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***OICI Farmer-to-Farmer:  
A USAID Farmer-to-Farmer Program  
Final Report  
FY2004 - FY2008***

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Submitted to the

**U.S. Agency for International Development (USAID)**

By

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Philadelphia, September 2008; For the Period October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008

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**John Ogonowski Farmer-to-Farmer (FTF) Program  
USAID Economic Growth, Agriculture and Trade**

**Geographic Focus: West African countries of Ghana, Guinea, Mali, Nigeria and Senegal**

**Cooperative Agreement Number: EDH-A-00-03-00021-00**

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*OICI Farmer-to-Farmer: A USAID John Ogonowski Farmer-to-Farmer Program*  
**Final Report FY04-FY08: October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008**

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## 1. Executive Summary

The goal of the OIC International (OICI) Farmer-to-Farmer (FTF) Program is to increase productivity and profitability in Africa, through diversified, sustainable partnerships. To do this, OICI has sought to: 1) add value and increase productivity of high-value agricultural products; 2) increase private sector trade; and 3) increase the diversity of the professionals providing technical assistance to Africa. This report details the activities, experiences and accomplishments contributing to these goals and objectives; and covers all aspects of the program from October 1, 2003 to September 30, 2008.

In this Fiscal Year 2004-2008 reporting period; OIC International Farmer-to-Farmer (FTF) Program built on the success of its previous work as subcontractor to Partners of the Americas' Farmer-to-Farmer West Africa Program. In 2003, OICI entered into a five-year Cooperative Agreement with USAID to be prime implementer in the West African countries of Ghana, Guinea, Mali, Nigeria and Senegal. During the reporting period, OICI sent 155 volunteers on 182 assignments, for a combined total contribution of 4,142 days of service valued at over \$1,600,000. More than 90 different organizations in West Africa—from farm cooperatives to agribusinesses, extension agents to academic institution-- benefited from OICI's services. OICI improved the lives and work of nearly 150,000 people; helping target farmers and business owners to increase their combined incomes by \$426,000; and increase their combined sales revenues by \$1,191,000.

The OICI FTF Program has been a high-impact, market-driven program that draws from the broadest possible range of volunteer expertise within the US agricultural sector to address value chain gaps for specific high-value commodities. OICI took an innovative approach by focusing on progressive small farmers and agribusinesses and helping them to move into the commercial sector by providing market-oriented training that enabled them to tap into local, regional and international markets. OICI has traditionally worked in some of the least developed, most impoverished countries in the world; where a large part of the population struggles without basic utilities such as electricity, water and telecommunications; and where transportation is either unavailable or inefficient, and roads are often impassible or impossible. Not only do these problems prevent a population from advancing, they can impede the rate of progress of a US development project working in these countries, and sometimes even pose a threat to the US volunteers and staff it sends to visit these projects. These challenges have required a special understanding of and creativity in dealing with the complexities of the realities in West Africa, and OICI rose to the challenge bringing 30 years of experience and a very capable staff to think outside the box on how best to formalize a tremendously informal sector.

From major sociopolitical upheavals to the unforeseen emergencies such as accidents and illnesses, OICI continued to provide excellent services to beneficiaries and provided USAID with a template for what works and what doesn't when working in some of the world's least developed, most politically volatile countries. OICI contributed implementation ideas by way of lessons learned that will be of great benefit to the FTF program and other volunteer-based programs throughout their operations. OICI's work has also helped provide USAID with useful feedback on its technical and strategic approach, by helping USAID to test focus area and subsector work (2004-2006) and

Value Chain Analysis (2006-2007) as new methodologies for strategic planning, testing them in the most challenging and complex economic environments.

The success of this OICI FTF Program is due to strong collaboration and communication across multisectoral, multidisciplinary networks—all unified in the goal of helping farmers improve profits--in the US and Africa. The successes reported in this document would not have been possible without all of the enthusiastic, committed volunteer consultants, partners and colleagues who contributed time, energy and other resources to this program.

## **2. Overview of Experience**

This section provides essential context for the activities, experiences and accomplishments of the program. Qualitative and quantitative accomplishments are detailed in Sections 3 and 4 of this report.

### ***2a. Program Implementation Summary***

The first half of the project was focused on establishing processes, procedures and systems; e.g. recruitment and placement mechanisms, financial management processes, staffing. Existing procedures were overhauled or revised; and a needs-based, demand-driven approach to matching volunteers with assignments was emphasized. Relationships with US and African partners were redefined and re-launched, leaving OICI FTF with four of its original five countries of operations, and four of its original six partners from Historically Black Colleges and Universities (HBCUs) by the conclusion of the program. The second half of the program focused on quality assurance, ensuring program impact and modifying strategies to make better impact and work in harmony with changes at USAID. Analytical tools for strategic planning were tested, including subsector analysis and value chain analysis. Recruitment processes were also analyzed to ensure volunteers' technical capacity and preparation for assignments; this analysis included an improved Scope of Work (Volunteer Assignment) document and improved volunteer pre-departure and country-staff training.

Efforts were halted in several instances because of sociopolitical problems in Guinea and Nigeria. In addition, unforeseen events such as car accidents and medical issues of volunteers and staff also affected smooth implementation and delayed other less urgent but important work. Organizational transitions on the part of OICI and USAID also affected project performance.

The biggest challenge affecting the program was financial, with respect to cash flow and availability of funds. It also became evident that OICI had underestimated how much it would cost to effectively implement a safe, productive and high-quality (US) volunteer program in West Africa. With every strategic decision having financial implications, OICI was obliged to prioritize, to ensure first and foremost volunteer safety and the maintaining good relationships with partners and hosts. This had both positive and negative effects on the bottom line: OICI FTF targets.

## **2b. Major Issues Affecting Program Implementation**

### **Country-Level Sociopolitical Issues**

*Guinea Unrest:* Guinea experienced periodic strikes during the reporting period which brought the country to a standstill and forced OICI to suspend activities for short periods of time over the course of the program. During one strike, in 2006, two volunteers were in-country and needed to be evacuated by commercial flight. The last strike, in 2007, led to a state of emergency, more than 200 deaths, and the paralysis of the country. Following the strike, under the Economic Organization of West African States (ECOWAS), a consensual prime minister was appointed, along with a new government. Because of this incident and previous strikes, the number of volunteers placed in Guinea is far below what was targeted.

*Nigeria Unrest:* Constraints facing the program included: political unrest related to sectarian violence in the north of Nigeria; unrest in the oil-producing Niger Delta region, resulting in frequent kidnappings; two plane crashes which resulted in suspension of all flights to and from Nigeria for a brief time while under investigation; and finally, the outbreak of Avian Influenza, the extent of which was originally unknown (This last event was turned into an opportunity for OICI FTF to provide meaningful service. See Section 5: Broader Impacts beyond Focus Areas). This resulted in frequent changes in geographic focus which delayed progress because of the time it takes to establish hosts and partners in new geographic zones.

### **Accidents and Medical Issues**

*OICI FTF Nigeria FY07 Automobile Accident Closeout:* In July 2007, the OICI FTF Nigeria Country Coordinator and two volunteer consultants working with the OICI/Cross River State Tourism Bureau were involved in an automobile accident as they returned from an assignment near Ikom. The two volunteer consultants sustained very serious injuries, and the incident had an effect on the placement of subsequent volunteers. The repercussions of this accident filtered into FY2008, because of the necessity to review safety and security protocols and insurance contracts and the threat of legal action by one of the victims. More details on OICI's response and follow up to the accident are in Section 6 (Major Lessons Learned; Policies and Procedures).

*OICI FTF Mali Car Accident:* An automobile accident due to a tire blow-out occurred in February 2008, involving two FTF volunteers and the OICI FTF Mali Country Coordinator. All involved in the accident received immediate primary emergency care and attention, and the volunteers were tended to with departure flight arrangements, medical assistance and follow-up care. The management of this incident was undeniably smooth as a result of the insurance and procedural changes made to the program following the FY07 automobile accident in Nigeria. The volunteers have since

commended OICI and its partners for the level of care they received immediately following the accident.

*Volunteer Illness and Medical Issues:* Though every attempt was made to ensure that each volunteer received adequate orientation and preparation as to the possibility of illness in Africa, some volunteers fell ill. In June 2007, a Mali volunteer fell ill for one week with malaria. He was treated locally, and has since recovered. Also in September 2007, a volunteer to Ghana suffered an allergic reaction to an insect bite that resulted in infection and inflammation. She was treated locally as well, and has since recovered. In both instances, the follow up with medical carriers and the volunteers was smooth, and volunteers are satisfied with OICI and partner response.

### **Country-Level Programming Issues**

The below list of programming issues relate to program start-up, strategic planning, policies and procedures, staffing and recruitment all of which affected the performance of the program:

- *Project Start-Up Time:* Some country programs were able to begin activity more rapidly than others. OIC International programs in Guinea and Ghana already had significant experience with the FTF Program, and OICI Nigeria had a strong capacity with significant experience in agriculture programs. New partners in Senegal and Mali required more time to put program systems and procedures in place.
- *Strategic Changes to the Program:* In 2006, as it became clear that OICI would need to re-evaluate focus areas and product sectors, we began scaling back in certain assignments and canceling some all together. The rate of implementation then accelerated again as OICI identified and confirmed agribusinesses with which it could work; their needs then determined Volunteer Assignments.
- *OICI Staffing/Capacity:* OICI spent the first half of the program working with temporary employees from an administrative staffing agency, while recruiting for an assistant with knowledge of agriculture, Africa experience, and French language ability. Once a permanent employee was recruited, it was highly beneficial to the program and enabled program growth, allowing the Program Director to focus on the long-term strategies of the program, such as outreach, promotions and relationship development with partners and affiliates who support our program.
- *Recruitment and Placement Constraints:* Certain assignments were highly specialized and required volunteers in specific product categories that are not common in the US, e.g. shea, cashew, bamboo. With respect to volunteer drop-off/attrition; several confirmed volunteers had last minute medical issues, deaths in the family, work/job constraints, or other issues related to external and unforeseeable factors. Although most of volunteers who had to cancel initial assignments were rescheduled, it was not possible to send them all. There were also language constraints. Most West African countries have a broad array of indigenous languages and many rural agriculturalists

do not speak the national languages of French or English. Most volunteers do not speak the languages required. Finally, it was envisioned that partners from Historically Black Colleges and Universities (HBCUs) would provide the majority of volunteers for OICI. Though their contributions are important and valued; the opposite actually occurred, i.e. OICI recruited the majority of volunteers and did most of the work related to volunteer placement and preparation.

- *OICI FTF Policy Improvements*: In light of the two accidents that occurred near the end of the funding cycle, a top priority for OICI in FY08 was to overhaul its policies and procedures and emphasize the importance of them to all OICI FTF staff and volunteers. OICI also sought legal counsel and updated all policies and documentation. This process also delayed implementation of the project.
- *Monitoring and Evaluation (M&E) Capacity*: For much of the program, FTF staff worked without M&E technical support. This delayed progress.

### **Funding-Related Issues**

The following financial issues were a result of OICI's underestimating the total budget required to manage an Africa-based US Volunteer program cash flow issues due to delays in getting funds from USAID, and unavailability of funds caused by other reasons:

- *Year One Funds (FY04)*: The OICI FTF Program got off to a late start, due to the delay in the first fund transfer from USAID to OICI. The first transfer of funds arrived in March 2004; meanwhile, USAID had encouraged all implementers to begin work. For a small organization with few projects, OICI was not in the position to fund full-scale implementation on its own. OICI would normally have spent the first part of Year One developing recruitment and placement systems, but was not able to do this until much later. This was a major setback, because OICI had set volunteer targets at 60 per year. This setback carried over into every subsequent year, in spite of the increasing rate of implementation in the remaining years.
- *Year Five Funds (FY08)*: OICI did not receive the full amount of obligated funds from USAID and was therefore unable to increase implementation in the final year of the program. In addition to not receiving the full funding from USAID, the organization is facing a financial issue related to its inability to report on approximately \$350,000 of program funds. The OICI Finance Department is currently focusing on the resolution of all financial aspects of the OICI Farmer-to-Farmer Program.
- *Volunteer Drop Off*: Due to cash flow issues (funds not being available when they were needed), some confirmed volunteers had to be rescheduled; some canceled; some lost interest in the program. Many of those who were rescheduled to FY2008 were unable to travel, because funds were unavailable. OICI had to cancel more than 85 otherwise confirmed and programmed volunteers in FY2008.

- *Lodging:* Lodging was not in the original program budget. It was assumed that host organizations would provide lodging, but later discovered that not all hosts could provide lodging that would meet OICI standards on safety, security and hygiene. OICI paid for lodging, negotiating discounts with three- and four- star hotels in-country. This resulted in some volunteers' dissatisfaction with lodging arrangements, and unforeseen financial burden to the program that took away from other areas.
- *Facilities, Equipment & Vehicles:* Two of the four countries in the program are also implementing PL 480 Title II programs. OICI FTF has been able to leverage these resources and work complementarily with these programs. However, in Mali and Nigeria few other resources existed; and the program quality suffered as a consequence. In both countries there was no Internet access for staff and both had only irregular electrical service. There also were no program vehicles. These challenges affected staff and OICI volunteers. OICI staff was obligated to take shared taxis, and go to cybercafés to check emails. OICI provided hired vehicles from private companies for volunteers. Nigeria is a very large country, about twice the size of California; which necessitates long-distance travel, often by airplane. The budget for travel was severely underestimated at the time of proposal submission in 2003. In Ghana, the unavailability of vehicles from other OICI programs occasionally caused difficulty in meeting assignment requirements on time or in responding to other appointments. The unavailability of vehicles was especially challenging when multiple volunteers were in various regions of the country and needed to be moved around at the same time.

## ***2c. Major Modifications/Changes in the Program***

### **Program Redesign/Strategic Plan 2005-2008**

In 2005, OICI performed an in-depth situation analysis of the key issues and constraints facing farmers in Africa in 2005 and beyond. This analysis was conducted with the technical guidance of USAID; a final version of the Strategic Work Plan was approved for use in June 2005. Close attention was given to: project goal; country strategies; focus areas by country; areas of intervention using a combination of tools, including: subsector, SWOT<sup>1</sup>, and value chain analyses. All future volunteer recruitment and placement addressed identified solutions. The new focus areas became the center around which all program activities revolved and were the starting point of communicating about the project to host organizations, partners and the public. With clear focus areas, OICI was able to ensure that all personnel, hosts and partners were working to a common goal, but most importantly that they understood the reasons behind the actions.

Key changes in the program's strategic plan include:

- *New Project Goal:* "To increase productivity and profitability of small family farms in Africa, through diversified, sustainable partnerships";

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<sup>1</sup> Strengths, Weaknesses, Opportunities and Threats Analysis

- *Subsector Analysis and Focus Areas Analysis*: OICI revisited the rationale for selection of focus areas, and conducted new analysis to determine which focus areas to keep and which to eliminate. See Section 4a: Selection of Focus Areas for more the methodology and more detailed on focus area selection.

In 2007, with an increased emphasis on business and economic impact of the program from US Congress and USAID Washington OICI again performed an analysis of its focus areas and approach in order to improve program strategy; working with USAID Agricultural Economists for guidance. The new approach looked at target beneficiaries and their relationship to overall program impact and USAID EGAT objectives. OICI began moving away from the some of its traditionally grassroots, rural farmer beneficiaries and began working with farmers and businesses with the capability of not only changing behavior but of thinking entrepreneurially. OICI FTF began to underscore the importance of finding partners and hosts that were *commercial agricultural businesses*.

The new strategic work plan was approved in June 2005, and overwrote certain sections of the original Cooperative Agreement. Moving forward, OICI would follow both the Cooperative Agreement and new Strategic Work Plan 2005 as reference and guide to OICI obligations to USAID.

### **Suspension of Senegal Operations**

Concerning OICI FTF Senegal, the lack of progress and departure of Country Coordinator Massaër Nguer, in February 2005 caused the program to undertake a thorough review of country operations. OICI took the following steps to make this determination: a) SWOT Analysis of working with ASNAPP<sup>2</sup> as subcontracted implementer/manager; b) Review of all existing documents related to ASNAPP, including partnering agreements (MOU), contracts, budgets, and emails; c) Review of TDY reports of previous site visits to Senegal by FTF Program Director, d) Interviews and email correspondence with former Country Coordinator for his perspective and history with ASNAPP; e) Phone calls and emailed questions between FTF Director and ASNAPP-West Africa Director for his perspective and history; f) SWOT analysis of working with another organization, namely ISRA (Institut Senegalais de Recherche Agricole), which was an existing host organization and the new employer for Mr. Nguer. The conclusions we drew from this review led us to the decision to cease working with ASNAPP-Senegal, and to remove Senegal as an OICI FTF implementing country.

OICI employed a phase-out approach; using the remainder of FY05 to close out the Senegal program. This enabled OICI to request financial reporting from ASNAPP-West Africa; and to ensure a smooth and diplomatic closure of the program in order to maintain good relations with our host organizations and field collaborators and the USAID Senegal Mission.

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<sup>2</sup> ASNAPP=Agribusiness in Sustainable and Natural Plant Products

The suspension of the Senegal program was approved by USAID in July 2005.

### **Recruitment, Partnership, and Networking**

As part of the initial project restructuring in 2005, OICI conducted an analysis of its existing partners to determine what was working and what was not; this included all US-based partners and collaborators and those in Africa. In FY05, all of the program's recruitment and placement activities were re-centered to maximize results with respect to the following six interconnected pieces that contribute to project impact:

- *Right Hosts* (Country-based partners): Target host organizations with synergistic goals and activities; target hosts who are willing to invest in their own growth and change; target hosts who see the value in this project; target hosts who are willing to contribute financially and logistically.
- *Right Partners*: (US-based partners): Target partners who share our vision, and who will contribute to our goals and simplify our work at OICI.
- *Right Farmers*: Target the right farmers; not everyone has the ability or desire to change. Target farmers who are willing to learn, change and think entrepreneurially, which means a desire to take calculated risk, and sacrifice for the improvement of their farm business.
- *Right Products*: Target the right products for maximum impact. Products need to be selected as they pertain to the focus areas, but also in terms of how much potential impact the project can have on them to improve farm productivity and profitability.
- *Right Technology*: Target and identify technology that is appropriate to the needs, resources and infrastructure of the audience selected. "Start small and work with what we have, first" has been our regular message to hosts. This is key to sustainability of our efforts, and maximum probability that host and farmer will adopt and sustain practices and technologies we teach as a program.
- *Right Recruitment*: Target the right groups, organizations, sources and websites relative to the need/volunteer requested. For example, product marketing groups, or production-specific educational groups.

These efforts resulted in OICI ceasing collaboration with certain organizations and starting new partnerships with others. In terms of paid contractors, OICI reduced the number of HBCU partners from six to four. It also contracted Partners of the Americas to provide a year's worth of mentoring to help OICI launch and stabilize its recruitment and placement and program implementation.

### **Program and Organizational Staff Changes**

The OICI FTF Program has gone through numerous changes to its core team, including Program Director, Program Assistants, M&E Technical Support, Country Coordinators, and OICI Executive Leadership.

In 2005, OICI analyzed the capacity needs of the program to identify staff changes that could be taken to make the program more effective. Michelle Frain Muldoon replaced Edith Regua as Program Director in January 2005, moving from another position within the OICI organization. Supervisor to FTF Program Director changed several times as well; Jeffrey Gray (former Vice President Food Security) was replaced by Steven Wisman (former Vice President Programs); who was then replaced by Mr. Quy Nguyen (Vice President Administration), and finally Dr. Molly Roth (current Acting Executive Director.)

Support staff included several different Administrative and Program Assistants, changing frequently until 2006, when an extensive search was conducted to hire someone with Africa, French and agriculture experience. OICI also was without dedicated M&E technical expertise for much of the reporting period.

At the OICI Executive Management level, the organizational structure of OICI changed several times during the reporting period. Mr. C.L. Mannings, former President and CEO helped launch the OICI FTF Program and worked with staff from 2004-2005. He was replaced by Mr. Ronald Howard in 2005. Mr. Howard provided substantial support to the program, met frequently with the Program Director for updates, and attended several strategic planning meetings with USAID Farmer-to-Farmer staff and OICI overseas staff. However, he was replaced as President and CEO in 2007 by Mr. Ernest Jolly. Finally in FY07 Dr. Molly Roth was appointed Acting Executive Director and supervisor to OICI FTF Program Director.

### **USAID EGAT/FTF Staff Changes**

With a complete turnover in 2006 of USAID Farmer-to-Farmer staff in Washington, DC, the program experienced enormous transition. Mr. Gary Alex, USAID FTF Manager (worldwide) was replaced by Dr. Shirley Pryor, who worked alongside Mr. Woody Navin and Mr. Eric Benschoter, two advisors to the program. These USAID staff changes brought changes in strategic direction of the program, some of which conflicted with the changes that were put in place in OICI's Strategic Work Plan and overhaul in 2005. At the end of 2007 USAID staff were replaced by Mr. Gary Alex, who returned to serve as the Farmer-to-Farmer Program Manager, and Mr. Albert Yeboah, FTF Advisor. OICI was thus forced to re-examine its strategies and approach once again, which took away from implementation work and placement of volunteers.

### **Program Name Change**

In response to suggestions from USAID that we change our name in order to help USAID streamline its use of Farmer-to-Farmer as a worldwide brand, OICI officially changed its name from *FarmServe Africa* to *OICI Farmer-to-Farmer*. Though official announcements were made to communicate the change, many people still refer to the program as FarmServe Africa; the two names are used interchangeably by many.

### 3. Summary of Major Outputs and Accomplishments

#### 3a. Project Logframe

These are the project's goals, objectives and intermediate results as planned in OICI's Cooperative Agreement approved 2003 and revised in OICI FTF Strategic Work Plan approved in 2005. They are included here to put into context the detailed accomplishments that follow after. (See Section 5 for Planned versus Actual Accomplishments chart.)

#### **FY04-FY08 Project Goals and Objective Results Framework (Logframe)**

PROJECT GOAL: To increase productivity and profitability in Africa, through diversified, sustainable partnerships.	
SO 1: Increase productivity among target farmers of high-value agricultural produce, non-traditional agricultural and natural products.	IR 1: Improve production and post-harvest practices of target farmers through appropriate technology, natural resource management (NRM), and pest and water management.
SO 2: Increase private sector trade for selected agriculture and natural resource products through agribusiness development and improved marketing.	IR 2: Improve agribusiness performance through increased capacities of target groups in business management and value-adding food processing technologies.  IR 3: Improve marketing systems of target groups utilizing a demand-driven value-chain approach. Improved processing techniques
SO 3: Increase the diversity of agricultural professionals providing technical assistance in developing countries.	IR 5*: Increase awareness and involvement of women and minority scholars in agriculture, NRM, and related sciences in international development

\* (IR4 has been removed, as of OICI FTF Strategic Work Plan FY2005; change was approved by USAID in June 2005.)

#### 3b. Narrative Summary of Indicator Tables

Over the five-year period of the OICI FTF program, 155 volunteers implemented 182 Scopes of Works<sup>3</sup> improved the lives of roughly 150,000 people in Ghana, Guinea, Mali, Nigeria and Senegal. The program strengthened agribusiness development in West Africa, by directly addressing the most critical gaps in value chains and farm productivity. OICI assisted farmers and agribusinesses to improve effectiveness, efficiency and environmental sustainability of farm production practices and agricultural marketing. The OICI FTF Project made it possible for farmers to increase their combined incomes by \$426,000 and combined sales revenues by \$1,191,000. With OICI's institutional and project emphases on gender mainstreaming, a full 52% of those who benefited from OICI FTF training and outreach were women. Of our US Volunteer Consultants, 32% are women, which is among the highest levels among USAID FTF

<sup>3</sup> OICI uses the terms Scopes of Work and Volunteer Assignment interchangeably, though USAID defines Volunteer Assignment as one overseas trip.

Implementers<sup>4</sup>. In West Africa, where women are more often than not marginalized and excluded from education and training; OICI considers this a tremendous accomplishment.

### **3c. Aggregate Number and Types of Volunteer Assignments**

OICI FTF program completed 182 volunteer assignments with 92 hosts, 27,091 direct beneficiaries and 120,520 indirect beneficiaries. The types of volunteer assistance over the life of the project include:

- 60% technology transfer
- 32% Business/Enterprise Development
- 5% Environmental Conservation
- 3% Organizational Development

The program addressed the following gaps in the commodity or value chains:

- 36.7% Information and Input (pre-production) Support Services
- 25.2% Marketing (including branding, advertising, promotion, distribution, sales)
- 22.6% Processing (primary and final transformation, storage, transportation)
- 15.5% On Farm Production Farmers

It is important to consider the transitions that occurred in OICI FTF Program strategies, focus areas and target beneficiaries over the life of the project. Consequently, the type of volunteer assistance and the interventions in commodity/value chain moved from a production emphasis to increased focus on marketing, processing and other value-adding interventions. (Refer to 4a: Description of Focus Area and Selection for more details.)

### **3d. Aggregate Outputs and Outcomes**

#### **Outputs**

Outputs over the life of the program are:

- 155 volunteers served in the program
- \$11,625 resources leveraged by volunteers and other U.S. sources
- \$1,656,800 value of volunteer professional time
- \$25,717 value of resources mobilized by host organizations
- \$69,880 value of host organizations contributions

Additionally, OICI began tracking volunteers by volunteer demographics in 2006. The breakdown of volunteer type or volunteer expertise is as follows:

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<sup>4</sup> Source: USAID FY 2007 Annual Report: John Ogonowski Farmer-to-Farmer Program Implementation

- Farmers make up 35% percent of all volunteers
- Extension agents and educators make up 45% percent
- Private consultants and entrepreneurs make up 25%

### **Outcomes**

Outcomes over the life of the program include:

- Worked with 49 Cooperatives and Associations; 15 Public Sector Technical Agencies; 11 Non- Profit, Public Interest NGOs; 8 Other Private Enterprise; 4 Individual Private farmers; 4 Public and Private Education Institutions; and 1 Rural Financial Institution.
- \$1,191,000 increased gross value of beneficiaries sales
- \$426,000 increased incremental net income after adopting volunteers' recommendation.
- \$294,000 increased in host organizations revenue.
- 13,054 people with improved safety and working conditions.
- 60,622 people with improved environmental services.

### ***3e. Major Successes and Breakthroughs***

See Annex 7 for Success Stories from Ghana, Guinea, Mali and Nigeria.

### ***3f. Volunteer and Public Outreach***

OICI's number one source for new volunteers is word-of-mouth from its past volunteers. Though every attempt is made to maintain contact with volunteers and perform follow up evaluations with each volunteer, the total number of outreach and public engagements conducted by volunteers is underrepresented. For more information on volunteers' experiences with the program. See below for approximate outreach figures:

- 84 group presentations by OICI and volunteers
- 53 media events by OICI and volunteers
- 39 volunteers performed public outreach activities
- 10 press releases to local media

Other forms of outreach performed by OICI include:

- Televised presentations by OICI FTF Program Director during TDY visits (3 per year) to Ghana, Guinea, Mali and Nigeria
- OICI FTF Program highlighted in Philadelphia Daily News and Philadelphia Magazine, 2007.
- OICI FTF Program was honored with an award by the Government of Nigeria for excellence in service and contributions to agriculture by Abia State Government.

- Presentations to Pennsylvania State University, Pennsylvania Association for Sustainable Agriculture, and other conferences and venues.
- OICI FTF Program Director visits to HBCU Partners; presentations to faculty, staff and students (Alcorn State; NCA&T State; Southern University; and UAPB)
- Booths and events at regional farm conferences.
- Advertisements and sponsorship of Pennsylvania Association for Sustainable Agriculture.

#### **4. Accomplishments by Focus Area**

With staff changes and the evolution of agricultural development best practices, OICI has re-evaluated its strategic design on two separate occasions; once in 2005 and again in 2007. It is important to note that with each change in focus area; there was a subsequent delay in implementation, recruitment, writing scopes of work, and networking new partners and hosts. OICI tried not to stray too far from the original focus areas, in order to be able to report high levels of impact in its final report; but reporting is still somewhat fragmented. What follows is an overview of the methodologies and thinking that went into the final focus area selections, as well as accomplishments by focus area in each implementing country.

##### ***4a. Description of Focus Areas and Selection Methodology***

###### **Methodology for Focus Area Selection**

OICI reviewed and revised its strategies and focus areas in 2005 and again in 2007. What began as an exercise in Subsector Analysis and SWOT to help the program better focus its resources and efforts expanded to include value chain analysis activities conducted with the support of Dr. Ken Swanberg, Agricultural Economist contracted by USAID. It also incorporated many of the ideas generated in the Annual Implementers' Conference in Egypt in February 2007. The following questions guided OICI in its final analysis of definitive program focus areas:

- Is there a *competitive advantage* to working with this focus/product/activity?
- Does this focus fit into the *national priorities*?
- Are there *synergies with other programs* in-country?
- Are *projections of market demand* generally positive?
- Will this focus/product/activity make a *broad-based impact*?
- Is this focus/product/activity free from any *major barriers/threats*?
- Is there *information/baseline data* available on the focus/product sector/activity?
- Can FTF make a *positive difference (impact)*?
- Where are the *bottlenecks or gaps*?

## **Final Focus Areas**

These are the final focus areas that are being reported against in this Final Report. All pre-existing focus areas have been renamed or regrouped to fit into the categories below. All assignments conducted prior to 2007 are grouped in terms of the below focus areas, with the exception of Natural Resource Management, which is tracked in Table 6 of USAID Standard Indicator Tables 1-8.

<b>Country</b>	<b>Focus Area</b>	<b>Priority Value Chain Activities in 2007-2008</b>	<b>Product Sector: High Value Products</b>
GHANA	Non-Traditional Products	Post harvest handling, processing, quality and standards, marketing	Herbs, medicinal products, mango, cashew, pineapple, bamboo, mushroom, chili pepper
GUINEA	Horticulture	Record keeping, processing, marketing and distribution.	Irish potatoes, peppers, ginger, (off-season) market-garden vegetables
MALI	Horticulture and Tree Crops	Record Keeping, Processing, Marketing (plans, research, analysis)	Shea butter, cashew, sesame, mango, papaya, gum Arabic, potatoes, sweet peas, green beans
NIGERIA	Business Enterprise Development	Record Keeping, Processing, Marketing for Cooperatives	Tomatoes, onions, peppers, bee products, mushrooms, processed fruit, processed rice

### ***4b. Ghana Accomplishments: Non-Traditional Products***

#### **Ghana Country Overview**

Since 2001, OIC International has implemented USAID Farmer-to-Farmer projects in Ghana working with Non-Traditional Products; specifically the production, transformation and marketing points in the value chain in this sector. Since the 1990's, Ghana's top priority for agricultural development has been institutional reform in the agricultural sector, which has improved the enabling environment and marketing potential for Ghana's non-traditional agricultural products. Ghana is emphasizing on a national level the need to modernize every level of its horticultural supply chain – "from farm to market." This drive is part of a national effort to position the country's agricultural brand as reliable, fresh, and consistent in quality and volume for regional and international export.

USAID FTF Advisor Robert (“Woody”) Navin visited OICI FTF Ghana two times, once in 2005 and again in 2006.

### **Ghana Sectoral Focus Areas**

In Ghana development of non-traditional products is a national priority, especially for those products that have the potential for export such as mangoes, pineapples, papaya, cashews, and vegetables (both exotic and local). Business development for non-traditional crops is a national priority because of the sheer volume of product demanded by European and American markets. It is also part of a national strategy to diversify the country’s export product to reduce the dependency on cocoa as the county’s main agricultural export crop. Non-Traditional Exports have shown strong performance over recent years, reaching \$1.164 billion, above the \$1 billion target for 2006. The exports increased from \$460 million in 2001 to \$1,164 million in 2007, showing a growth rate of over 150 per cent.<sup>5</sup> For the farmer and processor, the Non-Traditional Product sector results in higher profits per unit area/product than the traditional products such as maize, cassava and plantain. Non-traditional products can be defined as products not normally produced en masse in Ghana or as products that are being produced, but which have the potential for commercialized production and marketing, based on need.

Products and focus areas were selected to contribute first and foremost to the overall Farmer-to-Farmer goal of increasing production and profitability. Products were also selected based on overlap with existing programs in Ghana, for example, the USAID Food for Peace Title II Development Assistance Program (DAP) that looks at adding value to farm produce and farm marketing and business management to address low incomes, which fits perfectly with Farmer-to-Farmer goals and objectives. In addition, the national priority crops for Ghana were also considered.

Examples of **Non-Traditional Products** included in the OICI FTF Ghana Program:

- *Bamboo*: Bamboo is a product with a high price premium when transformed. OICI-Ghana has been working with several bamboo producers and cooperatives, and has learned about this lucrative product. Beneficiaries and host organizations have voiced high demand for assistance production of bamboo, specifically with the new species. FTF assistance emphasized marketing of the product and packaging.
- *Horticulture--Fruits and Vegetables*: Fruits and vegetables are the main source of income for women in Ghana. Problems arise with vegetable and fruit production, processing and transportation. To be competitive in export market quality fruits and vegetables must be produced at a high enough level of quality to pass strict export regulations. The need for some form of cold chain transportation system becomes even more evident due to post harvest loss during transport. Quality assurance strategies are needed, as well as knowledge of export marketing regulations.

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<sup>5</sup> Source: modernghana.com, 2008

- *Natural Products—Beekeeping:* Beekeeping is a very popular and profitable activity for our beneficiaries in northern Ghana. As people become more aware of the need for good health and nutrition, the demand for such products grows. Bee products have been touted as highly nutritious, medicinal, and antioxidant. FTF volunteers were of enormous help in this regard.
- *Natural Products--Shea and Culinary Herbs:* The demand for natural and sustainably grown products continues to grow as the world becomes more aware of health and nutrition as it relates to the food we consume and the agricultural products we use on our bodies. Indigenous products such as shea butter are especially in demand in export markets, where it is used in beauty and cosmetic products such as hand lotion and soap. Producers of these natural and high value crops need the training and skills necessary to meet quality standards and regulations, and meet the standards of a different audience. Marketing support to market products is also needed.

### **Ghana Volunteer Interventions**

Below are the titles of the all the assignments completed in Ghana (with abbreviations<sup>6</sup> of Assignment type following USAID topics listed in USAID Standard Indicator Tables 3a):

1. TT: Post Harvest Loss/Inventory Credit Program
2. TT: Value-Added Cashew Products
3. TT: Post-harvest Processing
4. TT: Sorghum Diversification & Marketing (flexible assignment)
5. BED: Marketing/Market Linkages/Distribution
6. BED: Marketing
7. TT: Farm Planning for Higher Economic Returns
8. BED: Record Keeping (Animals; flexible assignment)
9. EC: Reforestation
10. TT: Production & Marketing of Organic Products
11. BED: Small Farm Marketing Basics
12. TT: Value-Added Fruits and Vegetable Drying
13. BED: Cooperative Development & Records Keeping
14. TT: Vegetable Processing
15. TT: Herbs and Medicinal Tea/Plant Processing
16. BED: Shea Nut Organic Certification
17. BED: Value-Added Food Marketing
18. BED: Records Keeping/Business Planning
19. TT: Beekeeping
20. TT: Enhancing Animal Production
21. BED: Organizing & Running Effective Cooperatives
22. TT: Marketing, Packaging, Design (Film)
23. EC: Soil Science
24. TT: Improving Cashew Production

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<sup>6</sup> TT (Technology Transfer), OD (Organizational Development), BED (Business/Enterprise Development), FS (Financial Services), EC (Environmental Conservation)

25. TT: Organic Production & Marketing
26. TT: Mushroom Production
27. TT: Mushroom Production
28. TT: Reducing Mushroom Contamination
29. BED: Improved Marketing Efficiency
30. TT: Organic Production & Marketing
31. TT: Organic/Regenerative Agriculture
32. TT: Irrigation for off-season Production
33. BED: Shea Nut Marketing Development
34. TT: Income Generating Activities for HIV/AIDS (PLWHIV)
35. TT: NTAP Production
36. TT: Herbs & Medicinal
37. TT: Bamboo Processing
38. TT: Food Processing & Marketing
39. BED: Improving Products Value to Promote Better Marketing Opportunities
40. TT: Organic/Regenerative Agriculture
41. TT: Value-Added Bee Products
42. TT: Value-Added Bee Products
43. BED: Business Development
44. TT: Tree crop Production
45. TT: Culinary Herb Production
46. TT: Organic Beauty Products
47. BED: Business Development
48. OD: Cooperative Mgt/Org. Dev; Cooperative Mgt and Marketing
49. BED: Creating Value for Agricultural Products through Packaging
50. TT: Improving Post-Harvest Handling to Reduce Post-Harvest Losses
51. TT: Herbs/Medicinal Herbs
52. TT: Shea Nut Dryer Construction
53. BED: Cooperative Development
54. TT: Packaging & Marketing of Shea Products
55. TT: Shea Product Development & Value Addition Packaging & Marketing of Shea Products
56. TT: Vegetable Processing
57. TT: Pest Management
58. TT: Food Processing
59. TT: Production
60. TT: Food Processing
61. BED: Farm Planning & Record Keeping
62. BED: Business Development Training.
63. TT: Mushroom Feasibility study
64. TT: Mushroom Packaging & Contamination Reduction
65. TT: Mushroom Processing & Marketing Opportunities
66. TT: Mushroom Processing, Packaging & Marketing

## **Ghana Hosts and Partners**

During the entire life of the Program (LOP), thirty organizations have expressed interest to work with the Farmer-to-Farmer Ghana program as hosts and partners. They were mainly private formal organizations, cooperatives/associations, non-profit public institutions/NGOs and private individual farmers. Out of the thirty organizations, twenty-eight actually hosted one or more volunteers.

The number of cooperatives and associations that benefited stood at sixteen, which is 57.14%, four (14.29%) non-profit, public institutions (NGOs), four (14.29%) other private enterprises, two (7.14%) individual private farmers, and another two (7.14%) public sector government technical agencies; with none providing services to public/private educational institutions, rural financial institutions.

Concerning the number of people who benefited from the project; 6,022 made up of 2,750 (45.67%) males and 3,272 (54.33%) females benefited directly of which 4,133 (1,965 males and 2,168 females) actually received first hand training from the volunteers. 18,066 individuals benefited indirectly from the farmer-to-farmer assistance.

## **Ghana Volunteer Breakdown**

The individual number of volunteers who visited Ghana on assignment during the period was sixty-three (63); out of which 44 (69.84%) were male and 19 (30.16%) were female. They performed a total of sixty-nine (69) assignments; 49 (71%) by male and 20 (29%) by female. On the type of volunteer assistance provided, forty-one (41) representing 65.08% was in the area of Technology Transfer, nineteen (19) making 30.16% was with Business Enterprise Development with two (2) representing 3.17% in Environmental conservation one (1) representing 1.59% in Organizational Development; with no assistance provided in the Financial services.

In terms of the focus area covered, forty-two (42) making 60.9% of the volunteer assistances were deployed in the area of Agribusiness, Processing and Marketing; Natural Resources Management had nine (9) of the volunteers representing 13%; Non-tradition Products 11.6% which is eight of the volunteers; Producer Organizational Development seven (7) volunteers representing 10.1%; and Horticulture three (3) volunteers, representing 4.3%.

Next to consider is the commodity chain activities where Processing top the list with nineteen (19) volunteers which is (30.16%); On-farm production sixteen (16) volunteers (25.40%); marketing with fourteen (14) volunteers representing (22.22%); information and input support services fourteen (14) volunteers which is 22.22%.

A total of 1,562 days was spent by the volunteers in performing the 69 assignments. This approximately averaged 21 days per assignment but ranged between 11 and 31 days.

Details of the statistics can be referred to on the attached M&E Tables.

## **Ghana Results and Impacts**

Cumulative results and impacts over the last five years included the following:

- \$4,725 resources leveraged by volunteers
- \$1,750 resources mobilized by host organizations\*
- \$508,000 increased gross value of beneficiaries' sales
- \$171,000 increased incremental net income across all host that adopted volunteers' recommendations.
- 68 new products and service introduced into the market.
- \$120,000 increased in host organizations revenue.
- 2,409 people with improved safety and working conditions.
- 7,226 people with improved environmental services.

\*Nearly 60% of hosts were cooperatives and associations. Cash flow in Ghana is among the lowest in the world. Annual per capita GDP in Ghana is \$540 (Source: US Dept of State)

## ***4c. Guinea Accomplishments: Natural Resources Management and Horticulture***

### **Guinea Country Overview**

As previously mentioned, Guinea has experienced frequent periods of instability due to national strikes and political conflict. The OICI FTF Guinea Program has had to periodically suspend activities in Guinea during times of conflict. This reduced the number of volunteers OICI was able to place in Guinea. Furthermore, USAID country mission strategy changed in 2006, from Natural Resources Management to Democracy and Governance. This transition coincided with USAID FTF changes in strategic approach from farmers to farm businesses, processors, and otherwise commercial business. Both factors necessitated the change in focus areas, from a combination of NRM and Horticulture, to strictly Horticulture. OICI had already been working with Horticulture in the scope of NRM, and by focusing on Horticulture; OICI could ensure that strong levels of impact could still be made in spite of the changes and the sociopolitical climate.

### **Guinea Sectoral Focus Area: NRM FY04-FY06**

Natural Resource Management (NRM) is the most critical concern in Guinea, due to rampant deforestation and the resulting soil erosion. With an annual growth estimated at 2.8%, ineffective and outdated traditional land use practices; fallow periods have been shortened, thus reducing soil health and the productivity that would result from it. The selection of assignments for OICI Farmer-to-Farmer Guinea program was based on a careful look at the overlap with existing programs in Guinea, for example the USAID Food for Peace Title II Development Assistance Program (DAP) Guinea Food and

Livelihood Security Project which is being implemented by OICI. Value chain analysis activities also identified gaps in research, pre-production, production, post harvest/processing and marketing. Farmer-to-Farmer volunteer interventions resulted in improved crop management and soil fertility. Techniques that were employed include sustainable agricultural practices such as mulching, composting, crop rotation, intercropping, and in-line planting. Volunteers also imparted techniques to reduce soil erosion and land degradation; as well as production of organic fertilizer.

Examples of OICI FTF **Natural Resources Management** activities:

- *Soil Fertility enhancement for domestic gardens and hillside farm:* OICI is focused on the geographic region of Pita and Telimele, a region of Middle Guinea which is called the West African Watershed (Chateau d'Eau) and has particularly urgent need for environmental conservation practices. Rivers flowing in several countries in West Africa get their source from this area of Guinea. Rivers such as the Niger, Senegal, Konkoure, and Gambia Rivers start in Guinea and flow to many countries other in West Africa (including Senegal, Gambia, Mali, Sierra Leone etc). Rich low lands are scarce in Pita and Telimele and the inhabitants of the area employ traditional hillside farming techniques, and in domestic backyard. It is a common agricultural practice to slash and burn new fields before sowing seeds as a less labor intensive method to reduce weeds and other undesirable vegetation, and to enrich the soil with ash. This practice has been intensified due to humans and animals sharing the land, thus reducing arable farm land. This practice creates a cycle of degradation since the land can only produce for limited number of years before it becomes infertile. The farmer is then obliged to cultivate new, forested lands and start the slash and burn process all over again. These hillside lands can exceed 30° slopes with rainfall exceeding 2000 millimeters annually, creating massive erosion. OICI FTF Volunteers to Guinea provided strategies to address this urgent problem, through techniques for hillside farming and fortification of rows, and appropriate methods of channeling water and retaining soil. Volunteers also taught techniques for rapid soil regeneration through other means such as composting. Volunteers with expertise in intensive market gardening were also deployed to teach farmers to intensify their backyard gardens in order to depend less on the products of the hillside farms. In the backyard gardens, soil regeneration techniques were employed to maximize product per hectare, and to reduce pest and disease and subsequent post harvest losses.

### **Guinea Sectoral Focus Area: Horticulture FY07-FY08**

Horticulture activities are widely practiced in Guinea, mainly by women. They are income generating activities/products that complement the staple crops grown by men. Horticultural products include: vegetables such as cucumbers, cabbage, lettuce, tomatoes, peppers and potatoes. The production period covers the six month dry season in Guinea; and is a tremendous profit generator, because few farmers are doing this “off-season” farming that requires resources such as irrigation and labor.

The Farmer-to-Farmer intervention in Guinea was focused on productivity improvement through improved farming techniques training and profitability improvement with the provision of new farm management and products processing and marketing information. The program also assisted farmers to improve their community storage techniques and pest management strategies. Beneficiaries of the program, notably women were introduced to marketing and business strategies such as: low-cost technologies for food processing and transformation to add value to products and generate increased returns.

Specific **Horticulture** activities performed by OICI FTF Guinea include:

- *Value-added transformation and preservation of food:* Food transformation devices such as hand grinders for the preparation of peanut, cashew butter, the production of dried manioc leaves, orange marmalade, canned peppers or tomatoes, okra, squash, mango will improve household nutrition and improve household income through their marketing and sale. OICI interventions include: marketing techniques for beneficiaries of partner Foulaya Research Center to introduce appropriate technologies that facilitate the marketing of high value agricultural and non-agricultural products; Marketing, processing, and promotions for OICI Food for Peace DAP project beneficiaries; among others.

### **Guinea Volunteer Interventions**

Below are the titles of the all the assignments completed in Guinea (with abbreviations<sup>7</sup> of Assignment type following USAID topics listed in USAID Standard Indicator Tables 3a), sorted by Type of Assignment:

NRM Assignments:

1. TT: Potato Production through Organic Fertilizer Usage
2. EC: Natural Resources Management
3. TT: Irrigated Horticulture
4. TT: Chemical Pesticides Management/Promotion of Local Alternatives
5. TT: NRM Training of Trainers (Curriculum Development)
6. EC: Water & Soil Science (Erosion Control & Soil Fertility)
7. EC: Soil Fertility Management
8. TT: NRM Training Module/Curriculum Dev
9. EC: Soil Fertility
10. EC: Soil Science
11. EC: Soil Science

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<sup>7</sup> TT (Technology Transfer), OD (Organizational Development), BED (Business/Enterprise Development), FS (Financial Services), EC (Environmental Conservation)

### Horticulture Assignments:

1. BED: Potatoes Marketing Promotion
2. TT: Value-Added Bee Products
3. BED: Entrepreneurship
4. BED: Record Keeping
5. TT: Ginger Processing/ Controlling Soils & Riverside Erosion
6. BED: Ginger & Small Pepper Marketing Niches (Regional and International)
7. TT: Value-Added Intensive Gardening
8. TT: Food Processing/Nutrition-focused Farming (women)
9. TT: Standards & Grading for shea Quality Improvement
10. TT: Horticultural Production
11. TT: Processing options for value-added Irish potatoes
12. TT: Vegetable Crops Pest and Disease Management
13. BED: Agricultural Products Marketing (Marketing, Distribution, Adding Value)
14. BED: Technical Support for Poultry Farm Development and Value Added on Agricultural Products

### **Guinea Hosts and Partners**

The number of cooperatives and associations that benefited stood at eleven, which is 64.7%, three (17.6%) public/private educational institutions, two (11.8%) public sector government technical agencies and 1 (5.9%) non-profit, public institutions (NGOs); with none providing services to individual private farmers, rural financial institutions, other private enterprises.

Concerning the number of people who benefited from the project; 6,395 made up of 2,608 (40.8%) males and 3,787 (59.2%) females benefited directly from the program; 3,293 (1,095 males and 2,198 females) actually received first hand training from the volunteers. 35,812 individuals benefited indirectly from the farmer-to-farmer assistance.

### **Guinea Volunteer Breakdown**

The individual number of volunteers who visited Guinea on assignment during the period was twenty-four (24); out of which 16 (66.7%) were male and 8 (33.3%) were female. Of the type of volunteer assistance provided, thirteen (13) representing 54.2% was in the area of Technology Transfer, six (6) making 25% was with Business Enterprise Development, five (5) representing 20.8% in Environmental conservation; with no assistance provided in the Organizational Development and Financial services.

The commodity chain activities were: information and input support services twelve (12) volunteers which is 50%; processing top the list with six (6) volunteers which is (25%); marketing with three (3) volunteers representing (12.5%); On-farm production three (3) volunteers (12.5%);

In terms of the focus area covered, twelve (50%) of the volunteer assistances were in the area of Natural Resources Management and twelve (50%) volunteer assignments were in the area of Value-Added Agricultural Products and Marketing Promotion.

A total of 613 days was spent by the volunteers in Guinea during the life of the project.

### **Guinea Results and Impacts**

In the overall NRM assignments resulted in providing farmers and extension field agents in the OICI FLSPT intervention zone technical knowledge in soil erosion control, soil physical quality to determine adapted farming techniques and forest nurseries management and plantation techniques.

The 4900 farmers involved in farmer associations adopted new cultural techniques in soil fertility management, eight farmer associations in Doghol and Ley Miro sub prefectures acquired skill in contour line farming on hillside fields.

The NRM course module elaboration involved six teachers and six public extension agents who participated actively in course conception. In the three years since OICI FTF trained these teachers, 90 of their students have received the course. These students are the future extension agents of Guinea and will go on to impact countless more people.

Cumulative results and impacts over the last five years included the following:

- \$1,800 resources leveraged by volunteers
- \$4,178 resources mobilized by host organizations
- \$70,000 increased gross value of beneficiaries' sales
- \$35,000 increased incremental net income across all hosts that adopted volunteers' recommendations.\*
- 17 new products and service introduced into the market.
- \$28,000 increased in host organizations revenue.
- 4,775 people with improved safety and working conditions.
- 26,740 people with improved environmental services.

### ***4d. Mali Accomplishments: Horticulture and Tree Crops***

#### **Mali Country Overview**

Mali's Horticulture subsectors are the focus for assistance in the OICI FTF Mali program. Horticultural products also have a higher value per hectare, compared to staple crops such as maize. Tree crops are the "cash cow" of Mali but are currently poorly organized. Products like shea are important products with a worldwide demand that outweighs their supply, yet the chief complaints among European and US buyers revolve around the lack of quality and standards in the products purchased from Mali. With increased product diversification, improved natural resource management, value-added products, creative product alternatives and increased product shelf life and quality, agribusiness groups in

Mali were able to increase their local, regional and external market access with OICI FTF technical assistance.

USAID FTF Manager Dr. Shirley Pryor visited OICI FTF Mali in 2007.

### **Mali Sectoral Focus Areas**

The Ministère du Développement Rural (Ministry of Rural Development), the Institut d'Economie Rural (Institute for Rural Economic) as well as the Commissariat à la Sécurité Alimentaire are working closely to make the horticultural sector a pillar of food security. OICI thus decided to focus its activities in Mali on high-value horticulture products (fruits, vegetables and herbs). Key constraints addressed in the Mali Horticulture program, as identified by OICI preliminary value chain analysis include: lack of consistent production, lack of standardization and quality controls to prevent health hazards and enable market-entry, lack of marketing skills to sell perceived quality and benefits of natural products, and limited technical support available to growers, processors and other firms.

Small Farm Horticulture (Supply chain intervention Areas: Production, Processing, and Marketing). Horticulture Production/ Marketing/ Processing is defined as improving the productivity, marketability and profitability of products already being produced in Mali through a variety of innovative, strategic and alternative means. Production and focus area were selected to contribute first and foremost to the overall FtF goal of increasing production and profitability, while addressing the needs and strategies of USAID Mali Mission and other entities working in Mali.

Marketing niche products with high growth and demand on an international and inter-Africa scale include hibiscus and shea nut butter. The strategy adopted by FTF program contributes to reduce poverty by increasing farm productivity and profitability training the producers, providing them with market information through Volunteers' technical assistance. The strategic approach is to work with existing products and projects, and to find ways to make them better by adding value, reducing loss, reducing costs and increasing profits. Existing products produced by beneficiaries include tomatoes, potatoes, onions and other horticultural products.

Producing in the off-season by way of irrigated market gardens is also a way to add value and diversify; to ensure product all year round. Finding better and more productive ways to do this has resulted in increased profit per hectare for market gardeners. The selection and strategy of this focus area also relates synergies that were identified between OIC-Mali and partners; into the strategic objectives of USAID Mali Mission, namely "Accelerated growth, Sustainable production, and increased trade of agricultural products to reduce poverty and accelerate economic growth.

## **Mali Volunteer Interventions**

Below are the titles of the all the assignments completed in Mali (with abbreviations<sup>8</sup> of Assignment type following USAID topics listed in USAID Standard Indicator Tables 3a):

1. TT: Processing and Promotion of Local Products
2. TT: Aquaculture (Fish Farming) Dev./Feasibility Study
3. OD: Planning for Future Activities with Agricultural Sector Training and Support Institution
4. TT: Land & Soil Management for Better Productivity
5. BED: Record Keeping
6. OD: Sustainable Business Mgt/ Org. Dev.
7. BED: Micro enterprise/Small Business Extension Training
8. TT: Controlling Soils and Riverside Erosion
9. EC: Natural Resources Management
10. BED: Horticulture Marketing
11. TT: Horticulture Processing
12. TT: Bio intensive/Diversified Market Gardening
13. TT: Potato Farming
14. TT: Dairy Production/Milk Processing Improvement & Marketing Promotion
15. TT: Promotion of Market Garden Perimeters
16. TT: Soil/Erosion Control for Increased Productivity
17. TT: Marketing & Distribution
18. TT: Seed Propagation
19. TT: Seed Propagation
20. TT: Aquaculture (Fish Farming) Dev./Feasibility Study
21. TT: Organic/Regenerative Agriculture
22. TT: Managing and Marketing Dairy Products
23. BED: Market Negotiation
24. BED: Ag. Marketing Basics & Pricing (Shea Butter Promotion)
25. BED: Pricing, Packaging & Cost Analysis
26. BED: Pricing, Packaging & Cost Analysis
27. BED: Computer and Web-based Marketing
28. BED: Market Negotiation & Contracts
29. BED: Cooperative Development
30. TT: Horticulture Production
31. TT: Horticulture Production
32. TT: Processing & Marketing
33. TT: Processing & Marketing
34. BED: Shea Marketing/Distribution Assessment and Design
35. BED: Value-Added Fruits and Vegetable Promotion
36. TT: Farm Safety, Health & Pesticide Usage
37. BED: Promotion of Market Garden Perimeters

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<sup>8</sup> TT (Technology Transfer), OD (Organizational Development), BED (Business/Enterprise Development), FS (Financial Services), EC (Environmental Conservation)

## **Mali Volunteer Breakdown**

During the life of project, a total of 37 (thirty seven) volunteers assignment forms/ scopes of work were developed by Farmer-to-Farmer in the country. To date, 5,363 direct beneficiaries (2,422 males and 2, 941 females) and 29,362 indirect beneficiaries have benefited from the Farmer-to-Farmer Program.

Out of volunteer consultants placed, 62% were males and 38% were females. 55.2% of the volunteer consultants' assistance was in the area of Technology transfer, 3.4% in Organizational Development, 41.4 % in Business/Enterprise Development, Implemented assignments involved a total of 819 volunteer days. 3,612 received first hand training directly; and it's expected that at least 29,362 will benefit indirectly from the assignments.

## **Mali Hosts and Partners**

OICI has worked with over 25 hosts and partners in Mali, from 2004 to 2008. With strategic re-design also came a shake-up of existing host organizations. OICI was obliged to move from a governmental and non-governmental (NGO) focus to a private sector, agribusiness and commercial farm sector focus when it came to selecting host organizations and partners. OICI changed many of its host organizations in 2006-2007. The changes are noted in Annex 8c: Comprehensive List of Hosts and Partners. The current partners and hosts for OICI FTF Mali cover a broad spectrum of organizations and private sectors participants.

With respect to impact, 64% of assignments targeted cooperatives and associations, 8% on other private enterprises, 8% non-profit (NGOs), 4% public private education institution, 4% rural financial institution and 12 % on public sector (government). Increases in incremental net income across all hosts adopting volunteer consultants' recommendations amounted to \$ 97,000. Increased gross value of hosts sales amounted to \$156,000. Increases in hosts' revenues amounted to \$ 54,000.

## **Mali Results and Impacts**

Quantitative and qualitative impacts of OICI FTF Mali include:

- *Computer and Software Training for Farm Marketing ( ULPK, ULPC and AOPP Staff )*: This assignment enabled the technical staff in Dioila to receive training in how to use the various Microsoft Office programs (outside of word and internet explorer), as tools to help increase the efficiency of their work. Basic fact sheets were prepared and used with the understanding that the 4 technical staff (of ULPK: Union Local des Producteurs de Céréales, and Association des Organisations Professionnelles Paysans) would share their new computer skills with their colleagues in Dioila, and also those out in the field. Particular attention was paid to Publisher; as

it contains many labels templates and PowerPoint to help increase their level of professionalism, and promotions and sales capabilities. There was an improvement in the understanding of the quality requirements imposed by shea butter traders in Bamako; by ULPK technical staff in Dioila as well as improved understanding of the labeling requirements imposed by the same actors. Thirty (30) persons participated the training (4 males and 26 females). All 4 (four) AOPP, ULPC and ULPK staff members mastered the various computer programs and will be able to implement them in their future work.

- *Processing and Promotion of local Products: (Assignment Holona Agouda):* This assignment was hosted by AFED (Association des Femmes pour l'Emancipation du Djitoumou), a local women's economic association located in Ouelessebougou; and was implemented by Ms Halona Agouda. The women learned transformation processes for fruits vegetables; to create fruit juice and other products using papaya, banana, ginger, soy, cabbage, cucumber, water melon and tomato. The women also learned proper sanitize and handling of bottles and containers. By the end of the training sessions, they were clearly excited by the variety of products they made and had a high level of self –confidence in their ability to produce high- quality products. Many of them immediately began to sell some of the products before the volunteer departure.
- *Shea Butter Standards and Grading:* Société Commerciale du Sahel (SCS) hosted this assignment implemented by Mr. David Landers. The objectives of this assignment was to help research technologies that SCS could use to produce shea butter from nuts; help locate buyers in the US; identify quality standards required for international export of shea butter. All the objectives of the assignment were met and the company is well on its way in purchasing an Expeller and building a plant. Through a contact made with USAID West African Trade Hub (WATH), Mr. Landers was put in touch with a company called Kumar Metals in India. They provided technical information about the Expeller and other requirements needed to start producing shea butter.

Mr. Landers attended a workshop held by Prokarité where new quality standards for shea butter were addressed, adding his own technical viewpoints and making connections for SCS. SCS is in line to receive the updated quality standards; these standards are posed to become the standards for international trade of shea butter. As soon as they become available, SCS will receive training and documentation on the new standards and production methods to comply with standards. SCS has signed up with WATH, to start receiving aid from them. WATH is a project funded by USAID to help companies export products to the US and Europe. They provide technical and marketing assistance to companies in West Africa. Through this relationship SCS will be able to find buyers for their shea butter and other products they produce. OICI FTF program instigated this success story.

- *Market and Contracts negotiations:* Association Malienne des Exportateurs des Produits Agricoles et de Cueillette (AMEPROC) hosted this assignment, which was implemented by Ms Durinda L. Robinson. The purpose of this assignment was to build the capacity of the target groups in the area of Market and contracts Negotiation; through a well-established Training of Trainers (TOT) program to introduce the required technical information, and hands –on experience for improved production. The different kind of contracts and their conception have been taught. Direct beneficiaries totalled 16, consisting of 10 males and 6 females are expected to replicate the training to a large number of indirect beneficiaries.
- *Record keeping assignment:* The Cooperative “Si Nafa” hosted this assignment; performed by Mr Kevin Brustuen. The purpose of this project was to build the capacity of the cooperative in the development of simple records keeping. Mr Brustuen designed an expense and income sheet, along with a monthly, and yearly summary sheet, which would show each month, and each year, what their monthly and yearly profit or lost would be. Several practice sheets have been included for them which included problems similar to what they would encounter in everyday life of using this system. Direct beneficiaries totalled 9, consisting of 3 males and 6 females.

#### **4e. Nigeria Accomplishments: Business Enterprise Development**

##### **Nigeria Country Overview**

As mentioned in Section 2 of this report, and further detailed in Section 6: Lessons Learned; OICI FTF Nigeria Program was overwhelmed with many challenges, including sociopolitical problems plaguing the country that are due to anti-Christian sentiment in the north and conflict relating to the oil producing Niger Delta region. In addition, there were airplane accidents (not involving FTF) which made travel to and from country impossible for a short period of time. There were also volunteers in car accidents and volunteers robbed at gunpoint. The one problem that presented itself as an opportunity was the outbreak of Avian Influenza. This outbreak was the first such outbreak of the virus on the African continent. OICI FTF was able to respond to the crisis by recruiting and placing a volunteer, Dr. David Henzler within 48 hours of the news.

Overall, OICI did the best it could within this complex and challenging environment, by changing geographic regions twice (from north, to south; then excluding states in close proximity to Niger Delta). In the end, it was decided that the best approach would be to suspend the country definitively. OICI began closing out the program in 2007.

## **Nigeria Sectoral Focus Area**

The Business Enterprise Development sector, with its focus on cooperatives and associations, is important in Nigeria because the existing cooperatives are not well organized and do not keep proper records. Despite the prevalent position of the cooperatives, most of the projects that are being carried out by the Nigerian government, NGOs and multinationals are being implemented through these cooperative groups and small scale farmer organizations. The Farmer-to-Farmer focus area in Nigeria helps to strengthen these cooperatives by training the members on cooperative management and how to engage in viable agribusiness ventures. Once the capacities of the groups are developed, they are better able to manage their groups, carry out research, produce quality products and negotiate profitable prices.

Specific examples of products and activities implemented in Nigeria include:

- *High Value Vegetables Products:* (Tomatoes, Pepper Onions and Ginger). These are the leading vegetable crops grown in the country, production is year round but bulk of the crops are harvested during the dry season (November-April) proper post harvest handling and storage methods are essential for maintaining acceptable quality and extending the shelf life of the products.
- *High value fruits (Mangoes):* Nigeria is one of the major mango (*Mangifera indica*) producing countries. During the peak season (March – May) prices are very low and most of the commodities are left to rot away. Some of the fruits harvested are too ripe for long distance market. Processing, preservation and packaging of mangoes will surely increase the income of farmer in the country.
- *Mushroom Production:* Mushroom production is an effective means for the increase in income of farmers. In Nigeria the commodity grow wide in the forest and are harvested wide. The market for the commodity is readily available. An intervention in this area will surely enhance the income generation of the beneficiaries due to its possibility of low cost production.
- *Bamboo Production:* This product grows wide in the forest in Nigeria, but it is getting more recognition both in local and international market. The development of the product in Nigeria will contribute to generate more income to the rural farmers and will develop the rural micro enterprise for the processing and marketing of the bamboo product.
- *Bee Keeping (Honey Production):* Honey production is a sure means for poverty alleviation in developing countries due to its possibility of low cost production, high profit and quick returns. In Nigeria bee keeping is practiced by very few farmers without a proven technology. Intervention in this area would greatly improve the bee keeping industry.

## **Nigeria Volunteer Interventions**

Thirty-eight (38) Volunteer Consultants completed forty-eight (48) volunteer assignments in Nigeria from FY 2004 to FY 2008. As at September 30, 2008, a total of 9,302 direct beneficiaries made up of 5,323 male and 3,979 female have benefited from the program while 37,208, indirect beneficiaries also benefited from the program through the Train-the-Trainer program being practiced by most of the OICI FTF host organizations, as a method of sustaining the program. Below are the titles of the all the assignments completed in Nigeria (with abbreviations<sup>9</sup> of Assignment type following USAID topics listed in USAID Standard Indicator Tables 3a):

1. BED: Cooperative Development & Records Keeping
2. BED: Marketing Strategy for Agricultural Products
3. TT: Processing of Market Garden Crops
4. TT: Processing/Ag. Marketing
5. OD: Program Design
6. BED: Cooperative Development & Records Keeping
7. BED: Cooperative Development & Simple Records Keeping
8. TT: Youth gardening
9. TT: Processing and Marketing
10. TT: Horticulture Processing and Marketing
11. TT: Horticulture Processing and Marketing
12. TT: Medicinal Plants Production & Packaging
13. TT: Value Added Bee Products
14. TT: Processing/Ag Marketing
15. TT: Herbs and Medicinal Tea/Plant Processing
16. TT: Herbs and Medicinal Tea/Plant Processing
17. TT: Value Chain Analysis & Safety Standards
18. TT: Processing/Ag Marketing
19. TT: Processing & Marketing
20. TT: Processing & Marketing
21. TT: Food Marketing & Agribusiness for Cooperatives
22. TT: Processing/Ag Marketing
23. BED: Management/Marketing & Distribution of Agricultural Products
24. BED: Marketing, Packaging, Design (Film)
25. BED: Marketing, Packaging, Design (Film)
26. TT: Avian Influenza- EMERGENCY
27. TT: Mushroom Production
28. BED: Tourism Initiatives
29. TT: Marketing/Distribution and Adding Value
30. TT: Bamboo Processing
31. TT: Beekeeping- Honey Processing

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<sup>9</sup> TT (Technology Transfer), OD (Organizational Development), BED (Business/Enterprise Development), FS (Financial Services), EC (Environmental Conservation)

32. OD: Cooperative Development Design & Management
33. BED: Cooperative Development & Records Keeping
34. BED: Agribusiness (Job and Business Development Services)
35. OD: Producer Organizational Development
36. TT: Food Marketing and Value Addition
37. TT: Soil Hydrology & Land Management
38. TT: Beekeeping
39. BED: Market Negotiation & Contracts
40. TT: Marketing/Value Added Production
41. BED: Cooperative Development & Record Keeping
42. BED: Small Scale Business Management & Simple Records Keeping
43. BED: Program Design & Marketing of Agricultural Products
44. BED: Agri-tourism & Agricultural Marketing
45. BED: Farm Management
46. BED: Marketing of Agricultural Products
47. TT: Value-Added Bee Products
48. TT: Post Harvest Technology

As mentioned in other sections of this report, OIC International through the FTF Program was able to recruit and place an epidemiologist and veterinarian who played a very important role in the containment of the Avian Influenza outbreak, which was the first outbreak on the continent of Africa; detected in Nigeria in February 2006.

### **Nigeria Hosts and Partners**

With the changes in geographic regions came changes to host organizations. FTF Program Director visited Nigeria two times to determine the final set of hosts and partners, when the program transitioned to southern Nigeria. With the 2006 emphasis on commercial agribusiness, OICI also researched and invited others to join the program. See Annex: Comprehensive List of Hosts and Partners for more details on Nigeria hosts.

### **Nigeria Volunteer Breakdown**

The number of volunteers who visited Nigeria on assignment during the period was thirty-eight (38); out of which 68.4% were male and 31.6% were female. Of the type of volunteer assistance provided, 57.9% Technology Transfer, 13% Business Enterprise/Development and 3% Organizational Development; with no assistance provided in the Environmental conservation and Financial services. The commodity chain activities were: 44.7% information and input support services; 15% processing; 28.9% marketing and 10.5% On-farm production.

## **Nigeria Results and Impacts**

Cumulative results and impacts over the last five years included the following:

- \$2,850 resources leveraged by volunteers
- \$6,086 resources mobilized by host organizations
- \$450,000 increased gross value of beneficiaries' sales
- \$120,000 increased incremental net income across all host that adopted volunteers' recommendations.
- 40 new products and service introduced into the market.
- \$90,000 increased in host organizations revenue.
- 3,721 people with improved safety and working conditions.
- 14,883 people with improved environmental services.

### ***4f. Senegal Accomplishments: Non-Traditional Products***

#### **Senegal Country Overview**

From 2003-2005, OIC International implemented a Farmer-to-Farmer project in Senegal, through a subcontract with Agribusiness in Sustainable Natural African Plant Products (ASNAPP), based out of Accra, Ghana. The project focused on Non-Traditional Products sector, specifically the production, processing and marketing points in the value chain of the sector, with a focus on natural products. The Non-Traditional Products project generated tremendous interest by local and international governmental and non-governmental (NGO) groups, but was closed in 2005 due to numerous reasons outlined in Section 2 of this report.

#### **Senegal Sectoral Focus Areas**

Senegal has one of the highest rates of export products in West Africa, and the thinking was to assist farmers and agribusinesses to connect to this export market. With a large expatriate and elite/educated population, demand for non-traditional horticultural and organics currently exceeds supply. Farm businesses are not able to keep up with the demand because of inconsistent supply, lack of standards to market organic, and lack of knowledge on market entry and production practices to gain market entry.

Examples of constraints that were identified are the following:

1. Lack of consistent production or standardization;
2. Lack of quality controls to prevent health hazards, and enable market-entry;
3. Lack of (adequate) processing techniques.

The Senegal FTF program focused on non-traditional horticultural and organic products. Product sectors and value chains included: organic products, herbs: dried, tea, cross-category usage (aromatherapy, culinary, medicinal), sesame, shea butter

## **Senegal Volunteer Interventions**

A post-harvest loss specialist was assigned to assist with GREEN Senegal. Tywan Arrington assessed the problems that decrease the amount of harvested soy beans. Tywan evaluated the following areas affecting storage facilities: harvest, storage, and transformation. The average rate of post harvest loss in Senegal is between 12-15%.

## **5. Analysis of Key Impacts, Successes and Failures**

### ***5a. Overview of OICI M&E and Impact Reporting***

OIC International (OICI) places great emphasis on the value of performance monitoring & evaluation (M&E), as a tool to not only track progress toward achieving objectives, but as a quality control tool, to assess the efficacy of partners, hosts and volunteers; and to improve OICI operations and service delivery. OICI understands that good data helps tell the story, and can be used to make decisions that may change the way the project is managed, all in an effort to yield the highest level of development impact. OICI treats performance tracking as a day-to-day operation, not just something that is done for annual reports to USAID.

Beyond the USAID Standard Indicator Tables and Project Logframe as guides for data collection, OICI FTF also collected and tracked other kinds of data to improve project effectiveness—for example, collecting source (how the volunteer heard about OICI FTF)—and to improve impact beyond the focus areas—for example, collecting Volunteer Feedback Surveys and Host Feedback Surveys, after each assignment. The qualitative data collected was a useful tool to help OICI gauge its success, because of the challenges of collecting complete and accurate quantitative data in West Africa.

OICI experienced the following constraints affecting data collection in West Africa:

- West Africa has a high rate of illiteracy especially among farmers and rural and non-urban people and especially among women who make up 52% of OICI beneficiaries.
- There is a lack of written and formalized data in West Africa.
- Communication and technology infrastructure and networks is fragmented or non-existent; therefore data is unavailable, outdated, not known or not shared between people and organizations.
- There are certain cultural and social challenges related to work in Africa, because of illiteracy and lack of education, as well as discomfort at sharing financial information
- Standard (US) data collection is a foreign concept to many West Africans, and therefore the collection of data requires guidance from an OICI FTF staff.
- The content of the data collection (for ex. Incremental net income) is not easily understood by in-country beneficiaries, even after training/explanations.
- Data collection in Africa is an expensive endeavor; OICI FTF underestimated the resources that M&E data collection would require.

OICI FTF resolved these constraints with the below methods, to maintain the highest level of data integrity and to best reflect true accomplishments of the program:

- OICI provided extra assistance and guidance as needed, from headquarters to field staff, and field staff to beneficiary.
- A Volunteer Trip Report template was created to include M&E data. The data could be cross-checked with what hosts reported, for accuracy.
- Qualitative data was collected, to provide key explanations and to fill in missing data.
- In cases where data is unknown or unattainable at face value, OICI staff will use proxy indicators and a survey with questions that lead OICI to the desired data; questions that can be understood and answered without hesitation by beneficiaries, and later analyzed and calculated by OICI staff. This minimizes the discomfort of sharing information, and also reduces the risk of inaccurate data.
- Other Proxies: farm budgets were used to obtain the information on economic, organizational and environmental impact indicators. The farm budget was used to calculate FTF host organizations profitability and break-even values at start of the project and after start of project. This made it possible to determine projects beneficiaries increased gross value of sales and increased incremental net income.

## ***5b. Methodology for Measuring Impacts***

### **Components of the OICI M&E System**

Monitoring and evaluation is an integral part of every country strategy, country project, volunteer Scope of Work, and at every level of activity from recruitment to placement to tracking of volunteers. Project monitoring takes place throughout the life of the project, with emphasis and focus on the following intensive periods:

- Pre-volunteer assignment implementation: baseline data gathered by FTF field staff to develop scope of work for the assignment.
- Volunteer assignment implementation: Farmer-to-Farmer Country Coordinator, host organization and volunteer work together to develop a detailed implementation plan for the assignment.
- End of volunteer assignment: Each assignment's objective will be used to assess the output and progress of the assignment.
- Trip report: all volunteers submit detailed trip report at the end of an assignment.
- Feedback Surveys: at the end of each volunteer assignment, the volunteer, host and Country Coordinator complete their own individual survey to assess the performance of the volunteer and the assignment.<sup>10</sup>
- Field visits: the country coordinators undertake regular field visit to track project impact and to ensure that the host organization consider the recommendations of the volunteer and adopt the recommendations of the volunteer where appropriate.

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<sup>10</sup> OICI FTF Volunteer Feedback Survey; Host Feedback Survey; Country Staff Feedback Survey

When a host organization is identified, field staff gathers baseline information to record in the M&E System. The Project Design Form (Volunteer Assignment Form) presents a logical framework that links project activities to expected results, which in turn relate to the project objectives and overall goals. The design also contains impact indicators that help measure progress toward achieving the expected results. Additionally, each returned volunteer assists the host organization in the development of follow-up volunteer assignments and provides recommendations for fine-tuning the project plan. This input is vital to the success of the project and helps the Farmer-to-Farmer program allocate resources to the most promising projects, and to shift gears on priorities and actions if necessary. The information and data that one volunteer passes along to the next serve as a guide so that the next phase of the project can begin where the last phase ended. Every year, especially after the 1<sup>st</sup> year, OICI assessed volunteer placement patterns to determine the success of volunteer assignments to fine tune recruitment, placement and implementation plans for the next year. In order to make such decisions, OICI reviewed and analyzed all quantitative and qualitative data to determine how best to proceed; if measures were needed to improve the performance of certain hosts or volunteers or if a host or volunteer should be disqualified from the program. OICI is firm in its belief that good money should not go after bad, and therefore takes a strict stance on non-performance of volunteers or hosts. Specifically, OICI looks for the following indications of volunteer and/or host performance:

1. Objectives attained or demonstrated progress made toward achieving objectives.
2. Feedback surveys, which provide three vantage points on the overall effectiveness and quality of the volunteer assignment (mentioned above; see Annex).
3. Site visits to verify what is being reported, regularly by Country Coordinators and periodically by Program Director.

All of this is made possible through technological resources. OICI currently uses a combination of Microsoft Excel, Access and SPSS<sup>11</sup> to track volunteer, host, partner, and project information and quantitative and qualitative data.

### **OICI Data Collection Timeline**

OICI conducted preliminary baseline data collection as part of its needs assessment and value chain analysis, in order to develop its 2005 Strategic Work Plan and revised strategies of 2006-2007. Resources were leveraged from other projects in-country, which had programmed (and budgeted) baseline surveys to be conducted during the same time period; for example, Guinea and Ghana DAPS/MYAP<sup>12</sup> projects which also began in FY2004. Other sources for primary and secondary data used for baseline, mid-term and final impact reporting are listed below.

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<sup>11</sup> SPSS=Statistical Package for the Social Sciences, a software for statistical analysis.

<sup>12</sup> DAP=Development Assistance Program; MYAP=Multi-Year Assistance Program; USAID Office of Food for Peace

At program startup, OICI conducted a field-based Results Oriented Program Planning and Design Workshop. This initial workshop was followed with project design workshops conducted in 2005; with USAID FTF Program Advisor Woody Navin helping to deliver training content.

In 2006, USAID Farmer-to-Farmer began emphasizing the importance of value chain analysis and market-driven information to guide Implementers' activities, in order to achieve quantifiable economic impact. OICI was the first group to test out this methodology for USAID Farmer-to-Farmer Program, and hosted a conference in Ghana presented by Dr. Ken Swanberg, Agricultural Economist. Dr. Swanberg spent a week teaching OICI Farmer-to-Farmer staff from all countries about the components and methodologies for conducting a value chain analysis. Dr. Swanberg also led field trips away from the classroom to meet with various private sector partners, to demonstrate the kind of questions OICI should be asking of them, in order to better serve their needs in the training of their farm producers/suppliers. OICI has continued performing value chain analysis activities, through informal methods, such as one-on-one interviews with private sector representatives, collection of secondary data and marketing research performed by private sector actors, and through visits to retailers such as mom-and-pop corner stores and international grocery stores.

#### **Primary Sources of Information:**

(Methodology: interviews, focus groups, meetings)

1. Volunteers (collected data during assignments)
2. Feedback surveys developed by OICI<sup>13</sup>;
3. Hosts/ Farmers/Agribusinesses/Beneficiaries
4. Ministries of Agriculture
5. USAID Country Missions
6. OICI (other) agriculture projects: Guinea FLSPT; Ghana ENHANCE; which resulted in comprehensive baseline surveys for both countries, funded by these PL 480 Title II projects in country.

#### **Secondary Sources of Information:**

(Methodology/Formats: interviews, meetings, reports, country briefings, census information, annual work plans, etc.)

1. United Nations
2. World Bank
3. USDA
4. USDOS
5. USAID Washington and Country Missions
6. USAID-funded agribusiness projects: Ghana TIPCEE; Nigeria MARKETS
7. USAID-funded agriculture projects: ex. Agritourism projects in Nigeria and Ghana; PL 480 Projects, etc.
8. Ministry of Agriculture in each country
9. Local partner/host data
10. International partner/host data

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<sup>13</sup> OICI FTF Volunteer Feedback Survey; Host Feedback Survey; Staff Feedback Survey

## 5c. Quantitative and Qualitative Analysis of Impacts across Focus Areas

### FY04-FY08 Major Project Goals and Objective Results Met

PROJECT GOAL: To increase productivity and profitability in Africa, through diversified, sustainable partnerships.	
SO 1: Increase productivity among target farmers of high-value agricultural produce, non-traditional agricultural and natural products.	OICI FTF program improved production and post-harvest practices of 27,091 beneficiaries through appropriate technology, natural resource management (NRM), and pest and water management. This made it possible for beneficiaries to increase gross value of their sales by \$1,191,000.
SO 2: Increase private sector trade for selected agriculture and natural resource products through agribusiness development and improved marketing.	The OICI FTF program improved agribusiness performance through increased capacities of target groups in business management and value-adding food processing technologies. The program assisted beneficiaries to improve their marketing systems and add 155 new products and services to their product lines. By utilizing a demand-driven value-chain approach beneficiaries increased their incremental net income by \$426,000.
SO 3: Increase the diversity of agricultural professionals providing technical assistance in developing countries.	39 volunteers performed public outreach activities to increase the awareness and involvement of women and minority scholars in agriculture, NRM, and related sciences in international development. 32% of the volunteers who served on the OICI FTF program were women.

\* (IR4 has been removed, as of OICI FTF Strategic Work Plan FY2005; change was approved by USAID in June 2005.)

## 5d. Key Accomplishments in Addressing Sectoral Constraints

Sectoral Constraint	OICI FTF Intervention to Address Constraints
<p><i>Market Saturation and Product Surplus:</i> Lack of diversification on the market. Small family farmers are producing and selling the same thing as their neighbors. Limited value-addition in-country (both export and local level); Lack of pack-houses with cool storage facilities.</p>	<p><i>Diversification:</i> Think outside the box. Be creative. Think non-traditional. Diversification of natural products production and processing—expanding into new markets and product categories; Organic certification for farm business producing/marketing organic/natural products.</p>
<p><i>Lack of Quality Assurance and Controls:</i> Limited resources to invest in research and infrastructure; Lack of consistent production or standardization; Lack of quality controls to prevent health hazards, and enable market-entry.</p>	<p><i>Quality Assurance Training:</i> Quality control and improvement measures for production and post-harvest handling of non-traditional products; Sanitary packaging practices meeting international standards; Certifications—standard, international, regional, national.</p>
<p><i>Limited Growing Season:</i> Given the seasonality of products and severe weather extremes (from hot and dry to hot and wet) products have a limited growing season. Lack of irrigation to maximize yield – production is mostly rain-fed; Limited resources to invest in research and infrastructure.</p>	<p><i>Improved Productivity and Natural Resource Management (NRM):</i> Identify techniques of farming that will enhance soil, water and environment, to enable products to be grown with less pest and disease damage. This will increase productivity and reduce risk. (Guinea, Ghana, Mali)</p>
<p><i>Post Harvest Loss and Lack of Processing:</i> Flood of product on the market, and much of it rots or is sold at cost or below cost. Limited value-addition in-country (both export and local level); Lack of proper processing facilities. Lack of pack-houses with cool storage facilities.</p>	<p><i>Adding Value, Processing and Diversifying Sales:</i> Make products different and better quality by adding value, transforming them, making them more user-friendly and in demand. Drying techniques for fruits and vegetables as a means of diversifying product availability and value-addition and gaining price premiums when demand is high. Sanitary packaging practices meeting international standards; Appropriate drying techniques to maintain plant properties and perceived value.</p>
<p><i>Perceived Value of African products Lacking:</i> The typical West African household contains many imported non-African products that could actually be locally made. When asked why this is, we have been told that imported products are better and that African products lack quality.</p>	<p><i>Quality and Adding Value:</i> All FSA countries demonstrate this tendency. The solution will be to teach people how to make the same products they are currently buying, and to work at making them better, and proving they are better through product research and marketing. (All countries)</p>
<p><i>Product Development Skills Lacking:</i> When it comes to the typical producer, they are growing food products, and selling that product raw. This gives the farmer a miniscule share of the profit margin, since he/she sells at this input state. Limited resources to invest in research and infrastructure.</p>	<p><i>Alternative Usage, Cross Category Products:</i> Diversification of non-traditional products production and processing—expanding into new markets and product categories (ex. Food products can be used to make beauty products like soap, salves, and lotion.)</p>
<p><i>Lack of business Skills:</i> 98% of the markets in Africa can be defined as “informal sector” whereas the opposite can be true in the US. While this works ok for Africa, when it comes to one person selling something, when groups or cooperatives form and want to take their business to the next level they don’t know how.</p>	<p><i>Organizational Development for Producer Groups and Cooperatives:</i> Teach topics like accounting, sales and marketing, and strategic thinking like forecasting, marketing research and product development (adding value). Accessing financial resources for non-traditional products through public/private partnerships and business plan development.</p>

## **5e. Broader Impacts beyond Focus Areas**

Beyond what is required as part of the OICI FTF Logframe and USAID Standard Indicator Tables, there was another equally important level of impact made by OICI staff, volunteers and partners. Below are just a few examples of many (See Annex: Testimonials for more information like this.)

- *Leveraging Resources to Make Bigger Impacts:* Many of the program's financial constraints were offset by partnering with projects with complementary objectives and target beneficiaries. For example, OICI FTF partnered with both OICI Ghana and OICI Guinea DAP/MYAP PL 480 Title II food security programs, which focused in part on agribusiness and business development. OICI FTF worked with "graduates" of the Title II programs to bring them beyond food security to incomes and profits, and in the end to a higher level of commercialization than where they were before. Externally, OICI FTF was able to provide services to USAID country mission projects and US Peace Corps. In return, OICI FTF Volunteers received transportation, lodging, training materials and other support.
- *Flexible Assignments for Research and Product Development:* Some partners and hosts requested volunteers for topic areas outside of focus areas in the project. Exceptions were made on a case-by-case basis, and dependent on the return on investment of resources for impact. This resulted in some very interesting studies and research conducted on other topics. For example: Aquaculture with FAO and Ministry of Fisheries collaboration in Guinea, Ghana and Mali.
- *FTF for Emergency Response:* The deadly H5N1 bird flu virus was detected on a large commercial chicken farm in Nigeria, and became international news as the very first outbreak of Avian Influenza (AI) on the continent of Africa. That was February 8, 2006. Through cross-continental team work, telephone calls, and emails back and forth across cyberspace, the USAID and OICI FTF were able to respond within 24 hours to the AI outbreak and urgent request for support voiced by the USAID Mission in Nigeria. Through its nationwide recruitment network, OICI FTF was able to find an expert who could travel immediately to provide services to diagnose and assess the outbreak's scope and severity, and to develop outreach and training modules that could be used for education to prevent future outbreak. Dr. Henzler is a national expert in poultry medicine, whose credentials include being an epidemiologist and veterinarian who has spoken worldwide on poultry disease topics.
- *Train the Trainers and More Will Be Trained:* OICI FTF built into the design of the project and each SOW the element of training-of-trainers. Whether they were extension agents invited to attend from out partner organizations, or designated farmer/entrepreneur leaders who could serve as future trainers; OICI made sure to include this in each Volunteer Assignment and underlined the importance of this in each Volunteer Pre-departure Orientation session. The impact of this is immeasurable. What is known is that each trainer goes on to train many more future beneficiaries, and for those who make a living on training, they are able to increase

their portfolio of services. For those who charge for training, this also means increased revenues thanks to the services of OICI FTF.

- *Gender mainstreaming*: OICI has in recent years begun instituting an organization-wide gender mainstreaming policy. This has also been a key component to the OICI FTF Program. OICI FTF actively sought channels and networks that might yield female applicants; such as national, regional and state-level Women in Agriculture and Women Entrepreneurs Networks. OICI also provided extensive training and sensitization in-country to assure target populations that OICI is serious about inclusion of women in its training and outreach.
- *Natural Resource Management (NRM)*: OICI FTF takes very seriously the NRM policies of USAID, and includes NRM as an integral part of its strategic plans and programming. In West Africa, in fact the lack of NRM skills has contributed in dramatic ways to the bottom line of farm business. Examples of NRM problems affecting production volumes, sales and quality include: pest and disease, post harvest loss, poor production and productivity. Unbelievably, Africa was once called the “woodlot of Rome.”<sup>14</sup> Deforestation has now produced desertification, as the Sahara desert encroaches on the land and soils south of it. Monocropping and extensive application of inputs has made soils void of nutrients, and thus more dependent on inputs. Poor agronomic practices such as pest and disease control, fertilization and pruning methods.

OICI FTF was able to address all four elements of USAID Environmental Guidelines, from its January 2007 *Environmental and Natural Resource Issues*, as noted below:

1. Ensure that environmental consequences of USAID-financed activities are identified and considered...and that appropriate environmental safeguards are planned, adopted, implemented and monitored;
2. Assist developing countries to strengthen their capabilities to appreciate and effectively evaluate the potential environmental effects of proposed developed strategies and projects, and to select, implement, and manage effective environmental programs that mitigate potential adverse effects.
3. Identify and mitigate impacts resulting from USAID’s actions upon the environment, including those aspects of the biosphere which are the common and cultural heritage of all mankind; and
4. Define environmental limiting factors that constrain development and identify and carry out activities that assist in restoring the renewable resource base on which sustained development depends.

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<sup>14</sup> *Save Three Lives: A Plan for Famine Prevention*, Robert Rodale, Random House Inc., 1991

See below chart for comprehensive list of all assignments with an NRM focus or bias.

#### **Volunteer Assignments with an NRM Slant**

1. EC: Reforestation
2. EC: Soil Science
3. EC: Natural Resources Management
4. EC: Water & Soil Science (Erosion Control & Soil Fertility)
5. EC: Soil Fertility Management
6. EC: Soil Fertility
7. EC: Soil Science
8. EC: Soil Science
9. TT: Bio intensive/Diversified Market Gardening
10. TT: Soil/Erosion Control for Increased Productivity
11. TT: Organic/Regenerative Agriculture
12. TT: Seed Propagation
13. TT: Land & Soil Management for Better Productivity
14. TT: Controlling Soils and Riverside Erosion
15. EC: Natural Resources Management
16. TT: Vegetable Crops Pest and Disease Management
17. TT: NRM Training Module/Curriculum Dev.
18. TT: Value-Added Intensive Gardening
19. TT: Irrigated Horticulture
20. TT: Ginger Processing/ Controlling Soils & Riverside Erosion
21. TT: Potato Production through Organic Fertilizer Usage
22. TT: Mushroom Packaging & Contamination Reduction
23. TT: Pest Management
24. TT: Improving Post-Harvest Handling to Reduce Post-Harvest Losses
25. TT: Organic Beauty Products
26. TT: Treecrop Production
27. TT: Organic/Regenerative Agriculture
28. TT: Irrigation for off-season Production
29. TT: Organic Production & Marketing

In addition, hallmarks of OICI's unique approach also contributed to impact beyond scope of focus areas:

- *Demand-driven, Needs Based Approach:* OICI FTF Program goals, objectives, and implementation are demand-driven and needs-based. All volunteer recruitment relates to program objectives and identified needs in pre-developed Scopes of Work. Volunteers consist of: US farmers, farm educators, processors, retailers, professors, researchers and similar backgrounds. Host organization/partner selection contingent on complementary objectives.
- *Volunteer Recruitment:* Farmers learn best from other farmers; like learns from like. OICI recruits volunteers with no less than five years' experience who are doing the work that they are teaching to their counterparts in Africa. Average age of volunteers in OICI's FTF Program is 45 years.
- *Farming as a Business:* OICI FTF program provides farmers with skills to farm efficiently, effectively and profitably with a "farming as a business" approach. This

approach introduces farmers to ideas that increase the value and profit per hectare of land, which is an alternative to the current economies of scale/volume-is-success approach. The end-result is effective and productive agribusiness operations, a decrease in gaps and weaknesses and an increase in incomes and profits. As a bonus, market linkages are created or enhanced, and cross-cultural US-Africa collaboration and diplomacy improved.

- *Community Participation:* The cornerstone of OICI's success is its emphasis on involving local leaders and communities in all of its projects. OICI also invests in its own programs, through leveraging of federal funds (for complementary USAID assignments) and non-federal funds (such as private mining company contracts and others). To ensure that FTF program is of value, OICI targets the right mix of people, and involves USAID Field Missions, community leaders and government ministries, who will all play a pivotal role in the design and success of the project. OICI's strategy for project implementation is participatory, with the community directly involved in all phases of program design, implementation and evaluation. The project works through traditional decision-making bodies while promoting fair representation of all interests, gender fairness, and respect for democratic principles.
- *Appropriate Use of Information Communications Technology (ICT) Tools:* OICI works with locally available technology, to ensure project relevance and sustainability. ICT is also built into the strategy of the program, and OICI understands the dichotomies and challenges of ICT in Africa; where a farmer who does not have electricity has a cell phone charged by a car battery; or when it is necessary to carry three SIM cards because of numerous carriers and unclear reception territories, in a new competitive marketplace for cell phone service. FTF Program Director has also worked on USDA funded national studies that looked at US small farmer computer usage and web-based marketing and brings this knowledge to Africa.
- *Volunteer Outreach Activities:* OICI brings the people-to-people component that is critical to the success of the USAID FTF program overall. A single story told by a returning volunteer whose life has inextricably changed as a result of his experience captures the hearts and minds of the US public more than any pronouncement from a government agency official, university professor or other so-called expert. OICI is known for its quality handling of volunteers and is rated high on service delivery. In Volunteer Feedback Surveys, 90% of 2005-2008 volunteers are "Very Satisfied" with OICI service delivery and the quality of their assignment experience.

OICI FTF Program has made the following contributions to US Foreign Assistance and International Development Initiatives. As part of its criteria for country, sector and technical interventions, OICI sought to address key goals and objectives of US Government development priorities, US Foreign Assistance Sub-Elements, and USAID:

1. Generate rapid, sustained ,broad-based economic growth in the agricultural sector
2. Increase agricultural sector productivity and profitability
3. Increase the American public's understanding of international development issues

4. International understanding of the US and US development programs.

Additionally, the program supports and reinforces EGAT's three priority areas which are:

1. Promoting and competitive economies;
2. Developing Science and Technology to improve agricultural productivity, natural resource management, marketing, and human nutrition;
3. Expanding access to economic opportunities for the poor.

OICI FTF program strategy supports USAID's Initiative to End Hunger in Africa by promoting agricultural growth and building African-led partnerships to cut hunger and poverty in the region. With emphasis on building capacity and sustainability, small-scale farmers are given practical and technical training to increase their productivity and profitability. Two program countries (Ghana and Mali) are currently supported by this initiative and are in accord with the program's goal to reduce poverty and increase incomes of farmers in West Africa.

OICI FTF is also aligned with the African Union's New Economic Partnership for Africa's Development (NEPAD). Similarly to the development initiatives of NEPAD, OICI Farmer to Farmer program aims to assist program countries on a path of sustainable growth and development. African ownership and leadership, partnerships between and among African peoples, forging international partnerships, and capacity building are some key priority action areas of NEPAD that coincide with the FTF program's overall objectives and goals. Agriculture as a priority sector in NEPAD's strategic framework highlights the importance of implementing food security and agricultural development within the FTF program. The Comprehensive African Agriculture Development Program's (CAADP) vision to revitalize African agriculture is linked to OICI FTF program activities. More specifically, the program focus areas in selected core countries address sustainable land management, improved capacity for market accesses, increased food supply, and improved agricultural research, technology dissemination and adoption; all specific focal points outlined by NEPAD.

In addition, OICI FTF contributes to the goals of The African Growth and Opportunity Act (**AGOA**), which is a part of U.S. legislation and significantly liberalizes market access to the US for 37 designated Sub-Saharan African (SSA) countries. The Act originally covered the 8-year period from October 2000 to September 2008, but amendments signed into law by U.S. President George Bush in July 2004 further extend AGOA to 2015. The act helps countries to increase their export trade.

### ***5f. Setbacks and Failures***

In the words of CS Lewis, "Failures are finger posts on the road to achievement." OICI had many challenges against it, including: small organization, small staff, small resources; working in West Africa, in some of the poorest, least developed countries in the world; being first-time lead implementers of a USAID FTF Program; and a series of unavoidable and unforeseen accidents, incidents and issues affecting program

implementation, security and volunteer safety and health. From every setback there was a lesson learned, and consequently something to be gained. Others, including USAID and fellow FTF Implementers all gained something valuable from the experiences and losses of OICI. It is for this reason that all setbacks with resolution are listed in Section 6: Lessons Learned and Recommendations. Setbacks and issues that could not be resolved are listed here:

- *Volunteer Targets Not Met:* In spite of tremendous interest in OICI FTF Program and a plethora of applicants, OICI was unable to place many volunteers due to periodic lapses in cash flow/funding, and other issues.
- *Partner Demands Not Met:* As a consequence to the above, partners and hosts in the field, who were very enthusiastic about OICI FTF Program had unmet needs, because OICI was unable to place and send them volunteers. In addition, the large number of hosts with whom OICI FTF works, the lack of resources available to OICI FTF staff, the difficulty of communication in our areas of operation and the time constraints experienced by the program also made individual host follow-up difficult.

## **5g. Experience with Sub-grantees, Partners, and Others**

### **Overview of Partners, Hosts and Others**

OICI FTF could not have helped 150,000 people in Africa alone. It is thanks to the energy, commitment and enthusiasm of its US and Africa-based partners and hosts that this work could be done. Initially, OICI had planned to work with six partners from Minority Serving Institutions and Historically Black Colleges and Universities (HBCU), and had as part of its Strategic Objective to train minorities in international development. This Intermediate Result (IR4) was eventually dropped, with USAID approval in June 2005, due to the complexity and resources required to achieve it. Also, OICI had originally planned on having contracted HBCUs do most (more than 75%) of the recruiting and placement of volunteers. In the end, however, OICI staff were doing the majority of recruiting (more than 75%) and HBCUs were doing less. This necessitated a realignment of funds, dropping of some partners and re-evaluating recruitment strategies. OICI maintained relationships with only the strongest most dedicated HBCUs and then began to forge new relationships with other partners and collaborators who saw the (FTF) program as advantageous to their programs and would thus recruit provide outreach for free. In exchange, these organizations, many of them academic, were able to offer their students, faculty and staff and clientele of farmers and business owners an exciting and valuable opportunity that they wouldn't otherwise have. This win-win approach was another creative way that OICI leveraged resources, increased its outreach spread effect.

## **Minority Serving Institutions**

USAID defines MSIs as Historically Black Colleges and Universities (HBCUs); Hispanic Serving Institutions (HSIs); and Tribal Colleges and Universities (TCUs). Organizations such as OICI are defined as Minority Controlled Private Voluntary Organizations (MCPVOs). MCPVOs are nonprofit organizations that receive some portion of their annual revenue from the private sector, and receive voluntary contributions of money, staff time, or support from the general public. MCPVOs are defined as PVOs having over 50% of Board of Directors members from African American and other economically disadvantaged minority groups. OICI has recruited and placed a significant number of minority volunteers identified by its HBCU partners across the US. OICI FTF has now established a network of entities, including HBCU collaborators, to support quality volunteer identification, and has gone beyond contracted partners to do so.

The success of recruiting in-house proved that OICI was capable of recruitment and placement of a larger number of volunteers, thus decreasing the need for such a heavy reliance on HBCU partners. This put OICI in a better position to revamp and redefine HBCU relationships, and gave leverage in negotiating activities and budget. Teaming Agreements were revised and signed between OICI and HBCU partners; these new agreements replaced all existing agreements. The emphasis on quality and not quantity has also enabled OICI to improve its relationships with its HBCU partners in order to achieve the highest level of quality service.

OICI was able to increase the commitments of contracted HBCU's by requiring their talented team of professor representatives to perform an assignment each; the HBCU FTF representatives also teach at their respective universities, courses like Marketing, International Business, Management, Finance and Development. Not only do these skills fit nicely in the program, but having them teach has helped OICI to increase the commitment level of each HBCU Representative and sharpened their skills in recruitment since they had first-hand experience.

During the reporting period, OICI FTF contracted the following HBCUs: University of Maryland Eastern Shore (UMES) and Arkansas Land and Farm Development Centers (ALFDC); Alcorn State University; Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS), North Carolina Agricultural and Technical State University (NCA&T); Southern University System (SUS); and University of Arkansas at Pine Bluff (UAPB).

## **Other Contractors:**

It is thanks to Partners of the Americas (POA) that OICI was able to flex its talents to lead a West Africa-based volunteer program. OICI gained entry to USAID FTF Programs, through POA, which contacted OICI for support to implement FTF programs in Ghana and Togo. After OICI was awarded a prime Cooperative Agreement, OICI contracted POA to provide mentorship to OICI FTF in Years One and Two of the

program. Partners of the Americas (POA) has played a vital role in helping us to move in this direction, and we have contracted POA to provide us with technical guidance for the program strategy, work plans and technical training. In March 2005, Ms. Peggy Carlson, of POA, assisted with our OICI FTF Technical Training conference in Ghana and Guinea, by providing Program Coordinators and hosts with in-depth detail to working effectively with the Farmer-to-Farmer program.

### **Some examples of OICI Recruitment Sources:**

- *Sustainable Agriculture Network (SANET)*: An automatic mailing list server (LISTSERV), with thousands of members across the US and world that has yielded a large percentage volunteer candidates and has proven to be a useful tool for finding the right people and technical answers related to the project's focus areas.
- *Cornell Food and Agriculture Program (CFAP)*: An automatic mailing list server (LISTSERV) for the one of the country's best food marketing programs which emphasizes on-farm direct marketing and educating small family farmers on how to compete in agribusiness.
- *Yahoo Group—Sustainable Agriculture*: An automatic mailing list server (LISTSERV), with nationwide membership similar to SANET.
- *Returned Peace Corps Volunteer Network (RPCV)*: This automatic mailing list server (LISTSERV) has as its members former Peace Corps volunteers and has been a useful tool for not only recruiting FarmServe volunteers but also for spreading the word about the program.
- *Women in Agriculture Network (WAgN)*: A network started at the University of Vermont extension service that has since been replicated in several states, including Pennsylvania. OICI FTF Program Director was on the Steering Committee of WAgN-PA when the group was launched and is in regular contact with its members through its email distribution list.
- *Pennsylvania Association for Sustainable Agriculture (PASA)*: OICI has sponsored this organization and its annual conference for 3 of the 5 years of the program. It has yielded more than 30 volunteers who have successfully completed assignments.

### **Host Organizations**

OICI did a thorough examination of existing host organizations at the beginning, midpoint and end of the program, to determine the effectiveness of each host and our ability to make a true impact with that host. OICI simultaneously did a national survey in each country of registered businesses, using a variety of sources including MISTOWA (Management Information System for Trade of West Africa), an online trading site, and directories obtained from the Ministries of Agriculture. Ultimately, many hosts were eliminated, and others were added. Host selection criteria included this check list of questions (hosts answering yes to all below considered):

- Is this host a commercial business?
- Is this host part of a network of market linkages?

- Is this host working with product(s) that is in demand and shows potential for growth?
- Is this host generating enough capital to be able to invest in its own growth (e.g. implement recommendations from a volunteer)?
- Is this host willing to lodge the volunteer, or at least contribute in part?
- Is this host willing to contribute on the development of Scopes of Work and be ready to respond to questions that help prepare the volunteer?
- Does this host value education and training?

See Section 6: Lessons Learned for more information about working with Partners, Hosts and Others.

## **6. Major Lessons Learned and Recommendations**

### ***6a. Lessons Learned: Program Management***

*Staffing HQ and Overseas:* If more money were available for staffing, less strain would be placed on OICI FTF staff at both the Headquarters and field levels. This and other issues resulting from reduced funding could be rectified by the larger amount of funding available in a future program. Once the OICI FTF Program began to pick up in the third year, it was evident that operations would have been much smoother with a larger staff, with people specifically dedicated to recruitment and placement, logistics, M&E and other crucial activities. The program would have greatly benefited from having a larger staff, and the program's human resources would not have been stretched quite so thin. Additionally, OICI FTF spent half of the project working with temporary employees from an administrative staffing agency, while recruiting for an assistant with agriculture, Africa experience, and French capabilities. Once a permanent employee was recruited, it was highly beneficial to the program to have someone with this mix of skills and enabled program growth, while allowing the Program Director to focus on the long-term strategies of the program, such as outreach, promotions and relationship development with partners and affiliates who support our program.

*Communication Constraints:* Due to the lack of steady internet and phone service in the areas of operation for the OICI FTF Program, we have faced many challenges in program implementation. It is difficult to implement the program in a timely manner when phone lines are out of service for days at a time. The high fees for internet and phone usage also played into the difficulties of communication with field staff in host countries. The FTF Program Director brought the project team together through email, Yahoo instant messaging ([www.yahoo.com](http://www.yahoo.com)) and Skype Internet phone calls ([www.skype.com](http://www.skype.com)) to enable everyone to be in daily communication. This resulted in increased involvement of Country Coordinators in the entire recruitment to placement process but also decreased the amount of work required of the Director, allowing improved time management and cost effectiveness.

*Transition of Focus Areas:* Mentioned in detail in prior sections of this report.

## **6b. Lessons Learned: Recruitment and Placement**

*Recruitment and Placement:* Certain assignments were highly specific and specialized, and given the mostly non-tropical climate of the US, it proved a challenge to find a pool of available and appropriate specialists in certain products, such as bamboo, sesame, shea and cashews. OICI countered this by requesting that the highly specialized volunteers that were found perform more than one assignment per year. OICI also targeted the product marketing boards, clubs and memberships to recruit from its US membership and US buyers and processors of nuts and shea, who source their products abroad.

*Maximizing Resources:* OICI has also combined quality Farmer-to-Farmer assignments with cost-effectiveness by assigning one volunteer to carry out multiple, back-to-back assignments, usually in different countries where a common sector is involved. Many of the countries in which OICI Farmer-to-Farmer operates share similar needs, such as business enterprise development training, so this has been one of the most efficient uses of funds for the program. Volunteer program costs are diminished by sharing local resources. For example, the OICI office in Ghana is able to provide resources such as office space and a readily available Country Director and personnel. In-kind contributions from hosts such as volunteer lodging (when possible), use of conference rooms and training centers and equipment for trainings aid in cost reduction to OICI as well

*Leveraging Other Resources:* In several country programs, OICI has collaborated actively with international agencies such as the UN Development Program (UNDP) and the World Food Program (WFP). OICI has also formed strategic partnerships with other non-profits recognized for excellence such as Catholic Relief Services (CRS), the Adventist Development and Relief Agency (ADRA), Africare, POA, Freedom from Hunger (FFH), and Population Services International (PSI), among others. In the field, partnerships with other US PVOs and multilateral agencies have sustained the viability of various OICI programs. OICI has long recognized the importance of working with multiple donors and partnering with other development organizations, as key to program effectiveness and sustainability.

*Volunteer Drop-Off/Attrition:* While we did not achieve our targeted number of volunteer assignments, we did achieve a large number of volunteer recruits by the end of the program. Several of the placed volunteers had last minute medical issues, death in the family, work/job constraints, or other issues related to external and unforeseeable factors, and although most of them were rescheduled, the program funds were not sufficient to place all of them before the end of the program. In addition, we lost some volunteers with the delay in FY06 funds; some volunteers could not reschedule

*French Language Constraints:* Two of our four FTF countries are French-speaking. We have learned that the level of French required is fluency in order to train and convey the technical topics within each assignment. This was countered by recruiting French-speaking volunteers from the Returned Peace Corps Volunteer Network. We also performed an in-house capacity assessment to identify potential interpreters within the OICI field staff and budgeted for Interpreters/Translator Fees in the realigned budget for the final years of the funding cycle.

## **6c. Lessons Learned: Policies and Procedures**

*OICI FTF Policy Improvements:* In light of the two accidents which occurred near the end of the funding cycle, a top priority for OICI was to overhaul its safety, security and travel-related policies and procedures and emphasize the importance of them to all OICI FTF staff and volunteers. OICI also sought legal counsel to update the following documents: Volunteer Agreement, Emergency Procedures, Accident Report Template and Safety/Security Policy.

*Appropriate Traveler's Insurance for Volunteers:* With the occurrence of two separate automobile accidents in FY07 and FY08, OICI carefully reviewed its FTF program's volunteer insurance policy to ensure adequate coverage in case of the need for a medical evacuation to the United States or in-country care. To avoid further issues in insurance coverage, the insurance policy for volunteers should be carefully reviewed at the start of a new OICI FTF Program to be sure it is appropriate for the areas of operation, and the policy should be reviewed on a yearly basis (or as frequently as necessary) to ensure its adequacy is sustained. Once OICI FTF changed the insurance policy for its volunteers, it was able to respond more effectively to the a second car accident that occurred after the upgrade (to increased coverage), which resulted in volunteers who thanked OICI for the way it handled their medical evacuation.

*Crisis Management and Safety and Security Protocols:* In response to several crises experienced by the OICI Farmer-to-Farmer Program in the FY04-FY08 funding cycle, OICI FTF Safety and Security Policies with severity levels protocols in crisis management have been developed and updated accordingly. A lodging policy was further developed and reiterated to ensure that volunteers are placed in appropriate housing during their assignments. What a US staff member takes for granted might not always be the same in from an African staff member. This is the reality of the situation. The lodging situation could be further improved with the availability of a larger amount of funds for program implementation. This, as with the staffing issue, may be easily improved upon with the increase in funds availability with the FY09-FY13 RFA. With increased attention placed on security measures, it is imperative that the areas of operation be carefully considered and monitored on a tight watch to avert any potential dangerous political or environmental dangers. It is important not only to carefully choose each host country but to limit the areas of operation within each country to places with which the field staff are familiar. In-country safety and security threats or issues are more easily dealt with by field staff who have many contacts in-country, so it would be beneficial to hire field staff with experience in upper level in-country employment.

Below is a section of OICI's lodging policy to illustrate the above points:

*"Please be sure that you personally inspect the volunteer lodging before you place any volunteers in the hotel/guest house/room. Whether OICI pays for the lodging or the host pays for lodging it doesn;t matter. The same standards*

*apply. The lodging doesn't have to be 5-star hotel, but it should have minimum standards such as:*

- 1. Clean bed and sheets*
- 2. Clean floor, a floor you would feel comfortable walking without shoes*
- 3. Clean shower/bath, to shower without shoes/sandals*
- 4. Screen windows with no holes.*
- 5. Mosquito nets*
- 6. No insects of any kind in the room.*
- 7. No rats, rodents, or animals of any kind in the room or hotel building.*
- 8. Water source and toilet should be clean and hygienic*
- 9. Room should have privacy (should not be hearing all the noise of the neighbors or be in the way of other guests)d*
- 10. Room should have lock on the door; volunteer should be able to take key with him/her.*
- 11. Lodging should have security guard.*
- 12. Volunteer should not get sick, have an accident and get injured, or be robbed because of the poor state of the hotel/lodging.*

***These are minimum and basic standards for safety, good health, and security. If you have any problems getting adequate lodging, contact me and we will discuss the financial or other implications to come up with solution.”***

## **6d. Lessons Learned: Partnership and Collaboration**

*USAID Mission Relations:* Collaborating with local USAID Missions can be a mutually beneficial experience when care is taken to be sure the volunteers are not being used for objectives outside of their realm of expertise. With respect to overseas operations during the reporting period, we have improved and active relationships with USAID Missions in Ghana, Guinea, Mali and Nigeria. Efforts have been made to include the Missions in volunteer assignments in some manner, even if only to debrief the volunteer at the end of his/her assignment. In addition, efforts have been made to identify synergies between the various Africa-based USAID programs implemented by OICI and others, to enable goals of these programs to be achieved with maximum effectiveness; the focus was on adding value and contribution to each mission's economic growth program. It would have been beneficial to include the Missions in scope of work development as well, to ensure ultimate collaboration in the field, especially in the cases where Mission objectives and program objectives are virtually the same.

*Partnerships:* In the original OICI FTF proposal/ agreement, drafted in 2003, OICI planned to rely almost exclusively on the recruitment of volunteers provided by partners from the Historically Black Colleges and Universities (HBCUs), in order to connect OICI with a US Agriculture network and to recruit more African-Americans and women. In reality, our HBCU partners have accounted for only twenty-eight (28) percent of all

volunteers placed to date, with the remaining seventy-two (72) percent having been recruited and placed by OICI. This was due in part to lack of defined objectives and agreements between OICI and partners. It was also due to increased capacities at OICI, which include a direct connection and broad network of colleagues brought to the organization by the current OICI FTF Program Director. Start-up time to begin operations with HBCU partners was much longer than anticipated. As this cycle of funding is the first time OICI has operated as the primary implementer of the program, there were various activities that were not anticipated while the proposal was being drafted. There are activities that took more time than initially anticipated, such as finalizing the Memorandums of Understanding with the HBCUs. The process took six months to finalize at the beginning of the program and became even more complicated due to the varying administrative and financial systems within the four HBCUs.

Beginning in FY06, the OICI FTF Program partnered with fewer HBCUs, which meant less support for volunteer recruitment. Our partners at the Historically Black Colleges that were contracted in FY06 did not all provide the required thirteen volunteers each. Only one of the three achieved this target. In spite of this, the level of enthusiasm for the program continued to grow. To encourage competition between the universities, OICI created an Excel workbook that lists recruits per HBCU, with the recruit's status noted next to the name, for example: John Smith, Pending, or Accepted, or Rejected. This chart is linked to a pie chart that gives everyone an at-a-glance view of the status and what percentage of volunteers was recruited from HBCU versus OICI. (This chart and a report template were sent to USAID via email, separately).

*Volunteer Outreach Activities:* Most outreach activities carried out by the volunteers were arranged by the volunteers themselves. It would have been beneficial to require outreach activities upon each volunteer's return to the United States, with a set protocol for how to approach the outreach activities. This would have helped to spread the word about the program and would help in recruitment, as outreach activities are a great way to increase interest in the program as a result of the testimonials of returned volunteers.

*Host Organization Capacities:* Host partners, national and international NGOs have varying degrees of capacity; some require more capacity building than others. FTF management in countries where the OICI does not have a strong base (Mali and Senegal) required close headquarters monitoring and supervision during the life of the program.

## 7. Annexes

# ANNEXES

**7a. Standard Indicator Tables (1-8) FY04-FY08**

The USAID M&E Impact Standard Indicator Tables will be submitted as a separate document (Excel workbook); printed and inserted here if hard copy, and attached as an Excel document if transmitted electronically.

***7b. Comprehensive List of Volunteers and Assignments FY04-FY08***

This section is inserted on the next page.

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# ***OICI Farmer-to-Farmer Comprehensive List of Volunteers And Assignments (Scopes of Work) FY2004 - FY2008***

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Submitted to the

**U.S. Agency for International Development (USAID)**

By

**OIC International, Inc. (OICI) and Partners:**



Philadelphia, September 2008; For the Period October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008

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**John Ogonowski Farmer-to-Farmer (FTF) Program  
USAID Economic Growth, Agriculture and Trade**

**Geographic Focus: West African countries of Ghana, Guinea, Mali, Nigeria and Senegal**

**Cooperative Agreement Number: EDH-A-00-03-00021-00**

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Contact information: Michelle Frain Muldoon, *OICI Farmer-to-Farmer* Program Director  
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**FTF LOP<sup>1</sup> List of Volunteers and Assignments**

<b>Volunteer Name<sup>2</sup></b>	<b>Country Visited</b>	<b>Trip Dates (from/to)<sup>3</sup></b>	<b>Number of Volunteer Days<sup>4</sup></b>	<b>Type of Assistance<sup>5</sup></b>	<b>Hosts Assisted (Partner)</b>
Dr. David Addae	Ghana	7/24/06 - 8/29/06* <sup>2</sup>	29	TT: Post Harvest Loss/Inventory Credit Program	MOFA
Dr. David Addae	Ghana	5/18/07 - 6/09/07	23	TT: Value-Added Cashew Products	FASCU
Dr. David Addae	Ghana	8/04/07 - 9/03/07* <sup>2</sup>	22	TT: Post-harvest Processing	Agbleze Vegetable Growers Association
Sylvester Addy	Ghana	3/29/07 - 4/30/07	33	TT: Sorghum Diversification & Marketing	6 Farmers' Associations (OICI-Tamale)
Halona Agouda	Ghana	8/06/07 - 9/07/07* <sup>2</sup>	24	BED: Marketing/Market Linkages/Distribution	Tiehiesuma Women Shea Butter Association
Andy Andrews	Ghana	1/03/07 - 1/30/07	28	BED: Marketing	Goldfields/Anglogold Ashanti Ltd
Michael Appel	Ghana	12/4/07 - 12/25/07	22	TT: Farm Planning for Higher Economic Returns	Eliza Grace Farms
Dr. Michael Bell	Ghana	3/17/06 - 4/18/06* <sup>2</sup>	23	BED: Record Keeping (Animals)	MOFA
Norman Bezona	Ghana	8/21/04 - 9/17/04	27	EC: Reforestation	BARADEP
Dr. Meta Bonner	Ghana	7/01/07 - 7/21/07	21	TT: Production & Marketing of Organic Products	Coastal Groves Ltd.
Dr. Rowland Chidomere	Ghana	6/12/06 - 7/2/06	21	BED: Small Farm Marketing Basics	Shelanyilli Farmers Marketing Association
Terrill Christensen	Ghana	1/10/08 - 2/1/08	23	TT: Value-Added Fruits and Vegetable Drying	OICI-ENHANCE
Dr. Raymond Clark	Ghana	4/16/07 - 5/08/07	23	BED: Cooperative Development & Records Keeping	ADRA
Lillie Craig	Ghana	7/17/06 - 8/10/06	25	TT: Vegetable Processing	Mbanayili Vegetable Producers and Marketers Association
Jaquel Dawson	Ghana	7/23/06 - 8/22/06	31	TT: Herbs and Medicinal Tea/Plant Processing	ASNAPP
Robert Durst	Ghana	2/21/05 - 3/12/05	20	BED: Shea Nut Organic Certification	Nasia Shea Butter Women's Cooperative Association
Keith Ellis	Ghana	8/30/06 - 9/24/06	24	BED: Value-Added Food Marketing	MOFA
Clement Emehel	Ghana	10/7/07 - 11/13/07* <sup>2</sup>	23	BED: Records Keeping/Business Planning	Ageorgia Farms

Nathan Emery	Ghana	5/16/05 - 6/16/05	32	TT: Beekeeping	Goldfields/Anglogold Ashanti Ltd
Dr. Michael Ezekwe	Ghana	7/14/07 - 8/12/07* <sup>2</sup>	19	TT: Enhancing Animal Production	Goldfields/Anglogold Ashanti Ltd (OICI-SEED)
Mr. Jeff Brown Hawkins	Ghana	9/19/07 - 10/11/07	23	BED: Organizing & Running Effective Cooperatives	Agbleze Vegetable Growers Association
Kush-I Henry	Ghana	7/23/06 - 8/22/06	31	TT: Marketing, Packaging, Design (Film)	ASNAPP
Dr. Paul Hepperly	Ghana	4/8/05 - 4/23/05	16	EC: Soil Science	MOFA
Bruce Hicks	Ghana	1/2/08 - 1/19/08	18	TT: Improving Cashew Production	FASCU
Dr. Patrick Igbokwe	Ghana	7/23/07 - 8/10/07	19	TT: Organic Production & Marketing	Northern Vegetable Producers Association (OICI-ENHANCE)
Dr. Omoanghe Isikhuemhen	Ghana	11/2/04 - 11/20/04	19	TT: Mushroom Production	BEMCOM Mushroom Producers Association
Dr. Omoanghe Isikhuemhen* <sup>1</sup>	Ghana	2/9/06 - 3/2/06	22	TT: Mushroom Production	BEMCOM Mushroom Producers Association
Dr. Omonanghe Isikhuemhen	Ghana	7/25/07 - 8/12/07	19	TT: Reducing Mushroom Contamination	BEMCOM Mushroom Producers Association
Suliman Kamara	Ghana	1/13/07 - 2/06/07	25	BED: Improved Marketing Efficiency	Tamale Market Traders Association
Nanga Kaye	Ghana	5/29/07 - 6/28/07* <sup>2</sup>	27	TT: Organic Production & Marketing	Coastal Groves Ltd.
Christine Klahn	Ghana	6/5/06 - 6/25/06	21	TT: Organic/Regenerative Agriculture	MOFA
Don Kretchmann	Ghana	1/08/07 - 2/06/07	29	TT: Irrigation for off-season Production	Northern Vegetable Farmers Association
Sandy Lincoln	Ghana	2/18/05 - 3/13/05* <sup>2</sup>	19	BED: Shea Nut Marketing Development	Nasia Shea Butter Women's Cooperative Association
Amy Lint	Ghana	5/26/06 - 6/18/06	24	TT: Income Generating Activities for HIV/AIDS (PLWHIV)	Manya Krobo Queen Mothers Association / AIDS Ally / Onyamene yen Boafo
Kelly Luck	Ghana	6/4/04 - 6/26/04	23	TT: NTAP Production	ASNAPP
Amber Mamakos	Ghana	08/07/07- 09/06/07* <sup>2</sup>	25	TT: Herbs & Medicinals	Heaven Gate Cooperative Association
Evan Marks	Ghana	5/18/06 - 5/30/06	13	TT: Bamboo Processing	BARADEP
Dr. Marty Meloche	Ghana	06/18/07-07/06/07	19	TT: Food Processing & Marketing	Jerusalem Farns

Dr. Marty Meloche	Ghana	10/4/07 - 10/23/07	20	BED: Improving Products Value to Promote Better Marketing Opportunities	Goldfields & AngloGold Ashanti (partners: OICI-SEED & Hand-in-Hand)
Albie Miles	Ghana	6/16/06 - 7/19/06* <sup>2</sup>	28	TT: Organic/Regenerative Agriculture	FASCU
Keith Morris* <sup>1</sup>	Ghana	7/31/06 - 8/13/06	15	TT: Value-Added Bee Products	Newmont Gold Ghana Ltd
Keith Morris* <sup>1</sup>	Ghana	8/14/06 - 8/28/06	16	TT: Value-Added Bee Products	Newmont Gold Ghana Ltd
Dr. Napoleon Moses	Ghana	12/16/05 - 1/4/06	20	BED: Business Development	FASCU
Dr. Abdullah Muhammad	Ghana	4/6/05 - 4/24/05	19	TT: Treecrop Production	ADRA
Merlin Nussbaum	Ghana	10/30/05 - 11/26/05* <sup>2</sup>	20	TT: Culinary Herb Production	Newmont Gold Ghana Ltd
Sharon Nussbaum	Ghana	10/30/05 - 11/26/05* <sup>2</sup>	20	TT: Organic Beauty Products	Newmont Gold Ghana Ltd
Pius Nyadzor	Ghana	12/23/04 - 1/9/05	18	BED: Business Development	ADRA
Pius Nyadzor	Ghana	6/16/06 - 7/16/06	31	OD: Cooperative Mgt/Org. Dev; Cooperative Mgt and Marketing	BEMCOM Mushroom Producers Association
Pius Nyadzor	Ghana	5/29/07 - 7/31/07* <sup>2</sup>	21	BED: Creating Value for Agricultural Products through Packaging	Agro-Processing Association Damango (OICI-ENHANCE)
Emily Oakley	Ghana	12/4/07 - 12/25/07	22	TT: Improving Post-Harvest Handling to Reduce Post-Harvest Losses	Eliza Grace Farms
Amanda Pendleton	Ghana	11/13/05 - 12/15/05	33	TT: Herbalism/Medicinal Herbs	Northern Regional Traditional Healers and Medicinal Association
Larry Plesent	Ghana	2/18/05 - 3/13/05	24	TT: Shea Nut Dryer Construction	Nasia Shea Butter Women's Cooperative Association
Molly Rockamann	Ghana	10/31/06 - 11/22/06	23	BED: Record Keeping/Business Management	BEMCOM
Dr. Charles Sheppard	Ghana	9/17/07 - 10/06/07	20	BED: Cooperative Development	Northern Vegetable Producers Association (OICI-ENHANCE)
Cherry Skiles	Ghana	8/23/07 - 9/19/07* <sup>2</sup>	25	TT: Packaging & Marketing of Shea Products	Tiehiesuma Women Shea Butter Association

Jerry Skiles	Ghana	8/23/07 - 9/19/07* <sup>2</sup>	25	TT: Shea Product Development & Value Addition Packaging & Marketing of Shea Products	Tiehiesuma Women Shea Butter Association
Ambree Spearman	Ghana	7/17/06 - 8/10/06	25	TT: Vegetable Processing	Mbanayili Vegetable Producers and Marketers Association
Charles Stewart, Jr.	Ghana	10/14/05 - 11/12/05	30	TT: Pest Management	Napagily Farmers Association
Charles Stewart, Jr.	Ghana	9/4/06 - 9/27/06	24	TT: Striga Control for Improved Productivity Follow-up assignment	Napagily Farmers Association
Amy Stoddard	Ghana	6/4/06 - 6/29/06	26	TT: Food Processing	Newmont Gold Ghana Ltd
Kristi Tabaj Downing	Ghana	10/21/05 - 11/19/05	30	TT: Production	Bunglung Vegetable Producers and Marketers Association
Kristi Tabaj Downing	Ghana	8/14/06 - 9/5/06	23	TT: Food Processing	Bunglung Vegetable Producers and Marketers Association
Dr. Francis Walson	Ghana	8/20/07 - 9/12/07	24	BED: Farm Planning & Record Keeping	Agbleze Vegetable Growers Association
Dr. Walter Wiles	Ghana	2/7/06 - 3/3/06	25	BED: Business Development Training.	FASCU
Doug Williams	Ghana* <sup>1</sup>	7/23/07 - 8/9/07	14	TT: Mushroom Feasibility study	Jerusalem Farms
	Ghana	6/24/07 - 7/14/07* <sup>2</sup>	21	TT: Mushroom Packaging & Contamination Reduction	BEMCOM
Dr. Sandra Williams	Ghana* <sup>1</sup>	7/23/07 - 8/9/07	14	TT: Mushroom Processing & Marketing Opportunities	Jerusalem Farms
	Ghana	6/24/07 - 7/14/07* <sup>2</sup>	21	TT: Mushroom Processing, Packaging & Marketing	BEMCOM
Dovi Alipoe	Guinea	6/9/07 - 6/23/07	15	BED: Potatoes Marketing Promotion	Safatou Farm
Conrad Bérubé	Guinea	11/10/07 - 12/19/07	40	TT: Value-Added Bee Products	FLSPT & Fédération des Apiculteurs de Guinée (FAG)
Marshall Chase	Guinea	5/27/06 - 6/13/06	19	BED: Entrepreneurship	CEED-Kinkon
Dr. Reddy Chinthakuntla	Guinea	10/17/07 - 11/4/07	18	TT: Potato Production through Organic Fertilizer Usage	FLSPT
Jess Collier	Guinea	8/7/07 - 8/30/07	24	BED: Record Keeping	Timbi Touni Farmers Association (FLSPT)

Derreck Ekanem	Guinea	5/20/06 - 6/17/06	29	EC: Natural Resources Management	OICI Guinea-FLSPT
Derreck Ekanem	Guinea	8/26/07 - 9/26/07	32	TT: Ginger Processing/Controlling Soils & Riverside Erosion	Telimele Ginger Producers Association (FLSPT)
James Estes	Guinea	10/25/04 - 11/18/04	25	TT: Irrigated Horticulture	SPCIA
Carmen Fells	Guinea	9/19/06 - 9/30/06	12	TT: Chemical Pesticides Management/Promotion of Local Alternatives	Farm Associations in Pita and Telimele
Joseph Foltz	Guinea	11/26/07 - 12/18/07	24	BED: Ginger & Small Pepper Marketing Niches (Regional and International)	FLSPT
Christopher Hartley	Guinea	10/1/05 - 11/20/05* <sup>2</sup>	29	EC: Water & Soil Science (Improving Soil Quality for Rice Growers and Market Gardens)	Kambanya, UDK, Haldy Fotty & Ghouboye Farmer Groups
Dr. Michael Jacobson	Guinea	3/18/06 - 3/31/06	14	TT: NRM Training of Trainers (Curriculum Development)	Ministry of Vocational Technical Training- Pita
Steven Jacobson	Guinea	10/1/05 - 10/27/05	27	EC: Water & Soil Science (Erosion Control & Soil Fertility)	Groupements in Touma and Ley Miro areas
Nanga Kaye* <sup>1</sup>	Guinea	5/27/06 - 6/13/06	17	EC: Soil Fertility Management	Farming Groups in Telimele / CNRA Bareng
Christine Klahn	Guinea	4/15/08 - 5/10/08	24	TT: Value-Added Intensive Gardening	Farmer Associations in Ley Miro
Edith Kuyper	Guinea	1/20/06 - 3/1/06	41	TT: Food Processing/Nutrition-focused Farming (women)	Farming Groups in Timbi-Touni
David Landers	Guinea	6/4/07 - 6/24/07	21	TT: Dairy Production/Milk Processing Improvement & Marketing Promotion	Nafaya Women Breeders Association
Dr. Peter Linehan	Guinea	12/18/06 - 1/10/07	24	TT: NRM Training Module/Curriculum Dev.	CEED-Kinkon
Margaret Lloyd	Guinea	10/29/05 - 11/19/05	22	TT: Horticultural Production	Farming Groups in Timbi-Touni
Margaret Lloyd	Guinea	3/7/06 - 3/29/06	23	EC: Soil Fertility	CNRA Bareng
Philip Nimpson	Guinea	7/18/05 - 7/31/05	14	EC: Soil Science	Farming Groups in Telimele
Philip Nimpson* <sup>1</sup>	Guinea	8/1/05 - 8/14/05	14	EC: Soil Science	Farming Groups in Pita

Kossi Sedzro	Guinea	10/2/07 - 10/25/07	24	TT: Processing options for value-added Irish potatoes	FLSPT
Dr. Rosannah Taylor	Guinea	4/1/08 - 5/1/08* <sup>2</sup>	24	TT: Vegetable Crops Pest and Disease Management	FLSPT
Karen Watt	Guinea	11/20/06 - 12/13/06	24	BED: Agricultural Products Marketing (Marketing, Distribution, Adding Value)	CNRA Bareng
Karen Watt	Guinea	3/6/08 - 4/8/08	33	BED: Technical Support for Poultry Farm Development and Value Added on Agricultural Products	Coopérative des Fermiers de Timbi Madina (CFTM)
Halona Agouda	Mali	12/17/06 - 1/16/06	30	TT: Processing and Promotion of Local Products	AFED / OHVN
Dr. Dovi Alipoe	Mali	6/27/06 - 7/21/06	25	TT: Aquaculture (Fish Farming) Dev./Feasibility Study	Equipe d'Action Pisciculture- Banamba
Richard America	Mali	11/17/07 - 11/21/07	5	OD: Planning for Future Activities with Agricultural Sector Training and Support Institution	Institut des Hautes Etudes en Management (IHEM)
Bryan Berenguer	Mali	7/17/06 - 8/9/06	24	TT: Land & Soil Management for Better Productivity	OHVN
Kevin Brustuen	Mali	9/29/07 - 10/20/07	22	BED: Record Keeping	Cooperative "Si Nafa"
Marshall Chase* <sup>1</sup>	Mali	6/14/06 - 6/28/06	16	OD: Sustainable Business Mgt/ Org. Dev.	DRA Koulikoro
Jess Collier	Mali	6/27/06 - 7/21/06	25	BED: Micro enterprise/Small Business Extension Training	JIGIYASOBA
Derreck Ekanem* <sup>1</sup>	Mali	9/27/07 - 10/27/07	31	TT: Controlling Soils and Riverside Erosion	GFDR
Derreck Ekanem* <sup>1</sup>	Mali	6/18/06 - 7/10/06	23	EC: Natural Resources Management	DRA Koulikoro
Cynthia Hellman Flatt	Mali	2/15/05 - 3/15/05	29	BED: Horticulture Marketing	ADAF-Gallé
Gregory Flatt	Mali	2/15/05 - 3/15/05	29	TT: Horticulture Processing	ADAF-Gallé
Nanga Kaye	Mali	6/14/06 - 7/5/06	22	TT: Bio intensive/Diversified Market Gardening	DRA Koulikoro
Nanga Kaye* <sup>1</sup>	Mali	5/3/07 - 5/29/07	26	TT: Potato Farming	FASO KANU

David Landers* <sup>1</sup>	Mali	6/25/07 - 7/28/07* <sup>2</sup>	21	TT: Standards & Grading for shea Quality Improvement	Société Commerciale du Sahel
John Leary	Mali	3/5/06 - 3/23/06	19	TT: Promotion of Market Garden Perimeters	AMCFE
John Leary	Mali	7/5/06 - 8/6/06* <sup>2</sup>	22	TT: Soil/Erosion Control for Increased Productivity	OHVN
Alan Leo	Mali	7/11/07 - 7/29/07	19	TT: Marketing & Distribution	Feminine Cooperative for Rural Development
Sammy Mancho	Mali	11/15/05 - 11/26/05	12	TT: Seed Propagation	OHVN
Sammy Mancho* <sup>1</sup>	Mali	11/27/05 - 12/8/05	12	TT: Seed Propagation	Kadi Traoré
Catrina Maxwell	Mali	7/30/07 - 8/17/07	19	TT: Aquaculture (Fish Farming) Dev./Feasibility Study	Equipe d'Action Pisciculture- Banamba
Nathan McClintock	Mali	6/15/06 - 7/31/06* <sup>2</sup>	20	TT: Organic/Regenerative Agriculture	OHVN
Henry McNeilly	Mali	11/8/07 - 11/29/07	22	TT: Managing and Marketing Dairy Products	Coopérative de Lait de Kasséla
Chioma Oruh	Mali	12/26/07 - 1/6/08	12	BED: Market Negotiation	Union Locale des Productrices de Karité (ULPK)
Sonja Perakis	Mali	12/16/06 - 1/16/07	26	BED: Ag. Marketing Basics & Pricing (Shea Butter Promotion)	ULPK
Sonja Perakis* <sup>1</sup>	Mali	8/08/07 - 8/26/07* <sup>2</sup>	15	BED: Pricing, Packaging & Cost Analysis	SAGBS- la Societe Amandes Grainerie Bois
	Mali	7/25/07 - 8/07/07* <sup>2</sup>	14	BED: Pricing, Packaging & Cost Analysis	Coprokazan-Zantieboukou Shea Producers Cooperative
Dean Peterson	Mali	6/15/07 - 6/29/07	15	BED: Computer and Web-based Marketing	AMEPROC
Durinda Robinson	Mali	8/2/07 - 8/25/07	24	BED: Market Negotiation & Contracts	AMEPROC
Kirsten Roehler	Mali	5/29/07 - 7/16/07* <sup>2</sup>	23	BED: Cooperative Development	Moulasso Cooperative for Sweet Peas Production
Heidi Secord	Mali	1/4/05 - 2/25/05	23	TT: Horticulture Production	Groupements Féminins de Banamba: Niamokoro, Diolala, Mamarila

Heidi Secord* <sup>1</sup>	Mali	2/26/05 - 2/15/05	22	TT: Horticulture Production	Groupements Féminins de Banamba: Santiguila, Hamdallaye, Fofanala
Cherry Skiles	Mali	7/23/04 - 8/31/04	40	TT: Processing & Marketing	ULPK
Gerald Skiles	Mali	7/23/04 - 8/31/04	40	TT: Processing & Marketing	ULPK
Gerald Skiles	Mali	11/06/06 - 11/22/06	17	BED: Shea Marketing/Distribution Assessment and Design	OIC Mali
Anthony Tramontano	Mali	2/13/08 - 2/28/08	16	BED: Value-Added Fruits and Vegetable Promotion	Coopérative Féminine pour la Promotion du Soja et la Transformation des Produits Agro-alimentaires (CO.F.PRO.SO)
Louise Tramontano	Mali	2/13/08 - 2/28/08	16	BED: Transformation and Conservation of Agriculture Products	Enterprise HADIZATOU
Dr. Francis Walson	Mali	2/22/06 - 3/11/06	18	TT: Farm Safety, Health & Pesticide Usage	AMCFE
Karen Watt* <sup>1</sup>	Mali	2/11/08 - 3/6/08	25	BED: Promotion of Market Garden Perimeters	GRIDAC
Dr. Alex Acholonu	Nigeria	5/14/07 - 6/06/07	24	BED: Cooperative Development & Records Keeping	Imo State ADP
Eric Anderson	Nigeria	10/22/07 - 11/18/07	28	BED: Marketing Strategy for Agricultural Products	Concern Universal
Michael Appel* <sup>1</sup>	Nigeria	11/16/07 - 12/3/07	18	TT: Processing of Market Garden Crops	Katsina State Agricultural and Rural Development
Bruce Bailey	Nigeria	9/17/05 - 10/10/05	22	TT: Processing/Ag. Marketing	Imo State ADP
Dr. Dennis Balogu	Nigeria	7/2/05 - 8/18/05* <sup>2</sup>	31	OD: Program Design	Cross River, River & Abia States ADP
Dr. Dennis Balogu	Nigeria	7/21/07 - 8/31/07* <sup>2</sup>	24	BED: Cooperative Development & Records Keeping	Abia State ADP
Samuel Boakai	Nigeria	3/14/07 - 4/4/07	22	BED: Cooperative Development & Simple Records Keeping	Cross River State ADP
Helanna Bratman	Nigeria	1/20/06 - 2/12/06	24	TT: Youth gardening	Youth in Agriculture / Uyanga Pineapple Grower's Cooperative
Helanna Bratman	Nigeria	2/3/07 - 3/2/07	30	TT: Processing and Marketing	OICI-JOBS Kano

Ralph Bucca	Nigeria	2/17/05 - 3/7/05	20	TT: Horticulture Processing and Marketing	KATARDA Katsina
Ralph Bucca* <sup>1</sup>	Nigeria	3/8/05 - 3/25/05	19	TT: Horticulture Processing and Marketing	Kano Women's Coop.
Julia Corwin	Nigeria	7/13/07 - 7/23/07	11	TT: Medicinal Plants Production & Packaging	CRSTB
Andrew Côté	Nigeria	5/20/07 - 6/04/07	16	TT: Value Added Bee Products	CRSTB
Lillie Craig	Nigeria	9/2/05 - 9/23/05	21	TT: Processing/Ag Marketing	Bauchi State ADP
Jaquel Dawson* <sup>1</sup>	Nigeria	6/16/06 - 7/7/06	22	TT: Herbs and Medicinal Tea/Plant Processing	Ebonyi State ADP
	Nigeria	7/8/06 - 7/22/06	16	TT: Herbs and Medicinal Tea/Plant Processing	Betem Mushroom Cooperative
Evelyn Dimas	Nigeria	9/20/07 - 10/16/07	27	TT: Value Chain Analysis & Safety Standards	Hamo Holiday Resort & Water and Orange Drink Packaing Factory
Keith Ellis	Nigeria	8/19/05 - 10/2/05	45	TT: Processing/Ag Marketing	Abia State ADP
Keith Ellis	Nigeria	2/1/06 - 2/27/06	27	TT: Processing & Marketing	Cross River State ADP
Keith Ellis* <sup>1</sup>	Nigeria	2/28/06 - 3/26/06	27	TT: Processing & Marketing	Imo State ADP
Dr. Michael Ezekwe	Nigeria	7/24/06 - 8/25/06* <sup>2</sup>	25	TT: Food Marketing & Agribusiness for Cooperatives	Abia State ADP
Joleitha Goodson	Nigeria	8/31/05 - 9/23/05	24	TT: Processing/Ag Marketing	Nassarwa State ADP
Velma Gwishiri	Nigeria	9/30/07 - 10/22/07	23	BED: Management/Marketing & Distribution of Agricultural Products	Imo State ADP
Kush-I Henry* <sup>1</sup>	Nigeria	6/16/06 - 7/7/06	22	BED: Marketing, Packaging, Design (Film)	Ebonyi State ADP
	Nigeria	7/8/06 - 7/22/06	16	BED: Marketing, Packaging, Design (Film)	Betem Mushroom Cooperative
Dr. David Henzler	Nigeria	2/14/06 - 3/14/06	29	TT: Avian Influenza-EMERGENCY	Abuja and Kano poultry farmers
Dr. Omonghe Isikhuemhen	Nigeria	12/6/05 - 1/13/06* <sup>2</sup>	25	TT: Mushroom Production	Betem Mushroom Cooperative / Imo State ADP

Gideon Israel	Nigeria	9/12/07 - 10/11/07	30	BED: Tourism Initiatives	Hamo Holiday Resort & Water and Orange Drink Packaing Factory
Athur Mabiso	Nigeria	6/5/06 - 7/14/06* <sup>2</sup>	22	TT: Marketing/Distribution and Adding Value	Abia State ADP
Evan Marks	Nigeria	8/19/07 - 10/06/07	20	TT: Bamboo Processing	Ebonyi State ADP
Patricia McAleer	Nigeria	7/01/07 - 7/22/07	22	BED: Cooperative Development & Records Keeping	Members of tourism communities in Ikom, Alok, Nkarassi, Kataban and Buanchor (CRSTB)
Keith Morris	Nigeria	7/7/06 - 7/30/06	24	TT: Beekeeping-Honey Processing	Imo State ADP
Dr. Rufus Nwogu	Nigeria	6/12/06 - 7/7/06	26	OD: Cooperative Development Design & Management	SPACE
Dr. Rufus Nwogu	Nigeria	7/13/07 - 8/07/07	26	BED: Cooperative Development & Records Keeping	Concern Universal
Jane Nwoke	Nigeria	12/31/06 - 2/1/07* <sup>2</sup>	22	BED: Agribusiness (Job and Business Development Services)	Kano Women's Coop (OICI-JOBS)
Pius Nyadzor	Nigeria	7/17/04 - 8/16/04	30	OD: Producer Organizational Development	KNARDA
Emily Oakley* <sup>1</sup>	Nigeria	11/16/07 - 12/3/07	18	TT: Food Marketing and Value Addition	Katsina State Agricultural and Rural Development
Solomon Oppong-Agyare	Nigeria	9/10/07 - 10/15/07* <sup>2</sup>	27	TT: Soil Hydrology & Land Management	Niger Resources Farm
Eric Pawlowski	Nigeria	11/30/05 - 12/20/05	20	TT: Beekeeping	Imo State ADP
Durinda Robinson* <sup>1</sup>	Nigeria	7/13/07 - 8/1/07	20	BED: Market Negotiation & Contracts	CRSTB
Dr. Bridget Udoh	Nigeria	3/4/06 - 3/25/06	22	TT: Marketing/Value Added Production	Concern Universal
Dr. Francis Walson	Nigeria	7/14/06 - 7/30/06	17	BED: Cooperative Development & Record Keeping	Imo State ADP
Dr. Patrick Walson	Nigeria	6/23/07 - 7/18/07	23	BED: Small Scale Business Management & Simple Records Keeping	Ebonyi State ADP
Karen Watt	Nigeria	3/14/07 - 4/2/07	20	BED: Program Design & Marketing of Agricultural Products	Cross River State ADP
	Nigeria* <sup>1</sup>	4/3/07 - 4/11/07	9	BED: Agri-tourism & Agricultural Marketing	CRSTB (OICI Nigeria)

Karen Watt* <sup>1</sup>	Nigeria	1/18/08 - 2/10/08	24	BED: Farm Management	Reunion Farms
Wayne Weiseman	Nigeria	2/3/07 - 2/26/07	24	BED: Marketing of Agricultural Products	KNARDA
Mara Welton	Nigeria	12/27/05 - 1/18/06	23	TT: Value-Added Bee Products	Ebonyi State ADP
Spencer Welton	Nigeria	12/27/05 - 1/18/06	23	TT: Post Harvest Technology	Ebonyi State ADP
Tywan Arrington	Senegal	8/9/04 - 8/26/04	18	TT: Horticulture	GREEN Senegal

**OICI NOTES:**

<sup>1</sup>"LOP" is constituted by FY04, FY05, FY06, FY07 and FY08 figures (October 1, 2003 - September 30, 2008).

<sup>2</sup>Rows with asterisks (\*) signify volunteers/assignments that are not included in the metrics (except for volunteer days). Each asterisks (\*) volunteer consultant carried out more than one assignment during a single overseas trip.

<sup>3</sup>Date ranges denoted with asterisks (\*) are not consistent with the number of volunteer days because those volunteers incorporated personal travel into their travels.

<sup>4</sup>The Number of Volunteer Days can be validated by dividing Total Number of Volunteer Days (4141) by Number of Assignments (182). The resulting average of 22.8 days per assignment is one full week more than agreed upon in the original Cooperative Agreement.

<sup>5</sup>Type of Assistance is represented by the following: TT (Technology Transfer), OD (Organizational Development), BED (Business/Enterprise Development), FS (Financial Services), EC (Environmental Conservation)

***7c. Profiles of All Hosts and Partner Organizations FY04-FY08***

This section is inserted on the next page.

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# ***OICI Farmer-to-Farmer Profiles of All Hosts and Partner Organizations FY2004 - FY2008***

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Submitted to the

**U.S. Agency for International Development (USAID)**

By

**OIC International, Inc. (OICI) and Partners:**



Philadelphia, September 2008; For the Period October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008

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**John Ogonowski Farmer-to-Farmer (FTF) Program  
USAID Economic Growth, Agriculture and Trade**

**Geographic Focus: West African countries of Ghana, Guinea, Mali, Nigeria and Senegal**

**Cooperative Agreement Number: EDH-A-00-03-00021-00**

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## **Ghana Partner and Host Organizations**

### ***1. OICI-Ghana (ENHANCE)***

OICI Ghana's food security and livelihood enhancement programs seeks to enhance economic opportunities for poor, vulnerable groups through income generating activities and to improve quality of life through health, nutrition and educational programs. Activities include agriculture improvement, post harvest loss reduction, natural resource management, agribusiness development, micro-enterprise development and micro-credit in order to sustain and diversify income and livelihoods. OICI Ghana focuses on building community-based solutions and resiliency to problems of subsistent food production, environmental degradation, malnutrition, and lack of access to health services and portable water and sanitation facilities. Farmer-to-Farmer is working with "graduates" of the ENHANCE program to help them get to the next level of commercialization and profitability of their farm businesses.

### ***2. OICI – Ghana/Goldfields Ghana Ltd (SEED)***

The goal of the SEED program is to improve the livelihoods and the quality of life of 30,000 poor, vulnerable men, women and children in 16 Goldfields Ghana (GFG) Ltd primary stakeholder communities by 2010. Farmer-to-Farmer contributes directly to its Strategic Objective 1, to increase income and economic opportunities of 4,000 households in the 16 primary GFG stakeholder communities.

### ***3. OICI – Ghana/AngloGold Ashanti (Hand-in-Hand)***

Hand-in-Hand is an Alternative Livelihood Program executed by OICI in partnership with AngloGold Ashanti, beginning in 2005. The Hand-in-Hand program concerns itself with social mobilization and community sensitization, group formation and group development training, together with enterprise development and agriculture (animal husbandry).

### ***4. OICI – Ghana/ Newmont Ghana (LEEP)***

The Opportunities Industrialization Centers International (OICI) in partnership with Newmont Ghana Gold, the Asutifi and Tano District Assembly, other governmental ministries, non-governmental partners and local community members is implementing a Community Development Program (CDP) called "LEEP" over a period of two years. The target group consists of towns, villages and hamlets including the principal towns of Ntoroso, Gyedu, Wamahinso, Kenyasi No. 1, Kenyasi No.2 and surrounding small, communities in the Asutifi District which will be affected by resettlement, relocation and mining operations. The vision of LEEP is to be a high impact, results focused, sustainable community development program that focuses on economic growth, wealth creation, quality of life, and empowerment which can be replicated in mine affected communities all over the world!

### ***5. Adventist Development Relief Agency (ADRA)***

ADRA was established by the Seventh-day Adventist Church for the specific purpose of community development and disaster relief and rehabilitation. Its headquarters is in

Silver Spring, Maryland, U.S.A. The agency works on behalf of the poor. It regards them with respect, as partners with whom it works in learning and sharing relationship. ADRA-GHANA is a part of a network of sister agencies operating in 140 countries worldwide. In 1983, the Seventh-day Adventist World Service (SAWS) opened its offices in Ghana to respond to an acute food shortage in the country caused by drought, bushfires, and mass deportation of more than a million Ghanaians from Nigeria that year. As needs oriented organization, ADRA concentrates its efforts in community based development activities and disaster relief and rehabilitation. ADRA views development as an integrated process, which addresses the basic sources of poverty, seeking to build self-reliance in the individual and equitable social relationships. ADRA Ghana operates in nine administrative regions of Ghana and has 13 regional/zonal/area offices and two sector offices. ADRA GHANA has been working with farmers to improve their production and income over the past eight years. One problem identified as a constraint to increased productivity is the continued use of traditional farming methods by the farmers. The farmers also continue to consider farming as a way of life rather than taking it as a business meant to provide income for the family. Most of their activities are unplanned and cost-benefit analyses are rarely done. It is also very difficult to move farmers into other full time agri-business enterprises like processing which can help add value to their produce and therefore help increase household incomes. ADRA is addressing this problem by encouraging selected farmers to move into agro-processing and tree seedlings production as full time businesses.

#### ***6. Agribusiness in Sustainable Natural African Plant Products (ASNAPP-Ghana)***

ASNAPP is a non-profit organization that is helping to create and develop successful African agribusinesses in the natural plant products sector. The sector is ripe with opportunity for emerging entrepreneurs and small-scale suppliers across the continent, given Africa's vast botanical heritage and growing global demand for natural and organic products. Formed in 1999 with funding from USAID (United States Agency for International Development); ASNAPP focuses on the development of high-value natural plant products that enable African agribusinesses to compete in local, regional and international markets. These products include herbal teas, culinary herbs and spices, essential and press oils, as well as medicinal plants. The ASNAPP team operates in five countries, namely South Africa, Ghana, Rwanda, Senegal and Zambia, working with 25 agri-enterprises that represent more than 2 000 small-scale natural plant suppliers. The social and economic impact of these activities is significant, considering that each producer supports on average a family of six.

To date, ASNAPP has laid a solid foundation from which to build its work in future. It aims to achieve a continuous increase in the number of successful enterprises on the back of its market-orientated strategy and sound scientific and technological interventions. The project hopes to serve as model for sustainable development and successful rural entrepreneurship - not only across Africa but also in the rest of the developing world where agriculture is so closely linked to food security and poverty alleviation.

#### ***7. Bamboo and Rattan Development (BARADEP)***

BARADEP is a government agency under the Ministry of Lands, Forestry and Mines to promote the use of bamboo and rattan as alternatives for timber. The goal of BARADEP

is to promote the use of bamboo and rattan as alternatives to timber to reduce the pressure on the timber resources of the country. The main objectives are to: Create awareness on the potential of bamboo and rattan resources; develop the bamboo and rattan plantations; Promote bamboo and rattan processing and utilization; Promote research in bamboo and rattan.

BARADEP has been involved in sensitization and training programs in communities and as such the program has done a lot of exhibitions and has trained about six hundred persons in the management of bamboo in the wild and the processing of bamboo into handicrafts and furniture. The program activities for BARADEP over the years include: Organize sensitization seminars and conferences; provide training to communities in the management of bamboo in the wild; provide training in the propagation of bamboo; Train communities in the processing of bamboo; provide one stop information center on bamboo and rattan.

#### ***8. BEMCOM Mushroom Producers Association***

BEMCOM Mushroom Producers Association is made of one main mushroom production project located in Techiman and a number up growers scattered in about three regions Ashanti, Brong Ahafo and Greater Accra Region. They are engaged in production, training, sales of edible mushroom and SPAWNED bags. The program goals and objectives of the group include: To up-grade the standard/status of the training center through transfer of improved production technologies from qualified experts in mushroom cultivation; To provide enhanced training in mushroom to 500 youth including female annually; To cultivate 6000kg/month mushroom to meet consumption demand; To produce 20,000 substrate bags for supply to mushroom farmers monthly; To generate income to sustain the project; To reduce the current rate of contamination of compost bags of the current rate of 40% to 5%.

#### ***9. Farmers Supportive Services and Community Utilities (FASCU)***

FASCU is a local Non-Governmental Organization (NGO) based at Wenchi in the Brong Ahafo Region. Formed in 1996, FASCU is registered with the registrar General's Department. FASCU intends to reach out to all rural communities in Ghana and particularly Brong Ahafo region to contribute to the general improvement in quality of life of the rural farmers especially the very poor ones. Currently, the services of FASCU is available to about 80% of the population of Wenchi District most of whom are engaged in Agricultural Production, Processing, Marketing and Entrepreneur activities and development. The vision of FASCU is to create a vibrant Rural Society in which people are empowered, self sufficient and able to manage their natural resources in sustainable manner.

#### ***10. Northern Regional Traditional Healers & Medicinal Plant Growers' Association***

Northern Region Traditional Healers & Medicinal Plant Growers' Association is a member of Ghana Federation of Traditional Medicine Practitioners Association (GHAFTRAM). Membership is made up of spiritual healers, Herbalist, traditional birth attendant, among others. The roles and responsibilities of the association include: Organize training programs for practitioners; protect the interest and welfare of all registered members; improve the mode of practice of Traditional medicine by the

adoption of appropriate codes of conduct and practice, and to ensure that there are no quack practitioners.

### ***11. Coastal Groves, Ltd.***

Coastal Ltd is a medium scale agro-processing company located at Asebu about 12 km from Cape Coast in the Central Region of Ghana. The company has been in existence for the past eight years. The company began as a farming business with citrus as the major crop and had developed into processing citrus into various products such as citrus peels, concentrated orange juice and citrus drinks. The company's products are purely organic and have farmers' outgrowers scheme where identifiable organized farmer groups supplies raw materials to the factory for processing. About 90% of the company's products are exported to Europe, Germany, France and Netherlands.

### ***12. Ministry of Food and Agriculture***

The Ministry of Food and Agriculture (MoFA) in Ghana is the highest governmental organization responsible for the formulation and implementation of agricultural policies in the country. MoFA District offices have set their focus on commodities that can accelerate the reduction of poverty in their various districts. However, one trend that is emerging in all the districts is how to add value to the various commodities that are produce. Thus there is a sharp focus on agribusiness development in most of the districts.

### ***13. Agbleze Vegetable Growers Association***

Agbleze Vegetable Growers Association is a farmers' co-operative which is still in the initial stages of formation. The formation of the association became imperative when some of the vegetable farmers in the area realized that it will be more beneficial for them if they come together to put their resources together in order to assist one another in their farming activities. The association is legally registered. The goal of the association is to assist one another in improving of their farming activities.

The members of the association are individual farmers that have come together with the aim of assisting one another. Members are experienced in vegetable production especially garden eggs.

### ***14. Heaven Gate Cooperative Association***

Heaven Gate Medical Produce Incorporated was established to purchase from local farmers the raw-materials for products like Voacanga Africana seeds, Green Rebusta Coffee, *Griphonia simplicisolia* seeds and Cashew and also help in their cultivation. These are done through cultivation and training of the farmers. Heaven Gate Medical Produce since its establishment has done very well in training farmers on how to produce the best quality produces for export. The organization has formed community groups for its activities in five regions of Ghana and intends to intensify their operation to cover other regions in the country.

### ***15. Jerusalem Farms Ltd***

Jerusalem Farms is a private farm that has been in existence for over 20 years. The proprietor (Mr. MENSAH) started from a humble beginning but expanded quickly, to become the National Best Farmer in 1999. Apart from basic production, Jerusalem Farms also process some of the farm produce and export vocanga to Europe. Jerusalem

Farms has a workforce of over 100 and works with other farming institutions, both for research and for market support. Despite the success story of the farm, it is plagued with challenges, of which marketing is paramount. Therefore, market development and total farm organization are the areas of needed support.

#### ***16. Tiehisuma Women Shea Butter Association***

Tiehisuma (which means “Good Aspiration”) is an umbrella association of four (4) women groups with its headquarters located in Gurugu in Tamale Rural. The association had been in existence for the past eight years. Members are involved in small scale processing of shea nuts and groundnut oil.

The Objectives of the Association include:

- To assist shea nut pickers and shea butter producers in problems identification and participatory planning to facilitate the adoption of appropriate technologies so as to increase shea butter production;
- Build the capacities of pickers and processing groups to enable them become self-reliant and improve their livelihoods;
- To promote quality shea butter production, processing technologies and marketing that are environmentally friendly and sustainable.

#### ***17. Eliza Grace Farms***

Eliza Grace Farm located in Tsito-Awudome, Volta Region, is an individual farmer engaged in private farming activities. The farm comprises of multi enterprise made up of both annuals and perennial crops. The goal of Eliza Grace Farm is to establish modern agri-business that will create employment for the youth to reduce rural-urban migration. Secondly, the farm is to provide hope to people with no hope in the community by making food available for the needy. Ghana has an annual motivational Farmers’ Day Awards and it is the aim of the farm to attract this recognition.

#### ***18. Nasia Shea Butter Women’s Cooperative Association***

Nasia Shea Butter Women’s Cooperative Association is a women’s group located in the Northern Region of Ghana. The goal of the group is to improve the used technology in the processing of shea butter. The women who are very enterprising have been able to acquire a mill that will improve the quality of shea butter production.

#### ***19. Ageorgia Farms***

Ageorgia Farms is a family business that is made up of two main enterprises namely Mango plantation (Twenty-five acres) and livestock (beef cattle production). The mango plantation is in its puberty stage that is has just began bearing fruits. Although Mango is considered as one of the Non-traditional export crops being promoted in the country and the Dangme West District has a comparative advantage in its production, present marketing opportunities of the product is not well developed and can bring frustration to the farmers.

#### ***20. Tamale Market Traders Association***

Marketing systems are the fabric which binds all the players in the agricultural sector as a whole. The Tamale Market Traders Association markets most agricultural produce and

other value addition products in the Northern region of Ghana. The structure in the trade of most agricultural products revolves around the formation of commodity associations (which in most cases is recognized at the informal level with few well established formal ones). Members of the Tamale Market Traders Association normally take command from the leadership of their association and greatly respect their authority.

### ***21. Northern Vegetable Farmers Association***

Northern Vegetable Farmers Association is a farmers' group to assist members of the group pull resources together to improve their farming activities and operate as a business. This has made it possible for the group to get support from non-governmental organizations. Today every member understands how to do farming as a business.

### ***22. Other Cooperatives/Associations (Agro-Processing Association Damango, AIDS Ally, Bunglung Vegetable Producers and Marketers Association, Manya Krobo Queen Mothers Association, Mbanayili Vegetable Producers and Marketers Association, Napagily Farmers Association, Onyame ne yen Boafo, and Shelanyilli Farmers Marketing Association)***

Farmers as individuals especially in small holding systems are at the weak end of the economic exchange system. They therefore have to evolve strategies to enhance their market power. The above-mentioned farmers' associations are responsible for configuring its members with market requirements including training, extension, technology acquisition, provision of commodity inputs and co-coordinating harvesting-delivery schedules.

## **Guinea Partner & Host Organizations**

### ***1. Food and Livelihood Security Project - Téliimélé (FLSPT)***

FLSPT, funded by Food for Peace/USAID, is our partner, and farm associations working with the project in the intervention zone are the hosts. The project extends in two prefectures: Pita (with 31 farm associations) and Téliimélé (46 farm associations). These farm associations are involved in valuable crops production such as vegetable, Irish potatoes, ginger, small peppers and fruits. The email address is: [flspt@sotelgui.net.gn](mailto:flspt@sotelgui.net.gn).

### ***2. CEED Kinkon***

CEED Kinkon is a state environmental vocational school (Centre d'Education pour l'Environnement et le Développement). This school's training program includes future graduates' preparation to develop income generating activities in rural areas to preserve natural resources.

### ***3. Centre National de la Recherche Agronomique (CNRA Bareng)***

The Fouta Djallon Agronomic Institute Research Center (CNRA) is a public institution under the Guinean Agronomic research institute (IRAG). The center is pursuing two main goals in the region:

- Technologies generation in order to improve agricultural production systems and environmental protection and
- Contribution to scientific information and technical training for rural development agents and producers.

The center has a research program extended to physical environment protection and conservation, agricultural product production development and marketing promotion, and animal husbandry techniques improvement. The director's email address is [mximkamano@yahoo.fr](mailto:mximkamano@yahoo.fr).

#### ***4. Safatou Farm***

Safatou Farm is a private farm specialized in poultry rearing for eggs production, Irish potatoes and corn farming. This farm is located in Labe 400km from Conakry. In the average the farm produces yearly: potatoes 200metric tons, corn 80 metric tons and 15000 chickens for eggs production. There is no email address available.

#### ***5. Nafaya Association Women Breeders Association***

The Nafaya women's breeder association was founded in 1996. Several income generating activities have been initiated by the group namely: Multi nutritional blocs for livestock complementary feeding, veterinary products marketing and Milk processing to yogurt, cheese, butter, and pasteurized Milk. This last activity initiated with the Guinean government and foreign institutions support permitted the association to get modern equipments and a shelter (an edifice). The association satisfies some local needs in dairy products

#### **6. Cooperatives/Farmers Association (Coopérative des Fermiers de Timbi Madina/CFTM, Farmer Associations in Ley Miro, Farming Associations in Pita, Farming Associations in Telimele, Fédération des Apiculteurs de Guinée/FAG, Groupements in Touma and Ley Miro areas, Kambanya/UDK Farmer Groups, Haldy Fotty/Ghouboye Farmer Groups, Telimele Ginger Producers Association, Timbi Touni Farmers Association, SPCIA)**

The cooperatives/Farmers' Association assisted by the Farmer-to-Farmer program were vegetable, Irish potatoes growers and animal breeders association. Each cooperative/association has a minimum of 50 members, with each member owning about 1ha by plot. The farmers' associations are located in Telimele/Pita prefecture. Their products are sold in local markets.

#### **7. Ministry of Vocational Technical Training – Pita**

The Ministry of Vocational Technical Training – Pita is to ensure the provision of quality VET that meets labor market needs, through effective regulation, coordination, financing, and promotion, in collaboration with stakeholders. It is for this reason that the Ministry collaborated with the Farmer-to-Farmer program to NRM training of trainers to the beneficiaries of its programs.

## Mali Partner & Host Organizations

**1. Malian Association for the Conservation of the Fauna and the Environment (AMCFE):** AMCFE is based in Bamako and intervenes in Koulikoro Region. The main goal of the program is to contribute to improving women groups living conditions working on the gardening surfaces. AMCFE aims to contribute to the conservation and the durable management of the renewable natural resources (fauna, flora, ground, resources in water) through actions of mobilization, sensitization, educational at populations for: A better conservation of the biodiversity (fauna, flora); A restoration of degraded sites (fights anti-erosive, reforestation); A support to the development initiatives in the base communities, and research (action and scientist).

**2. Office de la Haute Vallée du Niger (OHVN) :** OHVN is an administrative public enterprise which intervenes in regions of Koulikoro. It covers 9 development sectors, with 722 villages and 707 hamlets for 614564 inhabitants. Agriculture and cattle breeding are the mains economic activities followed by trade, fishing and handcraft. The main goal of OHVN is to improve populations living conditions in it intervention areas through actions of training, information, sensitization, etc. The objectives are: Increase crops production and productivity; Increase incomes of the producers by improving the quality and quantity of productions; Improve techniques of production; Train and organize rural people.

**3. OIC-Mali:** OIC-Mali is a local NGO affiliated to OICI and is working with it in the framework of Farmer-to-Farmer Program in Mali. It's working in Banamba area with women groups of at least 200 producers specifically related to the gardening.

The main objective of OIC-Mali in Banamba area is to increase the women's income in market gardening operations and to develop gardening activities about composting, saving seeds, soil science, bed preparation, alternative crops, transplanting, watering and irrigation, natural insecticides, planting, marketing, and proper storage of garlic, potatoes, and onions, companion planting, crops rotation, marketing, value added products by transformation and cost analysis of operations, etc.

**4. Direction Regional de l'Agriculture de Ségou et Koulikoro (DRA): Regional Office of the Agriculture of Koulikoro and Ségou:** The DRA are Government structures which represent this one and intervene in the framework of the support to the agricultural populations without any distinction but with a priority in villages or zones in which the NGOs don't intervene due to incompatibility with their objectives or difficulties of intervention. Sometimes it's because of a lack of accessibility to essential resources such as water, cultivable lands, means of communications, etc. The DRA intervene in various domains through training, promotion of technologies and means of production, marketing of products, etc. They are present in all the regions of Mali.

**5. Union Locale des Producteurs de Beurre de Karité (ULPK - Local Union of Shea Butter Producers):** ULPK is made up of different women groups (40) working in collecting and processing shea butter. ULPK is based in the Dioïla sub-district, East-south of Mali and got internal commercial markets in Bamako and other regions through the country. ULPK doesn't have any address online yet.

**6. Groupe Interdisciplinaire d'Assistance pour le Développement des Communautés (GRIDAC): Interdisciplinary Group of Assistance to Community Development):** GRIDAC wants to promote products like cashew nut and mango, sesame, Arabic gum, shea butter, sesame oil, etc. They interface between producer groups and entrepreneurs, do such activities as training in new techniques and technologies; developing business plans; supporting to create sale points, access financing, practice sale using internet tools; etc. Their email address is: [gridacong@yahoo.fr](mailto:gridacong@yahoo.fr).

**7. Association Malienne des Exportateurs des Produits Agricoles et de Cueillette (AMEPROC): Malien Association of Exporters of Agricultural and Crop Products:** AMEPROC is a commercial association made up of 70 members. Its principal agency is located in Bamako and has others agencies in regions and districts like Segou, Sikasso, Kita, Bamako. Their focus products can depend on the seasons. AMEPROC works strongly with women groups. Their email address is: [issakeita8@hotmail.com](mailto:issakeita8@hotmail.com) / [keitaisafr@yahoo.fr](mailto:keitaisafr@yahoo.fr).

**8. FASO KANU (means "LOVE for the COUNTRY" in local language):** FASO KANU is a Producers and Exporters cooperative exporting potatoes from the Sikasso region to Ivory Coast (Abidjan). It is located in Sikasso, the Mali 3<sup>rd</sup> administrative region. 15 persons are active in the coop and have been able to export 3425 tons of potatoes during year 05-06. They are facing problems appropriate storage because they still have traditional facilities serving for storage. This traditional storage practices affects their pricing system when they have to sell the products at some times where they could make profit. Sometimes they don't have the capacity to meet demand from the market due to this situation. FASO KANU is a coop member of URCEP (Regional Union of Potatoes Exporting Traders) in Sikasso. No available online address.

**9. Société Amandes, Graineterie – Bois (SAGBS): Company for Trade of Amanda, Seed, Woods:** SAGBS is a Limited Liabilities Company exporting in the area of Shea Amanda, Cashew nuts, and Sesame from the Sikasso region to Ivory Coast, Ghana and Togo. His export capacity is limited to these different neighbouring countries, which at their turn, export into India. SAGBS is located in Sikasso and is ambitioning now to export beyond the neighbouring countries and further to India. Its Email address is: [bakarytraore2004@yahoo.fr](mailto:bakarytraore2004@yahoo.fr).

**10. Cooperative "Si Nafa":** Si Nafa is a shea nut cooperative located in Kita, 170km from the capitol Bamako. The cooperative was established in November 2006 with the help of a Peace Corps volunteer. The main goal of Cooperative "Si Nafa" is to improve the living standard of its members; objectives of the cooperative include:

- Increasing the quality and quantity of shea nuts;
- Improving women producers incomes;
- Training, organizing and animating women producers groups; and
- Better organizing women producers groups to face the internal and external markets.

**11. *Feminine Cooperative for Rural Development:*** Feminine Cooperative for Rural Development is composed of a set of female groups in the Kati area (Region of Koulikoro). It was established in 2003 and its main operational activity focused on sesame production and marketing. The yield is 3000 kg/ha .The cooperative is composed of 76 members.

The main goal of the cooperative is to improve the living condition of its members. The objectives of the cooperative include:

- Increasing the quality and quantity of sesame production and marketing;
- Improving women producers incomes;
- Training, organizing and animating women producers groups;
- Better organization of women producers groups to face the internal and external markets

**12. *Moulasso Cooperative for Sweet Peas Production:*** Moulasso Cooperative for Sweet Peas Production is composed of 40 members (males and females). Its aim is to improve the living conditions of its members as well as all the villagers via a sustainable development of Sweet Peas production.

**13. *Enterprise Hadizato:*** Enterprise HADIZATOU is formed with a set of female in the Region of Sikasso. Its major activity is focused on fruits and vegetables processing and marketing. It was established in 2006.

**14. *Cooperative of Kasséla or “Baganyiriwa Ton de Kassela”:*** “Baganyiriwa Ton” de Kassela has been created in 1998 as an association member of Federation of associations for milk production of Djitoumou (Kassela, Keleya, Ouelessebouyou, and Selingue).

On 10<sup>th</sup> October 2006, the Federation became FENALAIT (National Federation for milk production) and the association of Kassela has been transformed into cooperative. Currently, the Federation consists of two (2) Unions: the union of Sikasso and that of Koulikoro. The cooperative of Kassela is composed of 32 members of which only 7 are literates. It's at 30km away from Bamako on the main road Bamako--Segou in the Est.

Its milk production capacity is 1360 litres/ day. The milk is collected by a vehicle from two canters: Markakoungo and Koro-Koro. It supplies two milk transformation unities in Bamako: MALIT LAIT and YOPLAIT.

**15. Cooperative de Zantiebougou:** Created in 1998, this cooperative is made up of different women groups (200) working in collecting and processing shea butter. It is based in the Zantiebougou sub-district and the administrative region of Sikasso and got internal commercial markets in Bamako and other regions through the country. It doesn't have any address online yet.

**16. Coopérative Féminine pour la promotion du Soja et la Transformation des produits agro-alimentaire (CO.F.PRO.SO):** This cooperative is composed of 11 women and 1 man. Its major activity is focused on fruits and vegetables processing and marketing. It is located in Bougouni at 200 km far from Sikasso. CO.F.PRO.SO is a program aiming at supporting the sustainable development of alternative fruits and vegetables as a means to increase the producers' revenue, thus contributing in fighting against poverty.

**17. Equipe d'Action Pisciculteurs de Banamba:** Created in 2004, this cooperative aims to promote fish farming in the district of Banamba (region of Koulikoro). It is composed of 30 women and 18 men. The main goal of this organisation is to contribute to improving the living condition of its members. It's located at 85 km from the administrative region of Koulikoro.

**18. Institut des Hautes Etudes en Management (IHEM):** This Institut is a Private Business School dedicating to provide practical skills training in: Management of Public Administration, New Technologies of Information and Communication, Languages, Marketing etc. It's located in Bamako. The website is: [www.lhem.org](http://www.lhem.org). Tel: +229 67 27; +229 28 64

**19. Association des Femmes pour l'Emancipation du Djitoumou (AFED Djitoumou Niètaaso) – Ouelessebougou:** AFED is a well motivated women's group assisted by OHVN, decided to get together and create AFED for economic purposes. They received technical and advisory assistance from a Canadian company in the area of collecting and processing shea butter and other minor activities such as: Juice extraction from fruits, local stuff processing (sumbala, datu, etc.), and cosmetics (colored cloths, "bogolan", soap production).

Since the AFED women were not satisfied with this first level of processing, which happened not to be profitable to them, they decided now to engage in market gardening product processing, through a partnership they got from a women producer group in the same area. Their activities include commodities such as papaya, mango, cucumber, hibiscus, onion, tomato, etc).

**20. Groupe Feminin pour le Developpement Rural (GFDR)**

GFDR is formed with a set of female groups in the Kati area (Region of Koulikoro). It was established in 2003 to produce and market sesame. GRDR has 76 members of which 4 are men.

The main goal of this cooperative is to contribute to improving the living condition of the sesame producers Sebediana area. The cooperative's objectives include:

- Increase the quality and quantity;
- Improve women producers incomes;
- Train, organize and animate women producers groups;
- Better organize women producers groups to face the internal and external markets.

***21. Cooperatives/Farmers Association (Groupements Féminins de Banamba: Niamokoro, Diolala, Mamarila; Kadi Traoré, ADAF-Galle, JIGIYASOBA Groupements Féminins de Banamba: Santiguila, Hamdallaye, Fofanala)***

These are cooperatives/Farmers' Association with 50 or more members. Their main goal is to add value to their products and improve their income and living conditions. Their products are sold in local markets.

## **Nigeria Partner & Host Organizations**

### ***1. Kano State Agricultural and Rural Development Authority (KNARDA)***

KNARDA with headquarters located at No I Hadejia Road in Kano city Kano State, is a specialised agricultural Institutions designed to strengthen agricultural services and promote agricultural productions in Kano state. It has the mandate to offer extension services on improved technologies, project planning and implementation, research, monitoring, supervision and capacity building of farmers/ farmers groups / Cooperatives. The Programme has over 800 extension agents covering about 9000 farming families given a ratio of over 1000 farmers per extension staff. This is one of the major reasons of the program's collaboration with the OICI Farmer-to-Farmer program. For ease of extension / administration the programme is divided into three agricultural zones- KNARDA can be reached through the following Email; [hafizubadawi@yahoo.com](mailto:hafizubadawi@yahoo.com).

### ***2. Cross River State Agricultural Development Programme (CRSADP)***

CRSADP, with headquarters in Calabar, Cross River State, is a specialised institution of agriculture with the mandate for increasing food production and farm incomes in the state, by providing a package of farm support services that includes extension services, on-farm adaptive research, commercialization of input services, and varied amount of infrastructural development. The programme is being implemented through its three agricultural zones of Ogoja, Ikom and Calabar. The programme have about 274 number of extension staff covering a state of 2246 km<sup>2</sup> with over 626,446 farming families. CRSADP can be reached through this email; [samebis@yahoo.com](mailto:samebis@yahoo.com).

### ***3. Opportunities Industrialization Centers International JOBS Nigeria (OICI-JOBS)***

OICI is a non-profit, non-governmental organization. Its mission is to improve the quality of life of low-income, disadvantaged individuals in developing countries through the provision of sustainable human resource development services. The overall goal of the *JOBS Nigeria Initiative* is to promote sustainable broad-based economic growth in Nigeria by providing sustainable employment –generation and micro-enterprise

development services to disadvantaged, at-risk youth. To reach the above goals, the following *objectives* are being pursued:

- Creating access to practical micro enterprise development services;
- Developing access to viable employment-generation services;
- Strengthening the operational and financial sustainability of job creation and placement service.

OICI has two offices in Nigeria, in Calabar and Kano. Email address of OICI is [oicijobsnigeria@yahoo.com](mailto:oicijobsnigeria@yahoo.com).

#### ***4. Imo State Agricultural Development Programme (ISADP)***

Imo State ADP is a specialized agricultural and rural development organization. It provides the best tested means of addressing the rural populace and exploiting the agricultural potentials to obtain the growth needed for agricultural development. The aim is to increase food production and farm income by providing a package of farm support service that include improved extension services, on- farm adaptive research, commercialization of input distribution and varied amounts of infrastructural development. The Program's goal and objectives is to increase small holder productivity and rural incomes and welfare by:

- Strengthening of agricultural services;
- Improving coverage and maintenance of supporting rural infrastructure;
- Strengthening the Rural Institutions Development programs;
- Increasing in incomes from farm and off farm by enhancing farmers' access to new technologies and efficient equipment services; and
- Strengthening the capacity for agricultural policy formulation, planning, monitoring and evaluation.

#### ***5. Ebonyi State Agricultural Development Programme (ESADP)***

Ebonyi State ADP is a specialized agricultural and rural development organization of the State. It provides the best tested means of addressing the rural populace and exploiting the agricultural potentials to obtain the growth needed for agricultural development. The aim is increasing food production and farm income by providing a package of farm support service that will include improved extension services, on- farm adaptive research, commercialization of input distribution and varied amounts of infrastructural development.

#### ***6. Abia State Agricultural Development Programme (ASADP)***

Abia State ADP is a specialized agricultural and rural development organization of the State. It provides the best tested means of addressing the rural populace and exploiting the agricultural potentials to obtain the growth needed for agricultural development. The aim is increasing food production and farm income by providing a package of farm support service that will include improved extension services, on- farm adaptive research, commercialization of input distribution and varied amounts of infrastructural development.

#### ***7. Katsina State Agricultural and Rural Development Authority***

KATARADA, with headquarters located at Katsina, Katsina State, is a specialised agricultural institution designed to strengthen agricultural services and promote agricultural productions in Katsina State. It has the mandate to offer extension services on improved technologies, project planning and implementation, research, monitoring, supervision and capacity building of farmers/ farmers groups / Cooperatives.

The program has over 600 extension agents covering about 615,900 farming families given a ratio of over 1000 farmers per extension staff. For ease of extension / administration the programme divides the state into three agricultural zonal offices.

KATARADA has seven subprograms/departments in its organizational structure, each department has a Director while the Manager Director oversees the activities of all and he is the Chief Executive of the organization. He reports through the State Commissioner of Agriculture to the state Chief Executive (Governor).

#### **8. Nasarawa State Agricultural and Rural Development Authority**

Nasarawa State Agricultural and Rural Development Authority is an agricultural and rural development organization of the State. It is responsible for the agricultural extension services for various farmer groups in the State, and coordinates various federal and donor agency agricultural programs in Nasarawa State. It is a government institution.

#### ***9. Bauchi State Agricultural Development Programme***

Bauchi State ADP is a specialized agricultural and rural development organization of the State. It provides the best tested means of addressing the rural populace and exploiting the agricultural potentials to obtain the growth needed for agricultural development. The aim is increasing food production and farm income by providing a package of farm support service that will include improved extension services, on- farm adaptive research, commercialization of input distribution and varied amounts of infrastructural development.

#### ***10. Cross River State Tourism Bureau (CRSTB)***

CRSTB, in Calabar, Cross River State, is a bureau of the Cross River State government, specializing in the development of Cross River State as a tourist destination. CRSTB is involved with promoting Obudu Cattle Ranch and the Monoliths, among other tourist attractions all over Cross River State.

#### ***11. Concern Universal***

Established in 1976, Concern Universal (CU) is a UK-based international development agency with ten country programs, plus cross border initiatives extending to a total of 13 countries in Africa, Asia and Latin America. CU's vision is a world where justice, dignity and respect prevail for all. CU's mission is to work in partnership to challenge poverty and inequality by supporting practical actions that enable people to improve their lives and shape their own futures. The agency facilitates a wide variety of projects in fields such as food security, water and sanitation, women's rights, and health. CU's organizational strategy as providing the support and coherence necessary for CU country teams to define programs that are rooted, relevant, and responsive to the needs of

communities and partners we serve. Obviously, these vary considerably, but some themes are important across the spectrum of our work are:

- Partnership and local capacity strengthening: central to how CU operates and is essential for meaningful, positive, lasting development;
- Emergency Prevention, Preparedness and Response: CU help communities to develop the ability to avert, withstand, and rebuild after disasters;
- HIV/AIDS Prevention and Care: HIV threatens any progress made on development, particularly in Africa; CU work to halt its spread and assist those living with the disease;
- Gender equity and Women's and Children's Rights: essential to ensure that development is equitable; integrated into all our work;
- Water and Sanitation: basic rights still unavailable to a billion people worldwide; CU promotes innovative, low-cost, locally-controlled solutions; and
- Livelihood Strategies: including agriculture and food security, and micro-enterprise – fundamental so that people can support themselves and their families, and live with dignity.

### ***12. Niger Resources Farms Ltd***

Niger Resources Farm is an indigenous agricultural enterprise located in Minna, Niger State in Nigeria. It is desirous of utilizing its vast land of about 1,200 hectares for improved agricultural production, using the most modern technologies.

The Farm wants to utilize about 600-800 hectares of land for the development of orchard of optimal variety of mangoes, guava, pineapples, orange, cashew, passion fruits, banana, papaya and any other fruits that the soil capability of the farm and the climate can support. Niger Resources Farms Ltd has created a fully commercial undertaking aimed at optimal generation of profit through provision of satisfaction to clients; sale of raw fresh fruits as first objective, and looking at the possibility of exports, production of juice or concentrates in future.

### ***13. Hamo Holiday Resort & Water and Orange Drink Packaging Factory***

Hamo Holiday Resort & Water and Orange Drink Packaging Factory is an established tourist center, a hotel and holiday resort and a water and orange drink packaging factory. Lesop Water/Orange Drink has been able to build loyalty in its water and flavored drink products. Its sales team has acquired the required skills and techniques to facilitate a deeper market penetration in Nigeria. The factory is currently engaged in the production of sachet water for the Eruwa and environs markets. It is proposed that the current facilities of the factory will be expanded to include the following:

- Bottled table water packaging production line,
- Orange drink packaging production line, and
- Ancillary facilities to aid the increased production line.

### ***14. Betem Mushroom Growers Cooperative Association***

Betem Mushroom Growers Cooperative Association is a multipurpose cooperative group located at Betem Biase Local Government Area of Cross River state Nigeria. The Group which has over 75 registered members are engaged in agricultural productions with very

great potentials in mushroom production. They also work on fruits (pineapples) Cassava, banana and plantain, among other crops.

**14. Youth in Agriculture:** The overall goal of the Youth in Agriculture program is to promote sustainable broad-based economic growth in Nigeria by providing sustainable employment –generation and micro-enterprise development services to disadvantaged, at-risk youth.

**15. Kano Women’s Cooperative:** The cooperative is a well organized farmer group. The members have over 50 hectares of farm in which they cultivate tomatoes, sweet peppers, and other vegetables.

**16. Reunion Farms:** The Project is an integrated ecological farm based on the efficient production and dynamic of crop production, animal husbandry, aquaculture, food processing and education. It is a highly productive and profitable alternative agricultural process, with a strong emphasis on education and capacity building.

**17. Other Cooperatives/Associations (SPACE, Uyanga Pinapple Growers’ Cooperatives, Abuja Poultry Farmers and Kano Poultry Farmers):** Farmers as individuals especially in small holding systems are at the weak end of the economic exchange system. They therefore have to evolve strategies to enhance their market power. The above-mentioned farmers’ associations are responsible for configuring its members with market requirements including training, extension, technology acquisition, provision of commodity inputs and co-coordinating harvesting-delivery schedules.

#### ***7d. Profiles of Key Personnel FY04-FY08***

This section is inserted on the next page.

**OIC International, Inc.  
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Philadelphia, Pennsylvania**

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# ***OICI Farmer-to-Farmer* Profiles of Key Personnel FY2004 - FY2008**

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Submitted to the

U.S. Agency for International Development (USAID)

By

OIC International, Inc. (OICI) and Partners:



Philadelphia, September 2008; For the Period October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008

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John Ogonowski Farmer-to-Farmer (FTF) Program  
USAID Economic Growth, Agriculture and Trade

Geographic Focus: West African countries of Ghana, Guinea, Mali, Nigeria and Senegal

Cooperative Agreement Number: EDH-A-00-03-00021-00

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Contact information: Michelle Frain Muldoon, *OICI Farmer-to-Farmer* Program Director  
(Tel.: 215-842-0220, ext. 118; E-mail: [mfmuldoon@oici.org](mailto:mfmuldoon@oici.org)).

## **UNITED STATES HEADQUARTERS OFFICE**

### **Program Director (January 2005 – September 2008), Michelle Frain Muldoon**

Michelle has decades of experience working with small business development and marketing for farmers and agriculture. Michelle's professional experience spans over 14 years and several continents, covering everything from marketing research to training, translating to publishing. Michelle holds a BSc Degree in Marketing, a BA in French for International Trade, and is enrolled in an MSc Food Marketing Program. Michelle served in the US Peace Corps as a Small Business Development Volunteer from 1995-1998, in Togo, West Africa. She trained farmers in marketing and business concepts, and started a Business Skills Training Center for farmers. Upon returning to the States, Michelle worked with American Small Family Farmers as a trainer and researcher at The Rodale Institute; in addition to working in private sector Corporate and academia in marketing positions.

### **Program Director (January 2004 – December 2005), Edith Regua**

Edith has experience working with international development in West Africa. Edith worked for Save the Children/US in Burkina Faso and Merlin International in Liberia. She received her MPH International Health Development, Health Policy and Management from Tulane University.

### **Program Director (October 2003 – December 2003), Victor Pinga**

Victor has been involved with NGOs since his college days, and after completing his graduate studies in Agricultural Economics, he was sent to Africa on a fellowship. This eventually led him to work with OICI on a food security initiative in West Africa. Victor has extensive experience in program management, project design, and monitoring and evaluation experience.

### **Program Associate (August 2006 – August 2008); Ag. Program Director (September 2007 – January 2008) Christina Kocisko**

Christina served in the US Peace Corps as a Natural Resource Management Extension Agent from 2003 to 2005 in Togo, West Africa. She taught Environmental Education, started a library and recreational center and was involved in HIV/AIDS, business and natural resource management projects throughout her service as a volunteer. Upon her return to the United States, Christina worked at Upstate Forever, an environmental nonprofit organization devoted to sensible growth and protection of special places in the Upstate area of South Carolina. She received her Bachelor's degree in Biology from Wofford College in 2003 and speaks English and French.

### **Program Associate (Part-time May 2006-August 2006), Natasha Acheampong**

Natasha joined OIC International in 2006 as a Program Associate to both the Food Security and Farmer-to-Farmer Programs. Natasha's interest in international development stems from her experiences as a child traveling and living abroad. Her professional experience includes serving as a former Deputy Office Manager, a Business Analyst and Teacher's Aide. Natasha received her Bachelor of Arts in International Studies from Drexel University.

**Program Associate (October 2005 – March 2006), Dante Yancey**

Dante's experience in program administrative support promoted the smooth workflow of OICI FTF program. He received his Business Administration degree from Community College of Philadelphia.

**Program Associate (October 2004 – July 2005), Brooke Hopper**

Brooke has experience in international development program coordination in the fields of agriculture, agribusiness and micro-enterprise. She has regional experience in West and Central Africa. Brooke received her Bachelor of Science from George Fox University. She speaks English and French.

**Project Technical Associate (July 2007 – September 2008), Ebenezer Kwesi Affainie**

Ebenezer has a strong business background in finance, marketing, management and agribusiness, which makes him a great candidate for agricultural marketing, strategic thinking as it relates to the small farm business, and adding value and profits. He has a decade of experience in project design, implementation, monitoring and evaluation. Ebenezer earned his Master's Degree from Kwame Nkrumah University of Science and Technology, one of the best universities in Africa and internationally recognized. Ebenezer is energetic, dynamic, enthusiastic and kind. His work ethic is exceptional.

**GHANA OFFICE**

**Country Coordinator (February 2007 – July 2008), Benjamin Horlali Kofi Atidjah**

Benjamin has a strong Agricultural and Economics background. He was educated in Kwame Nkrumah University of Science and Technology and University of Cape Coast, two of the best universities in Africa and internationally recognized where he earned both Bachelor and Master of Philosophy respectively, all in Agricultural Economics. Benjamin is energetic, dynamic, enthusiastic and kind. He has a long working experience with Ghana's Ministry of Food and Agriculture and very conversant with Agricultural situations all over the country.

**Country Coordinator (June 2004 – January 2007), Ebenezer Kwesi Affainie**

Ebenezer has a strong business background in finance, marketing, management and agribusiness, which makes him a great candidate for agricultural marketing, strategic thinking as it relates to the small farm business, and adding value and profits. He has a decade of experience in project design, implementation, monitoring and evaluation. Ebenezer earned his Master's Degree from Kwame Nkrumah University of Science and Technology, one of the best universities in Africa and internationally recognized. Ebenezer is energetic, dynamic, enthusiastic and kind. His work ethic is exceptional.

**GUINEA OFFICE**

**Country Coordinator (January 2006 – July 2008), Sidy Conde**

Sidy has experience working with international development and Guinea government in natural resources management; agricultural production development and watershed

management; fodder production; rangeland management; fallow fields restoration; forest and fruit trees nurseries development extension programs implementation.. Sidy studied in Colorado State University, Fort Collins, college of forestry and natural resources management.

**Country Coordinator (October 2003 – December 2005), Ismael Diallo**

Ismael has several decades of experience working with OIC International, and was at the forefront of OICI-Guinea, assisting in its development and early days. Ismael is multilingual, and studied in the US, at West Virginia University, Morgantown, where he did his Master's Degree in Agronomy. Ismael is the head agriculture specialist for OICI-Guinea, and is currently responsible for the agricultural activities of an \$8 million DAP that was launched in 2005.

**MALI OFFICE**

**Country Coordinator (February 2007 – September 2008), Mamadou Fotigui Coulibaly**

Mamadou has over a decade of experience designing, implementing and running programs at national and international levels and is an agronomist with a Master's Degree of Science. Mamadou is multilingual and possesses a positive professional image suitable for any business environment. He is goal-oriented, self-motivated with proven leadership skills.

**Country Coordinator (February 2005 – January 2006), Ousmane Gnana**

Ousmane has over a decade of experience working with international development, USAID programs, and is an agronomist with a Master's Degree in Science. Prior to joining OICI FTF Team, Ousmane worked for Enterprise Works, an international NGO that is world-renowned for its capacity to teach, make and perfect appropriate technology for better marketing of products.

**Country Coordinator (January 2004 – January 2005), Mohamed Diallo**

Mohamed has experience working with both profit and not-for-profit organizations. Prior to joining OICI FTF Team, Mohamed worked for Shell Mali and UNDP. Mohamed is multilingual.

**NIGERIA OFFICE**

**Country Coordinator (January 2004 – July 2008), Basil Kennedy Esinulo**

Kennedy is a vibrant, energetic and sharp-minded person, with an agribusiness background and several decades working with the national extension service of Nigeria, called Agricultural Development Program. He has worked and traveled to all geographic regions of Nigeria, and has a network of colleagues and affiliates that has been a blessing to OICI FTF program. His knowledge of the terrain and its people ensured an efficient and effective implementation of the Farmer-to-Farmer program in Nigeria.

**7e. Success Stories: Ghana, Guinea, Mali, Nigeria FY04-FY08**

The Success Stories are inserted in the next pages.



## SUCCESS STORY

### Improving Mushroom Production Technologies

*Farmer-to-Farmer Volunteer Sponsors Ghanaian Host's Visit to US Mushroom Laboratory*



Members of BEMCOM Mushroom Producers Association. Bernard Bempah, head of the Association is pictured second from right in the back row.

BEMCOM Mushroom Producers Association is made up of one main mushroom production project located in Techiman and a number of outgrowers scattered in about three regions of Ashanti, Brong Ahafo and Greater Accra Region. They are engaged in production, training, sales of edible mushroom and spawned bags. The program goals and objectives of the group include: To up-grade the standard/status of the training centre through transfer of improved production technologies from qualified experts in mushroom cultivation. to provide enhanced training in mushroom to 500 youth including female annually; to cultivate 6000kg/month mushroom to meet consumption demand; to produce 20,000 substrate bags for supply to mushroom farmers monthly; to generate income to sustain the project; To reduce the current rate of contamination of compost bags of the current rate of 40% to 5%.

BEMCOM is a partner as well as host organization of Farmer-to-Farmer program. Since 2004, BEMCOM had benefited four times from Farmer-to-Farmer volunteer consultants with three different volunteers providing services to the organization and its subsidiary Association. Among the volunteer/Consultants that served with BEMCOM twice is Dr. Omoanghe S Isikhuemhen who is a mushroom expert from North Carolina Agricultural and Technical State University. Through these assignments, BEMCOM was able to reduce their contamination of their compost bags from 22% before the intervention of Farmer-to-Farmer program to 5%, three years after the contact.

In November, 2006, Dr. Isikhuemhen invited the Director of BEMCOM, Mr. Bernard Bempah to the US for further training at his laboratory. The trip which was mostly sponsored by Dr. Isikhuemhen was supported by OICI and BEMCOM. The trip came on successfully between January 15 and March 3, 2007. Mr. Bempah has since returned from the course and is sharing the knowledge and the skills he acquired with other OICI clients and partners who are mushroom farmers.

This is purely a contact between the host and the volunteer outside the initial role FarmServe played in bringing them together. Currently, there is a strong collaboration between Dr. Isikhuehen's laboratory and BEMCOM with the resultant expansion of BEMCOM's operations.





## SUCCESS STORY

### Revolutionizing the Mushroom Industry in Ghana

*Farmer-to-Farmer Volunteer Brings Modernization and New Techniques*



FTF Volunteer Dr. Omon demonstrates at his laboratory at North Carolina A&T State University (A Historically Black College [HBCU] Partner)

Spawn contamination has been a major challenge to mushroom producers in Ghana over the years. This contamination often leads to disease incidences and other production failures. Several attempts by producers and experts to reduce the disease incidences and the production failures had not been too successful. This had made the experts to suspect that part of the problem may be the source of the spawn production. The Food Research Institute (FRI) is the national organization responsible for maintaining stock cultures and produce master spawn and consumer spawns. Yet, it was realized that the institute is not well equipped to produce the needed spawns both in quantity and quality that is deserved to meet the needs of the consumers in the country. This has created the opportunities for other amateur producers to produce spawn and sell to farmers who are in need of it.

During his third assignment to the country as a Farmer-to-Farmer volunteer, Dr. Omoanghe Isikhuemhen, a mushroom expert from North Carolina State University in the US, who was making his third visit to the country in that capacity, spent some time working with FRI. He identified the use of old technology of spawn production inadequate facilities and equipment, insufficient production of spawns and the administration structure as some of the contributing factors to the production of low quality spawns which has also given way to the amateur producers of spawns to set in.

As his contribution towards addressing the problem from the inadequate technology point of view, he conducted training for two scientists, one technician and three students on the use of micro-pore fitted spawn bags manufactured in the US by Unicorn bags for spawn production. He also had discussion with the senior scientists and suggested to them the possibility of FRI and private sector initiatives to handle spawn production and distribution. With these suggestions, FRI will be the sole place for spawn production, while the private companies will be the arm of the union that will distribute and sell spawn throughout the country and beyond, and in turn fund the operations, including more equipment needed for spawn production at FRI. Dr. Omon went further to assist the scientists in developing a proposal both for the operations and possible funding of the project. He promised to continue working closely with the team at FRI throughout the whole process of actualizing the plan for the FRI and private sector initiative to tackle the production and distribution of quality spawns in Ghana and neighboring countries. When this project becomes a reality, OICI Farmer-to-Farmer will be proud to be associated with revolutionizing the mushroom industry in the country.





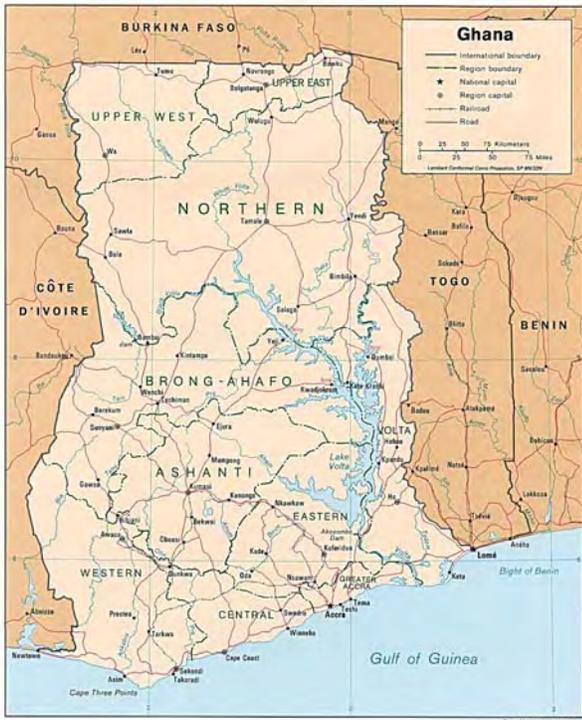
**USAID**  
FROM THE AMERICAN PEOPLE

# GHANA

## SUCCESS STORY

### Good Manufacturing Practices Boost Small Business

*Quality Control Techniques  
Reduce Contamination of Product*



Coastal Groves Ltd (CGL) is an agro-food processing company located at Asebu near Cape Coast in the Central Region of Ghana. The mission of the company is to be the leading organic juice processing company in Ghana and to develop marketing network for the Company’s products that will enable it to expand and create jobs for the rural populace of Ghana. The company is engaged in farming and processing of citrus into juice and peels majority of which is exported to Europe.

One of the major problems that the company used to face is the contamination of its products meant for export especially the juice through fermentation resulting in the rejection of the products and creating huge financial loses to the company. For example, between March and June 2007, the company produced up to about 250 tons of juice of which about 80 percent of the juice produced had failed.

This is the situation that got OICI Farmer-to-Farmer into contact with Coastal Groves. As a means of finding solution to the problem, a food safety specialist in the person of Dr. Meta Bonner was recruited as a Farmer-to-Farmer volunteer/consultant. She is a Toxicologist with the United States Environmental Protection Agency (US EPA) in Washington D.C. She was recruited to assist the company in identifying the causes of the fermentation. Dr. Bonner arrived in the country in July and worked with the company for three weeks. Just before her arrival, the production staff of the company had started experimenting some means of which they thought may be the cause of the problem. Dr. Bonner built on those experiments and added few suggestions and developed some general factory routine health and safety measures for them to adopt. For example, she developed the Company’s Good Manufacturing Practices (GMP) folder to include Sanitation Standards of Operation (SSOP) and SSOP daily and monthly worksheets. She also trained the Quality Control Manager in the techniques of rapid testing for contamination of microbes and gave the Production and Quality Control Managers additional training in SSOP and HACCP.

Soon after she left the company had a drastic reduction in cases of contamination of their products. Today, the problem of contamination and rejection of the company’s products is almost things of the past.





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# GUINEA

## SUCCESS STORY

### Irish Potatoes in the Fouta Djallon Region

*Adding Value to Decrease Loss, Increase Profits*



Guinea potato farmers adopting good production practices taught by Farmer-to-Farmer volunteers

Rural farmers in the Fouta Djallon region of Guinea lacked the knowledge in the options for adding value to Irish potato produced. There was also the high risk of spoilage of the fresh potatoes produced by lack of storage facilities. With technical assistance provided by OIC International/USAID Farmer-to-Farmer program, Irish potato farmers in the Fouta Djallon Region have seen a great improvement in cultivation practices, seed production, storage and marketing.

Volunteers Dr. Kossi Sedzro from Pennsylvania and Dr. Reddy Chinthakuntla from Mississippi trained farmers in improved cultivation practices, seed production, storage and marketing.

After the training received from the farmer-to-farmer volunteers and adoption of the volunteers' recommendations, farmers harvested their first self-produced seed in December 2007. They stored these seeds for planting (following the new storage practices) and thus reducing production cost of buying expensive seeds from the Federation des Paysans du Fouta.

Potato production is one of the rare economic activities that can help rural populations of the Fouta Djallon Region reduce their food insecurity problems and improve their income. As a result of the good value added techniques gained from the farmer-to-farmer program, there has been 20% decrease in the trend of losses in the marketing of Irish potatoes and 15% increase in farmers' income. The farmers who are mostly women (more than 80% of the farmer association members in the region are women) can now boast of improved living conditions.





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# GUINEA

## SUCCESS STORY

### Increasing Productivity and Profitability Of Vegetable Farmers in Guinea

*Pest and Disease Management Reduce Losses, Increase Profits*



Farmers in Pita and Timbi Touni, Guinea are mostly engaged in vegetable gardening with crops such as tomatoes, Irish potatoes, peppers, onions, cabbage, egg plant, lettuce. Among the problems encountered by vegetable growers are: plant diseases from (bacteria, fungi) and pest (insects and termites) attacks are very devastating in all stages of vegetable crops development cycle (from nurseries to plots). Crops diseases and pest attacks are significantly affecting yield and products quality in gardens and fields plots.

As a result, Dr. Rosannah Taylor from Washington DC provided technical support to field agents and farmer associations in identifying non chemical pesticides affordable to local farmers to threat crops diseases and prevent pest attacks in vegetable garden and field crops plots.

“My objective was to help identify ways to assist farmers increase productivity and profitability by training OIC International field agents and farmers in ways to identify plant diseases and how to manage the diseases and pests”. Dr. Taylor says. “The methods and information supplied was in support of the fact that the farmers are poor and do not have the necessary funds to buy chemical. Also, OIC International and USAID prefer to limit the use of non-environmentally friendly control agents”.

Dr. Taylor shared with vegetable gardeners and field agents her knowledge, skills and experience to enable the farmers develop the best methods to decrease/eradicate vegetable plant diseases and pest attacks. She further provided farmers with the suitable techniques in accordance to local conditions for organic pesticides preparation and uses.

Dr. Taylor’s assignment which involved about 80% women has increased production and the quality of vegetables in Pita and Timbi Touni. Moreover farmers’ incomes have increased to support household expenses and living standards improved.





## SUCCESS STORY

### Improved Marketing for Women’s Vegetable Cooperative

*Marketing and Promotions Ideas Help Malian Women Increase Sales and Revenues*



Adding Value to Products reduces Loss and increases sales volume.

Cooperative Feminine pour la Promotion (COFPROSO) is a recently formed medium size fruits and Vegetable processor (especially soy bean) located in Bougouni town of Mali. The cooperative purchase fruits and vegetable from about 150 small and medium farmers and processes Fruits & Vegetable into juices, nectars and sells the foodstuff on the domestic markets.

Since its inception in 2005 COFPROSO has faced many problems namely lack of diversification of their products, insufficiency in marketing techniques. These challenges created an immediate need to promote COFPROSO’s goods in new market, as well as o establish additional line of distribution.

Through USAID-funded Farmer to Farmer (FtF) Volunteer assignment during 2008, COFPROSO has received assistance from OIC International in Business management; marketing development and new products development. This assignment implemented by a couple Volunteer (Anthony and Louise Tramontano from New York) has not only introduced COFPROSO management to efficient business practices, such as creation of sound business and marketing plan, but has also assisted COFPROSO in having new business partnership through participation in trade shows and increased COFPROSO’s opportunity for expansion into Bamako neighbouring countries (Ivory Cost, Burkina Faso, Senegal).

As a result of OICI assistance, COFPROSO produced 30 new products and vegetable during 2008. This increase over its production in 2007 was made possible by COFPROSO’s diversification of its fruits and vegetable products. COFPROSO and understood the importance of diversifying their distributors on setting goals and found new markets.

The members also establish a yearly schedule month by month of which products will be processed and maintained a good working cash flow to ensure the future of the cooperative.

According to the Mr. & Mrs Tramontano working with cooperative has been the most rewarding and productive of all their assignments with FtF. “The cooperative members greeted us warmly and graciously and received us both on a personal level as well as a professional level in a way we have not experienced elsewhere”.





**USAID**  
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# MALI

## SUCCESS STORY

### Financial Management for Cooperatives

#### *Basic Record Keeping Techniques Improve the Bottom Line*



Si Nafa is a shea nut cooperative located in Kita, 170km from the capitol Bamako. It is composed of 400 women and started in November 2006 with the help of a US Peace Corps Volunteer. The cooperative has numerous financial activities. Bookkeeping and proper record keeping techniques are incredibly difficult for them. Even simple bookkeeping can be difficult and foreign.

The cooperative is directed by an incredibly savvy and motivated leader named Sabu Cissé. She understands the importance of proper money management and that mismanaging the funds coming into the cooperative could be disastrous to the cooperative’s future. In order to solve the problem her cooperative is facing, she asked for assistance. Through USAID funded Farmer-to-farmer (FTF) program “Si Nafa” received assistance from OICI in record keeping. This assignment was implemented by Kevin Brustuen from Minnesota.

During this assignment, the volunteer designed an expense and income sheet, along with a monthly and yearly summary sheet, which would show each month, and each year, what their monthly and yearly profit or loss would be. He created this as a working prototype using a spreadsheet. He presented this (in paper of course) to the officers- including the accountant- and made notes on their use of it. This resulted in making more changes and additions, which were presented again. This process was repeated until there were no more necessary changes or additions. This method follows a design model that minimizes development time, errors, and wasted effort, while at the same time maximizes efficiencies, captures missing needs and requirements quickly, and builds trust and cooperation by all stakeholders.

In addition to these work forms, he also created two sets of practice problems for them to use in order to properly understand the entire process of entering information on all the different sheets to create a complete set of accurate books. He at last showed them how to analyze these sheets and what to look for in order to make changes to improve their profitability. The cooperative members have been successful in continuing with this record keeping system and as a result they have been able to attract more members to their coop by offering better prices. They have been in a much stronger position to bargain with shea nut and shea butter buyers, as they are able to know their cost of production now. They now stand a better chance of having better prices for their products. This has improved their income and standard of living.





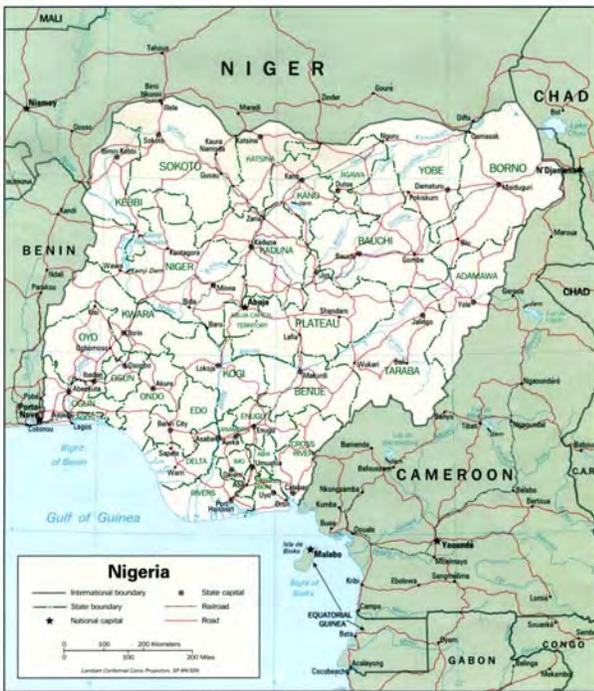
**USAID**  
FROM THE AMERICAN PEOPLE

# NIGERIA

## SUCCESS STORY

### Boosting Small Business Development

*Developing a Successful Agricultural Enterprise in Nigeria*



Katsina Agricultural and Rural Development Authority (KATARDA), with headquarters located at Katsina, Katsina State of Nigeria, is a specialised agricultural institution designed to strengthen agricultural services and promote agricultural productions in Katsina State. It has the mandate to offer extension services on improved technologies, project planning and implementation, research, monitoring, supervision and capacity building of farmers/ farmers groups / Cooperatives. The program has over 600 extension agents covering about 615,900 farming families given a ratio of over 1000 farmers per extension staff.

Marketing of food and agricultural products is probably one of the least understood functions in the development of a successful agricultural enterprise. The spoilage of marketing garden crops such as tomatoes, pepper, onions and other vegetables are the most critical issues identified in Katsina State, Nigeria. There are also the problem of surplus of these crops and very poor prices in the market due to lack of value addition or processing/transformation.

Michael Appel and Emily Oakley from Oklahoma provided technical assistance for farmers and the extension staff of (KATARDA) in understanding the consumer and market demand, value chain and direct marketing. The assignments developed proper understanding for the successful marketing of agricultural products. “I believe the farmers have a better understanding of sorting high quality vegetables for market and using the lower quality for processing”. Michael Appel says. “They also have been introduced to direct-marketing concepts and approaches”

The farmers were trained on the processing, preservation and storage of tomatoes, pepper, onions and other vegetables as well as new methods of processing and packaging of the aforementioned crops.

Both KATARDA and the farmers regarded the volunteers’ assistances as an important step toward developing a competitive supply chain. By adding value to their market garden crops, farmers will be able to extend the shelf lives of the crops, receive better prices for their products and create jobs. The assignment served as a platform for economic growth in Katsina State.





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# NIGERIA

## SUCCESS STORY

### Developing Bamboo Processing Industry in Nigeria

*Increasing Awareness of Non-Traditional, High Value Alternative Timber Product*



Nigeria like most Countries with rain forest zones is so blessed with timber resources. Unfortunately, these resources have not been managed properly in the past. The trees were felled for timber but were not replaced by embarking on plantation development. This issue is being addressed now with the government encouraging plantations. In the interim, there abound bamboos in the wild, which are not being utilized even though bamboo can be a very good alternative to timber. The awareness has not been created, and the knowledge in processing is limited. Therefore, there was the need for OICI/USAID Farmer-to-Farmer program's assistance in the area of production of high yielding bamboos, and processing so that the potential of bamboo as an alternative to timber will be realized.

Volunteer Evan Marks from California addressed the problem of technical knowledge and awareness in the production and processing of bamboo in Ebonyi state, where abundant bamboo and rattan products grow wild, while there are enough potential to process these products and make the best use of them.

The Mr. Marks trained forty (40) extension agents in:

- Production and processing of bamboo and rattan products.
- Product design.
- Preservation techniques for bamboo using non-chemical materials.
- Good finishing techniques.

The extension agents were taught a low tech approve to furniture making through utilization of the square lash. This is a technique that requires no power tools, electricity, etc. The project beneficiaries now have best practices to process into bamboo furniture. They are able to utilize square lash as part of the construction techniques and also use bamboo as an efficient low-tech option in the utilization of wild resource. They are able to construct twin bed, solely using hand tools and plastic twine in the square lash. People in Ebonyi State now have a general optimism and interest in bamboo products.

“The assignment was incredibly inspiring for me both personally and professionally. I am continually inspired by traditional agricultural societies, as seen in Nigeria.” Mr. Marks says. “Professionally I’m continually working on the bridge of traditional practice with appropriate technologies in the development of a sustainable agricultural system”





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# NIGERIA

## SUCCESS STORY

### Emergency Response

*Farmer-to-Farmer Responds to Avian Influenza Crisis in Africa*



The deadly H5N1 bird flu virus was detected on a large commercial chicken farm in Nigeria, and became international news as the very first outbreak of Avian Influenza (AI) on the continent of Africa. That was February 8, 2006. Through cross-continental team work, telephone calls, and emails back and forth across cyberspace, the United States Agency for International Development's (USAID) and OIC International's *Farmer-to-Farmer* program were able to respond within 24 hours to the AI outbreak and urgent request for support voiced by the USAID Mission in Nigeria.

Through OIC International's recruitment network, OICI was able to find Dr. David J. Henzler who was qualified, available and enthusiastic to help. Dr. Henzler is a national expert in poultry medicine, whose credentials include being an epidemiologist and veterinarian who has spoken worldwide on poultry disease topics.

Dr. Henzler's three-week assignment included meetings with key officials from the Government of Nigeria as well as international Non-Governmental Organizations who are part of the task force, such as World Health Organization. Key issues that Dr. Henzler is addressing include: working with local governments to discuss compensation for affected farmers, training farmers and outreach personnel on clinical signs of Avian Influenza, stamping out and sanitation, Biosecurity, and success stories from other countries affected by AI. Dr. Henzler is trained over 600 people by the end of his stay. Plans are also underway to replicate the training in Nigeria's southern region, as a preventative measure. The USAID Nigeria Mission commends *Farmer-to-Farmer* and OIC International for "responding in such a rapid and professional manner," and is looking for further support and continued partnership in the future, to combat this deadly pandemic.



### ***7f. Project Equipment and Financial Close Out***

OICI is finalizing all reports related to finances, equipment and inventory close out. They will be submitted separately. The contact person for these reports is Mr. Joel Affognon, Vice President Finance and Administration for OIC International.

**Table 3b: OIC International FTF Program Volunteer Assignments By Location in Commodity Chain - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Information and Input (pre-production) Support Services					On Farm Production Farmers					Processing (including primary and final product transformation, storage, transportation)					Marketing (including branding, advertising, promotion, distribution, sales)					Overall Total Number of Volunteer Assignments									
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
OIC International	West Africa	Ghana	Non-Traditional Products	0	2	5	5	2	14	2	3	7	3	1	16	0	1	8	7	3	19	0	2	3	9	0	14	2	8	23	24	6	63
		Guinea	Natural Resources Management	0	2	6	1	0	9	0	0	2	0	0	2	0	0	1	2	0	3	0	0	0	2	0	2	0	2	9	1	0	12
		Guinea	Value-Added Agricultural Products and Marketing Promotion	0	0	0	1	2	3	0	0	0	0	1	1	0	0	0	0	3	3	0	0	0	0	1	1	0	0	0	5	7	12
		Mali	Small Farm Horticulture	0	0	9	3	1	13	0	1	0	0	0	1	0	1	0	1	2	4	2	1	0	6	2	11	2	3	9	10	5	29
		Nigeria	Producer Organizational Development	1	1	4	11	0	17	0	0	3	1	0	4	0	1	3	2	0	6	0	4	3	3	1	11	1	6	13	17	1	38
		Senegal	Horticulture	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	
			<b>Total</b>	2	5	24	21	5	57	2	4	12	4	2	24	0	3	12	12	8	35	2	7	6	20	4	39	6	19	54	57	19	155

**OICI NOTES**

<sup>1</sup>The majority of volunteer consultants' commodity chain activities for the LOP reporting period (FY04-FY08) has been in Information and Input Support Services.

Table 1a: OIC International Farmer-to-Farmer Program Volunteers FY 2004 - FY 2008

Implementing Agency	Geographic Region	Country	Focus Area	No. of Volunteers <sup>3</sup>															Number of Volunteer Days Completed <sup>4</sup>					Estimated FTF Program Expenditures <sup>5</sup>					FTF Program Cost/ Volunteer Day <sup>6</sup>										
				Male					Female					Total																									
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total						
OIC International	West Africa	Ghana	Non-Traditional Products	1	7	13	18	5	44	1	1	10	6	1	19	2	8	23	24	6	63	50	167	630	587	128	1562	\$85,303	\$159,517	\$243,138	\$219,954	\$123,483	831,395	\$1,706	\$955	\$386	\$375	\$0	3422
		Guinea <sup>2</sup>	Natural Resources Management	0	2	5	1	0	8	0	0	4	0	0	4	0	2	9	1	0	12	0	53	233	24	0	310	\$48,678	\$103,159	\$69,267	\$14,758	\$0	235,862	\$0	\$1,946	\$297	\$615	\$0	2858
		Guinea	Agricultural Products and Marketing	0	0	0	4	4	8	0	0	0	1	3	4	0	0	0	5	7	12	0	0	0	116	187	303	\$0	\$0	\$0	\$73,791	\$79,613	153,404	\$0	\$0	\$0	\$636	\$0	636
		Mali	Small Farm Horticulture	1	1	9	4	3	18	1	2	0	6	2	11	2	3	9	10	5	29	80	103	238	302	96	819	\$61,650	\$91,926	\$95,594	\$133,376	\$143,940	526,486	\$771	\$892	\$402	\$442	\$0	2507
		Nigeria	Producer Organizational Development	1	4	10	10	1	26	0	2	3	7	0	12	1	6	13	17	1	38	30	182	410	420	88	1130	\$40,825	\$147,982	\$175,623	\$283,199	\$118,403	766,032	\$1,361	\$813	\$428	\$674	\$0	3276
		Senegal <sup>1</sup>	Horticulture	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	18	0	0	0	0	18	\$42,069	\$814	\$0	\$0	\$0	42,883	\$2,337	\$0	\$0	\$0	\$0	2337
		<b>Total</b>		4	14	37	37	13	105	2	5	17	20	6	50	6	19	54	57	19	155	178	505	1511	1448	499	4142	278,525	503,398	583,622	725,078	465,438	2,556,062	1,565	997	386	500	933	617

**OICI NOTES**

<sup>1</sup>The Senegal program was suspended after FY05.

<sup>2</sup>The Focus Area for the Farmer-to-Farmer Guinea program was changed in the first half of FY07.

<sup>3</sup>Number of Volunteers does not account for volunteers who have completed more than one Scope of Work during one overseas trip.

Target Number of Volunteer Days has been recalculated according to the original Cooperative Agreement between USAID and OICI, which stated "Inputs to the proposed program include, but are not limited to ...An estimated minimum of 840 volunteer days annually for 5 years (4,200 volunteer days over LOA) in 5 countries."

<sup>4</sup>Estimated FTF Program Expenditures to Date is calculated as follows

Percentage of HQ expenditures allocated to Country + Percentage of NICRA allocated to Country + Country Expenditures

Calculate Expenditures for each fiscal year (as explained above) and add the figures for each year together to calculate LOP Expenditures for Country.

<sup>6</sup>Average FTF Program Cost per Volunteer Day is relatively low due to an increased number of volunteer days per overseas trip, resulting in minimal high-value costs (i.e. air tickets) per volunteer. Average FTF Program Cost per Volunteer Day is calculated as follows

(Estimated FTF Program Expenditures to Date) / (Number of Volunteer Days Completed)

**Table 1b: OIC International Farmer-to-Farmer Program Funding Mobilized and Leveraged - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Value of Volunteer Professional Time (US\$) <sup>3</sup>						Resources Leveraged by the Grantee/ Volunteers (US\$) <sup>4</sup>						Value of Resources Mobilized by Host (US\$) <sup>5</sup>					Estimated Value of Host Contribution (US\$) <sup>6</sup>						
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
				OIC International	West Africa	Ghana	Non-Traditional Products	20,000	66,800	252,000	234,800	51,200	624,800	150	600	1,725	1,800	450	4,725	0	1,750	0	0	0	1,750	850	2,905
		Guinea <sup>2</sup>	Natural Resources Management	0	21,200	93,200	9,600	74,800	198,800	0	150	675	75	0	900	0	0	2,310	330	0	2,640	0	895	3,945	410	0	5,250
		Guinea	Value-Added Agricultural Products and Marketing Promotion	0	0	0	46,400	0	46,400	0	0	0	375	525	900	0	0	0	345	1,193	1,538	0	0	0	1,990	3,155	5,145
		Mali	Small Farm Horticulture	32,000	41,200	95,200	120,800	38,400	327,600	150	225	675	750	375	2,175	0	9,878	1,650	1,650	525	13,703	1,300	1,695	4,020	5,030	1,690	13,735
		Nigeria	Producer Organizational Development	12,000	72,800	164,000	168,000	35,200	452,000	75	450	975	1,275	75	2,850	0	0	0	5,032	1,054	6,086	500	3,030	6,800	7,150	1,370	18,850
		Senegal <sup>1</sup>	Horticulture	7,200	0	0	0	0	7,200	75	0	0	0	0	75	0	0	0	0	-	320	0	0	0	0	0	320
		<b>Total</b>		<b>71,200</b>	<b>202,000</b>	<b>604,400</b>	<b>579,600</b>	<b>199,600</b>	<b>1,656,800</b>	<b>450</b>	<b>1,425</b>	<b>4,050</b>	<b>4,275</b>	<b>1,425</b>	<b>11,625</b>	<b>0</b>	<b>11,628</b>	<b>3,960</b>	<b>7,357</b>	<b>2,772</b>	<b>25,717</b>	<b>2,970</b>	<b>8,525</b>	<b>25,365</b>	<b>24,585</b>	<b>8,435</b>	<b>69,880</b>

**OICI NOTES**

<sup>1</sup>The Senegal program was suspended after FY05.

<sup>2</sup>The Focus Area for the Farmer-to-Farmer Guinea program was changed in the first half of FY07.

<sup>3</sup>Consultants hired by OICI are paid an average range of \$400-\$520 per billable day. This figure is based on that range, so the number of assignments days is multiplied by \$400 to calculate this value.

Volunteers provide on average \$75 worth of in-kind contributions in the form of equipment, seeds, fuel, etc.

<sup>5</sup>Estimated Value of Resources Mobilized by Host is the amount input by the partner(s) for the implemented assignments and resources generated by hosts as a result of the implemented program assignments during the reporting period. The numbers are reported by the Country Coordinator in each host country.

<sup>6</sup>Estimated Value of Host Contribution is the amount input by the host(s) for the implemented assignments. This figure includes lodging and local transport; average lodging rates are \$15 per day; local transport is ~\$50 per assignment.

Table 2 - OIC International FTF Number of Volunteers by Gender and US State of Residence FY 2004 - FY2008

Regions	States	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Northeast																			
	Connecticut	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	Delaware	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maine	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maryland	0	0	0	1	0	1	4	0	4	1	1	2	0	0	0	6	1	7
	Massachusetts	0	0	0	0	0	0	0	1	1	1	2	3	0	0	0	1	3	4
	New Hampshire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New Jersey	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New York	0	0	0	0	0	0	2	1	3	2	3	5	1	2	3	5	6	11
	Pennsylvania	0	0	0	2	1	3	3	1	4	4	0	4	2	0	2	11	2	13
	Rhode Island	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Vermont	0	0	0	2	2	4	2	1	3	0	0	0	0	0	0	4	3	7
	Washington, DC	0	0	0	0	0	0	3	0	3	2	0	2	0	2	2	5	2	7
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>3</b>	<b>8</b>	<b>14</b>	<b>4</b>	<b>18</b>	<b>11</b>	<b>6</b>	<b>17</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>33</b>	<b>17</b>	<b>50</b>
Southeast																			
	Alabama	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Arkansas	0	0	0	1	0	1	0	0	1	0	1	0	0	0	0	2	0	2
	Florida	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
	Georgia	0	0	0	0	0	0	0	1	1	1	0	1	0	0	0	1	1	2
	Kentucky	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Louisiana	0	0	0	0	0	0	2	1	3	1	1	2	0	0	0	3	2	5
	Mississippi	1	0	1	1	0	1	4	0	4	7	0	7	1	0	1	14	0	14
	North Carolina	1	0	1	3	2	5	8	3	11	8	1	9	1	1	2	21	7	28
	South Carolina	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Tennessee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Virginia	0	0	0	0	0	0	0	0	0	1	1	1	1	0	1	1	1	2
	West Virginia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>7</b>	<b>15</b>	<b>5</b>	<b>20</b>	<b>18</b>	<b>3</b>	<b>21</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>43</b>	<b>11</b>	<b>54</b>
Midwest																			
	Illinois	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	2	0	2
	Indiana	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Iowa	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Kansas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Missouri	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	2	2
	Nebraska	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ohio	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>5</b>
Upper Midwest																			
	Michigan	0	0	0	0	0	0	2	0	2	0	2	2	0	0	0	2	2	4
	Minnesota	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	North Dakota	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	South Dakota	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Wisconsin	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>5</b>
Rocky Mountain																			
	Colorado	0	0	0	0	0	0	0	1	1	2	0	2	1	0	1	3	1	4
	Idaho	0	1	1	0	0	0	0	0	0	0	0	1	0	1	1	1	1	2
	Montana	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Utah	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Wyoming	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>6</b>
West Coast																			
	Alaska	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	California	0	0	0	0	0	0	5	6	11	1	2	3	1	0	1	7	8	15
	Hawaii	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2	0	2
	Oregon	1	1	2	2	0	2	0	0	2	1	3	0	0	0	5	2	7	7
	Washington	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>11</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>10</b>	<b>24</b>
Southwest																			
	Arizona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Nevada	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New Mexico	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Oklahoma	0	0	0	0	0	0	0	0	0	1	1	2	1	1	2	2	2	4
	Texas	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	1
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>5</b>
Other																			
	Bahamas	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	1
	Canada	0	0	0	0	0	0	0	0	0	1	1	2	0	2	2	2	1	3
	US citizen in Lesotho	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
	Virgin Islands	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	1
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>
	<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>14</b>	<b>5</b>	<b>19</b>	<b>37</b>	<b>17</b>	<b>54</b>	<b>37</b>	<b>20</b>	<b>57</b>	<b>13</b>	<b>6</b>	<b>19</b>	<b>105</b>	<b>50</b>	<b>155</b>

**Table 3a: OIC International FTF Program Volunteer Assignments By Type of Volunteer Assistance FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Technology Transfer					Organizational Development					Business/Enterprise Development					Financial Services					Environmental Conservation									
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
OIC International	West Africa	Ghana	Non-Traditional Products	1	4	17	15	4	41	0	0	1	0	0	1	0	3	5	9	2	19	0	0	0	0	0	0	1	1	0	0	0	2
		Guinea	Natural Resources Management	0	1	4	2	0	7	0	0	0	0	0	0	0	1	3	0	4	0	0	0	0	0	0	0	1	4	0	0	5	
		Guinea	Value-Added Agricultural Products and Marketing Promotion	0	0	0	1	5	6	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	
		Mali	Small Farm Horticulture	2	2	8	3	1	16	0	0	0	0	1	1	0	1	1	7	3	12	0	0	0	0	0	0	0	0	0	0	0	
		Nigeria	Producer Organizational Development	0	5	11	6	0	22	1	1	1	0	0	3	0	0	1	11	1	13	0	0	0	0	0	0	0	0	0	0	0	
		Senegal	Horticulture	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			<b>Total</b>	4	12	40	27	10	93	1	1	2	0	1	5	0	4	8	30	8	50	0	0	0	0	0	0	1	2	4	0	0	7

**OICI NOTES**

<sup>1</sup>The majority of volunteer consultants' technical assistance for the LOP reporting period (FY04-FY08) has been in Technology Transfer.

Table 4a OIC International Farmer-to-Farmer Program Number and Types of Host Institutions - FY 2004 - FY 2008

Implementing Agency	Geographic Region	Country	Focus Area	Cooperatives and Associations					Individual Private Farmers					Other Private Enterprises					Non Profit, Public Interest NGOs					Public and Private Education Institutions					Rural Financial Institutions					Public Sector Technical Agencies					Total Number of New Host Institutions											
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total					
				OIC International	West Africa	Ghana	Non-Traditional Products	0	2	9	5	0	16	0	0	0	0	2	2	0	1	1	1	4	1	1	2	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	2	2	5
		Guinea	Natural Resources Management	0	2	3	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	1	0	0	2	0	0	0	0	0	0	0	0	2	0	0	2	0	3	7	0	0	10	
		Guinea	Value-Added Agricultural Products and Marketing Promotion	0	0	0	4	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	2	7	
		Mali	Small Farm Horticulture	1	1	2	9	3	16	0	0	0	0	0	0	0	0	2	2	0	1	0	1	0	2	0	0	0	0	1	1	0	0	1	0	0	1	0	0	2	1	0	3	1	2	5	11	6	25	
		Nigeria	Organizational Development	2	2	2	0	0	6	0	0	1	0	1	2	0	0	0	2	0	2	1	0	1	1	0	3	0	0	0	0	0	0	0	0	0	0	1	1	1	5	0	8	4	3	5	8	1	21	
		Senegal	Horticulture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	
		<b>Total</b>		3	7	16	18	5	49	0	0	1	0	3	4	0	1	1	3	8	3	2	4	2	0	11	0	1	1	1	4	0	0	1	0	0	1	2	2	5	6	0	15	8	13	29	30	12	92	

\* New hosts assisted.

**OICI NOTES**

<sup>1</sup>Host Institutions (Hosts may have benefited from more than one assignment but are only accounted for once, except for CNRA Bareng, which served as a host institution for Guinea's former and current focus areas.)

Ghana Agbleza Vegetable Growers Association, Agro-Processing Association Damango, AIDS Ally, BEMCOM, Bunglung Vegetable Producers and Marketers Association, Heaven Gate Cooperative Association, Many Krobo Queen Mothers Association, Mbarayili Vegetable Producers and Marketers Association, Napagly Farmers Association, Nasia Shea Butter Women's Cooperative Association, Northern Regional Traditional Healers and Medicinal Association, Northern Vegetable Farmers Association, Onyamene yen Bosfo, Shelanyi II Farmers Marketing Association, Tamale Market Traders Association, Tiesuma Women Shea Butter Association (Cooperatives/Associations); Ageorgia Farms, Eliza Grace Farms (Individual Private Farmers); Coastal Groves Ltd, Goldfields/Anglogold Ashanti, Jerusalem Farms Ltd, Newmont Gold Ghana Ltd (Private Enterprises); ADRA, ASNAPP, FASCU, OICI Ghana (NGOs); BARADEP, MOFA (Public Sector Technical Agencies)

Guinea Coopérative des Fermiers de Timbi Madina/CFTM, Farmer Associations in Ley Miro, Farming Associations in Pita, Farming Associations in Te imele, Fédération des Apiculteurs de Guinée/FAG, Groupements in Touma and Ley Miro areas, Kambanya/UDK Farmer Groups, Haldy Foty/Ghouboye Farmer Groups, Nafaya Women Breeders Association, Safatou Farm, Telimele Ginger Producers Association, Timbi Touni Farmers Association (Cooperatives/Associations); OICI Guinea-FLSPT (NGOs); CNRA Bareng, SPCIA (Educational Institutions); CEED-Kinkon, Ministry of Vocational Technical Training in Pita (Public Sector Technical Agencies)

Mali AFED, AMEPROC, Coopérative Féminine pour la Promotion du Soja et la Transformation des Produits Agro-alimentaires/CO.F.PRO.SO, Coopérative de Lait de Kasséla, Cooperative "Si Nafa", Coprokazan- Zantiebougou Shea Producers Cooperative, Equipe d'Action Pisciculture- Banamba, FASO KANU, Feminine Cooperative for Rural Development, GFDR, Groupements Féminins de Banamba Niamokoro, Diolala, Mamarila, Kadi Traoré, Moulasso Cooperative for Sweet Peas Production, Groupements Féminins de Banamba Santiguila, Hamdallaye, Fofanala, SAGBS, Union Locale des Productrices de Karité/ULPK (Cooperatives/Associations); Entreprise HADIZATOU, GRIDAC (Private Enterprises); ADAF-Gallé, OIC Ma i (NGOs); Institut des Hautes Etudes en Management/IHEM (Education Institutions); JIGYASOBA (Financial Institutions); AMCFE, DRA Koulikoro, OHVN (Public Sector Technical Agencies)

Nigeria Betem Mushroom Coop, Kano Women's Coop, KATARDA, SPACE, Uyanga Pineapple Grower's Cooperative, Youth in Agriculture (Cooperatives/Associations); Abuja Poultry Farmers and Kano Poultry Farmers, Reunion Farms (Individual Private Farmers); Hamo Holiday Resort & Water and Orange Drink Packaging Factory, Niger Resources Farms (Private Enterprises); Concern Universal, OICI JOBS-Kano (NGOs); Abia State ADP, Bauchi State ADP, Cross River State ADP, CRSTB, Ebonyi State ADP, Imo State ADP, Katsina State Agricultural and Rural Development Authority, Nassarwa State ADP (Public Sector Technical Agencies)

Senegal GREEN Senegal (NGOs)

Table 4b OIC International Farmer-to-Farmer Program Beneficiaries - FY 2004 - FY 2008

Implementing Agency	Geographic Region	Country	Focus Area	Direct Beneficiaries															Beneficiaries Receiving Training															Indirect Direct Beneficiaries																	
				Male					Female					Total					Male					Female					Total					Male & Female																	
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total												
OIC International	West Africa	Ghana	Non-Traditional Products	70	295	1144	1082	159	2750	16	667	1467	893	229	3272	86	962	2611	1975	388	6022	70	130	938	721	106	1965	16	538	866	595	153	2168	86	668	1804	1316	259	4133	258	2886	7833	5925	1164	18066						
		Guinea	Natural Resources Management	0	305	1463	9	0	1777	0	490	1428	0	0	1918	0	795	2891	9	0	3695	0	284	251	6	0	541	0	464	488	0	0	952	0	748	739	6	0	1493	0	4452	16190	50	0	20692						
		Guinea	Value-Added Agricultural Products and Marketing Promotion	0	0	0	279	552	831	0	0	0	697	1172	1869	0	0	0	976	1724	2700	0	0	0	186	368	554	0	0	0	465	781	1246	0	0	0	651	1149	1800	0	0	0	0	0	5466	9654	15120				
		Mali	Small Farm Horticulture	1	11	423	536	1451	2422	50	287	532	1147	925	2941	51	298	955	1683	2376	5363	1	11	355	352	967	1686	50	210	285	764	617	1926	51	221	640	1116	1584	3612	220	1281	10407	7237	10217	29362						
		Nigeria	Organizational Development	65	441	2118	2221	478	5323	24	364	2317	1214	60	3979	89	805	4435	3435	538	9302	65	441	1486	1481	319	3792	24	364	1665	809	40	2902	89	805	3151	2290	359	6694	356	3220	17740	13740	2152	37208						
		Senegal	Horticulture	6	0	0	0		6	3	0	0	0	0	3	9	0	0	0	0	9	6	0	0	0	0	6	3	0	0	0	0	3	9	0	0	0	0	9	72	0	0	0	0	72	0	0	0	0	0	72
		<b>Total</b>		142	1052	5148	4127	2640	13109	93	1808	5744	3951	2386	13982	235	2860	10892	8078	5026	27091	142	866	3030	2746	1760	8544	93	1576	3304	2633	1591	9197	235	2442	6334	5379	3351	17741	906	11839	52170	32418	23187	120520						

\* Individuals counted only once with first FTF program benefit.

**OICI NOTES**

<sup>1</sup>Direct beneficiaries were reported by the OICI Farmer-to-Farmer volunteers.

<sup>2</sup>Beneficiaries Receiving Training is usually about two-thirds of the Direct Beneficiaries. A though no one in this subset was trained in a "formal classroom setting", they were formally trained in the regional sense of the term (with lesson plans, objectives, handouts, etc.).

<sup>3</sup>In FY06, an OICI FTF Mali volunteers (Dr. Frank Walson & Mr. John Leary) appeared on TV, with an estimated 100,000 viewers; the Indirect Beneficiary estimate from that appearance is 6,300 based on the following assumptions

Based on figures from the UNICEF website, 3.1 million of the 10.5 million people in Mali are 18 or older, which is 30% of the population.

Based on standard estimates for LDCs, 70% of the population of Mali consists of rural households.

Based on M&E literature, the adoption rate for foreign-to-local transfer of know-how is approximately 30%.

100,000 viewers x .30 x .70 x .30 = 6,300 Indirect Beneficiaries for this assignment.

Indirect beneficiaries are calculated by subtracting one from the average household size for each country (extracted from The World's Women 2005 Progress in Statistics report by United Nations) and then multiplying that difference by the number of direct beneficiaries for that country. The Mali figure is adjusted for the FY06 television appearance by then adding 6,300 to calculate the final figure.

Household size figures from The World's Women 2005 report (United Nations) Ghana 4.0 people;Guinea 6.6 people; Mali 5.3 people; Nigeria 5.0 people; Senegal 9.0 people

USIAD indicator tables require a combination of male and female for the calculation of indirect beneficiaries.

Total beneficiaries is calculated by adding Direct Beneficiaries and Indirect Beneficiaries.

USAID did not require breakout of male/female for indirect beneficiaries. This breakdown was not tracked, but a formula can be established if breakdown of male/female numbers is required by USAID, in the future.

**Table 5: OIC International Farmer-to-Farmer Program Economic and Organizational Impacts - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Economic Impacts						Organizational Capacity Impacts					
				No. of Relevant Hosts <sup>6</sup>	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	No. of beneficiaries associated with hosts reporting improvement	Increased incremental net income across all hosts adopting (US\$)	Increased gross value of sales (US\$)	No. of Relevant Hosts <sup>6</sup>	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	No. of beneficiaries associated with hosts reporting improvement	Increased Revenue (US\$)	Increased Number of New Products and Services
OIC International	West Africa	Ghana	Non-Traditional Products	26	8	8	7226	\$171,000	\$508,000	26	8	8	7226	\$120,000	68
		Guinea	Natural Resources Management	10	3	3	7316	\$21,000	\$35,000	4	1	1	4455	\$10,000	7
		Guinea	Agricultural Products and	4	1	1	4455	\$14,000	\$35,000	10	3	3	7316	\$18,000	10
		Mali	Small Farm Horticulture	21	6	6	10417	\$97,000	\$156,000	21	6	6	10417	\$54,000	29
		Nigeria	Producer Orgainzational Development	19	6	6	13953	\$120,000	\$450,000	19	6	6	13953	\$90,000	40
		Senegal	Horticulture	1	1	0	0	\$3,000	\$7,000	1	1	0	0	\$2,000	1
			<b>Total</b>	<b>81</b>	<b>25</b>	<b>24</b>	<b>43367</b>	<b>\$426,000</b>	<b>\$1,191,000</b>	<b>81</b>	<b>25</b>	<b>24</b>	<b>43367</b>	<b>\$294,000</b>	<b>155</b>

**OICI NOTES**

<sup>1</sup>Assuming a 30% adoption rate, Number of Hosts Adopting Volunteer Recommendations was computed using the relevant number of hosts for each country's program.

<sup>2</sup>Number of Hosts Reporting Improvement is based on assertions by Country Coordinators that those who adopted their technologies experienced improvement in productivity.

<sup>3</sup>Number of Beneficiaries Associated with Hosts Reporting Improvement is calculated by multiplying the Total Beneficiaries for that country by the assumed 30% adoption rate.

<sup>4</sup>Assuming a 30% adoption rate, Number of Hosts Adopting Volunteer Recommendations was computed using the relevant number of hosts for each country's program.

<sup>5</sup>Number of Hosts Reporting Improvement is based on assertions by Country Coordinators that those who adopted their technologies experienced improvement in productivity.

**Table 6: OIC International Farmer-to-Farmer Program Financial Sector and Environmental Impacts - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Improved Financial Services (e.g. Credit)							Environment/NRM								
				No. of Relevant Hosts	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	Number of hosts with loan delinquency rate maintained at less than 10%	Increase in the amount of rural and/or agricultural loans (US\$)	Increase in the number of rural and/or agricultural loans	Increase in the value of host's net equity (US\$)	No. of Relevant Hosts	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	Increased incremental net income (US\$)	Increase gross value of sales (US\$)	Area covered by improved natural resource management (ha)	Total number of hosts adopting one or more environmental technologies	People with improved safety and working conditions	People with improved environmental services
OIC International	West Africa	Ghana	Non-Traditional Products	0	0	0	N/A	N/A	N/A	N/A	26	8	8	\$68,000	\$203,000	250	8	2409	7,226
		Guinea	Natural Resources Management	0	0	0	N/A	N/A	N/A	N/A	10	3	3	\$21,000	\$63,000	900	3	3695	20,692
		Guinea	Agricultural Products and Marketing	0	0	0	N/A	N/A	N/A	N/A	4	1	1	\$6,000	\$14,000	N/A <sup>3</sup>	1	1080	6,048
		Mali	Small Farm Horticulture	1	0	0	N/A	N/A	N/A	N/A	21	6	6	\$39,000	\$62,000	N/A <sup>3</sup>	6	2,145	11,744
		Nigeria	Producer Organizational Development	0	0	0	N/A	N/A	N/A	N/A	19	6	6	\$48,000	\$180,000	N/A <sup>3</sup>	6	3721	14883
		Senegal	Horticulture	0	0	0	N/A	N/A	N/A	N/A	1	1	0	\$1,000	\$3,000	N/A <sup>3</sup>	1	4	29
			<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>81</b>	<b>25</b>	<b>24</b>	<b>\$183,000</b>	<b>\$525,000</b>	<b>1150</b>	<b>25</b>	<b>13054</b>	<b>60622</b>

**OICI NOTES**

<sup>1</sup>Only one of the hosts with whom Farmer-to-Farmer volunteer consultants have worked, JIGIYASOBA in Mali, was characterized as a financial institution.

<sup>2</sup>All host institutions are concerned with the Environment/NRM and are accounted for here.

<sup>3</sup> "N/A" signifies assignments were done in the area of environment services and not NRM.

<sup>4</sup>Assuming a 30% adoption rate, Number of Hosts Adopting Volunteer Recommendations was computed using the relevant number of hosts for each country's program.

<sup>5</sup>Number of Hosts Reporting Improvement is based on assertions by Country Coordinators that those who adopted their technologies experienced improvement in productivity.

**Table 7 - Increased Awareness in the U.S. Agricultural Sector Concerning International Agricultural Development**

Implementing Agency	Geographic Region	Number of Volunteers Performing Public Outreach Activities <sup>1</sup>						Number of Press Releases to Local Media <sup>2</sup>						Number of Media Events by Implementors and Volunteers <sup>3</sup>						Number of Group Presentations by Implementors and Volunteers <sup>4</sup>					
		Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
		OIC International	West Africa	2	5	13	14	5	39	1	1	4	3	1	10	2	11	20	15	5	53	15	17	32	15

**OICI NOTES**

<sup>1</sup>An average of 25% of returned volunteers perform public outreach activities, amounting to 39 out of 155 volunteers to date during the LOP reporting period FY04 - FY08.

<sup>2</sup>Farmer-to-Farmer HQ staff distributed an estimated ten press releases for use in volunteers' local newspapers during during the LOP reporting period (FY04-FY08). *The Philadelphia Daily News* featured OICI Farmer-to-Farmer in a September 2007 issue.

<sup>3</sup>The FY08 figure has been calculated as follows and added to the FY07 LOP figure: An average of 25% of returned volunteers disseminate information about the program via the media. Farmer-to-Farmer HQ staff also distributed a year-end FY06 newsletter during the first quarter of FY07.

<sup>4</sup>The FY08 figure has been calculated as follows and added to the FY07 LOP figure: An average of 25% of returned volunteers deliver group presentations about the program. Farmer-to-Farmer HQ staff also purchased an annual PASA (Pennsylvania Association for Sustainable Agriculture) Conference booth in February 2007. Dr. Rosannah Taylor gave a group presentation to USDA upon return to the United States.