

Final Report NCBA CLUSA Farmer-to-Farmer Program

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**Report on Activities during FY 2010-2013
(March 8, 2010-September 30, 2013)**

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NCBA CLUSA Farmer-to-Farmer Volunteer Brittany Jablonsky in Zambia

I. Executive Summary

This report marks the end of a successful 3.5 year Farmer-to-Farmer (F2F) Program in Niger, Senegal and Zambia. Over the course of the project, 83 volunteers have assisted 24 host organizations reaching 3,744 beneficiaries. Volunteers provided technical assistance in a wide variety of agricultural disciplines, including improved horticultural production, improved processing techniques, marketing and cooperative development. Over the course of the project, we placed a strong emphasis on environmental conservation, executing several volunteer assignments in soil fertility improvement and Integrated Pest Management. NCBA CLUSA volunteers also performed volunteer assignments on more specialized topics, such as improved methods for onion storage and methods for controlling striga weed, a parasite that infests millet plants. NCBA CLUSA is thankful for the efforts of our field staff in Niger, Senegal and Zambia. Our F2F Program was made possible by Boubacar Adamou, Abibou Diaw, Yaguemar Diop, Alexander Hansingo and Nassirou Talatou's hard work.

Volunteer technical assistance to smallholder farmers in Niger, Senegal and Zambia catalyzed an increase in annual gross sales of horticultural crops, millet, moringa and small livestock products of approximately \$380,873 over the life of the program. Our host organizations added 7,962 new members during the program, and 184 people reported living under improved environmental conditions as a result of adopting integrated pest management techniques.

Key Ratios:

Cost Per Volunteer: \$16,818

Cost Per Volunteer Day: \$1,173

Cost Per Beneficiary: \$229

There are some elements to our impact reporting that are worth exploring further.

Our CLUSA host organization in Senegal, which was composed of groups of millet producers gathered together under the auspices of our USDA funded Millet Value Chain Program, reported a \$130,470 decrease in income from sales of millet over the life of the project. The reason for this decrease is because the farmers were getting a good price for peanuts and preferred to grow them for cash. They saved the millet they grew for domestic consumption and opted not to sell it.

The Chipata District Farmers Association (CDFA) in Zambia reported a decrease in income from gross sales of horticultural crops of \$5,352 over the life of the project. Our field staff reported that the reason for this decrease is because the farmers preferred to grow peanuts and corn for cash crops and to consume horticultural crops at home.

The FY10-13 program was the first time that NCBA CLUSA has ever implemented the Farmer-to-Farmer program, so all of the program's management and impact tracking systems were created from scratch. In a very short time and with a comparatively small investment of USAID resources, NCBA CLUSA was able to create simple but robust program management systems for executing safe, impactful and enjoyable volunteer assignments.

Over the course of the program, we closed our country program in Niger in response to the deteriorating security situation and opened a new country program in Zambia, as well as expanding our country programs in Senegal to include the horticulture and small livestock value chains as well as the millet value chain.

Per our subcontract with Weidemann Associates, one of the main goals of our program was to diversify the pool of Farmer-to-Farmer volunteers. 59% of our volunteers were first time F2F volunteers. 35% of our volunteers

have been women, against a target of 25%. 14% of our volunteers were minorities, against a target of 15%. 29% of our volunteers were women volunteering with F2F for the first time. 8% of our volunteers were minorities volunteering with F2F for the first time. By any measure, we have substantially enlarged and diversified the existing pool of F2F volunteers.

	Target	Actual
First Time Volunteers	N/A	59%
First Time Volunteers	N/A	49
Female Volunteers	25%	35%
Female Volunteers- Actual numbers	20	29
Minority Volunteers	15%	14%
Minority Volunteers- Actual numbers	16	12

II. Overview of Experience

A. Country Political and Programming Issues

Senegal Election:

We encountered some constraints to program implementation due to violence during the period leading up to the Senegalese Presidential election and subsequent runoff election in February and March 2012. Due to elections related rioting, we moved Lois Kitsch's volunteer assignment from February 2012 to May 2012.

Additional constraints that we encountered were two volunteers who experienced health problems during their assignments. The first was an accident involving F2F volunteer Andrew Kessel. On February 16, 2012, Mr. Kessel fell into a hole in the street in Kaolack and fractured his knee. Mr. Kessel received medical attention in both Senegal and in Boston. He has since made a full recovery. The second was F2F volunteer Eric Bowman experiencing symptoms of heat exhaustion during his volunteer assignment in May 2013. After conferring with medical professionals in both Senegal and the USA, we ended Mr. Bowman's assignment early and returned him to his home in Washington State. Mr. Bowman does not seem to have suffered any long term ill effects from his volunteer assignment. It is worth noting that both Mr. Bowman and Mr. Kessel are young men in their 20s and 30s who are in otherwise good health.

B. Major Modifications

Withdrawal From Niger:

In early January 2011, two French nationals were kidnapped and murdered in the Nigerien capital city of Niamey. Shortly after this event, we evacuated the volunteer who was serving in Niger at the time and made the difficult decision not to send any more volunteers to Niger.

After withdrawing from Niger, we spent a great deal of time in FY11 determining how to reprogram the assignments that had been intended for Niger. Our original plan was to transfer those assignments to Zambia, but we were unable to find a suitable partner organization or Program Coordinator in Zambia until the end of FY11. Over FY12 and FY13 we built a small, but impactful F2F program in Zambia with the very capable help of Alexander Hansingo, who served as our Zambia based Program Coordinator.

In the second half of FY11, we decided to use the resources freed up by the end of our program in Niger to expand our program in Senegal. We hired a second Program Coordinator, Abibou Diaw, and expanded our

volunteer assistance to the horticulture and small livestock value chains in addition to our work in the millet value chain.

C. Changes in Subcontract Ceiling:

In January 2013, our subcontract ceiling was reduced from \$1,399,972 to \$1,222,000 due to a reduction in funds available to Weidemann Associates. After this reduction in our subcontract ceiling, we reduced the number of volunteer assignments planned for FY13 from 26 to 20. In April 2013, our subcontract ceiling was increased from \$1,222,000 to \$1,321,216 following the end of FAMU's F2F program as a subcontractor to Weidemann Associates. In September 2013, our contract ceiling was increased again, from \$1,321,216 to \$1,326,216. Unfortunately, towards the end of 2013 it became clear that we would not be able to complete all 26 of the volunteer assignments we had slated for FY2013 without extra funds. We were able to complete the last two scheduled volunteer assignments, Steve Laible's business development assignment in Zambia and Valerie Jarvis' small livestock raising and health assignment in Senegal, through a buy-in from ACDI/VOCA. We are very thankful for ACDI/VOCA's assistance with these two volunteer assignments. Those two volunteer assignments will count towards ACDI/VOCA's volunteer totals rather than ours.

III. Summary of Major Outputs and Accomplishments

A. Summary of Volunteers by Gender, Minority Status and First Time Volunteer Status:

	Target	Actual
First Time Volunteers	N/A	49
Female Volunteers	25%	35%
Female Volunteers- Actual numbers	20	29
Minority Volunteers	15%	14%
Minority Volunteers- Actual numbers	16	12

	FY10	FY11	FY12	FY13	TOTAL
# of Volunteer Assignments	6	20	33	24	83
Niger	3	3	0	0	6
Senegal	3	17	27	16	63
Senegal Food Security	3	16	16	7	42
Senegal Horticulture	0	1	11	9	21
Zambia Horticulture	0	0	6	8	14
# of First Time Volunteers	4	18	13	14	49
% of First Time Volunteers	67%	90%	39%	58%	59%
# of Female Volunteers	0	9	12	8	29
% of Female Volunteers	0%	45%	36%	33%	35%
# of First Time Female Volunteers	0	9	8	7	24
% of First Time Female Volunteers	0%	45%	24%	29%	29%
# of Minority Volunteers	0	4	6	2	12
% of Minority Volunteers	0%	20%	18%	8%	14%
# of First Time Minority Volunteers	0	4	2	1	7
% of First Time Minority Volunteers	0%	20%	6%	4%	8%
# of NCBA CLUSA Member Volunteers	1	6	8	9	24
% of NCBA CLUSA Member Volunteers	17%	30%	24%	38%	29%

We exceeded our target for number of female volunteers by a substantial margin. Successful word of mouth from returned female volunteers helped recruit additional women to the program, as did two week assignments rather than more time consuming three week assignments. Our partnership with the National Farmers Union was also an ongoing source of female volunteers.

We missed our target for recruiting minority volunteers by 1%. Our anticipated partnership with the Federation of Southern Cooperatives, an umbrella organization for African-American farmer cooperatives, failed to come together due to a lack of resources available for compensating the Federation for its help in recruiting minority volunteers. The Association of African Agricultural Professionals in the Diaspora provided valuable assistance in recommending potential minority volunteers. Time pressure to complete volunteer assignments and interest from repeat volunteers also contributed to a comparatively small number of minority volunteers. In many instances, we had a situation where a well qualified volunteer was ready to do an assignment at the time we needed to do it. Continuing to search for a qualified minority candidate for these volunteer assignments would have resulted in our missing the appropriate window of time to do the assignment. Increasing the number and percentage of minority volunteers is an ongoing concern, both for NCBA CLUSA and for the F2F Program at large.

59% of our volunteers were first time volunteers. NCBA CLUSA's status as a membership organization based in the USA gave us ready access to a large pool of potential volunteers, the majority of who had never heard of the F2F program. Our partnership with the National Farmers Union also gave us exposure to American farmers and agribusiness experts who were interested in applying their skills overseas.

B. Impact Summary Measures and Procedures:

NCBA CLUSA did its best to adapt our impact summary and measurement procedures to the local environment, while still collecting useful impacts data. Our work with each host organization is described by a set of three documents: a Project Strategy, a Host Profile and 1-4 Scopes of Work per host organization per year. The Project Strategy is a narrative that describes who the Host Organization is, why we are assisting this organization, who the project benefits, the anticipated results and what volunteer assignments our program of assistance to this host will consist of. The Host Profile records quantitative data about the host and is updated every year to show changes in indicator data over time. Host Profile data is used in the USAID indicator tables, as well as for success stories. Lastly, Scopes of Work outline what one volunteer or small group of volunteers will do during their assignments. Scopes of Work lay out what volunteers need to know in order to do their assignments, the expected results of the assignment and what kind of expertise is required to carry out the assignment.

The most serious ongoing issue with impact measurement that we faced was the fact that the majority of farmers we served in Niger, Senegal and Zambia are illiterate and cannot keep farm records. This made it very difficult to get precise baseline or impacts data from host organizations. We relied on estimates and records kept by host organization leadership for quantitative impacts data.

IV. Summary of Work by Focus Areas

A. Niger Millet and Moringa Farmer-to-Farmer Program Summary:

NCBA CLUSA's initial objective in Niger was to assist millet and moringa processor and producer organizations in the areas of marketing, business management, improved horticultural techniques and improved post harvest handling and storage techniques. We fielded the following six volunteer assignments to Niger in FY10 and early FY11.

Name	Country	Volunteer	Country FTF Project	Assignment Start Date	Assignment End Date	Number of Volunteer Days Completed	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Host(s)
Cooperative Development	Niger	Allen Gerber	Niger Moringa	6/5/2010	6/19/2010	15	\$7,050	Korozeye and Yaware
Integrated Pest Mgmt	Niger	Ken Kilner	Niger Moringa	7/3/2010	7/19/2010	17	\$7,990	Kahe and Mansare
Soil Fertility Improvement	Niger	Brent Rouppet	Niger Moringa	9/11/2010	10/2/2010	22	\$10,340	Kahe and Mansare
Cooperative Development	Niger	Amy Fredregill	Niger Moringa	10/2/2010	10/9/2010	8	\$3,760	Bourbourkabe & Djamdjoweye
Marketing	Niger	Mike Harwood	Niger Moringa	10/30/2010	11/13/2010	15	\$7,050	Gueriguinde Zarma & Lelehi Koynoungal
Marketing	Niger	Maggie Sullivan	Niger Moringa	1/8/2011	1/19/2011	12	\$5,640	Bourbourkabe & Djamdjoweye
					TOTAL	89	\$41,830	

NCBA CLUSA's Farmer-to-Farmer Program in Niger benefitted four different host organizations. Our host organizations were groups of small scale millet and moringa growers brought together under the auspices of our OFDA funded Moringa Value Chain Program. They were generally new organizations making an effort at following cooperative principles, but not formal cooperatives. They were institutionally delicate, requiring and receiving support from donor funded projects. The majority of their members were illiterate.

Niger Millet and Moringa Farmer-to-Farmer Program Beneficiaries and Impacts:

NCBA CLUSA's Farmer-to-Farmer Program in Niger benefitted 255 men and 51 women over its 11 month lifetime. Unfortunately, due to the closure of our Farmer-to-Farmer program in Niger, we were unable to collect impacts data for the six volunteer assignments that we fielded there.

Niger Millet and Moringa Farmer-to-Farmer Program Progress, Potential and Remaining Challenges:

There is a great deal of potential for impactful Farmer-to-Farmer volunteer assistance in Niger, provided the security situation improves to the point at which it would be safe to send volunteers again. Through the OFDA Funded Moringa Value Chain Program, the host organizations we served in Niger have made a great deal of progress in increasing their production and sales of moringa. They are well positioned for further work in marketing their crop, perhaps as a cooperative, to larger scale buyers. Niger's remaining challenges are immense and well documented elsewhere. Suffice it to say that Niger remains one of the world's least developed and most food-insecure countries.

B. Senegal Food Security Farmer-to-Farmer Program Summary:

NCBA CLUSA's initial objective for our food security project in Senegal was to assist millet producer and processor organizations in the areas of marketing, business management, improved production techniques and improved post harvest handling and storage techniques. We fielded the following volunteer assignments to Senegal to work on our food security project over the life of the program.

Name	Country	Volunteer	Country FTF Project	Assignment Start Date	Assignment End Date	Number of Volunteer Days Completed	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Host(s)
Millet Production	Senegal	Donn Teske	Senegal- Food Security	8/2/2010	8/17/2010	16	\$7,520	Keur Ali Gueye Village Farmers
IPM	Senegal	Thomas Anderson	Senegal- Food Security	8/22/2010	9/5/2010	15	\$7,050	Wula Nafaa
Striga Control	Senegal	Joel Ransom	Senegal- Food Security	9/4/2010	9/18/2010	15	\$7,050	Keur Ali Gueye Village Farmers
Improved Millet Harvest/Storage	Senegal	Prince Addae	Senegal- Food Security	10/30/2010	11/14/2010	16	\$7,520	Kayemor Village Farmers
Millet Processing	Senegal	Roger Salway	Senegal- Food Security	11/20/2010	12/1/2010	12	\$5,640	Keur Ali Gueye Village Farmers
Millet Processing	Senegal	Bamba Ndiaye	Senegal- Food Security	11/20/2010	12/1/2010	12	\$5,640	Keur Ali Gueye Village Farmers
Millet Processing	Senegal	Andrea Brovold	Senegal- Food Security	11/20/2010	12/1/2010	12	\$5,640	Keur Ali Gueye Village Farmers
Soil Fertility through Conservation Farming	Senegal	John Grove	Senegal- Food Security	1/2/2011	1/15/2011	14	\$6,580	Wula Nafaa
Organizational Development	Senegal	Annie Cheatham	Senegal- Food Security	1/28/2011	2/5/2011	9	\$4,230	CNCR
Organizational Development	Senegal	Claudia Svarstad	Senegal- Food Security	1/28/2011	2/5/2011	9	\$4,230	CNCR
Organizational Development	Senegal	Jessica Cook	Senegal- Food Security	1/28/2011	2/5/2011	9	\$4,230	CNCR
Millet Processing	Senegal	Fedelis Besong Arrey	Senegal- Food Security	2/12/2011	2/27/2011	16	\$7,520	Kayemor Village Farmers
Marketing	Senegal	Gini Knight	Senegal- Food Security	2/12/2011	2/26/2011	15	\$7,050	Kayemor Village Farmers
Organic Sorghum Production	Senegal	Nanga Kaye	Senegal- Food Security	3/19/2011	4/2/2011	15	\$7,050	PCE
Soil Fertility	Senegal	Dena Wild	Senegal- Food Security	4/16/2011	4/29/2011	14	\$6,580	Thiare UGPCL
Soil Fertility	Senegal	Ken Kilner	Senegal- Food Security	5/7/2011	5/27/2011	21	\$9,870	Kayemor Village Farmers
Cooperative Development	Senegal	Pam Karg	Senegal- Food Security	6/11/2011	6/25/2011	15	\$7,050	Wula Nafaa
Integrated Pest Management	Senegal	Kenneth Johnson	Senegal- Food Security	7/2/2011	7/16/2011	15	\$7,050	Thiare UGPCL
Financial Management	Senegal	Louie Doering	Senegal- Food Security	9/10/2011	9/22/2011	13	\$6,110	Thiare UGPCL
SUAP Development/ IPM	Senegal	Oscar Liburd	Senegal-Food Security	10/15/2011	10/29/2011	15	\$7,050	Wula Nafaa

Processing	Senegal	Roger Salway	Senegal-Food Security	11/4/2011	11/17/2011	14	\$6,580	CLUSA
Processing	Senegal	Andrea Brovold	Senegal-Food Security	11/5/2011	11/17/2011	13	\$6,110	CLUSA
Processing	Senegal	Bamba Ndiaye	Senegal-Food Security	11/5/2011	11/17/2011	13	\$6,110	CLUSA
Millet Processing	Senegal	Roger Salway	Senegal-Food Security	11/21/2011	11/26/2011	6	\$2,820	Thiare UGPCL
Millet Processing	Senegal	Bamba Ndiaye	Senegal-Food Security	11/21/2011	11/26/2011	6	\$2,820	Thiare UGPCL
Millet Processing	Senegal	Andrea Brovold	Senegal-Food Security	11/21/2011	11/26/2011	6	\$2,820	Thiare UGPCL
Marketing	Senegal	Mike Harwood	Senegal-Food Security	11/28/2011	12/10/2011	13	\$6,110	CLUSA
Soil Fertility	Senegal	Tony Ends	Senegal-Food Security	1/7/2012	1/21/2012	15	\$7,050	Wula Nafaa
Soil Fertility	Senegal	Dela Ends	Senegal-Food Security	1/7/2012	1/21/2012	15	\$7,050	Wula Nafaa
Soil Fertility	Senegal	Ryan Nickerson	Senegal-Food Security	1/28/2012	2/11/2012	15	\$7,050	CLUSA
Cooperative Development	Senegal	Andrew Kessel	Senegal-Food Security	2/12/2012	2/24/2012	13	\$6,110	CLUSA
Production Follow Up	Senegal	Prince Addae	Senegal-Food Security	3/17/2012	3/31/2012	15	\$7,050	CLUSA
Integrated Pest Management	Senegal	Wilma Aponte-Cordero	Senegal-Food Security	6/2/2012	6/15/2012	14	\$6,580	CLUSA
Soil Fertility 2	Senegal	Tony Ends	Senegal-Food Security	7/2/2012	7/14/2012	13	\$6,110	Wula Nafaa
Organizational Development	Senegal	Bill Nichols	Senegal-Food Security	9/25/2012	10/9/2012	15	\$7,050	SAPCA-EGAS
Horticultural Techniques-Nursery Management	Senegal	Erin Schneider	Senegal- Food Security	1/12/2013	1/26/2013	15	\$7,050	Wula Nafaa
Cooperative Development	Senegal	Louie Doering	Senegal- Food Security	1/27/2013	2/9/2013	14	\$6,580	CLUSA
Soil Fertility	Senegal	Rex Burns	Senegal- Food Security	2/16/2013	3/2/2013	15	\$7,050	Thiare UGPCL
Cooperative Development	Senegal	EJ Gurley	Senegal- Food Security	3/2/2013	3/16/2013	15	\$7,050	Wula Nafaa
Integrated Pest Management	Senegal	Paul Wojtkowski	Senegal- Food Security	3/23/2013	4/6/2013	15	\$7,050	DIRFEL Matam
Post Harvest Handling and Storage	Senegal	Rick Hurd	Senegal- Food Security	3/23/2013	4/6/2013	15	\$7,050	Thiare UGPCL
Soil Erosion Control	Senegal	Nanga Kaye	Senegal- Food Security	5/25/2013	6/8/2013	15	\$7,050	CLUSA
						TOTAL	568	\$266,960

NCBA CLUSA's Farmer-to-Farmer Food Security Program in Senegal benefitted eight different host organizations. Our host organizations were groups of small scale millet growers brought together under the auspices of our USDA funded Millet Value Chain Program. They were generally new organizations making an effort at following cooperative principles, but not formal cooperatives. They were institutionally delicate, requiring and receiving support from donor funded projects. The majority of their members were illiterate.

Senegal Food Security Farmer-to-Farmer Program Beneficiaries and Impacts:

NCBA CLUSA's Farmer-to-Farmer Food Security Program in Senegal benefitted 127 men and 492 women over its 3.5 year lifetime. Host organizations participating in this program experienced an increase in income from gross sales of millet of \$357,767, making it the most impactful of our F2F country programs.

Senegal Food Security Farmer-to-Farmer Program Progress, Potential and Remaining Challenges:

There is a great deal of potential for further impactful Farmer-to-Farmer volunteer assistance in the broad area of food security for small scale millet producers in Senegal. Through the USDA funded Millet Value Chain

Program, the host organizations we served through our food security project in Senegal have made a great deal of progress in increasing their production of millet. They are well positioned for further work in marketing their crop, perhaps as a cooperative, to larger scale buyers.

C. Senegal Horticulture Farmer-to-Farmer Program Summary:

NCBA CLUSA's initial objective for our horticulture project in Senegal was to assist small scale producers and processors of horticultural crops in the areas of marketing, business management, improved production techniques and improved post harvest handling and storage techniques. We fielded the following volunteer assignments to Senegal to work on our horticulture project over the life of the program.

Name	Country	Volunteer	Country FTF Project	Assignment Start Date	Assignment End Date	Number of Volunteer Days Completed	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Host(s)
Integrated Pest Management	Senegal	Paul Wojtkowski	Senegal Horticulture	9/24/2011	10/8/2011	15	\$7,050	BAKHPU
Organizational Development	Senegal	Edie Shannon	Senegal Horticulture	10/15/2011	10/30/2011	16	\$7,520	BAKHPU
Marketing	Senegal	Sarah Dorman	Senegal Horticulture	11/5/2011	11/19/2011	15	\$7,050	BAKHPU
Integrated Pest Management	Senegal	Van Cotter	Senegal Horticulture	3/4/2012	3/17/2012	14	\$6,580	FAFD
Improved Onion Harvest & Storage Techniques	Senegal	Cal Dyk	Senegal Horticulture	3/26/2012	4/6/2012	12	\$5,640	FAFD
Marketing	Senegal	BJ Shannon	Senegal Horticulture	4/14/2012	4/29/2012	16	\$7,520	FAFD
Integrated Pest Management	Senegal	Wilma Aponte-Cordero	Senegal Horticulture	6/2/2012	6/15/2012	14	\$6,580	FAFD
Organizational Development	Senegal	Julie Longland	Senegal Horticulture	7/1/2012	7/16/2012	16	\$7,520	FAFD
Integrated Pest Management	Senegal	Tony Ends	Senegal Horticulture	7/2/2012	7/14/2012	13	\$6,110	KEOH
Improved Horticultural Techniques	Senegal	Melisa Augusto	Senegal Horticulture	8/25/2012	9/8/2012	15	\$7,050	KEOH
Organizational Development	Senegal	Erin Schneider	Senegal Horticulture	9/25/2012	10/9/2012	15	\$7,050	KEOH
Local Products Processing- Hot Pepper	Senegal	Roger Wilson	Senegal Horticulture	11/10/2012	11/23/2012	14	\$6,580	BAKHPU
Marketing	Senegal	Lynda Brushett	Senegal Horticulture	11/24/2012	12/9/2012	16	\$7,520	KEOH
Organizational Development	Senegal	Amy Rapp	Senegal Horticulture	1/26/2013	2/10/2013	16	\$7,520	Yaajeende Matam
Local Products Processing- Fonio	Senegal	Roger Salway	Senegal Horticulture	1/27/2013	2/9/2013	14	\$6,580	KEOH
Financial Management	Senegal	Carol Binder	Senegal Horticulture	3/1/2013	3/18/2013	18	\$8,460	FAID
Integrated Pest Management	Senegal	Paul Wojtkowski	Senegal Horticulture	3/23/2013	4/6/2013	15	\$7,050	DIRFEL Matam
Organizational Development	Senegal	Ron Precourt	Senegal Horticulture	4/13/2013	4/27/2013	15	\$7,050	FAID

Organizational Development	Senegal	Eric Bowman	Senegal Horticulture	5/4/2013	5/15/2013	12	\$5,640	Yaajeende Kedougou
Improved Horticultural Techniques	Senegal	Arun Jani	Senegal Horticulture	5/25/2013	6/8/2013	15	\$7,050	DIRFEL Matam
Integrated Pest Management	Senegal	Van Cotter	Senegal Horticulture	6/16/2013	6/29/2013	14	\$6,580	Yaajeende Matam
						TOTAL	310	\$ 145,700

NCBA CLUSA's Farmer-to-Farmer Horticulture Program in Senegal benefitted seven different host organizations. Our host organizations were groups of small scale producers and processors of horticultural crops brought together under the auspices of our USAID funded Yaajeende Agriculture and Nutrition Development Program for Food Security in Senegal. They were generally new organizations making an effort at following cooperative principles, but not formal cooperatives. They were institutionally delicate, requiring and receiving support from donor funded projects. The majority of their members were illiterate.

Senegal Horticulture Farmer-to-Farmer Program Beneficiaries and Impacts:

NCBA CLUSA's Farmer-to-Farmer Horticulture Program in Senegal benefitted 275 men and 922 women over its two year lifetime. Host organizations participating in this program experienced an increase in income from gross sales of millet of \$10,046.

Senegal Horticulture Farmer-to-Farmer Program Progress, Potential and Remaining Challenges:

There is a great deal of potential for further impactful Farmer-to-Farmer volunteer assistance in the broad area of improved horticultural production, processing and marketing in Senegal. Through the USAID funded Yaajeende Program, the host organizations we served through our horticulture project in Senegal have made a great deal of progress in increasing their production of nutritious and potentially lucrative horticultural crops. They are well positioned for further work in marketing their crop, perhaps as a cooperative, to larger scale buyers.

D. Zambia Horticulture Program Summary:

NCBA CLUSA's initial objective in Zambia was to assist small scale horticultural producer and processor organizations in the areas of marketing, business management, improved horticultural techniques and improved post harvest handling and storage techniques. We fielded the following 14 volunteer assignments to Zambia in FY12-13.

Name	Country	Volunteer	Country FTF Project	Assignment Start Date	Assignment End Date	Number of Volunteer Days Completed	Estimated Value of Volunteer Services Leveraged (U.S.\$)	Host(s)
Business Planning and Record Keeping	Zambia	David Wagner	Zambia Horticulture	4/21/2012	5/1/2012	11	\$5,170	CDFA
Business Management	Zambia	David Wagner	Zambia Horticulture	5/2/2012	5/12/2012	11	\$5,170	CODEP
Conservation Farming	Zambia	Mark Goodson	Zambia Horticulture	6/2/2012	6/16/2012	15	\$7,050	Every Home for Christ
Business/Enterprise Development	Zambia	Scott Stovall	Zambia Horticulture	6/30/2012	7/14/2012	15	\$7,050	Total Land Care
Vegetable Production	Zambia	Bob Shumaker	Zambia Horticulture	8/25/2012	9/8/2012	15	\$7,050	CDFA
Integrated Pest Management	Zambia	Shannon Heuberger	Zambia Horticulture	9/29/2012	10/14/2012	16	\$7,520	CODEP
Improved Peanut Butter Processing	Zambia	Steve Laible	Zambia Horticulture	10/17/2012	10/31/2012	15	\$7,050	ACOMAP
Improved Peanut Butter Processing	Zambia	Nancy Laible	Zambia Horticulture	10/17/2012	10/31/2012	15	\$7,050	ACOMAP
Vegetable Processing	Zambia	Mel Farmer	Zambia Horticulture	11/3/2012	11/17/2012	15	\$7,050	Every Home for Christ
Organizational Development	Zambia	Bob Shumaker	Zambia Horticulture	1/4/2013	1/27/2013	24	\$11,280	CDFA

Business Management	Zambia	Mike Harwood	Zambia Horticulture	3/17/2013	3/29/2013	13	\$6,110	Every Home for Christ
Tomato Processing	Zambia	Lenah Nguyen	Zambia Horticulture	5/11/2013	5/25/2013	15	\$7,050	CODEP
Marketing	Zambia	Ellen Linderman	Zambia Horticulture	6/22/2013	6/29/2013	8	\$3,760	CODEP
Marketing	Zambia	Brittany Jablonsky	Zambia Horticulture	6/30/2013	7/5/2013	6	\$2,820	CDFA
					TOTAL	194	\$84,137	

NCBA CLUSA’s Farmer-to-Farmer Program in Zambia benefitted five different host organizations. Our host organizations were usually groups of small scale horticultural producers brought together under the auspices of NCBA CLUSA’s USAID funded PROFIT program. One of our host organizations, the Chipata District Farmers Association (CDFA), has registered with the government of Zambia as a cooperative and is planning to offer corn shelling and other services to its members. Our host organizations were more institutionally robust than our host organizations in Niger or Senegal, having small numbers of staff and some material assets. However, our host institutions in Zambia are largely dependent on donor support, making their long term sustainability a matter of concern.

Zambia Horticulture Farmer-to-Farmer Program Beneficiaries and Impacts:

NCBA CLUSA’s Farmer-to-Farmer Program in Zambia benefitted 341 men and 371 women over its 18 month lifetime. Host organizations participating in this program experienced an increase in gross income from sales of horticultural crops of \$13,060 and an estimated increase in net income of \$700.

Zambia Horticulture Farmer-to-Farmer Program Progress, Potential and Remaining Challenges:

NCBA CLUSA’s Farmer-to-Farmer program in Zambia has built on the successes of the USAID funded PROFIT program by catalyzing an increase in income from gross sales of horticultural crops of \$13,060. Zambia is an excellent host country for the Farmer-to-Farmer program, especially for first time volunteers. It has a good climate for agriculture, English is widely spoken and there are many potential host organizations. The primary challenges facing Zambian farmers remain basically the same as they were at the time of our FY12 work plan: 1) The Zambian Government’s continued failure to generate and implement liberalization policies conducive to private sector-led agricultural growth; 2) Poor market access and under-developed markets that limit production; 3) Inadequate sources of finance and capital; 4) Low farm and firm-level production and productivity due to inadequate provision of technical information, limited use of modern production and value-adding technologies, and absence of business management services.

V. Analysis of Key Impacts, Successes and Failures

A. Key Impacts and Successes:

The key impact of NCBA CLUSA’s F2F Program is the increase in income from crop sales that our program catalyzed. For the farmers we serve, who face enormous barriers to their success and prosperity, any increase in yields and farm incomes is good news. Although the increases in income our host organizations have achieved seem small in the context of American agriculture, for illiterate farmers farming badly depleted land with minimal tools and inputs, they are substantial.

NCBA CLUSA is confident that our Program can serve as a model for “lean and mean” implementation of the F2F program. Our F2F program achieved cost savings by sharing office space and resources with our other US Government funded development activities, as well as by not maintaining a dedicated office in Zambia.

B. Failures:

Our partnership with Compatible Technology Incorporated (CTI), and NGO which developed a suite of hand powered millet processing equipment never yielded much in the way of results. Our collaboration with CTI needed a great deal more time and attention from program staff than it ever got. If CTI or NCBA CLUSA had ever had a staff member who could have devoted a quarter or half of their time to our joint project, we would be much further along with it. Both sides underestimated how much work testing the machines and introducing them to the farmers we serve would take.

VI. Major Lessons Learned

- A. Choose partner organizations carefully: While there’s been a great deal of thought in the F2F community about proper methods for choosing host organizations, there’s been less discussion about choosing partner organizations, i.e. organizations that assist F2F implementers with some aspect of the program but don’t host volunteers themselves. Many of the same principles for choosing host organizations, like capable leadership and a financial stake in the program also apply to potential host organizations. We wasted nearly a year pursuing different partner organizations in Zambia, at the request of the Lusaka USAID mission, and still never found one that was reliable enough to make a substantive contribution to our F2F program.
- B. Volunteer recruiting is not the hard part: Volunteer recruiting usually features prominently in discussions and general thinking about the program. It’s not hard to see why: it’s easy to understand and is an interesting and satisfying element of the program. Our experience at NCBA CLUSA has been that the F2F program has existed long enough and has built up enough goodwill that recruiting volunteers for most assignments isn’t very hard. There are usually one or more previously serving volunteers who are interested in any given assignment. Host selection, impact reporting and follow up technical assistance are all much thornier issues, at least for NCBA CLUSA.
- C. In order to take full advantage of USAID’s Feed the Future initiative and the agency’s increased investments in food security, we’ve had to shift our thinking somewhat about the impacts we’re trying to have on our host organizations. The goal of the USAID’s Yaajeende program in Senegal, which is part of the Feed the Future initiative, is to increase crop yields and encourage people to grow more nutritious crops. These goals are related to, but distinct from F2F’s traditional goals of increasing smallholder farmer incomes. Our close collaboration with the USAID funded Yaajeende program has pushed us towards volunteer projects that are more aimed at increasing yields than they are at increasing farmer incomes from crop sales. NCBA CLUSA can’t determine to what extent this shift is taking place among the other implementers, but it’s definitely something we think about a lot and believe is worthy of further discussion.
- D. There is no real need to maintain dedicated office space in the field, at least not for a small scale F2F program. NCBA CLUSA ran its program in Zambia quite successfully out of our Program Coordinator’s home.

VII. Recommendations for the Future:

- A. Volunteers occasionally want to take on longer term, more elaborate projects with their host organizations that require greater levels of support and investment that F2F implementers are typically able to make. When volunteers want to make a serious commitment of time and resources to working with their host

organization, they are on their own. There is a great deal of potential for impact if there was a mechanism to provide modest levels of support and investment to longer term volunteer projects.

- B. In the age of Wikipedia, we have to better manage the knowledge that the volunteers generate. Too much of it is never translated into local languages and disseminated to host organizations. We are aware that this is on the agenda for the next phase of Farmer-to-Farmer.
- C. The Farmer-to-Farmer Program at large should think bigger in terms of public outreach. Local outreach events and articles on web sites with a small readership are nice, but there is no reason not to pursue a documentary on the National Geographic or Travel Channels. We have a great story, and we should make efforts to share it more professionally with a larger audience.