

FINAL REPORT

October 1, 2003 – September 30, 2008

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Submitted by

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USAID CA # EDH-A-00-03-00024-00

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I. EXECUTIVE SUMMARY

Over the course of the Farmer to Farmer Program, Land O'Lakes mobilized and completed a total of 187 successful volunteer assignments. Included in this total are 45 assignments completed by women in the field. A total of 8,235 beneficiaries were directly impacted by the program in the various countries and more than 652,230 were indirectly touched by the implementation of the Farmer to Farmer assignments. Many success stories and much impact were generated from the program in Southern Africa.

To highlight just a few of the many successes in the field:

In Angola, a new retail and storage chain greatly improved opportunities for locally grown fruit and vegetables, thanks in part to a volunteer strategic plan.

In Malawi, local Napia grass was analyzed for protein content and investigated additives. Consideration of a feed lot-feeding of young steers is under way in order to enhance weight gain and sale to butcheries.

In Mozambique, a new Mozambique national marketing strategy and brand of cashew was developed by two volunteers, resulting in large volume increases in the supply of processed cashews from the area, while fair trade markets in Europe and the U.S .were found for ground nut producers.

In South Africa, significant improvements were made in the earnings potential of hundreds of emerging farmers in the Eastern Cape Province.

In Zambia, the Milk Collection Centers began to keep records of every farmer who has had milk rejected, the reason, and all medications that he has bought from the milk collection centers. Processors, just five years ago, refused to purchase milk from smallholder farmers. Land O'Lakes clients now supply significant volumes of milk to the market. This is a giant leap, not only for follow-up on poor quality milk and identifying farmers that require more intense help and supervision, but in the construction of a strong dairy value chain in that country.

II. OVERVIEW OF EXPERIENCE

COUNTRY POLITICAL AND PROGRAMMING ISSUES

South Africa transitioning from a system of forced separate development, and Angola and Mozambique from command governments, have posed several noteworthy, yet not insurmountable programmatic challenges. Despite the fact that Mozambique and Angola are now private-sector driven economies, governments have retained many of the bureaucratic processes inherent to their former government forms. The South African Government Land Reform process has been largely inadequate in providing much needed technical support to farmers, seeking access to the first economy of the country.

Visa procedures in Angola certainly curtailed the frequent flow of volunteers and regional staff to the country. In many cases, consortium partners turned down volunteer support due to the time taken to process visa applications. Given the poor infrastructure and slow pace of processes in Angola and time required to familiarize volunteers with the nuances of the country, the time required by individuals to navigate a complicated country, often exceeded the length of volunteer assignments. In other countries, volunteers often carried out repeat assignments, which was not the case for Angola due to the bureaucratic demands of traveling to the country. Purchase parity and high rates of inflation have made budget forecasting difficult. An example is that daily volunteer accommodation prices vary between \$80 and \$280 with little proportionality to location, value or living conditions. Banks generally do not accept credit cards, and no ATM machine facilities exist, which increases the onus on the volunteer to carry cash in unsafe areas. To address these concerns, Land O'Lakes nurtured a sound working relationship with consortium partners CLUSA and Africare, which served as in country offices for volunteers as planned. Partners largely supported the coordination of volunteers against scopes of work that they played an important role in developing. The value of implementing partners in Southern Africa cannot be overstated.

In Mozambique, the only political and policy related concerns were the high levels of corruption among Mozambique government and law enforcement officials. Labor law, taxation and procurement issues did affect partners and hosts in the field, however, the country did not offer insurmountable programmatic challenges. TechnoServe however expressed policy concerns that hamper the free flow of goods and services in and around Mozambique. One volunteer assignment was successful in making a strong case for outcomes focusing on wages in the cashew sector as opposed to standardized minimum wages throughout the sectors.

South Africa is a resource rich, but skills poor country 14 years out from the end of apartheid. Emerging farmers face their own skills shortages coupled with severe challenges accessing markets and inadequately thoughtout opportunities to transition out of poverty. The local government of South Africa is engaged in an agrarian reform program that affects Farmer to Farmer hosts and their service providers. Agrarian reform has largely failed to improve the economic position of emerging farmers in South Africa, due to poorly equipped and badly run government administration and extension services. Even though a failed agrarian reform process has poorly affected many Farmer to Farmer hosts and partners, Land O'Lakes has harnessed opportunities to train and mentor banking and extension staff to better serve emerging farmers, agribusinesses and cooperatives. Reported results of this initiative are excellent.

Malawi and Zambia proved to be countries that were in need of Farmer to Farmer volunteer assistance in many different aspects. Programming of volunteers to these countries was done with much ease as both are relatively peaceful countries. The Farmer to Farmer Program was able to work with existing Land O'Lakes development programs to build upon successes and provide assistance where needed. Follow-up and impact gathering continued to be difficult since, in the interest of cost savings, one Program Manager was responsible for both countries.

KEY MILESTONES

- A new retail and storage chain in Angola greatly improved opportunities today for locally grown fruit and vegetables thanks in part to a volunteer strategic plan.
- Angolan banks started extending credit to livestock producers, informed by Farmer to Farmer volunteers.
- A new Mozambique national marketing strategy and brand of cashew was developed by two volunteers, while markets in Europe and the US were found for ground nut producers in Mozambique.
- Biofuel production from oilseeds was found to be viable in Mozambique, spawning a new bio fuel industry in Southern Africa.
- Significant improvements were made in the earnings potential of hundreds of emerging farmers in the Eastern Cape province of South Africa.
- Three program volunteers were appointed to significant full time employment with African Development Bank, TechnoServe and CLUSA.

Volunteer Safety and Health Coverage

Land O'Lakes assessed its preparedness to handle a potential health, safety issue, or emergency issue for a volunteer. A summary of procedures included the following:

- Gateway medical evacuation and emergency health insurance was provided.
- Safety and security plans were documented and were in place in each country.
- Subscribed to Control Risk Group, providing daily security/risk briefings.
- Volunteers signed agreements acknowledging risks and awareness.
- Volunteers submitted medical and health clearance forms.
- Pre-departure verbal briefings and written briefing materials were provided.
- Each volunteer was provided a cell phone while in the field.
- On arrival, volunteers were briefed on country safety procedures.
- Designated clinics and health care facilities were identified by each program.
- Country specific medical coverage was arranged where necessary.

ISSUES WITH USAID FUNDING

High impact volunteer assignments in Southern Africa resulted from a culmination of sound assignment planning, timing and scoping of appropriate volunteers, and offering adequate commitment, engagement and preparation by program staff, hosts, and partners. A larger number of volunteer assignments concluded in the field does not necessarily equate to realizing targeted economic impacts. At the end of year two of the program, an emphasis was placed on numbers of volunteers in the field as a deciding indicator of the success of the program. This came as a point of concern due to the threat to the process described here. Relationships needed to be forged with potentially high impact hosts and partners to make Farmer to Farmer a planned priority of their respective networking strategies. Where, on occasions, assignments were rapidly scoped to meet targets of increased numbers of volunteers in the field, some lower impact assignments did occur, while shorter assignment terms and higher costs per volunteer day were

realized. The reason for this is not necessarily a lean project staff structure, but merely programming that was out in synch with the right hosts and partners, thereby compromising the process of ensuring host and volunteer commitment to a compatible strategic plan and suitably timed assignments.

The Farmer to Farmer Program's success is dependent upon ensuring that numbers and impact correlate with each other in line with the program objectives. The key issue is to maintain a balance between the two elements that may suggest an innovative change to work planning. Ensuring positive impact has been found to be directly linked to establishing successful relationships with direct and indirect host business drivers. Many projects have seen positive impact by maintaining this balance. The people-to-people aspect of the program has further resulted in some extended relationships between hosts and volunteers beyond the field assignment.

In order to achieve a balance between numbers of volunteers fielded, a diverse volunteer demographic and acceptable volunteer numbers, Land O'Lakes increased the number of teaming assignments fielded in the latter part of the program. This ensured that volunteers of prioritized demographic make-up were incorporated as key members of strong teams of volunteers. Husband and wife volunteer teams worked exceptionally well in achieving scoped outcomes while fast tracking the process of increased volunteer numbers in the field.

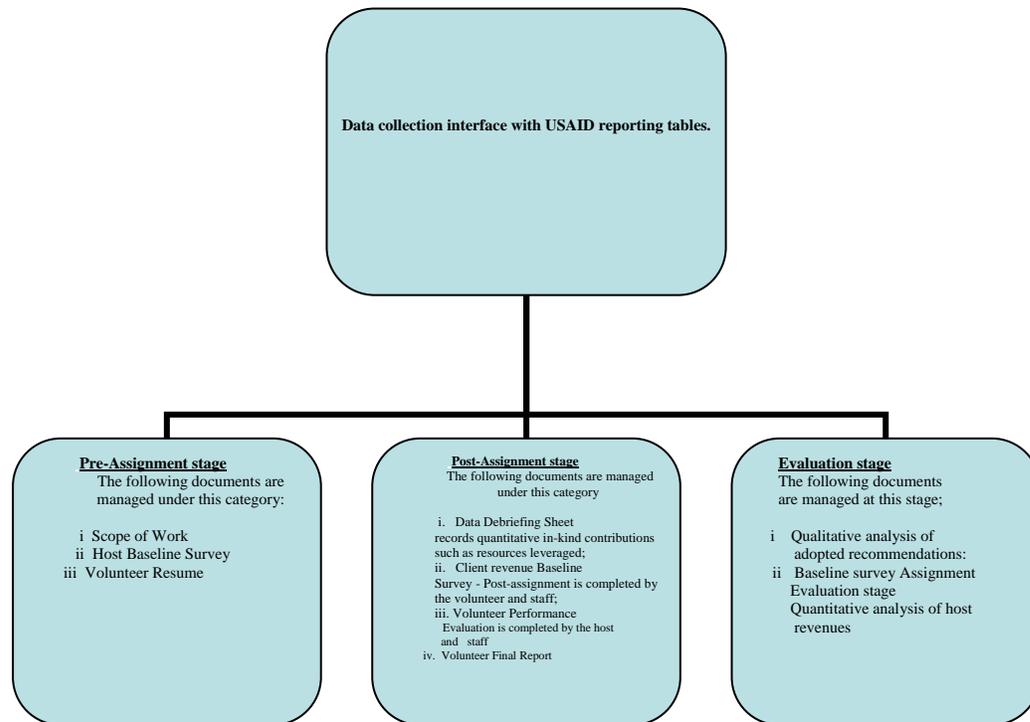
The final ten percent of the program estimated budget was not obligated to Land O'Lakes. This came at a time when Land O'Lakes and USAID had agreed to increase the program activities to meet targets for volunteer numbers fielded. Land O'Lakes has hired additional staff and planned extensive travel, resulting in impressive momentum fourth program year and the agreement overall. Land O'Lakes exceeded the indicator number of volunteers fielded by five, and was poised to meet overall volunteer targeted numbers. However, after having gained the required momentum to meet volunteer numbers fielded, the budget shortfall in the final year of the program compromised the program results gathering and client and volunteer relationships. In the final year of the program, Land O'Lakes was not in a position to meet host and partner expectations has somewhat severed Land O'Lakes relationship with partners TechnoServe, Siyakholwa Development Foundation, and a new bio-fuel incubator – Mapfura-Makhura Incubator in South Africa.

III. SUMMARY OF MAJOR OUTPUTS AND ACCOMPLISHMENTS

ANALYSIS OF OVERALL IMPACT ACROSS FOCUS AREAS

Land O'Lakes utilized an online work-flow program, called F2Fnet, developed in consultation with TSC, an SBA Certified 8(a) information technology company subcontracted by consortium partner UMES. F2Fnet was created in order to sequentially manage volunteer, client and host information. Performance data on F2Fnet has been set up to interface with USAID data tables. Qualitative and quantitative data were managed in three stages, namely pre-assignment, post assignment and evaluation, which interface with USAID tables. Planning matrices interface with pre and post assignment data. F2Fnet has been refined over the life of the program.

Figure 1: Data management flow of the F2Fnet system.



- Methodology for measuring impacts (limitations, strengths)

Baseline surveys were recorded by the project at the client selection stage, then again by the volunteer, and again at evaluation. Fixed templates were developed to be uploadable into the project database.

- Qualitative assessment of impacts

F2Fnet allowed for the qualitative commentary of sequentially numbered recommendations and expected impacts. These have been evaluated for key assignments, and where volunteer recommendations were adopted, this was recorded as such in the USAID Tables. Besides the many benefits to working with partnering programs, a challenge, as reported throughout the program has been the fair attribution of results to volunteer efforts. In some cases where impacts by volunteers resulted entirely from volunteer support, results were fully attributed to the Farmer

to Farmer project. In most cases, however, 5%, 10% and 30% of results realized by hosts were attributed to volunteer support to those hosts.

KEY ACCOMPLISHMENTS IN ADDRESSING VALUE CHAIN CONSTRAINTS

ANGOLA

In Angola, CLUSA was the primary consortium partner under the project. Of the 16 assignments implemented, seven volunteer assignments stand out to have played a vital role in addressing mediation and information gaps in the potato, salad vegetables, bananas and beef sectors. Volunteers gathered good data, conducted value chain analysis, business planning and credit mediation.

Given a sustained period of civil war in Angola, the current generation of bankers had never lent to farmers at a commercial level in their living memory. The most challenging sector objective was therefore to increase the value of loans to farmers, a largely difficult problem that was not solved within the life of the program. However, a subsector analysis of the beef sector in Angola as well as a broad based business planning initiative by volunteers in the banana sector, will position these industries for credit during the next few years. The reason for this is that banks are now prepared to lend to agriculture, gearing donor funding for viable loan structures to farmers. For example, Banco Sol, a beneficiary of the recently launched USAID DCA guarantee program, now has relevant business analysis reports carried out by volunteers as well as a series of bankable business plans, expected before the end of 2008.

Overall loan requirements with banana clients at projected growth rates (US\$) as determined by a volunteer

Year	2007	2008	2009	2010	2011	TOTAL
Area established with improved planting material (ha)	34	61	71	76	102	344
Loan requirements per ha	8 674	8 674	8 674	8 674	8 674	8 674
TOTAL	294 038	529 268	617 479	661 584	882 113	2 984 481

Net Cash flows projected by the volunteer

NET FLOW OVERALL PROJECT	- 473 877	- 617 053	- 454 580	- 2 062	260 533	3 899 842
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Source: Volunteer, Joao Cunha, final report; 2008



Source: Volunteer, Joao Cunha, final report; 2008

SOUTH AFRICA

In South Africa, the project has been in a position to help leverage over \$2 million in grants and loans to emerging farmers for fixed and working capital to access markets in the main stream Agricultural value chains. Although the program has struggled at times in the midst of a poor local government agrarian reform project, many successes exist, such as that of Endalweni trading, attached to this report.

Program Target	Achievement to Date
500 emerging agribusiness people trained in business skills	683
25 agribusinesses with increased profits of \$5,000 or more due to improved business	9

Program Target	Achievement to Date
skills and market linkages	
200 emerging farmers with an increase of annual incomes of \$500 or more per year due to increased market linkages	250
20 agribusinesses marketing products cooperatively	16
25 emerging agribusinesses with business plan to to access credit for capital improvements	45
25 agribusinesses with credit lines to access inputs.	12
10 agribusinesses with increased value-adding capacity due to credit access for capital equipment	7
20 agribusinesses accessing inputs or credit cooperatively.	9

Assignments implemented by Land O'Lakes have directly benefited 166 emerging farmers and indirectly benefited approximately 1,549.

A summary of hosts, direct and indirect beneficiaries this period follows:

Host	Direct Beneficiaries	Indirect Beneficiaries
Department of Agriculture & Uvimba Bank	20 Trained Staff	225
Department of Agriculture & Uvimba Bank	6 Trained Staff	25
Eastern Cape Aloe Growers	8 Trained Staff	500
Coromandel Farm	3 Trained Staff	245
Coromandel Farm	20 Trained Staff	50
Coromandel Farm	6 Trained Staff	24
Coromandel Farm	6 Trained Staff	24
Endalweni Trading Company	8 Farmers Trained	32
Department of Agriculture	56 Trained Staff	224
Masihlume Cooperative	25 Trained Members	100
Ikhala Cooperative	8 Trained Members	100
TOTAL	166	1,549

MALAWI

During the length of the project, Malawi contributed towards agriculture development in the central and the northern region of the country. Over the past five years the program has managed to recruit 48 volunteers each assigned to a specific host. The program has grown in the quality of technology transferred and consultation services offered to our clients through our qualified volunteers that have greatly contributed to the achievements of this program. Below are some of the achievements of this project, all due to the complimenting efforts of our volunteers.

- Annual milk production increased 7.23 million liters from our set target of 6.4 million liters, marking a 113% improvement in milk volumes sold over the life of the program. Annual milk production is above target because of the technical contributions of volunteers in dairy cattle management and feed ration formulation. Farmers are gradually realizing the output achieved by giving their cows feed with the appropriate available protein levels. That, plus good animal husbandry techniques emphasized by the volunteers have contributed to better production and herd health achievements.
- The program reported annual value of milk being \$2,171,665 in the out years of the program, which exceeded the annual target of \$1,737,149. This can be attributed to improved volumes and quality delivered to bulking centres. Volunteers did well to introduce improved ration formulation and hygienic practices along the entire value chain.
- There has been a fall in calf mortality from an average of 2.72% to 1.08% due to the implementation of volunteer recommended calf management practices.

- Average milk yield per cow has increased from an average of 15 to 35.81 liters per cow per day. This has been due to the use of volunteer recommended feed rations and improved breeding practices early in the program.
- Volume of milk purchased annually by dairy processors has increased by approximately 122%.

MOZAMBIQUE

For the life of the program, 28 assignments have been completed in Mozambique. Land O'Lakes worked in partnership with CLUSA and TechnoServe in Mozambique which enabled the Farmer to Farmer Program to report the highest number of direct (2,223) and indirect (887,000) beneficiaries compared to the other four Southern Africa program countries. In further comparison across its program countries, the highest number of volunteer days (1,305 days) has been delivered in Mozambique.

On Farm Production

At the farm producer/gatherer level of the value chain, Land O'Lakes, amongst other assignments, assisted an 11,000 member owned producer cooperative called IKURU. Volunteers were mobilized to improve ground nut production volumes and quality. A volunteer advisor offered expert services in data collection, trial management, extension training, data dissemination and analysis, which helped secure significant donor resources (\$400,000 per year) for producers to improve propagation practices.

Processing and Marketing

Land O'Lakes volunteers and its partner TechnoServe assisted to launch and support a ten member processing and marketing company called AIA cashews. Mozambique now exports \$15.5 million in oilseeds, mainly attributable to significant volumes sold by AIA Cashews. This value far exceeds the target by a long shot, mainly due to the greatly successful Zambique branding and marketing strategy developed by Farmer to Farmer volunteers.

The table below details the numbers of stakeholders in the cashew industry who have benefited from a successful business planning, branding and marketing strategy implemented with AIA Cashews:

FACTORY	CAPACITY	WORKERS	SUPPLIERS
Antonio-Angoche	1,250	375	12,500
Antonio-Narnige	1,500	450	15,000
Jafar	1,500	450	15,000
Ibraimo	1,000	300	10,000
Maria Teresa	1,000	300	10,000
Ali	1,000	300	10,000
Condor	2,500	750	25,000
Mauricio	500	150	5,000
Rafeeq	1,000	300	10,000
Mussa	1,500	450	15,000
TOTAL	12,750	3,825	127,500

TechnoServe (2007)



Local women shelling cashews for export under the Zambique Brand



Amy Fredrickson and Michael Robson with AIA management staff

Photographs courtesy of TechnoServe Mozambique

Over the life of the program, many hosts have collaborated with the Land O'Lakes Consortium, representing various segments of the industry and benefiting from technical advice in production, quality or marketing among other service areas. Hosts assisted by the program include:

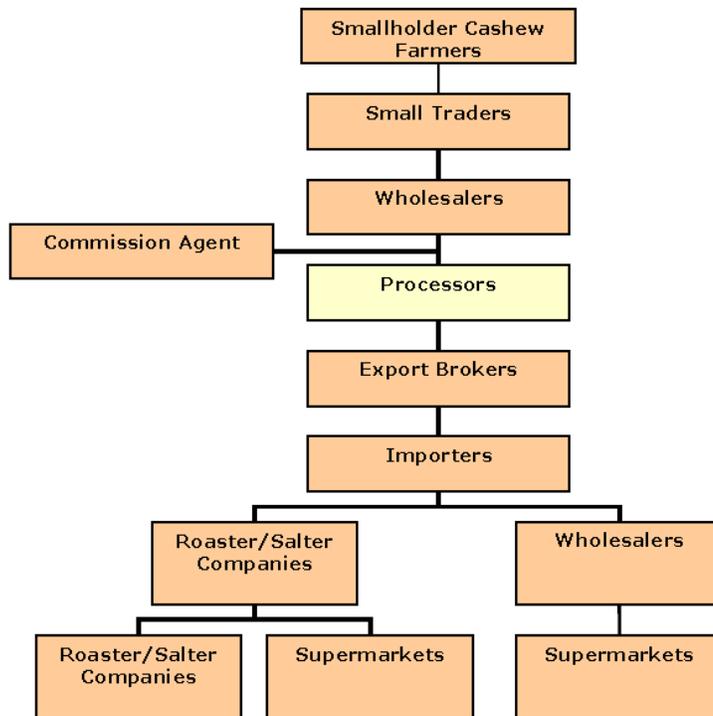
Miranda Caju – Angoche
 Alexim - Iuluti
 Miranda Caju – Mogincual Macia
 Caju - Macia
 Africaju – Nametil Atija
 Nuts - Meconta
 IPCCM – Murrupula
 Mauricaju – Napaco
 Moma Caju
 Lda – MOMA
 AIA Cashews-Nampula

Gouda Gold Dairy Farm, a consumer of feed
 Poultry industry, assessment for oilseed input for poultry feed
 Nampula Private Sector Oilseed Producers Groups
 Ikuru Farmers Cooperative and Producers
 Bio-fuel industry, value chain and market assessment

Land O'Lakes and partners supported a value chain strengthening approach. The value of relevant subcontractors such as TechnoServe cannot be overstated in terms of the breadth of program hosts who will benefit from Farmer to Farmer program volunteers.

Figure 1 is taken from volunteer Laura Hildner's report and depicts the cashew sector value chain in Mozambique. Land O'Lakes has supported the first four tiers of the value chain.

Figure 1: Mozambique Cashew Sector Value Chain



Source: Laura Hildner (2005) Volunteer Report, TechnoServe database.

ZAMBIA

Improving the capacity of the dairy commodity chain by increasing production, cost efficiency, processing and marketing approaches continued to be the focus of the Zambia Farmer to Farmer Country Program. Particular emphasis was placed on improved business and production practices to enhance profitability and reduce losses in agribusiness. The major thrust of the program's technical assistance activities were concentrated around the Copperbelt, Southern,

Central and Lusaka Provinces. The Farmer to Farmer project has attributed nearly \$4.9 million in host incremental net incomes to the work of the Farmer to Farmer program

A total of 51 volunteers completed single and repeat assignments in Zambia. The assignments cut across a wide range of agricultural sector specializations and included smallholder farmer cooperatives, large-scale commercial production and processing enterprises, and government departments as host organizations. Information technology and management was a prominent feature in 70 percent of the assignments as computers are now a necessary and integral part of efficient business or enterprise management.

BROADER IMPACTS BEYOND SCOPE OF FOCUS AREA PROJECTS

INFLUENCE ON OTHER PROJECTS AND ACTIVITIES

The project was well positioned to respond to the need for a value chain analyses and feasibility studies that gained further support initiatives both by donors and private business. In Angola, USAID as well as its banking partners were informed of the potential for the beef sector to be catalyzed in response to local demand. In Mozambique, the oilseed biofuel sector was borne from the analysis by volunteers fielded with consortium partner TechnoServe. A health situation analysis with TechnoServe in Southern Nampula among cashew suppliers influenced the introduction of a donor funded project providing mosquito nets to households vulnerable to malaria. A volunteer also assisted in an analysis to determine the potential for viable poultry production in Mozambique, spawning a new poultry sector in Mozambique, supported by TechnoServe under its donor programs.

INFLUENCE ON POLICY AND PERSPECTIVES OF KEY ACTORS

A volunteer in South Africa, in partnership with the FAMU Farmer to Farmer project in the Western Cape, conducted an analysis of the Land Reform Program, presenting his findings to key actors working in agrarian reform in South Africa. A long term assignment resulted in the Mozambique cashew sector not needing to pay cross sector minimum wages, but rather performance driven remunerations, improving the viability of the cashew sector in Mozambique. Another volunteer in South Africa brought the constraints faced by state funded economists to the attention of senior management, resulting in improved internet access for the Department of Agriculture in certain offices of the Eastern Cape.

REASONS FOR LACK OF SUCCESS WITH SOME CLIENTS

- Client due diligence. Though keenly aware of the due diligence process, because of a very lean staff structure it was challenging for Land O'Lakes to conduct thorough due diligence with all clients when a strong emphasis was placed on volunteer numbers mobilized.

- Impact generation and monitoring and evaluation. Due to the difficulty in accessing clean data in the agricultural sectors in Africa, coupled with lean staffing in the project countries, it was a consistent challenge to gather impact for all of the assignments fielded.

EXPERIENCE WITH SUB-GRANTEES AND OTHER PARTNERS, NON-TRADITIONAL ASSIGNMENTS AND VOLUNTEERS, M&E SYSTEMS, ETC.

Land O'Lakes adopted a consortium approach, ensuring that USAID strategies in all countries were enhanced and expanded. Consortium partners were managed according to their respective roles in the planning matrix. A consortium approach has proved to be a clear winner in implementing the Farmer to Farmer project. The reason for this is that core technical competencies are shared with relevant partners with existing programs in the region. The Farmer to Farmer Program would not have been successful in as many countries, had there not been a well managed consortium approach to the program.

TechnoServe received a sub-grant and, in consultations with Land O'Lakes staff, carried out very successful assignment recruitment and implementation in Mozambique. Information sharing was at times challenging in terms of observing corporate confidentiality, while meeting reporting requirements. Field offices in remote areas posed a challenge in terms of the flow of information related to assignments. Thanks to the commitment of program staff of both organizations, processes were streamlined to a point where they were more practical to manageable.

Although initial challenges in meshing organizational internal procedures with Land O'Lakes were prohibiting early in the program, The University of Maryland Eastern Shore (UMES) played a significant role both in volunteer recruitment in Mozambique and Angola, and in supporting the development of the F2Fnet system. The University's database of Portuguese speaking US volunteers grew considerably throughout the process.

IV. SUMMARY OF WORK BY FOCUS AREAS

Although country and sector approaches were somewhat different from country to country, in Angola, Mozambique and South Africa, the program adopted an industry support approach. Key assignments were conducted at individual firm levels where sector objectives called for this level of support, but the majority of volunteer time was targeted at service and association levels such as government extension services, consortium partner staff, private sector cooperatives, member run processors and farmer associations. In adopting an industry approach, the majority of program targets were met and a broader number of indirect beneficiaries will show sustained improvements, exceeding certain targets moving forward. By targeting leading industry support organizations, the program was better placed to bridge barriers such as linguistic and illiteracy issues that threaten the flow of knowledge to the practical grass roots level.

ANGOLA

Focus area: Increasing Market Linkages of High-Value Crops

Land O'Lakes adopted a strategy in Angola to support the USAID funded, CLUSA administered Rural Group Enterprise and agricultural marketing program (RGE/AMOA). The RGE/AMOA Program closed out in late 2005 and was succeeded by the Chevron/USAID funded Pro-Agro Alliance Programs, also administered by CLUSA. Collaborating with CLUSA, the lead sector Agro-support and micro-finance support organization was found to be the most effective way to ply volunteer support to the agricultural industry in Angola. Volunteer support was cost effective in that no local office was opened, yet close collaboration with CLUSA's local office and logistics allowed for efficient use of resources. Africare co-fielded two assignments with producer organizations, while UMES played a lead recruiting role.

Sector Objective 1

Increase in the amount of high-value crops producer organizations are selling under contract.

Bengo, Kwanza Sul, Huila and Lebito Provinces:

- Supported crop growing and market calendar scheduling in collaboration with CLUSA extension staff;
- CLUSA staff technical support assessment;
- Helped conduct a comprehensive market study of Luanda markets for horticultural produce, in collaboration with the Angolan Institute for Agricultural Development (IDA);
- Explored value chain opportunities in transportation, storage, wholesale and catering, creating linkages for CLUSA clients to relevant value chain segments;
- Developed a three tiered marketing, storage and distribution concept for Angolan fresh produce, a strategy later adopted by a large supermarket chain, Shoprite Checkers of South Africa;
- Improved production methods, post-harvest handling of fruits and vegetables;
- Investigated avenues for local multiplication of potato seed;
- Developed a strategic plan to assist the salad vegetable suppliers of oilrigs to become self sufficient of Chevron and USAID operating subsidies.

Photo: Volunteer Martin Mason, who became a full time employee for CLUSA



Source: CLUSA 15th Quarterly report, RGE/AMOA Project, 2005

Sector Objective 2

Increase in the number of producers having access to bank loans and/or to in kind credit by agribusinesses.

National Support:

- Evaluation of CLUSA's micro lending program, recommending methods to transition from direct lending by CLUSA, to a market driven support program for banks and borrowers;
- Recommendations to banks on agribusiness lending strategies in collaboration with USAID's DCA Guarantee.

Explored focus area: Beef and livestock production in Southern Angola

In the latter part of the program, Land O'Lakes fielded assignments to explore opportunities in beef production, processing and marketing. The initiative was driven by the willingness by Angolan banks to finance the beef cooperative of southern Angola. Volunteers mapped the value chains in the beef sector in Angola to determine the risk profiles and opportunities for expansion, processing and production.

MALAWI

Focus Area: Increasing the capacity of the dairy commodity chain by increasing production, cost efficient processing and improved marketing approaches

Sector Objective: Dairy productivity increased

Focus on goal of increasing milk production of targeted farmer groups from 1.5 million to 6.4 million litres. Due to the success of various assignments, the project saw an increase of over 7.23 million liters.

Sector Objective: Strengthen dairy processing sector

Volume of milk purchased annually by dairy processors to increase from 1 million liters to 4.5 million liters. The volume of milk purchased annually by dairy processors actually increase by over 122%.

Value of raw milk collected by processors increase in value. The project saw this objective increase by \$1,157,142, fully benefiting the dairy processors of the area.

MOZAMBIQUE

Focus Area: Increasing the Capacity of the Cashew and Oilseed Value Chains.

Land O'Lakes directed a consortium in Mozambique comprising UMES, TechnoServe and CLUSA as principle partners, while fielding some producer focused assignments with Africare and World Vision. TechnoServe was awarded a subcontract under the program, recruiting and fielding assignments, while UMES was contracted to play a recruiting role.

Sector Objective: Increased sustainable agricultural output of cashews and oilseeds;

Nampula Province:

- Created soya and ground nut export marketing opportunities;
- Tracked respective oilseed value chains to create relevant market and processing linkages;
- A national cashew branding and marketing strategy was developed and launched for AIA Cashews, representing nine cashew processors, accounting for the bulk of cashew exports from Mozambique, growing the sector significantly;
- Production improved due to improved agrarian practices;
- Environmentally sustainable production practices by small scale groundnut producers;
- Best practices introduced in fertilization and pest control in the groundnut and soya industries;
- Legume intercropping introduced and funds raised to increase financing of interim cash flows for new cashew producers;

- Human resource management skills and labor law innovations brought to the oilseed processing sector and presented to the government;
- Cooperative development with IKURU cooperative to instill best member run business practices;
- Raised funds for medical supplies through cashew associations.

Exploratory focus area: Market linkages within the sesame industry, the horticulture industry and the oilseed industries.

Zambezia and Manica Provinces

- Resource conservative organic vegetable farming practices introduced;
- Improved irrigation practices introduced to CLUSA farmer clients;
- Introduced improved oilseed feed and ration formulation in the emerging dairy and poultry sectors;
- Conducted the initial feasibility studies for the new bio-fuel industry in Mozambique.

SOUTH AFRICA

Focus Area: Improving emerging agribusiness' access to the commercial market through out-grower schemes and improved business skills

Land O'Lakes built partnerships with government support services and associations to train their staff and their clients and to assist in business and strategic planning at project and client levels.

Sector Objective 1: Agribusiness capacity to respond to market opportunities enhanced.

- Improved quality and volumes at farm gate and market level;
- Improved operations in agro-processing for cooperatives;
- Improved marketing strategies at farm gate and processor levels;
- Capacities to use implements improved.

Sector Objective 2: Agribusiness access to capital resources increased.

- Business planning for large business opportunities;
- Business plan training to public sector economists;
- Credit risk management and business plan training for banks;
- Policy recommendations made on land reform.

ZAMBIA

Increasing the capacity of the dairy commodity chain by increasing production, cost efficiency processing and improved marketing approaches

Sector Objective: Increased rural income through sustainable agricultural production

One objective was to increase the average household income from milk sales from \$578 to \$694. As a result of the program, \$449.50 is the average gross income of farmers assisted by the program. Assuming a common sized cost of production of 89%, the net income is \$49.45 per farmer. (5% of this can be attributed to the FTF Program, cooperative development and feed rations and conservation)

Sector Objective: Increase the quality and quantity of milk processed and marketed.

Increase volume of raw milk marketed to processors from 694,815 (42% of 2003 milk volume) to 2,061,500 (70% of 2008 projected milk volume)

Approximately 77% of the milk sold to milk collection centers is being marketed to processors. This equates to approximately 924,000 liters sold to processors. This is measured by deliveries to main processors in the country who belong to the Zambia Dairy Processors Association (ZDPA) (ZDPA holds about 90% of market share).

Milk delivered to milk collection centers is often sold to processors through supply contracts. Processors establish quality standards, thus milk collection centers test and may reject milk from producers.

Sector Objective: Product development and/or improvement

Develop 10 new products. Zammilk introduced Gouda and Cheddar varieties. Kaposhi introduced a Swiss cheese product and other enterprises developed and improved on their products.

Sector Objective: Quality assurance and control systems

Ten (10) processors took part in quality assurance systems.

Over ten processors worked with the Land O'Lakes quality program and of these, five worked with a program volunteer.

The Zambian Commodity association (ZACA) was established by a consortium of stakeholders in 2002. The project was to focus several assignments with ZACA to support the development of a warehouse receipts program. ZACA failed to materialise, and no work of any significance was carried out by the project with ZACA.

THE PROGRAM SET OUT TO FIELD VOLUNTEER ASSIGNMENTS TO MEET THE FOLLOWING KEY STRATEGIC OBJECTIVES:

ANGOLA

1. Improving marketing skills of producer associations as follows:
 - Mapped the fresh fruit and vegetable value chains, negotiated with key actors in logistics, sales and inputs;
 - Developed an industry strategic plan to incorporate key value chain levels, mainly in warehousing, storage, logistics and sales.
2. Financial planning and management of service cooperatives;
 - One assignment assisted a subsidized supplier cooperative of salad vegetables to oilrigs, by creating a strategic plan to become independent of subsidies, and to consider charging volume premiums, thereby creating value for its members.

Volunteers were successful in helping create an economic pull, where the market spells out its timing, quality and volume requirements, providing its own recommendations to associations through contract specifications and technical assistance.

3. Improving business skills of producer associations and determining market needs and educating producer groups on these needs and business plans and loan proposals related to the production and sales of value added produce.
 - Business and strategic planning;
 - Interpretation of business opportunities.

Volunteers played a role not only in leading business and strategic plan writing, but in interpreting the true business opportunities to association members. The most recent example of this was the development of a series of business plans on behalf of banana producers, an assignment which, in part led to the volunteer being employed by the African Development Bank, taking up an employment contract in the West African region.

4. Improving quality through improved production and post harvest handling, improving production volumes through improved production technology to meet market demands.

Potatoes and onions were cited by Shoprite to volunteers, as the vegetables with the longest way to go in terms of shelf life. One volunteer assignment focused on identifying key regions and relevant actors in the potato value chains, who were best positioned to develop a potato seeding project for sale to the industry. Substantial work is now being carried out by the government to effect the in country propagation of seed potatoes.

5. Development of savings and revolving loans skills to support agricultural credit;
 - Worked with banks on best practice in agricultural finance lending;
 - Evaluated the subsidized model of micro credit run by CLUSA and helped develop a private sector driven lending process to be adopted by banks.
 - Investigating the beef value chain as a prospect for agricultural finance.

Angolan Banks had not provided significant agricultural finance for decades, due to the risk implications of civil war and degradation of the rural infrastructure. A catalyst in stimulating a discussion on agricultural lending was the DCA credit guarantee scheme entered by Banco Sol and USAID. Volunteers played an informative role in introducing banks at a workshop to their internal requirements for successful agricultural lending. One noteworthy point was that volunteers convinced bankers to take on agriculturally competent staff to assist in risk assessment and loan scheduling, while advising banks in best agricultural banking practices. The DCA guarantee led to Banco Sol banks taking an interest in lending to the beef value chain. Land O'Lakes responded by fielding volunteers to investigate opportunities in the beef sector, presenting these to donors and banks.

Remaining concerns

Eight years after the civil war, volunteers reported that Angola still imports up to 60% of its food requirements. Although assignments were geared towards creating a market pull and empowering people to respond to that market pull, agriculture still faces challenges moving from a planned to a more private sector profit driven economy. On the whole, small scale producers still struggle to produce the required quality, timed correctly and reliably enough to meet possible contracts. A pull strategy on the markets of high value fresh produce created by Shoprite in Luanda, has certainly aided in creating an organized logistics chain for associations to respond to. One volunteer introduced volume premiums as a key consideration in not only creating value for suppliers, but in helping to ensure that the market receives a steady supply of salad vegetables at a price lower than import prices, but with significant margins for producers to ensure the required supply criteria.

Land O'Lakes did not solve the issue of creating an innovative lending model for agriculture in Angola. Private, donor and public banking sectors are still grappling with the co-variant risks inherent in the broken down infrastructures in rural areas. Although the Farmer to Farmer Program cannot claim to have helped solve the problem of access to credit during the tenure of the program, it did play a role in assisting to assess the industry from an outsiders' perspective, thereby identifying and communicating opportunities to banks, donors and associations. Although the lending environment is likely to improve for agriculture, the lending environment in terms of pay-back culture transitioning from a command regime, as well as infrastructure constraints, remain a serious concern.

MOZAMBIQUE

1. Market identification and improved marketing skills of processors, determining market needs and educating producer groups on these topics:
 - International market research;
 - National brand development;
 - Training in branding and marketing;

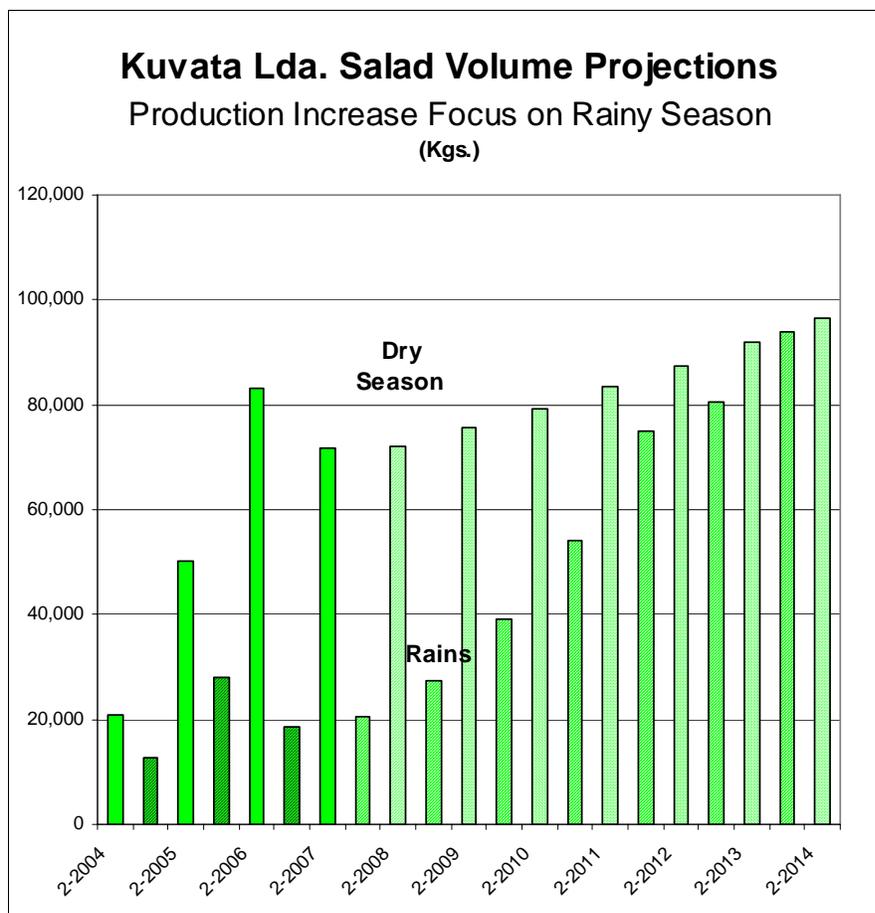
AIA Cashews, representing the nine major cashew processors in Mozambique, now market their cashews in Europe and the US under a national brand, Zambique. IKURU, a major cooperative, now enjoys Scandinavian markets for their groundnuts. Markets are growing on an annual basis.

2. Value added processing technology:
 - Bio Fuel industry feasibility study;
 - Cheese production;
 - Broiler production;
3. Development of business skills
4. Ensuring supply quality and quantity supports processors' growth.
 - Fertilization trials with groundnut producers
 - Support to the livestock feed sector
 - Pest control research
 - Organic Farming principles
5. Improving quality through improved production and post harvest handling, improving production volumes through improved production technology to meet market demands.

V. ANALYSIS OF KEY IMPACTS, SUCCESSES AND FAILURES

ANGOLA

High value crop production and the beef sector are set to grow in Angola. Volunteers have analyzed these respective value chains and presented their findings to banks as well as NGO's with a reasonable time horizon in the country. The table below represents projected volumes of salad vegetables, forming part of a strategic plan to wean salad producers in the area of assistance by Chevron and USAID. The strategic plan is being implemented.



Source: Volunteer Mike Harwood’s feasibility study for Cabinda province salad vegetable growers, 2008

A greenhouse production plan as recommended by volunteer Mike Harwood is expected to realize the following growth volumes:

GREENHOUSE PRODUCTION PLAN	2009	2010	2011	2012	2013	2014
Greenhouses constructed each year	14	25	25	25	10	5
Number of greenhouses		39	64	89	99	104
Total area available at start of year (ha.)	0.9	2.457	4.032	5.607	6.237	6.552
Salads production each year/ha. (kg.)	20,000	22,000	24,000	27,000	30,000	35,000
Volume produced during rains	8,820	27,027	48,384	75,695	93,555	114,660

Source: Volunteer Mike Harwood’s feasibility study for Cabinda province salad vegetable growers, 2008

Demand for salad fruits is strong in Cabinda province due to the oil industry. Local production volume and quality will be enhanced by erecting greenhouse tunnels. A volunteer assisted Cabinda producers to develop a strategic plan to finance such improvements on a large scale.

MOZAMBIQUE



The Mozambique processed Cashew sector has grown from 120 tons to over 20,000 tons processed since 2002. The Zambique Brand and accompanying marketing strategy, developed by Farmer to Farmer volunteers, under the guidance of TechnoServe, has made a key contribution to this growth process post 2004.

VI. MAJOR LESSONS LEARNED

Work with our sub-contactor, University of Maryland Eastern Shore (UMES) proved to be challenging during the first years of the program. Training and mentoring support was provided by Land O'Lakes to UMES staff and proved successful during the final three years of the program. Recruiting and logistical activities conducted by the subcontractor increased over the years and the services provided improved tremendously. The UMES coordinator identified many volunteers for important micro finance and banking assignments in Angola, meeting the Portuguese language requirements. Likewise, activity in Mozambique also increased. A more streamlined approach to training, including recruiting, monitoring and evaluation and report writing should have been implemented from the beginning of the program. UMES needed to take on a larger role in overseeing the Project Coordinator position.

Working in Angola was very difficult and many lessons were learned. Visa procurement was a lengthy and costly process. The program lost many valuable volunteers due to the time it took to procure the Angolan visa. In Angola, program implementers were not fully aware at the beginning of program implementation that Portuguese-speaking volunteers were so crucial to the success of the assignments in that country. It became a challenge at times to find the appropriate volunteer with the necessary language skills.

VII. RECOMMENDATIONS FOR FUTURE

Each program should have a manager or coordinator for each country. It became increasingly difficult to implement the volunteer assignments and also capture impact when one individual managed two to three countries. The project staff was structured as such after significant budget cuts were enforced at the outset of the project. A review of staff roles and responsibilities, pegged to revised project expectations, would have resulted in smoother implementation.

Work with MSIs could have been better thought out and planned. As mentioned above, start-up of these activities took a long time and successful implementation of the projects with our MSI partner did not materialize for a few years.

Submission of one annual report instead of a semi-annual and annual report could be a more efficient use of resources. Impact data and volunteer/beneficiary numbers could be submitted on a semi-annual and annual basis for USAID reporting, but narratives written only on an annual basis.

It is vital that implementing partners are included in Farmer to Farmer Programs. A golden rule in business is not to outsource one's core competency. However, Farmer to Farmer is a project focused on outsourcing volunteer experts, and therefore requires a consortium approach when tackling multiple technical challenges across several countries.

Language is an important barrier when fielding assignments in non-Anglophone countries. By positioning volunteers at the service level to support services on the ground, while strengthening sustainable services within co-ops as the public sector, has resulted in greater program impacts than direct training in a foreign language.

Annex A

STANDARD INDICATOR TABLES 1-8

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

Implementing Agency	Geographic Region	Country	Focus Area	No. of Volunteers															Number of Volunteer Days Completed					Estimated FTF Program Expenditures					FTF Program Cost/ Volunteer Day										
				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	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	3	1	4	4	12	0	0	1	2	1	4	0	3	2	6	5	16	0	139	48	99	152	438	0	62,578	56,209	117,978	121,008	357,773	--	450	1,171	1,192	796	817
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production, processing, and marketing.	6	5	9	7	2	29	4	0	0	3	1	8	10	5	9	10	3	37	307	100	169	180	56	812	132,015	66,657	110,627	101,203	115,782	526,284	430	667	655	562	2,068	648
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital, and business skills	0	0	0	1	6	7	0	0	0	2	2	4	0	0	0	3	8	11	0	0	0	74	144	218	0	0	0	18,680	84,535	103,215	--	--	--	252	587	473
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value Chain.	3	0	5	6	6	20	1	3	0	4	0	8	4	3	5	10	6	28	159	186	208	478	274	1305	71,957	106,330	91,360	160,483	97,472	527,602	453	572	439	336	356	404
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial markets.	6	5	6	11	9	37	3	0	2	2	0	7	9	5	8	13	9	44	173	108	186	397	201	1065	152,964	102,905	152,844	159,079	125,538	693,330	884	953	822	401	625	651
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and marketing.	4	4	12	10	5	35	0	1	0	6	3	10	4	5	12	16	8	45	145	122	256	455	155	1133	91,265	90,739	207,083	222,692	63,343	675,122	629	744	809	489	409	596
Land O'Lakes	Southern Africa	Zambia	Warehouse receipts.	1	1	0	0	0	2	0	0	0	0	0	0	1	1	0	0	0	2	25	22	0	0	0	47	10,373	16,192	0	0	0	26,565	415	736	--	--	--	565
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills development.	0	0	0	0	0	0	0	0	0	0	4	4	0	0	0	0	4	4	0	0	0	0	99	99	0	0	0	0	106,682	106,682	--	--	--	--	1,078	1,078
			Total	20	18	33	39	32	142	8	4	3	19	11	45	28	22	36	58	43	187	809	677	867	1,683	1,081	5,117	458,574	445,401	618,123	780,115	714,360	3,016,573	567	658	713	464	661	590

Table 1b: 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\$)					Resources Leveraged by the Grantee/ Volunteers (US\$)					Value of Resources Mobilized by Host (US\$)					Estimated Value of Host Contribution (US\$)								
				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
				Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	49,000	16,480	62,850	87,400	215,730	0	8,188	16,470	120	2,500	27,278	0	200	2,845	70,000	364,000	437,045	0	200
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production.	72,470	26,600	47,120	66,994	49,188	262,372	100,100	10,937	1,654	585	0	113,276	13,680	0	0	0	407	14,087	18,280	0	1,600	0	2,472	22,352
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital.	0	0	0	20,200	128,128	148,328	0	0	0	1,500	9,450	10,950	0	0	0	0	414,097	414,097	0	0	0	140	1,064	1,204
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value	57,100	38,620	68,200	202,200	95,175	461,295	200	1,400	220	270	1,933	4,023	900	25,000	0	1,500	900,500	927,900	2,210	2,640	0	2,965	3,750	11,565
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial	59,150	49,195	45,300	88,763	75,760	318,168	11,100	3,950	18,300	16,326	375	50,051	656,900	1,421,400	1,209,000	6,000	4,000	3,297,300	5,623	3,887	14,943	2,452	1,683	28,588
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and Warehouse receipts.	31,355	29,900	122,025	145,865	44,025	373,170	0	737	4,975	2,630	2,340	10,682	5,590	262	4,850	2,400	0	13,102	5,590	3,300	9,218	0	0	18,108
Land O'Lakes	Southern Africa	Zambia	Warehouse receipts.	5,750	10,500	0	0	0	16,250	0	660	0	0	0	660	1,950,000	0	0	0	0	1,950,000	2,093	0	0	0	0	2,093
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills	0	0	0	0	33,600	33,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Total	225,825	203,815	299,125	586,872	513,276	1,828,913	111,400	25,872	41,619	21,431	16,598	216,920	2,627,070	1,446,862	1,216,695	79,900	1,683,004	7,053,531	33,796	10,027	28,667	10,657	9,419	92,566

Table 2 - 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		1	1			0	0	1	1	
	Delaware			0			0			0			0			0	0	0	0	
	Maine			0			0			0	1		1	1		1	2	0	2	
	Maryland	7		7			0	1		1		1	1			0	8	1	9	
	Massachusetts	1		1			0			0			1	1		1	2	0	2	
	New Hampshire			0			0	2		2			0			0	2	0	2	
	New Jersey	2		2			0			0			2	2		2	2	2	4	
	New York		1	1	1	1	2	3	1	4		2	2			0	4	5	9	
	Pennsylvania			0	1	1	3	1	4		1	1				0	4	2	6	
	Rhode Island			0			0		0							0	0	0	0	
	Vermont	1		1	2	2	2	2		2	1	3	4		2	2	6	5	11	
	Washington, DC	1		1			0			0	2	2		1	2	1	4	0	4	
	Subtotal		12	1	13	4	1	5	11	2	13	4	8	12	3	4	7	34	16	50
Southeast	Alabama			0			0			0			0			0	0	0	0	
	Arkansas			0			0			0			2	2		2	2	0	2	
	Florida			0	2	2	0		0		0					0	2	0	2	
	Georgia			0			0			0				1	1	0	1	0	1	
	Kentucky			0			0			0						0	0	0	0	
	Louisiana			0			0			0						0	0	0	0	
	Mississippi			0			0			0						0	0	0	0	
	North Carolina			0			0	1	1	3	3	4		4	8	0	8	0	8	
	South Carolina			0			0			0						0	0	0	0	
	Tennessee			0			0			0						0	0	0	0	
	Virginia			0			0	1	1				1	1		1	2	0	2	
	West Virginia			0			0			0	1	1		1		0	1	0	1	
	Subtotal		0	0	0	2	0	2	2	0	2	4	0	4	7	1	8	15	1	16
	Midwest	Illinois			0	1	1	1	1	1	1	1		1		0	3	0	3	
Indiana				0		0			0						0	0	0	0		
Iowa				0	1	1	3	3	1	1	1		1		0	5	0	5		
Kansas				0		0			0						0	0	0	0		
Missouri				0	2	2			0	1	1		1		0	3	0	3		
Nebraska				0	1	1	1	1	1						0	2	0	2		
Ohio				0		0			0			1	1		1	1	0	1		
Subtotal			0	0	0	5	0	5	5	0	5	3	0	3	1	0	1	14	0	14
Upper Midwest		Michigan		2	2	1	1	1	1	1	1		1			0	2	3	5	
		Minnesota	3		3	2	2	4	7	10	5	15	9	2	11	31	9	40		
	North Dakota			0			0			0				0	0	0	0			
	South Dakota			0			0			0				0	0	0	0			
	Wisconsin	2		2	3	3	2	2	3	1	4	3	1	4	13	2	15			
	Subtotal	5	2	7	6	2	8	10	0	10	13	7	20	12	3	15	46	14	60	
Rocky Mountain	Colorado	1	1	2			0			0	4	2	6	3	3	8	3	11		
	Idaho			0			0	1	1	0			0		0	1	0	1		
	Montana			0			0	1	1	0			0		0	1	0	1		
	Utah			0			0		0				0		0	0	0	0		
	Wyoming			0			0		0				0		0	0	0	0		
	Subtotal	1	1	2	0	0	0	2	0	2	4	2	6	3	0	3	10	3	13	
West Coast	Alaska			0			0			0			0			0	0	0		
	California	1	0	1	1	1	2	1	1	2	7	7	2	2	12	2	14			
	Hawaii			0			0	1	1	0			0		0	1	0	1		
	Oregon			0			0		0	2	2		0		0	2	0	2		
	Washington			0			0		0				1	1	1	1	1			
	Subtotal	1	0	1	1	1	2	2	1	3	9	0	9	2	1	3	15	3	18	
Southwest	Arizona			0			0			0			2	1	3	2	1	3		
	Nevada			0			0			0					0	0	0	0		
	New Mexico			0			0	1	1	1	1	2	2	4	0	4				
	Oklahoma			0			0			0					0	0	0	0		
	Texas	1	4	5	0	0	0	0	1	1	2			0	2	5	7			
	Subtotal	1	4	5	0	0	0	1	0	1	2	1	3	4	1	5	8	6	14	
Other	Other-Country			0			0			0			0	2	2	0	2	2		
				0			0			0					0	0	0	0		
	Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	2	2		
TOTAL		20	8	28	18	4	22	33	3	36	39	18	57	32	12	44	142	45	187	

Table 3a: Farmer-to-Farmer Program Volunteer Assignments By Type of Volunteer Assistance FY 2004 - FY 2008

Implementing Agency	Geographic Region	Country	Focus Area	Technology Transfer					Oranizational Development					Business/Enterprise Development					Financial Services					Environmental Conservaiton									
				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
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	0	2	0	2	4	0	1	0	2	1	4	0	1	0	0	2	3	0	1	0	4	0	5	0	0	0	0	0	0
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production,	6	4	3	3	2	18	2	0	3	0	0	5	0	1	2	7	3	13	0	0	1	0	0	1	0	0	0	0	0	0
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital,	0	0	0	2	1	3	0	0	0	1	2	3	0	0	0	0	4	4	0	0	0	0	1	1	0	0	0	0	0	0
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value Chain.	0	0	4	2	3	9	2	1	0	1	2	6	2	1	1	7	1	12	0	1	0	0	0	1	0	0	0	0	0	0
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial	0	0	3	0	0	3	2	0	1	2	1	6	7	4	2	9	8	30	0	1	2	2	0	5	0	0	0	0	0	0
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing and Warehouse receipts.	1	3	5	8	2	19	1	2	4	4	2	13	2	0	3	4	4	13	0	0	0	0	0	0	0	0	0	0	0	0
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills	0	0	0	0	0	0	0	1	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
			Total	7	7	17	15	10	56	7	5	8	10	9	39	12	7	8	27	25	79	0	3	3	6	1	13	0	0	0	0	0	0

Table 3b: Farmer-to-Farmer 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)					Environmental Conservation					Overall Total Number of Volunteer Assignments									
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5					
				Five Year Total					Five Year Total					Five Year Total					Five Year Total					Five Year Total														
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	1	0	6	0	7	0	1	2	0	4	7	0	0	0	0	0	0	0	1	0	0	1	2	0	0	0	0	0	0	3	2	6	5	16
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production.	9	0	7	9	3	28	1	4	0	1	0	6	0	1	2	0	0	3	0	0	0	0	0	0	0	0	0	0	0	10	5	9	10	3	37
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital,	0	0	0	1	6	7	0	0	0	2	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	8	11
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value Chain.	1	2	0	5	2	10	2	1	4	4	3	14	1	0	1	1	1	4	0	0	0	0	0	0	0	0	0	0	0	4	3	5	10	6	28
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial	1	1	3	6	2	13	4	3	5	5	6	23	3	0	0	1	1	5	1	1	0	1	0	3	0	0	0	0	0	9	5	8	13	9	44
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and Warehouse receipts.	4	3	7	11	3	28	0	1	3	3	3	10	0	1	2	0	1	4	0	0	0	2	1	3	0	0	0	0	0	4	5	12	16	8	45
Land O'Lakes	Southern Africa	Zambia		1	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	2
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	2	2	0	0	0	0	0	0	0	0	4	4
			Total	16	8	17	38	17	96	7	10	14	15	18	64	4	2	5	2	4	17	1	2	0	3	4	10	0	0	0	0	0	28	22	36	58	43	187

Table 4b 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											
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5							
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	87	50	95	175	407	0	13	40	74	17	144	0	100	90	169	192	551	0	0	100	30	0	130	0	0	80	11	0	91	0	0	180	41	0	221	0	9 874	200	6 800	2 050	18 924
Land O'Lakes	Southern Africa	Malaw	Dairy commodity chain - production, processing and marketing.	385	5	234	313	77	1 014	36	2	190	180	78	486	421	7	424	493	155	1 500	48	0	476	188	51	763	0	0	255	193	56	504	48	0	731	381	107	1 267	1 680	2 300	4 490	7 820	2 846	19 136
Land O'Lakes	Southern Africa	Malaw	Market linkages, access to capital, and business skills development	0	0	0	133	209	342	0	0	0	144	122	266	0	0	0	277	331	608	0	0	0	118	154	272	0	0	0	122	95	217	0	0	0	240	249	489	0	0	0	33	336	369
Land O'Lakes	Southern Africa	Mozambiq	Cashew and Oilseed Value Chain.	178	411	204	78	62	933	142	411	656	50	31	1,290	320	822	860	128	93	2,223	20	400	0	16	34	470	0	400	0	7	10	417	20	800	0	23	44	887	18	3,201	31	94	11	3,354
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial markets.	70	61	318	125	65	639	50	44	34	95	52	275	120	105	352	220	117	914	35	82	234	111	48	510	16	49	38	74	31	208	51	131	272	185	79	718	1,392	6,309	6,882	8,323	6,346	29,252
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and marketing.	75	54	604	569	162	1 464	6	11	302	539	61	919	81	65	906	1 108	223	2 383	32	108	572	648	174	1 534	0	138	212	598	34	982	32	246	724	1 246	208	2 456	750	542	38	9 370	834	11 534
Land O'Lakes	Southern Africa	Zambia	Warehouse receipts.	15	20	0	0	0	35	2	2	0	0	0	4	17	22	0	0	0	39	0	20	0	0	0	20	0	2	0	0	0	2	0	22	0	0	0	22	200	20	0	0	0	220
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills development.	0	0	0	0	13	13	0	0	0	0	4	4	0	0	0	0	17	17	0	0	0	0	40	40	0	0	0	0	23	23	0	0	0	0	63	63	0	0	0	0	9 380	9 380
			Total	723	638	1,410	1,313	763	4,847	236	483	1,222	1,082	365	3,388	959	1,121	2,632	2,395	1,128	8,235	135	610	1,322	1,111	501	3,679	16	589	585	1,005	249	2,444	151	1,199	1,907	2,116	750	6,123	22	22	82	159	368	652

Table 5: 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 ⁶	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 ⁶	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
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	2	1	1	18	\$378,850	\$1,495,700	2	1	1	18	\$757,700	0
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production,	25	24	2	76	\$896,550	\$853,700	25	24	3	102	\$896,550	3
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital,	11	11	2	18	\$0	\$4,390	11	11	1	4	\$0	2
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value Chain.	8	8	2	335	\$9,695,300	\$4,672,800	8	8	3	337	\$15,434,760	11
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial	22	18	9	224	\$868,010	\$533,850	22	18	7	204	\$844,000	8
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and	9	7	1	44	\$485,490	\$0	9	7	0	0	\$0	0
Land O'Lakes	Southern Africa	Zambia	Warehouse receipts.	2	2	0	0	\$0	\$0	2	2	0	0	\$0	0
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills	0	0	0	0	\$0	\$0	0	0	0	0	\$0	0

Table 6: 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
Land O'Lakes	Southern Africa	Angola	Market Linkages of High-Value Crops.	0	0	0	0	\$0	0	\$0	0	0	0	\$0	\$0	0	0	0	0
Land O'Lakes	Southern Africa	Malawi	Dairy commodity chain - production, processing, and marketing.	1	0	0	0	\$0	0	\$0	4	3	4	\$42,860	\$0	1,502	3	2,030	2,030
Land O'Lakes	Southern Africa	Malawi	Market linkages, access to capital, and business skills development	1	1	0	0	\$0	0	\$0	0	0	0	\$0	\$0	0	0	0	0
Land O'Lakes	Southern Africa	Mozambique	Cashew and Oilseed Value Chain.	2	2	0	0	\$0	0	\$0	1	1	1	\$0	\$0	0	1	0	0
Land O'Lakes	Southern Africa	South Africa	Emerging agribusiness access to the commercial markets.	3	3	0	1	\$0	0	\$0	2	0	0	\$0	\$0	0	0	0	0
Land O'Lakes	Southern Africa	Zambia	Dairy commodity chain - production, processing, and marketing.	0	0	0	0	\$0	0	\$0	1	1	0	\$0	\$0	0	0	0	0
Land O'Lakes	Southern Africa	Zambia	Warehouse receipts.	0	0	0	0	\$0	0	\$0	0	0	0	\$0	\$0	0	0	0	0
Land O'Lakes	Southern Africa	Zambia	Market linkages, access to capital, and business skills development.	0	0	0	0	\$0	0	\$0	0	0	0	\$0	\$0	0	0	0	0

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						Number of Press Releases to Local Media						Number of Media Events by Implementors and Volunteers					Number of Group Presentations by Implementors and Volunteers						
		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
Land O'Lakes	Southern Africa	3	4	8	17	9	41	0	0	0	0	0	0	6	1	4	19	13	43	6	8	14	30	15	73

Annex B

LISTS OF VOLUNTEERS/HOSTS

VOLUNTEER NAME	HOST ORGANIZATION
Aguilar, J.	KZN Department of Agriculture
Albrecht, R.	Gouda Gold, GART, Zambia Smallholder Farmers
Albrecht, M.	GART
Allmart, W.	CLUSA Producer Groups, Zambia Smallholder Farmers
Anderson, R.	IKURU
Armstrong, M.	Mozambique Poultry Industry
Barclay, C.	CREMPA & MDFA
Barroso, D.	Angola Banking Industry
Blackburn, F.	SSLPP
Bond, R.	SURE, DM Feeds, SSLPP
Bouffard, J.	Smallholder Farmers
Behling, S.	
Braaksma, A.	ZACA, S & M Farm
Buffington, L.	Zambia Smallholder Farmers
Burza, J.	IKURU
Callan, P.	Mumba Farm
Cancelarich, J.	Coromandel Farm
Cartier, D.	TNS Farmers
Chancon, D.	Bunda College
Christensen, R.	Bunda College
Christenson, T.	Manica Village
Cunha, J.	Benguela Province
Danzi, C.	UVIMBA Bank
David, W	KZN Department of Agriculture
Davis, M.	MDFA & CREMPA
DeRosier, A.	Department of Agriculture, ORThafa
Dever, R.	MPO, Zambia Smallholder Farmers
Dobler, T.	Gouda Gold
Dolan, T.	Gouda Gold, Yabuya Trading, Zambia Smallholder Farmers
Dolan, D.	Zambia Smallholder Farmers
Duve, T.	Mwera Mkaka Cooperative
Erway, D.	CRS Farmers
Erway, N.	CRS Farmers
Ewald, G.	IKURU Cooperative
Felhofer, T.	Corporate Governance Center
Flores, C.	LakeShore Agri Processors
Flynn, S.	Land Grant Institutions
Frederickson, A.	AIA Cashew Processors
Goss, C.	FOYA

VOLUNTEER NAME	HOST ORGANIZATION
Govin, R.	SSLPP
Gregory, J.	Coromandel Farm
Haase, R.	Department of Agriculture
Hanscom, P.	Gouda Gold
Hansen, P.	Dordrecht Cheese
Hanson, R.	Endalweni Trading Company
Harwood, M.	Cabinda Project
Hass, M.	CLUSA Farmers, D&E Awuliwuli Enterprise
Haugen, V.	Zambia Smallholder Farmers
Herwig, D.	LEFCO
Hildner, L.	TNS Farmers
Hilfers, R.	CLUSA Farmers
Howlett, B.	CREMPA & MDFA
Jacobsen, K.	CREMPA & MDFA
Johnson, R.	Zambia Smallholder Farmers Malawi Smallholder Farmers
Johnson, P.	Zambia Smallholder Farmers
Jones, H.	CLUSA Farmers
Jordan, D.	CLUSA Farmers
Kehoe, S.	Fisenge Farmers Cooperative
Kennett, G.	Africare Farmers
Kinstetter, K.	Ikhwezi Cooperative
Kirk, M.	Santhe Cooperative
Kring, J.	Kaposhi Dairy
Kunzman, W.	Zambia Smallholder Farmers
Kurth, C.	NAIS
Lamas, D.	Angolan Banking Industry
Landeiro, C.	Africare Farmers
Larson, J.	LEFCO
Leo, A.	South African Department of Agriculture, CREMPA & MDFA
Leppa, M.	South African Department of Agriculture, Santhe Cooperative
Lessler, A.	Farmers Associations
Lunzer, E.	CLUSA Farmers
MacGregor, R.	Masihlume Cooperative
Mason, M.	CLUSA Producer Groups
Matiru, G.	Coromandel Farm
McConnel, C.	Gouda Gold
McCourt, T.	Mozambique Coconut Oil Company
McDoniel, G.	CLUSA Farmers
McEvoy, C.	LDT, Zambia Smallholder Farmers

VOLUNTEER NAME	HOST ORGANIZATION
McKeown, M.	Lusaka & Mazabuka Cooperatives
McNeilly, H.	POTC
Meyer, G.	Mumba Farm, Katete Farm
Meyskens, M.	Naminge, Mogincual, Nampula
Miller, R.	Livestock Development Trust
Murindi, P.	EcoProducts Ltd.
Musser, J.	Bunda College
Neibauer, J.	Ntinga OR Thambo
Nelson, E.	Malawi Smallholder Farmers
Nolte, G.	Eastern Cape Aloe Growers, Ikhala Cooperative
Odhiambo, J.	Katete Farm
Padula, S.	Katete Farm
Parekh, V.	Fallsway Timber, GPS
Parsons, R.	Coromandel Farm, GART, Malawi Smallholder Dairy Farmers
Patnaik, P.	Zambia Smallholder Dairy Farmers
Pedraza, F.	Gouda Gold
Pherson, C.	Eastern Caper Aloe Growers, Ikhala Cooperative
Place, G.	CLUSA Farmer Organizations
Quarterman, C.	LDT, Fisenge Cooperative, MACO, Zambia Smallholder Farmers
Rein, A.	Somol
Renquist, D.	CLUSA Farmer Organizations
Robson, M.	Naminge, Mogincual, Nampula
Rubingh, J.	Endalweni Trading Company
Russell, K.	Bunda College
Sahi, A.	LEFCO, Umsobumvu Cooperative
Schooper, W.	Zambia Smallholder Farmers
Schott, J.	Zama Goat Cheese
Schott, C.	Zama Goat Cheese
Schuetz, A.	Diamondale Grand Investments, Zambia Smallholder Farmers
Sedlacek, J.	CREMPA & MDFA
Selen, P.	Optima, COTA
Semida, J.	CREMPA, MDFA, LEFCO, Umsobumvu Cooperative, Department of Agriculture, Zambia Farmers Associations
Shannon, E.	Lakeshore Processors, BVM Enterprises, NASFAM
Shannon, B.	National Smallholder Farmers

VOLUNTEER NAME	HOST ORGANIZATION
	Association, NASFAM
Shanov, V.	FOYA
Skiles, G.	CLUSA Farmers Associations
Smith, K.	Gouda Gold
Stovall, S.	CLUSA Farmer Associations, Bunda College, Malawi Smallholder Farmers
Temples, A.	FOYA
Tramontano, L.	NSM Networking
Tramontano, A.	NSM Networking
Trussel, J.	Santhe Cooperative
Tucker, N.	CLUSA Farmer Associations
Valenzuela, H.	World Vision
Vanicek, L.	CREMPA, Mpoto, Quamata Irrigation Scheme
Vollmer-Sanders, C.	LEFCO
Wallace, P.	TNS Farmers
Wilkins, M.	Zambia Ministry of Agriculture
Williams, R.	Umzimvuba River Valley Project
Ziegler, F.	Development Credit Authority
Zylstra, S.	Masihlume Vegetable Cooperative

It is important to note that many of the above listed volunteers completed repeat assignments, yet only listed in the above table once.

Annex C

LISTS OF MAJOR REPORTS AND STUDIES

1. Sean Flynn Land Reform Study
2. Presentation to the Mozambican Ministry of Labor to specify minimum wage by sector
3. Summary evaluation of the CLUSA Finance Program in Angola
4. Avian Influenza report completed with the Zambian Ministry of Agriculture

Annex D

LIST OF KEY STAFF

Michael J. Parr	Director, Global Programs
Phil Bowes	Regional Manager
Dr. Christine Yamba-Yamba	Manager, Zambia and Malawi
Maria Matlashewski	Volunteer Programs Specialist
Rowan Govender	Project Manager, South Africa

Annex E

SUCCESS STORIES

Impact Summary Report

Title of Assignment: Endalweni Trading Crop Management and Maintenance

Host Enterprise: Endalweni Trading

FTF Volunteers: Rachel Hanson & Robert MacGregor

Assignment Date: September 15-October 2, 2007

Direct Beneficiaries: Madliwa Family of Endalweni

Economic Impact: \$25,641

Client Background:

In December of 2004, the Madliwa family pooled their Land Redistribution Agricultural Development funds of \$19,230 to purchase a 378 hectare farm in the Komga area of the Eastern Cape region. To assist in financing the farm purchase, the family received a \$15,384 grant from the Department of Agriculture and Land Affairs and a loan from the Land Bank. The actual cost of the farm was \$74,359. Endalweni's land has 31 dams, six camps, a larger house, and several farm buildings. Endalweni has also received a \$25,641 grant from the Department of Agriculture to construct a new dam, pumping system, and solar power to operate the pumps. This has been completed and is much larger than the existing one and alleviates concerns of water demand.

The loan also helped fund the construction of three tunnels, an irrigation system, and inputs used to grow tomatoes, which the company started growing tomatoes October 2006.

The Success

Land O'Lakes provided training support in two key areas, the first being in the area of basic bookkeeping. The Madliwa family, owners of the Endalweni Farm, expressed a need for training in basic bookkeeping and financial management of their newly established tomato farm.

Land O'Lakes' volunteer consultant, Ms. Rachel Hanson invested quality training and capacity to the hosts by providing training on manual and electronic bookkeeping. Additionally, the volunteer worked with the Madliwa family to establish adequate budgets and cash-flows necessary to the management of their business. These budgets served as the basis for a business plan to acquire additional funding for associated costs linked to increased tomato production. The Madliwa family benefited greatly from this transfer of skills and implemented them into their emerging business.

The second assignment focused on the management and maintenance of tomato crop production. This assignment aimed to equip the host in maximizing efficiencies in the production of tomatoes through effective management and operational maintenance of crops. A successful assignment was conducted by Land O'Lakes volunteer consultant, Mr. Robert MacGregor. Mr. MacGregor transferred practical skills in basic production management and maintenance principles positioning Endalweni Trading to capitalize on their tomato crop. Once again, these skills were enthusiastically adopted by the host.

The assignments conducted above positioned the Madliwa family to establish themselves as focused tomato farmers in the Eastern Cape region with a national reputation. Due to their great vision and proactive traits the Madliwa family won the Department of Agriculture national award for Top Producer Informal Markets. The benefits of such an award are vast.

Since winning the above award, Endalweni Trading has grown to a point where they are now in the process of increasing tomato production to 7,000 plants with a potential output of 3.98 kg per plant to 8 kg per plant with an industry maximum of 15 kg. Additionally, the following items have been contributed to the Endalweni Farm by the Department of Agriculture:

- Tractor, Trailer and Boom Spray
- Ploughs
- Seed Planter
- Multispan

Furthermore, due to the successes of the Madliwa family, Mr. Sivuyile Madliwa has been invited by the National and Provincial Department of Agriculture to serve as a mentor to other emerging tomato farmers on a pilot mentorship program. The success of this mentorship program has created the opportunity for Sivuyile to transfer skills and capacity provided by Land O'Lakes to other emerging farmers in the Eastern Cape region.

Ms. Nomathamsanqa Madliwa has recently been appointed as Chairperson of the Amatole District Farmer's Association. This association serves as a forum at which emerging farmers have the opportunity to share knowledge and convey relevant matters to local government and private sector. Nomathamsanqa has utilised this platform effectively to motivate local emerging farmers to take ownership of the local economy and contribute to its growth ethically and appropriately.

Land O'Lakes support has exponentially increased the opportunities for this emerging agri-business. Moreover, both assignments have cascaded impact to other local emerging farmers in the region and will continue to do so in the future.

Impact Summary Report

Title of Assignment: Department of Agriculture Business Plan Training

Host Enterprise: Department of Agriculture

FTF Volunteer: Adam DeRosier

Assignment Date: December 8-22, 2006

Direct Beneficiaries: Dairy Farmers

Economic Impact: \$1,207,984

The Department of Agriculture and Land Affairs in South Africa have been challenged to create opportunities to emerging farmers through the implementation of the Land Reform Policy. Land O'Lakes has provided business plan training to the Department of Agriculture to ensure that this process is implemented efficiently and effectively with economic sustainability being a key foundation.

The Eastern Cape Department of Agriculture (ECDOA) developed a business plan for Mr. Stofile to acquire a dairy farm in Komga in the Eastern Cape. The successful training provided to Ms. L. Kutu and fellow economists at the ECDOA has resulted in Mr. Stofile having the opportunity to acquire a 400 hectare dairy farm. This has been a desire of Mr. Stofile's for most of his life.

The ECDOA approached Land O'Lakes to assist their economists by providing training in the development of economically feasible business plans. In discussion with the ECDOA, Land O'Lakes identified a need to provide training in the development of business plans that reflected financial viability and feasibility. Additionally, there was a need to develop business plans to serve as a roadmap and as a management, monitoring and evaluation tool targeting success.

Land O'Lakes implemented this assignment with the above goals in mind. The training provided was well received. Due to the training provided, the ECDOA quality of service delivery was enhanced and could therefore service emerging farmers effectively. Land O'Lakes' South African office provided backup support to maintain the learning process of the economists which further developed confidence of ECDOA economists. Due to the training and support provided by Land O'Lakes, in the past financial year, four emerging farmers accessed funding to the total value of \$771,208 in the commodities of citrus, tomatoes, dairy and livestock.

Ms. L. Kutu, one of the ECDOA economists recently developed a business plan for Mr. Stofile, an emerging dairy farmer. Mr. Stofile is a second generation rural dairy farmer. His passion for dairy farming is reflected in his acquired experience and knowledge of the industry. Ms. Kutu's business plan aided access to finance to acquire land as part of South Africa's land redistribution and restitution policy. The success of the business plan found Mr. Stofile acquiring a dairy farm to the approximate value of \$436,776. Additionally, the success of this dairy farm will benefit

approximately eight to ten people directly, and approximately forty to fifty people within the community indirectly.

The acquired farm has perfect conditions for this emerging farmer to establish a successful dairy operation with the available support of the ECDOA and Land O'Lakes. Mr. Stofile intends to develop the farm into a successful family owned dairy business which will include three of his sons.

He has already been approached by a local educational institution to provide training to its agricultural students in the management of a dairy farm. Mr. Stofile has conducted one training session successfully, with another training session to be conducted in the near future. Mr. Stofile has also recently won awards for the successful maintenance of his dairy herd at a local government emerging farmers' expo.

The training Land O'Lakes provided to the ECDOA has the potential to impact a number of emerging farmers in the region. Developing economists in business planning skills has and will continue to assist public sector institutions service the needs of emerging agri-businesses effectively.

Mr. Stofile is a true success story of the impact training does have on the emerging farmer in the rural areas of South Africa. This has been an increasing challenge to the public sector achieving its mandate. Providing assistance in business development support to institutions such as ECDOA further enhance their capacity to meet the basic goals of poverty alleviation and job creation.

Teaching Cooperative Principles in Post-Apartheid South Africa

By Stan Zylstra, Iowa farmer, former Land O'Lakes Chairman of the Board

In July 2007, I had the privilege to travel to South Africa to conduct a two-week Farmer-to-Farmer assignment. I worked in a rural community in the eastern area, about 15 miles from Butterworth. During the years of apartheid, this area was separately developed from the rest of the country and was at times largely off-limits to white people. As a result, the black South Africans in this area did not receive much infrastructure spending from the apartheid government. Today's post-apartheid government in South Africa encourages historically disadvantaged people to engage in agriculture. For instance, the South African government pledged funds and expertise to help emerging farmers in the start-up of the Masihlume Vegetable Cooperative to develop a vegetable farm. I provided basic education to these farmer-members on cooperative principles and practices.

A huge amount of institutional knowledge in agriculture was lost in the transition from white-dominated agriculture to post-apartheid agriculture. At our first session, a gentleman asked sincerely, "Are you going to teach us to plow?" How I wish I could have said, "Yes, we'll start today."

Many of the adults in this village are unemployed. They have few modern-day comforts such as electricity, cars, tractors, hard-surface roads, or indoor plumbing. Most, however, carry cell phones! They really look to the Masihlume Vegetable Cooperative to improve their lives. The progress is slow-going, with timetables being delayed. Even though the people are somewhat frustrated with the delays, they carry a lot of hope for the future. They started and concluded each training session with prayer. These men and women are Christians with a strong faith.

It was a bonus for me that my daughter, Rachel Hanson, a CoBank employee, conducted a volunteer assignment at the same time, about 60 miles away. She was somewhat familiar with South Africa, having volunteered on another Land O'Lakes Farmer-to-Farmer assignment there in 2002. This time, Rachel helped several tomato farmers with financial management tools. In her case, the emerging farmers are on farms previously owned and operated by white farmers. During the five years between her two assignments, Rachel observed much progress in the relationships between the black and white segments of the population.

Being a Farmer-to-Farmer volunteer was a rewarding and worthwhile experience. I certainly encourage others to volunteer their services as well.

Impact Summary Report

Title of Assignment: Operational Strategy Development
Host Enterprise: National Smallholder Farmers Association of Malawi (NASFAM)
FTF Volunteer: Bernard Shannon
Assignment Date: February 11-28, 2008
Direct Beneficiaries: 20 direct beneficiaries and 110,000 indirect beneficiaries

NASFAM is an indigenous Malawian membership organization which evolved out of a smallholder tobacco project implemented in 1994 by the Agricultural Cooperative Development International (ACDI/VOCA) and funded by the United States Agency for International Development (USAID). By August 1995 it had expanded into the two Smallholder Agribusiness Development Projects I and II (SADP I and II) which focused on increasing access to agricultural inputs and markets, promoting crop diversification and encouraging collective action through the formation of farmer clubs to achieve commercially viable economies of scale and the collective power of voice. Over time, clubs started working together to form farmer-owned “associations”, which were better able to represent the clubs and provide larger-scale marketing and business support to develop smallholder farming as a business.

In February 1998, these associations became legally incorporated into “NASFAM”. Individual farmers came together and formed a club of 10-15 farmers. Clubs joined together to form Action Committees and these joined to form associations that currently exist nationwide. The associations are managed and supported by Association Management Centres (AMCs), which in turn are managed by three Regional Offices that are responsible for managing activities within their region and providing greater connectivity between the farmers and head office. NASFAM has grown from a membership of 14,000 smallholder farmer members in 1998 to 108,000 in 2006.

There currently seems to be some degree of employee dissatisfaction and perhaps more turn over of qualified staff than is good for the long-term viability of NASFAM. To avoid or reduce such staff and personnel problems, NASFAM had Mr. Bernard Shannon come and work on many of their policies and organizational development. Many of the following items were reviewed and revised as a result of Mr. Shannon’s recommendations:

- Job Descriptions
- Personnel Policies
- Office Policies
- Other Employee related issues.

From observations and analysis made by the volunteer, there is a strong indication that activities, commonly done by the NASFAM Personnel/Human Resources function must be upgraded. Any organization’s staff is so key and important in assuring success of that organization. Improvements at NASFAM seem to be in order.

The organization held a planning meeting that includes all middle and upper management personnel including Regional Managers and if possible, representatives from the local

associations and clubs. The following activities, which were recommendations made by Mr. Shannon, were discussed at the planning meeting:

- a. Completion of a SWOT analysis on NASFAM.
- b. Objectives were established.

By engaging in these activities, NASFAM staff was able to look at their operations, issues and problems through a different set of eyes. No one actually used the term don't rock the NASFAM boat, but that message kept coming through. By looking through a different set of eyes, a number of eyes were opened significantly.

Impact Summary Report

Title of Assignment: Paprika Production
Host Enterprise: Eco Products Limited
FTF Volunteer: Phineas Murindi
Assignment Date: April 7-21, 2008
Direct Beneficiaries: 10 direct beneficiaries and 10,000 indirect beneficiaries

Eco Products Limited began as a honey trading company working with beehive farmers and quickly became involved in sugar exports from Illovo Sugar Company. In 2006 the Company exported an average of 1,500 tons of sugar to Tanzania and now wishes to diversify its business by growing and exporting paprika and groundnuts to European countries.

This business model follows a Government of Malawi policy to grow and export in order to improve on food security with small holdings, net income, as well as earning the country foreign exchange. The Company already has signed contracts with European buyers to export 4,500 tons of paprika and 1,100 tons of groundnuts during the crop year 2008-2009 and arrangements are under way to start buying paprika next month.

To achieve the above targets the organization requires proper extension service system in place, a purchasing system, payment system and warehouse system with proper checks and controls, hence the importance of this assignment of drafting the above systems which was achieved through participatory method with the staff of the host organization with all the departments represented.

A well-defined extension document is in place to be followed by field officers during the start of markets; this in turn will increase the quantity and quality of production of both crops and raise exports earnings, improve on food security and create jobs through farming activities. The farmers' purchasing system and payment system will be efficient and this will improve the farmers' morale bringing more new growers into the export market. The designed purchase notes, sales sheet, payment schedules, goods received note (GRNS) and dispatch notes will be used during this crop season.

A cash flow is expected among the farmers as a result of sales of farm produce, hence improving the purchasing power of farmers and their net income. This will increase trade as well as disposable income, job creation and improve on food insecurity.

The production of both crops is expected to increase as a result of a better extension service with more growers having learned better production methods, coupled with good checks and controls in place in the markets. Likewise, exports will grow and hence the sustainability of the export business. This will in turn create employment opportunities and eradicate poverty among the small scale farmers.

The company will continue establishing more contacts and maintaining effective working relationships with potential and existing buyers/importers by meeting their export targets and standards.

Impact Summary Report

Title of Assignment:	Labor Law and Seasonal Labor
Host Enterprise:	Cashew Processing Sector
FTF Volunteer:	Laura Hildner
Assignment Date:	September 15, 2006 to December 17, 2006
Assessment Date:	December 2007
Economic Impact:	\$20,000 per year
Direct Beneficiaries:	Nine cashew processors, 300 cashew industry workers.

Client Background

The assignment was a policy level intervention, led by partner TechnoServe under their Emprenda initiative in Mozambique.

The scope of work for this assignment was as follows:

- Analysis of the productivity levels of the cashew industry;
- Collect productivity benchmarking of the industry;
- Comparison with other competitors benchmarking;
- Analysis of payment system;
- Minimum salary implication on productivity;
- Draft of bilateral agreement between management and workers;
- Analysis of internal regulations of the industry and comments;
- Impact analysis of productivity, namely rural versus city development;
- Trademark registration and franchising prospects.

Benefits to Farmers

The positive result of influencing one of the barriers to entry into the cashew processing sector, namely unclear and limiting labor legislation, is expected to create a more enabling environment for business. At least one more processing plant will be set up, which would result in more demand for raw cashew nuts produced by smallholders. In addition, there will be an incentive for farmers to plant more trees in areas where cashew trees are aging.

Expected Impact

Increased jobs in the cashew sector

Economic Impacts

A crucial impact of the new labor law will be an appropriate environment for job creation in rural areas where many agro-processing industries are located and many more can flourish.

SUCCESS STORY

Martin Mason-Land O'Lakes Farmer to Farmer Volunteer turned development professional

Martin Mason, who volunteered under the current Land O'Lakes Farmer to Farmer Program, elected, after his assignment to enter international development work full time. Martin now assists in facilitating other volunteer assignments under the program. Owing to CLUSA's work with Martin as a Regional Director and his affective collaboration with volunteers Ronald Hilfers, David Jordan, Dick Anderson, Don Renquist and George Place on well thought-out scopes of work, IKURU Cooperative has provided measurable results. Oilseed crops are now reaching increasingly higher prices on the international market and are going some way towards increasing the livelihoods of producers and their families. Guy Ewald, Farmer to Farmer volunteer in 2004, carried out the first scope of work under the program fielded in Mozambique. The average farmers' income rose from \$40 in 2001, to \$116 in 2006. Last year, they were able to sell 440 metric tons, with gross sales of more than \$ 206,000. Last year, IKURU invested about \$400,000 in groundnut production. They bought 440 metric tons of groundnuts from the producers, amounting to \$206,000. The plan for this year is to buy 1,737 metric tons, in the amount of \$668,000.

In 2004, however, Martin was on the brink of retirement. After some years managing other large scale businesses specializing in agricultural commodities, and increasingly aware that he was no longer a young man, he began a reassessment of his priorities. He felt that he was in need, as he himself puts it, of some "revitalization" and saw Land O'Lakes as the perfect opportunity for this. Martin began this new stage in his career with Land O'Lakes in Moldova and Ukraine as a volunteer specializing in vegetable and fruit production and post harvest handling, where he negotiated distribution contacts on a national and international basis. This led to him volunteering with Land O'Lakes in Angola in conjunction with CLUSA, where, as a potato seed production specialist, he succeeded in ensuring Angola's potato seed self-sufficiency. It was after this that Martin came to Nampula in northern Mozambique, where he continued to volunteer with Land O'Lakes in conjunction with CLUSA, only this time focusing upon value chain development for crops such as groundnuts, sesame and cotton.

In 2005 Martin came to work for CLUSA full time in his current position as the EMPRENDIA Nacala Corridor Manager/CLUSA Value Chain Development Senior Advisor. Here, he utilizes his specialist knowledge in sesame, groundnuts, cashews, soybeans and cow peas by working to improve production, processing and marketing levels of commodities produced by small farmer associations. He provides technical and business advice to IKURU, Mozambique's most successful farmer owned trading company. Martin uses his strong track record of association development and product value chain improvements, developing market access for organic and fair-trade production, processing and marketing. In 2007 alone, his efforts helped to secure \$11,000 in fair-trade premiums to the farmers with whom he worked.



Martin Mason with producers from the Forum of Nacorage, Monapo District, during a training session in the use of mechanized machinery in December 2007. (Photo: Martin Mason, CLUSA.)

He puts his move to Land O'Lakes in 2004 down to a firm re-assessment of his priorities after over 30 years of work in various capacities and, when asked if he has any regrets, he replied firmly in the negative. Describing it as a distinct turning point in his career which has given him a new lease in life, Martin obviously gets back as much from his new career as he puts into it. And the role played by Land O'Lakes in all of this? As well as job satisfaction, Martin also found much support in his roles as a Land O'Lakes volunteer, which made the move to his current work in international development with CLUSA a natural progression. Today, Martin is clearly continuing the good work in international development that he began with Land O'Lakes in 2004.