
 - Cultural competence

9. Do you have any suggestions for reaching new minority volunteers about program opportunities?
Identify people from minority groups and make them advocates of the F2F
Have past volunteers share their experiences
10. Has your organization previously submitted an application to become a F2F implementer?
11. Was your application successful?
12. Do you have any suggestions for reaching MSIs or MSOs that have not previously participated about program opportunities?
13. Based on your understanding of the F2F program, what might be some challenges to getting MSIs and MSOs that have not yet applied to the program to submit an application?
14. Do you think MSIs and MSOs face any unique or specific challenges in implementing an F2F program compared to other organizations? If yes, please identify them:
Administrative and management is challenging
15. In your view, what benefits could your organization derive from helping to identify minority volunteers to participate in F2F programs?
16. Do you envision possible negative financial or staff consequences or other risks (please identify) linked to having members from your organization participate as volunteers?
N/A
17. Do you think you would be interested in volunteering as an individual in the Farmer-to-Farmer program?
18. Would you like to get more information about the Farmer-to-Farmer program?
19. What would be a good way to reach you with news about or opportunities with the program?

Annex 3: Survey Questions

Survey questions sent to F2F recruiters

Q.1. Think about the five most recent volunteers your organization recruited and identify the sources you used to find them (check all that apply)

- In-house database of potential volunteers
- Personal connection of a staff member or volunteer
- They came to you through your organization's website
- Searched other institution's website (e.g., looking at faculty names on university site)
- F2F Implementer (your own organization) Facebook page
- F2F Implementer (your own organization) Twitter account
- F2F General Application (Volunteer submitted an application through VEGA F2F website, Farmer-to-Farmer.org)
- Advertisement placed in a newsletter, association publication, or listserv
- LinkedIn
- Other (please specify)

Q.2. Now consider the last five minority volunteers (i.e. Black, Hispanic, Pacific Islander, and/or American Indian) that your organization has sent out. What sources did you use to find them? (check all that apply)

- In-house database of potential volunteers
- Personal connection of a staff member or volunteer
- They came to you through your organization's website
- Searched other institution's website (e.g., looking at faculty names on university site)
- F2F Implementer (your own organization) Facebook page
- F2F Implementer (your own organization) Twitter account
- F2F General Application (Volunteer submitted an application through VEGA F2F website, Farmer-to-Farmer.org)
- Advertisement placed in a newsletter, association publication, or listserv
- LinkedIn
- Other (please specify)

Q.3. What are the three resources your organization uses the most when recruiting volunteers for open an assignment? (select the top three)

- In-house database of potential volunteers
- Personal connection of a staff member or volunteer
- They came to you through your organization's website
- Searched other institution's website (e.g., looking at faculty names on university site)
- F2F Implementer (your own organization) Facebook page
- F2F Implementer (your own organization) Twitter account
- F2F General Application (Volunteer submitted an application through VEGA F2F website, Farmer-to-Farmer.org)
- Advertisement placed in a newsletter, association publication, or listserv
- LinkedIn

- Q.4. What challenges has your organization experienced trying to recruit minority volunteers?
- Q.5. Of the challenges you mentioned, which do you think is the most important?
- Q.6. What efforts have you taken to increase the number of minority volunteers in your data base?
- Q.7. What could the F2F Special Program Support Project do to assist you in these efforts to find more minority volunteers?
- Q.8. How high a priority is minority volunteer recruitment for your organization?

Not a priority Low Medium High Very high

Survey questions sent to in-country staff

- Q.1. How long have you been involved in the F2F program as an in-country Coordinator/Director?
- Q.2. In which region do you work?
- Q.3. During this time, have you worked with minority volunteers? Minority volunteers are those who belong to one of six categories identified by the U.S. Census Bureau: White, Black or African American, American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander
- Q.4. To your knowledge, what are the most important considerations that contribute to minority volunteer selection?
- Q.5. To your knowledge, what are the most important considerations that contribute to minority volunteer performance in the field?
- Q.6. To your knowledge, are there any differences in how minority and non-minority volunteers are selected? If so, what are the differences?
- Q.7. How would you compare, on average, the knowledge and expertise of minority volunteers to that of non-minority volunteers?
- Q.8. In your experience, do minority volunteers experience advantages to achieving F2F objectives that non-minority volunteers do not face? If so, please identify these.
- Q.9. In your experience, do minority volunteers experience challenges on F2F assignments that non-minority volunteers do not face? If so, please identify these.
- Q.10. To your knowledge, does your organization make a special effort to recruit and place minority volunteers? If yes, what is your opinion of this practice? If no, do you think your organization should make a special effort?
- Q.11. To your knowledge, are minority volunteers received differently by their host communities in comparison to non-minority volunteers?
- Q.12. Are minority volunteers provided with sufficient information on the challenges or advantages that minority volunteers face in the host community?
- Q.13. Is there anything else you would like to share related to the placement of minority volunteers, either specifically in Farmer-to-Farmer programs or more generally?

Annex 4 List of Professional Association Meetings

American Indian Higher Education Consortium (AIHEC) (<http://www.aihec.org>)

Holds meetings of its members who are Tribal Colleges and Universities to benefit these underrepresented populations. Founded in 1972, AIHEC provides leadership and influences public policy on American Indian higher education issues through advocacy, research and program initiatives to promote and strengthen indigenous languages, cultures, communities and tribal nations.

Contact:

Carrie Billy - cbilly@aihec.org 708 838 0400

First Americans Land-grant Consortium (FALCON) (<http://falcon.aihec.org/Pages/FALCONHome.aspx>)

FALCON is a non-profit, professional association, sanctioned by motion of the AIHEC Board of Directors (see above). It represents administrators, faculty and staff at 1994 Land-Grant Institutions (Tribal Colleges and Universities). The 2015 Annual Conference was held in Denver, CO, on November 7-9, 2015.

Contact:

John Phillips, at jphillips@aihec.org, 706-310-4199.

Hmong American Farmers Association (HAFA) (<http://www.hmongfarmers.com>)

Holds programs and activities regularly for its members on access to land, alternative markets, micro loans and business and agricultural trainings. HAFA was created in 2011 as a membership organization and cooperative to serve and support the Hmong diaspora population. It is dedicated to advancing the prosperity of Hmong farmers through cooperative endeavors, capacity building, advocacy, research and trainings to create wealth through farming and agriculture.

Contact

Pakou Hang (Executive Director) pakou@hmongfarmers.com 651 493 8091

Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) National Conference (<http://manrrs.org/>)

Held annually with a Career Fair; this year in Jacksonville, FL (March/April 2016). MANRRS is an organization for under-represented students studying agriculture and natural resources and related sciences. It promotes academic and professional advancement by empowering minorities in agriculture, natural resources, and related sciences. MANRRS has relationships with 65 universities and colleges in 38 States. The theme of this year's conference was "MANRRS: Growing the Next Generation of Agricultural Leaders."

Contact:

Quentin Tyler – President - manrrspresident@gmail.com;

Ebony Webber – Chief Operating Officer - exec.office@manrrs.org, 404 347 2975

National Latino Farmers and Ranchers Trade Association (NLFRTA) (<http://www.nlfrta.org/>)

Provides training and technical assistance to its members to ensure the quality of produce as well as the integrity of safe food systems. It also offers guidance on relevant farm and ranching policy, through forums and webinars. Founded in 2004 NLFRTA has been supporting Latino farmers and ranchers through programs like farmworker transitioning into farmers, ranchers and multiple advocacy

campaigns. Its mission is to organize, engage and empower Latino farm and ranching advocacy groups, farmworkers transitioning into farm ownership, and, generally, small producers, throughout the United States and beyond.

Contact

Audy Arrebondo (Coordinator) latinofarmers@live.com, info@NLFRTA.org; 202 628 8833

Professional Agricultural Workers Conference (<http://pawc.info/>)

Held annually at Tuskegee University, the Professional Agricultural Workers Conference (PAWC) is a forum committed to a world that values and promotes equal opportunity equitable access to information and technology for sustainable development of communities and natural resources. The conference meetings began in 1942. Last year (December 2015), the conference theme was “*Beyond the Veil – Agriculture, Families and Communities of the Future: Local, National, and Global Perspectives.*”

Contact:

Tasha Hargrove: phone: 334.552.0691 or Robert Zabawa: phone: 334.552.1321.

Email: pawc@mytu.tuskegee.edu

Southeastern African American Farmers Organic Network (SAAFON) (<http://www.saaфон.org/>)

Provides regular education, training and technical support to small-scale underserved farmers and their communities on the best practices for creating sustainable and economically viable agricultural projects and programs. SAAFON was founded in 2006 following a three-day organic certification workshop as an outcome of their strong commitment to increase the number of certified organic African American farmers in the South. It has 180 farmers in its network in 8 states in US and has history and experience of interventions and involvement in Africa, Caribbean countries through farmer to farmer exchanges.

Contact

Cynthia Hayes (Executive Director) saafon@comcast.net 912-495-0591

Sustainable Agricultural Research & Education (SARE) (<http://www.sare.org/>)

In addition to its annual conference, SARE regularly holds events and conferences to promote agricultural development through its regional programs. It has an events section on its website where a calendar for all scheduled events can be accessed. SARE, a unit of USDA, was founded in 1988 and is a grant awarding, research and education organization that contributes to the advancement of agricultural innovation, profitability, stewardship of land, water and air, and quality of life for farmers, ranchers and their communities.

Contact:

Rob Hedberg--SARE Director--rhedberg@nifa.usda.gov; (202) 720-5384

National Institute Of Food And Agriculture (NIFA) (<https://nifa.usda.gov/program/nifa-tribal-programs>)

An arm of the U.S. Department of Agriculture (USDA). It was established by the Food Conservation and Energy Act of 2008 to find innovation solutions to issues related to agriculture, food, the environment, and communities by investing in the advancement in agricultural research, education and extension to solve societal challenges. Through the NIFA Tribal Program, grants are specifically targeted at the Indian Country. Four grants are awarded to support learning at the 1994 Lang-Grants Institutions.

Contact:

Virginia Bueno – Director, Communications - Virginia.bueno@nifa.usda.gov; 202 720-2677

USDA Advisory Committee on Minority Farmers (<http://www.outreach.usda.gov/sdfr/FAC.htm>)

Holds public advisory committee meetings periodically. The last meeting was held on September 22-24, 2015. The committee works in the interest of the public to ensure socially disadvantaged farmers have equal access to USDA programs. The committee members are composed of socially disadvantaged farmers or ranchers, representatives from nonprofit organizations, civil rights professionals, and representatives from institutions of higher learning.

Contact:

Paula Garcia (Executive Director, New Mexico Acequia Association) lamorena@lasacequias.org 505 995 9644

Annex 5: Minority Farmers and Minority Farmer or Agricultural Associations

This list represents groups that were found through personal contacts or through Internet searches. The team was not able to speak with all of the groups listed.

Name of organization	Address	Point of Contact	Comments/Description
African American Farmers of California	3171 West Kearney Boulevard, Fresno, CA 93706	Will Robinson, Founder 559-442-1893	Provides assistance and services for African American farmers in the San Joaquin Valley.
Association of African Agricultural Professionals in the Diaspora (AAAPD)	dianah.majee@monsanto.com http://www.aaapd-africa.org (515) 294-5510 – Andrew Manu	Dr. Dianah Ngonyamo-Majee (Vice President) Andrew Manu (Past President), Iowa State University	AAAPD was founded in 2008 and launched in 2010. It is an organization that is comprised of a membership database of multi-disciplinary African Professionals in the Diaspora, many of them academicians, researchers, extension specialists, agricultural economists and development agents. AAAPD draws resources from its human and intellectual capital to help strengthen African agriculture most of whom have 10-20 years' experience working in different capacities in various regions of Africa in addition to their international experience
Hmong American Farmers Association (HAFA)	941 Lanford Avenue West Suite 100, St Paul, MN 55104 pakou@hmongfarmers.com info@hmongfarmers.com 651 493-8091	Pakou Hang (Co-Founder/Exec Dir. Hua – Executive Assistant	The Hmong American Farmers Association (HAFA) is a nonprofit organization that was created in 2011 to serve, support and advocate for Hmong American farmers and their families. The mission of the Hmong American Farmers Association (HAFA) is to advance the prosperity of Hmong farmers through cooperative endeavors, capacity building and advocacy. HAFA was started and is led by family farmers and uses community organizing to do this work. HAFA is the only organization in Minnesota that was started by and is led by Hmong American farmers and it is the only one singularly focused on the advancement of Hmong American farmers and their families.
National Black Farmers Association (NBFA)	68 Wind Road, Baskerville VA 23915 (434) 447-3444; 804 691-8528	Dr. John Boyd Jr (President/Founder) Kara Boyd – (Program Director)	The National Black Farmers Association Incorporated is a non-profit, community organization founded in February of 1995, by John Boyd, Jr., of Baskerville, Virginia. Its mission is to encourage the participation of small and disadvantaged farmers in gaining access to resources of state and federal programs administered by the United States Department of Agriculture as well as to communicate and educate its community and target audience through effective outreach and technical assistance.
National Hmong	Washington DC Office:	Chukou Thao; Executive Director,	Started in 2003, NHAF is a non-profit 501c3 organization whose

American Farmers	717 D Street, NW, Suite WSBACH 400Washington, DC 20004 (202) 628-8833 California Office: 6366 N. Figarden Drive, Ste 101A, Fresno CA 93722 559 313 3339	chukou@nhaf.org Macy Yang Program Director Email: macy@nhaf.org	mission is to preserve Hmong-American farm culture by promoting economic self-sufficiency for Hmong-American and other immigrant and ethnically underrepresented farmers. NHAF is committed to making a profound difference for the farming community. Its goals include: Preserving the culture of the farmers, Hmong or otherwise; Providing viable economic development that sustains the community; Creating social and economic development programs to create self-sufficiency; Providing health education, leadership training, and participation in events and issues which affect the daily lives of the Hmong and other ethnic minority farming groups; and Becoming a recognized provider of effective community change.
Southeastern African American Farmers' Organic Network (SAAFON)	saafon@comcast.net	Dr. Owusu Bandele, Prof. Emeritus, Sustainable Ag, Southern Univ. Cynthia Hayes – 912 495 0591	SAAFON was founded in 2006 provides education and training to small-scale underserved farmers and their communities on the best practices for creating sustainable and economically viable agricultural projects and programs.
The Black Farmers and Agriculturalists Association (BFAA)	P.O. Box 61 Tillery, NC 27887 252.826.3017 252 826 2800 info@bfaa-us.org	Gary Grant (President)	BFAA (Black Farmers and Agriculturalists Association) is a non-profit organization created to respond to the issues and concerns of Black farmers in the U.S. and abroad. Formed in 1997, the organization boasts a membership of over 1,500 farmers nationwide, and 21 state chapters.
Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS)	1720 Peachtree Road, N.W. http://manrrs.org Suite 776 South Atlanta, GA 30309; 404.347.2975 exec.office@manrrs.org	Ebony Webber (Executive Director) Quentin Tyler (President)	MANRRS is a non-profit organization registered in the state of Michigan. It promotes academic and professional advancement by empowering minorities in agriculture, natural resources, and related sciences. Its main mission is to support endeavors that will always foster and promote the agricultural sciences and related fields in a positive manner among ethnic minorities. It initiates and participates in activities and programs that will ensure that ethnic minorities will also be involved in and associated with the agricultural sciences and related fields and works for the inclusion, achievement, and advancement of all people in the agricultural sciences.
Flats Mentor Farm	769 Main Street, Lancaster, MA 01523; 413.658. 4279; www.flatsmentorfarm.org		The Flats Mentor Farm (FMF) is located on a 70-acre river bottom parcel of land in Lancaster, Massachusetts. FMF assists and supports small farmers of diverse ethnic backgrounds with the land, farming infrastructure and marketing assistance needed to promote and sustain successful farming enterprises. FMF promotes economically viable agricultural production that protects the environment through the practice of sustainable farming methods. This program offers resources, hands-on-training and technical assistance on soil fertility, irrigation, pest and weed management and marketing. FMF also

			provides opportunities for beginning farmers to increase their economic returns, and quality of life.
Cultivating Community	62 Elm Street, Portland, ME04101; 2017.761. 4769	Alex (Program Coordinator) alex@cultivatingcommunity.org 207 761 4769	Founded in 2001. Has diverse programmatic areas. Refugee & immigrant farmer training is one of its programs. Works with Somali, Sudanese and Guatemala population
GrowNYC	100 Gold Str, Suite 3300, New York, NY 10038; 212.788.7900 mrojas@grownys.org	Maria Rojas - project Coordinator	Created in 1970. Through its New Farmer Development Project, it identifies, educates and supports immigrants in NYC with agricultural experience and to establish small farms in the region
Huerto De La Familia	info@huertodelafamilia.org ; 240 E. 12th Eugene, OR 97401; 541.505.9569	Marissa Garcia – Executive Director	Supports Latino families in Lane County create and access organic gardening opportunities and start small farm/food businesses via trainings and other support programs
Agriculture and Land-Based Training Association (ALBA)	1700 Old Stage Road, Salinas CA 93912 831 758 1469	Christopher Brown (Executive Director) chris@albafarmers.org Patty Howe (Admin Director) patty@albafarmers.org	ALBA generates opportunities for farm workers and limited-resource, aspiring farmers to grow and sell crops from two organic farms in Monterey County. Its mission is to advance economic viability, social equity and ecological land management among limited-resource and aspiring farmers. ALBA aims to contribute to a more just and sustainable food system through the development of: 1) human resources that will be tomorrow’s farmers and sustainable agriculture leaders; 2) growing marketing alternatives for small-scale, limited-resource farmers; and 3) the enhancement of biological diversity and protection of natural resources – all necessary components of such a food system.
National Black Growers Council (NBGC)	601 13 th Street NW Suite 450 N Washington DC 20005 202 544 6513 kimdavis@nationalblackgrowerscouncil.com	Leigh Allen (Executive Director) leighallen@nationalblackgrowerscouncil.com	NBGC is a group of intergenerational producers who advocate for the best interests of Black farmers locally, statewide, and nationally. It promotes agriculture in the United States and abroad.
Association of African American Vintners		http://aaavintners.org/ 4225 Solano Ave # 594, Napa, A 94558; 707-334-6048	

Annex 6: Characteristics of the Minority Volunteers Interviewed

The tables below present some demographic characteristics of the minority volunteers interviewed for this report. It is important to note that this was not a random sample, and these numbers do not necessarily reflect the characteristics of the wider set of minority volunteers that have participated in F2F programming.

Minority Volunteers Interviewed, by Ethnicity and Sex

Sex	Ethnicity							Total
	White/Hispanic	African American (Black)	African American (Hispanic)	American Indian/Alaskan Native	Asian	Other Pacific Islander	Other	
Female	0	1	1	0	5		1	8 (32%)
Male	1	8	0	0	7		2	17 (68%)
Total	1	9	1	0	12		2	25 (100%)

Source: Key informant interviews

Minority Volunteers Interviewed, by Age and Sex

Sex	Age Ranges					Total
	20 - 29	30 – 39	40 - 49	50 - 59	60 +	
Female	0	4	2	1	1	8 (32%)
Male	0	6	6	4	0	17 (68%)
Total	0	10	8	5	1	25 (100%)

Source: Key informant interviews

Minority Volunteers Interviewed, by Education Level and Sex

	Level of Education		Total
	Master's Degree	Doctorate Degree	
Female	6	2	8
Male	8	9	17
Total	14 (56%)	11 (44%)	25 (100%)

Source: Key informant interviews

Annex 7: Scope of Work for the Assignment

Expanding Engagement with MSOs to increase the recruitment of minority volunteers in Farmer-to-Farmer (F2F) programs

Terms of Reference and Work Plan

Terms of Reference

I. Activity Rationale and Background

This activity involves planning and conducting a study that will advise F2F on achieving two different but related objectives: i) how to increase the recruitment of minority F2F volunteers;¹¹ and ii) how to expand engagement with Minority Serving Organizations (MSOs). MSOs include both Minority Serving Institutions (MSI's, defined as Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities¹²) and other organizations that are controlled by a board of directors or similar governing body with a membership of more than 50 percent Black Americans, Hispanic Americans, Native Americans, or other economically disadvantaged minorities.

The F2F program has long engaged with MSIs. This engagement has been productive but limited. Rather than repeating those efforts, this activity seeks to identify ways to engage with the wider pool of MSOs — in particular those that have not been involved with the F2F program before — and to engage with them in ways that the F2F program has not tried before. In practice, this may mean that the committee will develop ways to reach more individuals directly, perhaps by working with other organizations that could provide access to substantial numbers of minority F2F volunteers, but that might not be officially designated as an MSI/MSO. For example, many of the universities in the University of California system have more students of Asian-Pacific descent than White students, but are not officially designated as MSIs.

To achieve the two objectives listed above, the F2F Outreach Committee, which is responsible for overseeing the study, will form a committee to plan and conduct the study. The committee consists of representatives from core implementers and is managed by VEGA's F2F sub-awardee Cultural Practice, LLC, which will undertake the following activities:

1. **By December 4, 2015**, At the 2015 F2F Implementer's Meeting, present inception report and workplan containing a description of the methodology the committee will use in carrying out the tasks assigned to it, including a list of the questions to be asked in interviews and/or surveys (see Annex A) and a list of the organizations and/or individuals (or types of individuals) to be interviewed and/or surveyed (see Annex B), the schedule to be followed (see below, Section II).
2. **By December 31, 2015**, prepare an expanded list of potential MSO partners to be sent to the Outreach Committee for review.
3. **By January 15**, potential MSO list vetted by Outreach Committee. Members of the committee will be asked to indicate, for each MSO on the list, whether the organization

¹¹ The definition of "minority" in this assignment follows the usage of the U.S. Census Bureau, "Starting in 1997, OMB required federal agencies to use a minimum of five race categories: White, Black or African American, American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander. For respondents unable to identify with any of these five race categories, OMB approved the Census Bureau's inclusion of a sixth category—Some Other Race—on the Census 2000 and 2010 Census questionnaires." (<http://www.census.gov/prod/cen2010/briefs/c2010br-02.pdf>).

¹² <http://www.usaid.gov/sites/default/files/documents/1868/glossary.pdf>

should be contacted for further information. The list will be sent by VEGA on January 4 and 11.

4. **Between January 18 and February 5**, MSO leads will be contacted by Cultural Practice. This final list will include detailed notes on each potential MSO partner on their level of interest in participating in F2F, their capacity to do so, and their capacity to introduce substantial numbers of minority volunteers who have not previously participated in F2F. The list should include but not be limited to the following elements for each MSO:
 - The name of the organizational unit within the MSO that is most relevant to/most interested in F2F.
 - Contact information for the relevant individuals within that unit.
 - A brief description of the organizational unit, how they could contribute to F2F and an assessment of their interest to do so.
5. **Between December 31 and February 29, 2015**, the Committee will conduct discussions with selected current and potential MSO partners to describe their capacity to add value to F2F in more detail and to describe their constraints to participation in F2F activities.
6. **By March 31, 2016**, write an initial full draft of findings on good practice in accessing technical assistance from minority volunteers for review (as above), including a set of recommendations for the F2F Special Support Program and F2F implementers. The final draft will be submitted following recommendations for revisions, within two weeks (April 15, 2015) of receipt of comments.

II. Methodology

The activities to be completed consist of the following tasks: document review; surveys; key informant interviews; data analysis; and report writing. A Dropbox folder has been created to allow the team to access and file documents and other data.

1. Document review

The MSO Advisory Committee will review past and current efforts at minority volunteer recruitment through separate and parallel review of documents and consultations with Program Directors and Recruiters (see below). The team will draw on a wide range of materials including USAID and implementer project reports and success stories as well as analyses of previously conducted surveys, including but not limited to reports on minority involvement in F2F, the GAO report of the F2F program, and earlier evaluations of the F2F program. Among other topics, the study will examine implementers' practices around requesting volunteer ethnicity identification to examine why many volunteers decline and identify best practices to promote a higher degree of self-identification. In addition, to allow for validation of the results, outside sources related to minority recruitment more generally will be identified and reviewed. Each committee member will participate in the document review and will send summaries by email to other team members and/or post comments in Dropbox.

2. Survey of Current and Potential Implementing and Sending Organizations

A short survey to elicit information about perceived constraints and opportunities experienced by current and potential implementing and/or sending organizations will be developed and sent out for a written response by email using a web-based program such as Survey Monkey . This will include both MSOs and other organizations that might have the potential for reaching or sending minority volunteers. The committee will identify a wide set of constituents, building on lists of organizations provided by VEGA and listed in previously published documents.

The following list of questions will be included in the survey:

1. Think about the five most recent volunteers your organization recruited and identify the sources you used to find them (check all that apply):
 - a. In-house data base of potential volunteers
 - b. Personal connection of a staff member or volunteer
 - c. They came to you through your organization's website
 - d. Search other institution's website (e.g., looking at faculty names on a university site)
 - e. F2F Implementer (your own organization) Facebook page
 - f. F2F Implementer (your own organization) Twitter account
 - g. F2F General Application, submitted through VEGA F2F website, Farmer-to-Farmer.org
 - h. Advertisement placed in a newsletter, association publication, or listserv
 - i. Other

2. Now consider the last five minority volunteers (i.e., Black, Hispanic, Pacific Islander, and/or American Indian) that your organization has sent out, what sources did you use to find them (check all that apply)?
 - a. In-house data base of potential volunteers
 - b. Personal connection of a staff member or volunteer
 - c. They came to you through your organization's web site
 - d. Search other institution's website (e.g., looking at faculty names on a university site)
 - e. F2F Implementer (your own organization) Facebook page
 - f. F2F Implementer (your own organization) Twitter account
 - g. F2F General Application, submitted through VEGA F2F website, Farmer-to-Farmer.org
 - h. Advertisement placed in a newsletter, association publication, or listserv
 - i. Other

3. What are the three resources your organization uses the most when recruiting volunteers for open assignments? (Select three)
 - a. In-house data base of potential volunteers
 - b. Personal connection of a staff member or volunteer
 - c. They came to you through your organization's web site.
 - d. Search other institution's website (e.g., looking at faculty names on a university site)
 - e. F2F Implementer (your own organization) Facebook page
 - f. F2F Implementer (your own organization) Twitter account
 - g. F2F General Application, submitted through VEGA F2F website, Farmer-to-Farmer.org
 - h. Advertisement placed in a newsletter, association publication, or listserv
 - i. Other

4. What have you seen as the benefits to your program (including to the communities visited) of using minority volunteers?

5. What challenges has your organization experienced trying to recruit minority volunteers?
6. Of the challenges you mentioned, which do you think is the most important?
7. What efforts have you taken to increase the number of minority volunteers in your data base?
8. How high a priority is minority volunteer recruitment for your organization?
 - a. Very High
 - b. High

- c. Medium
- d. Low
- e. Not a priority

9. In your view, should expanding minority volunteer participation be expected of current implementers?
10. What could the F2F Special Program Support Project do to assist you in these efforts to find more minority volunteers?

3. *Key Informant Interviews*

Interviews with key informants will be conducted among both current and potential implementing organizations, with the emphasis on the latter. Interviewees will be identified from among MSOs as well as other organizations that might have the potential for reaching or sending minority volunteers. As above, the team will identify a wide set of constituents, starting with lists of organizations provided by VEGA and listed in previously published documents. These people may include, among others, faculty and administrators at MSIs, organization leadership at MSOs, contacts within the private sector, and representatives from current implementing organizations. Interviews will be conducted primarily by phone and/or by computer (using Skype).

Questions for the key informants are organized around the two broad questions framing this assignment:

- i) How can the recruitment of minority F2F volunteers be increased? and ii) How can USAID and the F2F Implementing Partners expand their engagement with MSOs?

In addition to basic data about the respondents, the team will gather information from informants who work with organizations that are **not currently involved in the F2F program**. These will include universities, minority farmer organizations, and minority-owned or minority-serving agriculture-related businesses. They will be asked the following questions:

20. Previous reports on MSO engagement with the F2F program have identified the following reasons as to why it has been difficult to increase the number organizations participating. Please list any additional reasons of which you think are also important.
- Lack of familiarity with USAID mechanisms and/or opportunities
 - Lack of resources for proposal development
 - Lack of knowledge about what should go into the proposal
 - Lack of interest in international exchange activities
 - Time constraints that limit staff or faculty ability to take time to volunteer
 - Other: _____
 - Other: _____
21. Please rank the top three reasons listed above (including any that you have added).
- Lack of familiarity with USAID mechanisms and/or opportunities
 - Lack of resources for proposal development
 - Lack of knowledge about what should go into the proposal
 - Lack of interest in international exchange activities
 - Time constraints that limit staff or faculty ability to take time to volunteer
 - Other: _____
 - Other: _____

22. Are you familiar with the F2F program? If the answer is “no”, the interviewer will shift to a different set of questions – see below)
23. How did you hear about it?
24. Has your organization previously submitted an application to become a F2F implementer?
25. Was your application successful?
26. If yes, would you want to continue after your current term is over?
27. Have you been a volunteer in the F2F program?
28. If yes, where and when?
29. With which implementing partner?
30. How would you rate that experience overall on the following scale:
 - Very good
 - Good
 - Average
 - Fair
 - Poor
31. Have other people in your organization volunteered with the F2F program?
32. Based on your understanding of the F2F program, what might be some challenges to identifying minority volunteers¹³ who might like to participate in the program?
33. Do you have any suggestions for reaching new minority volunteers about program opportunities?
34. Do you have any suggestions for reaching MSIs or MSOs that have not previously participated about program opportunities?
35. Based on your understanding of the F2F program, what might be some challenges to getting MSIs and MSOs that have not yet applied to the program to submit an application?
36. Do you think MSIs and MSOs face any unique or specific challenges in implementing an F2F program compared to other organizations?
37. Do you envision possible negative financial or staff consequences or other risks (please identify) linked to having members from your organization participate as volunteers?
38. In your view, what benefits could your organization derive from helping to identify minority volunteers to participate in F2F programs?

In addition to basic data about the respondent, informants who work with organizations such as those listed above that are **not currently involved in the F2F program and are not familiar with the program** will be asked:

1. What would be a good way to reach you with news about or opportunities with the program?
2. What would your organization need in terms of information or other incentives to submit an application to the program?
3. Do you think MSIs and MSOs face any unique or specific challenges in implementing a F2F program compared to other organizations?
4. Do you envision possible negative financial or staff consequences (or other risks - please identify) linked to having members from your organization participate as volunteers?
5. In your view, what benefits could your organization derive from helping to identify minority volunteers to participate in F2F programs?

In addition to basic data about the respondents who **are currently or have been involved in the F2F program** (but are not being sent the survey) will be asked:

¹³ See footnote 1 for minority categories.

1. What efforts are currently used by your organization to recruit minority volunteers?
2. What are considered best practices? What are the least effective practices and why?
3. In your opinion, where might there have been missed opportunities to strengthen the participation of minority volunteers in F2F?
4. In your opinion, where have there been missed opportunities to strengthen the participation of MSOs in F2F?
5. Has your organization developed and/or used any targeted orientation or reentry materials for minority volunteers? If so, briefly describe the content.

4. Data analysis

Answers to the survey and interview questions will be collated and categorized by subject and theme for quantitative and qualitative assessment.

5. Report Writing

The document review, interviews and data analysis that comprise the bulk of the activities will be conducted between December 2015 and April 2016 (see Work Plan schedule, below).

III. Deliverables

	Description	Responsibility	Due
1.	Inception report presentation	Cultural Practice	12/4/2015
2.	Final work plan	Joint	12/24/2015
3.	Recruiter survey distributed	VEGA	12/24/2015
4.	List of potential MSO partners	Cultural Practice	12/31/2015
5.	Interview list of current MSOs	VEGA	12/31/2015
6.	Vetted list of potential MSO partners	VEGA	1/15/2016
7.	Initial interview to assess potential MSO partners' interest	Cultural Practice	2/5/2016
8.	Key informant interviews (current and potential MSOs) complete	Cultural Practice	2/29/2016
9.	Draft analysis of surveys and interviews completed	Cultural Practice	3/11/2016
10.	Draft report presented for review	Cultural Practice	3/31/2016
11.	Final report submitted	Joint	4/15/2016

IV. Advisory Committee Members' Responsibilities

Laura Alexander (VEGA), as the Farmer-to-Farmer Special Program Support Project Director for VEGA, will be available for consultation and input as needed, providing background documents and other materials. She will coordinate and participate in committee calls and meetings. As necessary, she will also facilitate communication with F2F implementing partners and/or USAID. **She** will be assisted by VEGA Program Manager Leia D'Amboise.

Dr. Deborah Rubin (CP) will work closely with the team to finalize the work plan and terms of reference. She will participate in the initial startup meetings and coordinate with VEGA on the overall performance of the task order. She will also conduct some of the key informant interviews, help to develop the interview questionnaire, assist with the data analysis, prepare initial report drafts, and provide knowledgeable backstopping to the team's participation.

Mr. Daniel Morris (School of International Training, Graduate Student) will be completing a practicum assignment with Deborah Rubin and will be conducting key informant interviews and analyzing the interview and survey data, and contributing to drafting the final report.

Dr. Harriett Paul (FAMU) will work closely with the other team Members, with a primary focus on assessing and making recommendations on the methods utilized to engage the MSI dimension in the F2F program. She will also provide guidance on best practices and lessons learned from her 14 year experience recruiting and fielding minority volunteers for F2F programs. She will provide input to support the development of the survey and Work Plan. She will conduct some of the informant interviews, and she will assist with the strategy development to increase the involvement of MSO/MSI institutions and minority volunteers.

Sadie Paschke (Land O'Lakes) will develop survey, interview or focus group tools, whichever are needed, to assess for core implementers' experiences engaging minority volunteers. She will analyze the existing documentation in order to pull out constraints and best practices for engaging MSIs and MSOs and recruiting minority volunteers. These constraints and best practices should inform the committee of the themes and issues to pursue further, or gaps in knowledge. She will offer her experience as a volunteer recruiter for a core implementer. If needed, she will conduct surveys, interviews or focus groups and assist in collecting and analyzing information and building a strategy for better engagement.