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MANAGING INTERNATIONAL VOLUNTEER PROGRAMS (2016)

A Farmer-to-Farmer Program Manual of Good Practices



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DEFINITIONS AND ACRONYMS

KEY DEFINITIONS:	
ADS	Automated Directives System. USAID's operating manual.
Client/Customer	USAID lexicon for a beneficiary, with emphasis on making sure that the beneficiary actually wants what the volunteer seeks to provide.
Country F2F Project	Term used in the FY2009-18 F2F Programs for a subsector project receiving F2F volunteers. A development activity focused on a subsector with defined goals, objectives and strategy. See "Subsector".
Country Partner	A local organization that helps the volunteer program connect with a host and with local organizations/individuals that can benefit from the volunteer. They may or may not have a sub-contract with the Implementing Agency.
Country Intermediary	See "Country Partner".
Direct Beneficiary	An individual that benefits as a result of working directly with a volunteer. Usually as a host or member of a host organization. Also called a customer or a client.
Donor	The individual or organization, public or private, providing funding for the volunteer program. Also termed the "Funding Agency".
Field Staff	Staff of implementing agencies located in developing countries receiving volunteers.
Focus Area, Subsector Project	Terms used in early F2F Programs for a subsector project receiving F2F volunteers. See "Country F2F Project".
Funding Agency	See "Donor".
Host	An individual or organization that receives technical assistance services and serves as the focus of the volunteer's work. Examples include an individual farmer, a cooperative, a bank, an agribusiness, a department in the host country's ministry of agriculture.
Host's Strategic Plan	The project or plan of activities and objectives for volunteer work with one host. May cover one or multiple years.
Implementer, Implementing Agency, Implementing Partner	The organization that provides volunteers for development programs overseas, using funding from donors provided under a grant, a cooperative agreement or a contract.
Indirect Beneficiary	An individual that benefits (usually economically) as a result of volunteer assignments, but does not work directly with the volunteer.
Program Benefits	The financial, organizational, environmental, economic or social impacts of the F2F Program activities on people of the host country as a result of F2F activities.
Subsector	Under the F2F Program, a program area for work by volunteers, including commodity subsectors (e.g., dairy, horticulture, wheat, etc.) or services (e.g., financial services, agricultural education and training, extension, certification, input supply, etc.). See "Country F2F Project".
Volunteer	An individual who provides technical assistance under a volunteer program, receiving no direct salary from the assignment. Expenses may be covered by the program.
Volunteer Program	An implementing agency's country F2F project(s) and budget for volunteers in a specific country(ies) or region that has been approved by the funding agency.

* Cover Photo: F2F volunteer Dr. Y. Martin Lo observes and advises on peanut harvesting techniques as part of Winrock International's Farmer-to-Farmer Program in Bangladesh

ACRONYMS:

ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (an F2F implementing partner)
CNFA	Cultivating New Frontiers in Agriculture (an F2F implementing partner)
CRS	Catholic Relief Services (an F2F implementing partner)
DEC	Development Experience Clearinghouse
F2F	Farmer-to-Farmer Volunteer Program
FAMU	Florida A&M University (an F2F implementing partner)
FAVACA	Florida Association for Voluntary Action in the Caribbean and the Americas (an F2F implementing partner)
ICT	Information and communications technology(ies)
IP	Implementing partner
LOL	Land O'Lakes, Inc. (an F2F implementing partner)
LWA	Leader with Associates – cooperative agreement type which provides core funding for a “leader” award, with the option for additional funding of separate “associate awards” under the leader cooperative agreement. This type of cooperative agreement was used in the FY2009-13 and FY14-18 F2F Program
M&E	Monitoring and evaluation
MBO	Minority-based organization – an organization with predominant minority membership or management, including MSIs and also NGOs and others
MSI	Minority-serving institution – a formal designation referring to institutions included on USAID’s list of educational institutions serving minority populations
NGO	Non-governmental organization
OCAT	Organizational Capacity Assessment Tool – a tool for assessing organizational capacity. The F2F Program from FY09-13 tested use of a simplified OCAT to monitor institutional capacity impacts and found that the tool was useful in assessing host needs but was not suited to measuring impact.
ODI	Organizational Development Index – a metric for assessing organizational capacity, similar to the OCAT. The F2F Program tested the ODI during the period FY14-18.
OICI	OIC International (an F2F implementing partner)
PERSUAP	Pesticide Evaluation Report/Safer Use Action Plan
POA	Partners of the Americas (an F2F implementing partner)
PVO	Private voluntary organization (a USAID-registered NGO)
RFA	Request for Assistance (USAID procurement document)
SOW	Scope of Work
STTA	Short-term technical assistance
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
USAID	US Agency for International Development
USG	US Government
VEGA	Volunteers in Economic Growth Alliance (an F2F implementing partner)
VSU	Virginia State University (an F2F implementing partner)
VWB	Veterinarians Without Borders (an F2F implementing partner)
WAI/CA	Weidemann Associates, Inc. (WAI), now part of Crowne Agents (CA) (an F2F implementing partner)
WI	Winrock International Institute for Agricultural Development (an F2F implementing partner)

PREFACE

Purpose of the manual: The purpose of this manual is to serve as a reference for those who are new to setting up or managing an international volunteer program. It draws from a review of over 30 years of experience of the Farmer-to-Farmer (F2F) Volunteer Program. Since 1986, F2F has used short-term volunteer technical assistance to promote agricultural sector development, people-to-people exchanges, and wider public understanding of development issues and objectives. The F2F programs have been implemented through grants, cooperative agreements and contracts to various private voluntary organizations and universities, including:

- ACDI/VOCA
- Catholic Relief Services (CRS)
- CNFA
- Florida A&M University (FAMU)
- Land O'Lakes (LOL)
- Opportunities Industrialization Centers International (OICI)
- Partners of the Americas (POA)
- Volunteers for Economic Growth Alliance (VEGA)
- Virginia State University
- Weidemann Associates, Inc. (WAI)/Crowne Agents (CA)
- Winrock International (WI)

Cooperative agreements are usually competitively awarded for five-year projects. Since 2009, a F2F Special Program Support Project (SPSP) has also awarded small grants or contracts that have expanded participation to additional NGOs, educational institutions and technical organizations.

This manual describes many of the good practices developed by these organizations. While it generally answers the question, “*What* should the implementing agency do?” it does not necessarily explain *how* the agency should do it. Such information is often codified in an organization’s operations manual (containing form letters, pay and benefit scales, insurance policies, travel policies, communication policies, etc.). Clearly, a new organization can learn from operational procedures of established programs; however, it must be recognized that many policies are unique to the culture of a specific organization. The authors of this manual welcome feedback so that we can produce a revised version in the future. For questions that cannot be answered in a generic manual for old and new, big and small implementing organizations, we recommend that consultants be used to develop management systems tailored to the unique characteristics and objectives of the organization.

As this manual draws mainly on experience under the F2F Program, its recommendations should be relevant and broadly applicable to that Program. It is intended as a guide or reference and is not mandated for that Program. It is also written to be more generally applicable to other types of international volunteer programs.

Most discussion and lessons are relevant to organizations implementing international volunteer programs, though the Manual takes a holistic view of programming and includes some sections that may be of more use to agencies funding such programs. The lessons draw from F2F projects over time with some examples from current programs and some from past projects.

The Farmer-to-Farmer Program: The F2F Program was first authorized by the US Congress in 1985 to provide for the transfer of knowledge and expertise from US agricultural producers and businesses on a voluntary basis to middle-income countries and emerging democracies. Since then, the program has earned respect for the high-quality technical services it provides to developing country host institutions. The US Congress re-authorized the F2F Program in the 2014 Farm Bill, designating it the John Ogonowski and Doug Bereuter F2F Program in honor of one of the pilots killed September 11, 2001 (John Ogonowski) and former representative Doug Bereuter, who initially conceived of the Program. Evaluations have consistently found that the

program provides high quality technical services. In its first 30 years,¹ volunteers contributed over \$34 million worth of their time; approximately four million farm families (representing about ninety million people) have been direct beneficiaries of the F2F Program, and approximately 16,700 volunteer assignments have been completed in over 110 countries.

Approach: To prepare this Manual, in 2005 the F2F implementing organizations provided detailed information on their established procedures and practices. Consultants Elon Gilbert, Anne Cullen, and Ronni Flannery prepared a first draft of the Manual, synthesizing the best practices of the various organizations. The 2005 version reflected additional reviews and edits by the implementing organizations and by USAID staff.² Some updates were made in 2007 and 2015, and in 2016 the F2F implementing partners and USAID F2F staff collaborated in a full review and update of the Manual.³

Scope and structure of manual: The Manual focuses on program management practices for international volunteer programs promoting economic growth objectives. [Section 1](#) discusses key concepts and trade-offs common in the management of volunteer programs. [Section 2](#) covers those activities that normally precede a volunteer assignment, notably the development of program and project strategies and plans as well as the selection of country program themes, partners, and host organizations. Project implementation and management of the volunteer assignments themselves is the focus of [Section 3](#). [Section 4](#) examines ways in which economic growth oriented volunteer programs can address other objectives of poverty reduction and food security, gender and social equity, environmental conservation, and outreach to further public understanding of international development issues. [Section 5](#) discusses monitoring, evaluation, and assessment of impacts for volunteer programs. A series of annexes in [Section 6](#) provides examples of various documents used in F2F implementation.

Each section is divided into separate topical notes addressing particular issues in the management of volunteer programs. The topical notes begin with an introduction of why the topic is important to efficient and effective volunteer program management, followed by major issues relating to the topic, practices that have proven successful in F2F programs, and key recommendations.

While many lessons from F2F programs are thought to be valid for international volunteer programs in general, this guidebook has not attempted to draw extensively on the lessons learned from other volunteer programs, such as those run by the US Peace Corps, the United Nations, or religious groups. We defer to those more familiar with other programs to decide how valuable it would be to review their experiences also. Ultimately, the best structures and operations of volunteer organizations must be tailored to the specific context of each program. This Manual is therefore a guide, not a cookbook.

This Manual was originally prepared in 2005 and has been up-dated several times, with the latest full revision and update in July 2016.

¹ Numbers represent F2F programs from FY1985-FY2015.

² The initial version was compiled and edited by: Elon Gilbert, Robert Navin, Gary Alex, Eric Beschoter, Anne Cullen, and Ronni Flannery. Subsequent revisions have been compiled and edited by USAID's F2F program management teams and may reflect the experience of additional implementing partners.

³ The 2016 update reflects the experience of the USAID F2F management team (Gary Alex, J. Erin Baize) and current F2F implementers (ACDI/VOCA, CNFA, CRS, FAVACA, Land O'Lakes, Partners of the Americas, VEGA, Winrock).

SECTION 1: UNDERTAKING VOLUNTEER PROGRAMS

"Volunteerism is an important part of America's response to problems in the developing world. From the Peace Corps to today's Farmer-to-Farmer programs, American volunteers have been making a difference in these countries for 50 years."

- USAID Administrator Andrew Natsios upon presenting the Presidential Call to Service Award to 11 volunteers on May 18, 2004

As the opening quotation suggests, the people-to-people nature of the F2F Program is one of its principal assets. Over the years, thousands of dedicated US citizen volunteers have had rewarding experiences in international development activities. These successes have been met with increased expectations as the needs of developing states have become better understood and have grown more acute. Organizations that run international volunteer programs are increasingly responsible for not simply doing good works, but making sure that they efficiently and effectively achieve positive impacts for clients.

Volunteerism has deep roots in the US. In 1953, the International Cooperation Agency (ICA), a predecessor agency to USAID, facilitated establishment of International Voluntary Services to bring citizen volunteer resources to the newly energized international development efforts. The success of this effort led directly to formation of the Peace Corps. Citizen volunteers bring important resources to development efforts, with the direct citizen diplomacy inherent in volunteer interactions with counterparts presenting an "American face" to foreign assistance efforts. The continuing commitment to volunteerism is evident in the USAID ADS requirement to consider use of volunteers in any major Presidential Initiative programs.

What are the strengths and weaknesses of programs using volunteers? These are covered in the following sections:

- [Comparative Advantage of Volunteer Programs](#)
- [Phases of the Volunteer Program Cycle](#)
- [Procurement and Implementing Partner Selection](#)

1.1 COMPARATIVE ADVANTAGE OF VOLUNTEER PROGRAMS

Many international volunteer programs, like F2F, were originally designed to promote better understanding between people of different countries. The costs involved and development needs and opportunities dictate that volunteer programs also address a broader set of development objectives.

Promoting economic development with only short-term voluntary technical assistance is a bit like trying to build a house with only a hammer. On their own, volunteer programs are limited in what they can accomplish. However, the services of highly qualified and motivated volunteers with specialized expertise can be quite effective when working on well-defined assignments with strong local host organizations, and when volunteers and program staff are able to help hosts access other resources that might be needed.

Volunteer program management must strive to exploit the flexibility and specialized skills available from volunteer programs by developing relations with other organizations and projects that provide the range of complementary inputs needed to produce sustainable impacts. While it may be impossible to transform a hammer into a saw, one might arrange to borrow a neighbor's (partner's) saw and together complete construction of a house.

What are the comparative advantages of volunteer programs?

Volunteers are not the same as consultants, but specialist volunteer technical assistance has some important advantages. Quality is a first consideration and in many ways volunteer specialists and consultants are equally well qualified. Volunteers may also bring more practical, proven technology and recommendations when they come from real world experience with their own farms or businesses. Cost is a second consideration, with fully burdened costs per day for a consultant equivalent to about 220 percent that of a volunteer.⁴ Additional benefits from volunteers are that they may:

- Continue to provide support to hosts after the assignment is completed;
- Are motivated to achieve impacts for the host rather than just complete their required scope of work;
- Have more credibility with hosts and beneficiaries, as they are seen as working for the host instead of an agency;
- Share their experiences in the US to improve understanding of foreign assistance programs.

Consultants provide other advantages in that they: are more fully under control to accomplish desired tasks, can sometimes be recruited more quickly, and are more willing to complete detailed formal reports. Programs must be run efficiently to deliver on the benefits of specialist volunteer technical assistance.

Issues in selecting volunteer programs

Program efficiency: Program efficiency is all about the bottom line. One proxy for efficiency is how many volunteer assignments (or volunteer days) can be squeezed out of the allocated budget. Review of F2F reports suggests that implementers are routinely able to meet their

⁴ VEGA Volunteer Value and Cost Effectiveness, Volunteers for Economic Growth Alliance (VEGA), 2014.

targets in terms of volunteer assignments and days, a tribute to their budgeting and targeting skills.

Travel and logistical requirements make international volunteer programs costly. When including all overhead, planning, home office, country offices, and support costs, the cost per volunteer-day for short-term specialist assignments can be from US\$ 900 to US\$ 1,100.⁵ Longer-term assignments, where appropriate, can substantially lower the cost per day. Resources from donors are made to go further through cost sharing arrangements with implementing agencies, in-country host organizations, partners, contributions arranged by volunteers, and leveraged funds from a variety of other sources to provide complementary inputs.

The program with the lowest cost per volunteer day is not necessarily the best. Different volunteers have different levels of skills. Some countries are more expensive to work in than others, and some programs devote more time than others to program planning, monitoring, evaluation and impact assessment. As the cost gap between fielding volunteers and regular technical assistance narrows and the skill requirements for volunteers increase, the rationale for maintaining international volunteer programs as distinct entities may rest on US public and political perceptions that these programs are special. In this context, it seems neither probable nor desirable that development objectives alone should drive volunteer program decisions and management systems. A balance is needed. It is necessary to monitor program efficiencies—cost per volunteer assignment and cost per volunteer day—to maximize the numbers of volunteers involved consistent with needs for adequate support and program effectiveness.

Program effectiveness: F2F did not always emphasize development impact to the extent it does today. In the early years, the focus was on greater understanding and appreciation between American farmers and their counterparts in developing countries. Volunteer assignments provided an opportunity for this to happen when host organizations requested assistance from volunteers. If sustainable economic and other tangible benefits flowed from these services, all the better, but this consideration was secondary.

These “secondary” considerations are now front-and-center in the consciousness of most international volunteer programs. Both USAID and the implementing agencies devote significant effort to quantifying developmental impacts when volunteer assignments are designed, monitored and evaluated ([see Section 5](#)). Impact is commonly expressed in economic terms such as growth in production, sales and income at the level of individual farms, firms and agricultural associations, or occasionally at the subsector level. However, volunteer programs also can be associated with a broader range of development objectives relating to environmental conservation, social/gender equity, poverty reduction, expanding financial services, building civil society, reforming policies and legal frameworks, strengthening institutions, and improving a range of quality of life indicators. There are formidable challenges associated with measuring and attributing impacts from short-term volunteer assignments.

The emphasis on results and impacts has made volunteer program management more complicated. Cost effectiveness, a term that explicitly relates expenditures to impact, is more appropriate than simple cost efficiency in placing volunteers. While it remains important to meet targets for numbers of volunteer assignments, the quality of what happens as a result of those assignments is of primary importance, as are costs associated with ensuring that the right things happen. Follow-up with hosts, arrangements for sharing volunteer recommendations widely through partners and outreach, and broad stakeholder consultations promote greater

⁵ Based on program-wide total cost and number of volunteer days for the FY04-08 and FY09-13 Programs, and estimated data for the FY14-18 Program.

effectiveness. More skills, time and effort are required up front to plan for volunteer assignments; attention to monitoring, evaluation and assessment of impacts is needed to provide evidence of results and to guide future activities; and attention must be given to follow-up and longer-term innovation. All of this adds to the cost of placing volunteers.

Sustainability: Sustainability of development impacts and benefits is a challenge in all programs. Short term volunteer programs have some particular challenges but also some advantages in this regard. With short term volunteer assignments of 2-3 weeks or a few months, at most, there is scant time for a volunteer to fully establish an innovation for long term sustainability. There is time only to transfer knowledge and information, complete demonstrations, or provide advice and recommendations. Then it is up to the host organization to act on volunteer recommendations and achieve positive impact.

The short term nature of assignments and the lack of any other inputs available from the program constitute an important advantage too. Hosts request volunteers because they want the short term advice. They are not drawn to the project, as to many other development projects, because of available subsidies or giveaways. The short assignment means that the host cannot become dependent on the volunteer for sustaining innovations and benefits. Strategic selection of hosts and partners and development of volunteer scopes of work can shape programs to have benefits sustained by the hosts themselves. Of course, not all development efforts can be introduced and sustained with only short term technical assistance. Some do require larger investments in equipment, program subsidies, and other inputs, and these too can be supported by volunteers and F2F program staff. Follow up interaction between volunteers and hosts, often facilitated by ICTs, contributes to sustainability as well.

Practices for volunteer programs: balancing objectives

Development objectives shape the planning, monitoring, evaluation and assessment of volunteer programs. In other words, the selection of regions, countries, subsectors, partners and hosts is largely driven by objectives previously identified, and typically established in the funding agency's strategic plan. There are several sets of objectives that at times compete for the attention of F2F program implementers.

Measurable impacts vs. the “volunteer experience”: The emphasis in F2F programs—reflecting a general trend in government introduced in the 1993 Government Performance and Results Act (GPRA)—is on impacts and measurable results. The shift from the people-to-people orientation prominent in the initial phase of the program is an evolution that remains a subject of debate among stakeholders. Some feel that volunteer programs should remain in their essence people-to-people programs, while staying open to contributing to broader development objectives. Others see volunteer programs principally as a means of furthering development objectives, notably those relating to economic growth, poverty reduction, food security and concern for the environment. There are compelling arguments against going to the extreme in either direction, and if there is any consensus, it is that international volunteer programs should reflect both orientations and retain a degree of flexibility to respond to new opportunities.

Immediate vs. longer-term impacts: Volunteers are well known for solving specific problems, thereby generating an immediate impact. Examples might be the introduction of a technology that produces higher yields, or a management system that identifies opportunities to increase profits or cut losses. Short-term volunteers can address effectively many problems in the developing world that do not lend themselves to quick fixes. Examples include environmental conservation (through introduction of drip irrigation technology, for instance) and aspects of poverty reduction (as in cooperative development assistance). Organizational strengthening is a

common theme in development programs, as is working to make a regulatory and economic framework more conducive for private sector led economic growth.

Volunteers often have valuable training and experience in improving the operations of organizations, or in training people to be better managers. The timeframe for such activities to realize measurable impacts in terms of growth indicators may be several years, often well beyond completion dates for individual volunteer programs. The trick is to come up with proxies for long-term development that can be measured in the short-term. One possibility is to conduct pre- and post- surveys of a group's knowledge, attitudes or practices. Ideally a survey design would include a control group that allows the effects of the volunteer's efforts to be isolated from other influences on beneficiary behavior. Since such surveys are usually prohibitively expensive, the implementer must make sure that the benefit of such surveys is worth the cost. The ODI (and previous OCAT), in simplified form, attempts to measure these changes.

Poverty reduction vs. economic growth: A sole focus on economic growth could lead to assisting large-scale commercial enterprises that are best equipped to drive the economy in subsectors with greatest growth potential. Some economists argue that poverty reduction will then occur via the “trickle down” effects of such growth in employment and incomes. However, assessments of the trickle down effects of economic growth suggest that key connections are often missing. Economic growth in the 21st century is strongly associated with a highly skilled and productive workforce (among other things), and there is a serious disconnect with the capacities of the majority of rural poor throughout the developing world. Poverty is perhaps best addressed by giving poor people access to the information and skills that can open new opportunities for them to succeed in more remunerative livelihoods.

Do international volunteer programs have a role here? Or is the reduction of rural poverty so complex that program resources are unlikely to produce significant sustainable change? Hosts with which volunteers work must have some resources and potential to make changes in their operations, or volunteer efforts will be wasted. On the other hand, large-scale commercial enterprises should be able to hire consultants, and volunteers should be placed elsewhere. A positive view is that international volunteers may, in fact, be well suited to provide the sort of training/skills enhancement that poor people require to successfully transition from dependence on low productivity occupations to engagement in higher value added productive activities or employment in the service or other sectors. Volunteers can be effective in convening potential partners, bringing attention to issues, or motivating changes that link resource-poor farmers to new resources and sources of services. To maximize the benefits gained from a volunteer's time, volunteers often should work with intermediaries serving groups of beneficiaries rather than with individuals. This may include small and medium scale private enterprises or local organizations that offer employment opportunities and services for the poor ([See Section 4.1](#)).

Country objectives vs. volunteer program objectives: Volunteer program agreements may call for great attention to and convergence with objectives of donor country missions. This has been true for the F2F program, in which implementers have been asked to develop regional and country programs and select partners and hosts to meet USAID country objectives. At first glance, this appears to simplify planning—one need only follow the lead of the country missions. However, it is often more complicated than this. Timing may be a problem. Implementer selection of country program themes often does not coincide with the timing for country mission strategies. Since the list of possible objectives and priorities commonly exceeds volunteer program resources by a considerable margin, prioritizing is still necessary. Volunteers may not fit well in some larger donor projects that are largely implemented by consultants and which may make volunteers appear to be cheap labor. Volunteer programs still can play an important role in donor country programs by exploring new sectors for development. Their high degree of flexibility allows volunteer programs to experiment with new activities, partners and subsectors

that may warrant broader donor investment in the future.

The interests of volunteer program implementers also need to be considered, as these vary and may differ from donor objectives. F2F implementers include private voluntary organizations (PVOs) and universities, with considerable variety within each category of institutions. The manner in which individual implementers manage their volunteer programs is a reflection of their organizational cultures and objectives. Implementers place varying degrees of emphasis on economic growth, organizational capacity, poverty reduction, food security, or issues of environmental and social equity. When implementers are able to pursue their interests through volunteer programs, they are able to work within their comparative advantages, leading to greater efficiencies for the country program as a whole.

Poorer vs. wealthier countries: Countries with more dynamic economies and better regulatory and governance systems are best able to use services and benefit from volunteers. However, needs may be greater in countries with less developed private sectors and market economies. While a bad policy environment may limit ability of volunteers to influence change, volunteer assistance can benefit the immediate host organizations and can help to establish a base for future policy reform that improves a country's prospects for development. In the past, F2F has been successful at building bridges and creating trust in newly open economies, such as the former Soviet Union in the 1990s and Burma in the early 2010s.

Demand vs. supply driven: Programs typically should seek volunteers to meet needs of hosts rather than seeking host assignment opportunities for pre-identified potential volunteers. Relying on host demand ensures strong buy-in from hosts and commitment to devote resources to assignments and follow up on volunteer recommendations. Volunteer supply considerations are important to be able to provide volunteers to fill specific host requests and to provide volunteer opportunities to qualified people.

Focused activities vs. targets of opportunity: Volunteers can work with host institutions throughout the agricultural sector, and good assignments often come up in diverse sub-sectors. But, experience has shown that working in a restricted sub-sector (commodity, support sector, or geographic area) allows for better planning, synergistic assignments, and greater impact. The concept of a 'demand-driven' program that responds only to needs of host institutions argues for providing volunteers exclusively in response to host requests. Such an approach, however, need not imply a commitment to responding to all sub-sectors, as responsiveness to hosts can be limited to pre-identified sub-sectors. Even with the most extreme demand-driven approach, requests must be subject to the test that they are for activities that are legal, viable, and in the public interest. Program parameters can impose appropriate restrictions on host eligibility and program promotion to focus work on industries or sub-sectors expected to produce high impact, while still responding to host demand within the defined sub-sector. Host demand, even in challenging subsectors, has generally not been a constraint.

Maximizing number of volunteers vs. ensuring adequate support: Programs must seek to hold costs down and make volunteer services cost effective. But, adequate logistical and planning support is essential to volunteer safety, morale and effectiveness. Qualified program staff are needed to plan, support, follow up and report on volunteer assignments. Field staff with strong agricultural qualifications may be more expensive but often lead to stronger, more impactful programs.

Longer vs. shorter assignments: Longer assignments appear more cost efficient in that they tend to lower the cost per volunteer-day of services. But, many potential volunteers are unwilling or unable to serve for longer than two to three weeks and some hosts do not want to spend more time with volunteers. The two to three week assignment has been the standard for F2F programs and has proven quite successful. Ultimately, the scope of work and the length of

assignment must be defined by the requirements of the hosts and the country sector needs and by the ability to recruit qualified volunteers. Alternative assignment options may provide volunteer opportunities to other populations of potential volunteers and may offer new services to hosts. This might also allow for use of intern-volunteers or volunteer consultants to support implementation of the volunteer program itself.

Volunteer services vs. complementary support: Complementary support (training, additional technical assistance, international travel by hosts, demonstration grants and pilot programs, etc.) can often greatly facilitate the adoption of volunteer recommendations and expand impact from volunteer assignments. But, the F2F Program funding is limited and therefore funds only volunteer services. Other USAID Mission and office funding, if available, does not have the same restrictions and can fund needed complementary support, either through Associate Awards, or through parallel-financed projects.

Key recommendations

- ◆ Volunteer programs should complement existing programs. This will ensure that benefits reach a broad audience and there is continued support after the volunteer's departure.
- ◆ Balance the twin program goals of assuring a good experience for volunteers with the need to show results against the objectives of the donor and the host country.
- ◆ Design volunteer assignments to work with intermediaries serving groups of beneficiaries rather than with individuals. This will maximize the benefits gained from a volunteer's time and have the greatest impact. Such assignments might include work with small and medium scale private enterprises or local organizations that offer employment opportunities and services for the poor.
- ◆ Report results and impacts against both a broad set of development objectives as well as against the specific objectives of the volunteer program. This is often important to preserve the special identity of long standing volunteer programs, such as F2F, which have the support of Congress and the American public.
- ◆ Monitor program efficiencies to maximize the numbers of volunteers involved consistent with needs for support and program effectiveness. While the lowest cost per volunteer day is not necessarily indicative of the best program, such monitoring can reveal opportunities to expand the number of volunteer assignments within a given budget.
- ◆ Consider potential impacts on poverty reduction, equity, and environmental conditions. Volunteer programs should pursue programs that further both poverty reduction and economic growth. Volunteer programs can help poor people acquire the necessary information and skills to pursue the livelihoods of their choice successfully. Often this involves assignments that strengthen host organizations that provide goods and services to the target small farmer beneficiaries.
- ◆ Build in or facilitate cultural exchange and opportunities for volunteers to learn about the host country history, economy, and culture wherever possible. Home stays and activities to ensure interaction with ordinary people and rural communities are ideal. Ensure that volunteers share information about the US, their home state, their local agricultural sector, etc. as well.
- ◆ For general information on how to conduct foreign assistance, refer to USAID's Core Mission, Vision, and Values at <https://www.usaid.gov/who-we-are/mission-vision-values>.

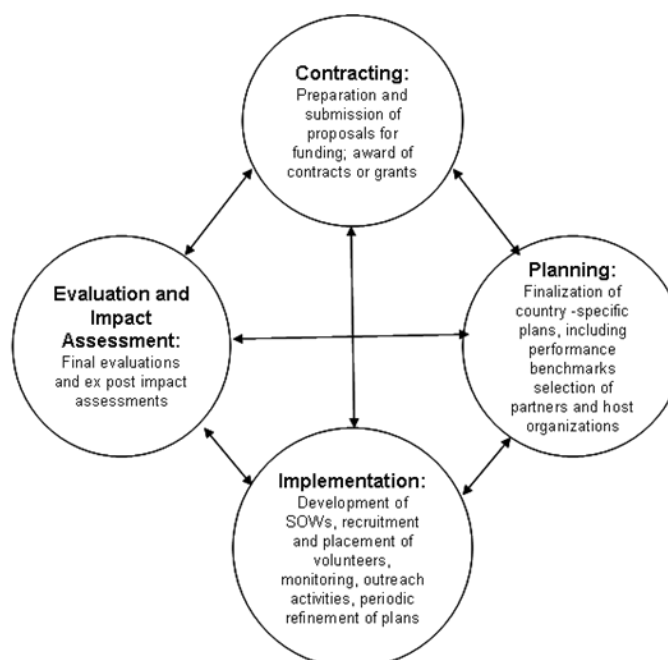
1.2 PHASES OF THE VOLUNTEER PROGRAM CYCLE

Developing a quality international volunteer program requires attention to management of four phases of program development and implementation. The best organizations foster the sharing of lessons learned, such that lessons from one phase of the cycle feed back to the other phases, even before the final evaluation phase.

What should be considered at each phase of the volunteer program cycle?

Although country projects and plans vary, the program cycle does not. As such, it is important that implementing organizations develop a cohesive management system that meets the needs for each country program.

Contracting: The contracting phase encompasses everything that happens in the process of obtaining funding for the program up to and including the formal project agreements, notably the preparation of the requests for applications/proposals (RFAs/RFPs), preparation and submission of proposals, the award of grants, cooperative agreements or contracts, and the formalization of the project agreements. The contracting process defines the general character and potential impacts of the program to an important extent. The determination of objectives, scope (selection of regions/countries) and scale (numbers of volunteer assignments) of operations and budgets are normally specified by the donor in the RFA.



Prospective implementers are generally required to develop a provisional series of regional, country, and thematic plans related to a proposed deployment of volunteers and to define the prospective results and impacts from these activities. These plans, activities, and expected results are meant to be indications rather than specific commitments, and can usually be modified during the planning and implementation phases that follow.

The F2F program encourages its implementing organizations to be creative in selecting countries, as well as in planning volunteer assignments. Implementing organizations need to analyze country economic trends and policies as well as the strategies and programs of the donor. Proposal preparation normally involves country visits and consultations with donor country missions, local governments, and potential partners and host organizations. All of this is required for the identification of country program themes as well as the preparation of project strategies and plans. The implementing organizations must propose not only how they will identify in-country assignments, but also how they will find good volunteers.

Contracting is normally carried out by the home offices of prospective implementers, some of whom may already have field offices in the regions and/or countries designated for the volunteer program. While understandably constrained by lack of time and resources prior to the formal

award of contracts, the quality of effort that goes into the preparation of the proposals greatly influences what is required during the planning phase that follows (as well as presumably affecting decisions on the proposals). Thus, while development of proposals often requires services of an external consultant or home office staff, field staff and those who will implement the program should participate to the extent possible.

Planning: Planning encompasses the preparation of strategies and plans for countries, programs and projects ([see Section 2](#)). As noted, the preparation of proposals during the contracting phase provides at least the broad outlines for this set of strategies and plans. F2F program implementers generally feel that a focus on impacts has increased the rigor of the planning processes and welcome this, despite the additional time and skill requirements.

A major task during the planning phase is the refinement of regional, country, subsector, and project strategies and plans. Regional and country offices must be established and field staff must be recruited to play leading roles in this process, as well as to facilitate the participation of partners and host organizations. Field staff will need to review the selection of country themes, partners and hosts as a first order of business, since conditions, including donor and partner programs and priorities, may have changed since the proposals were submitted.

The types and roles for partners need careful consideration. If the main implementing agency lacks capacity in a specific area, such as agribusiness and market development, environmental conservation, recruiting volunteers for specific technical topics, or working in a particular country or region, there may be need for a consortium or implementing partnership arrangement to access the needed skills. At the country level, country partners may be critical to effectively reaching and identifying appropriate hosts or to spreading results of volunteer work more widely throughout the country.

An important part of the planning phase is giving attention to the provision of complementary services. Realization of sustainable impacts may require various inputs—such as capital and equipment—in addition to volunteer services. While volunteer programs generally cannot provide these complementary inputs directly, implementers and volunteers are frequently involved in efforts to arrange for them by facilitating linkages to local partners, government and private sector agencies and projects in the host countries, as well as through networks and associations that volunteers are able to access in the US.

The selection of partners and host organizations is a critical part of the planning phase, as the partners and hosts may bring valuable insights through participating in planning efforts. Selecting the right partners and hosts may ensure additional support for volunteers as well as providing access to resources necessary to make volunteer assignments successful.

The thoroughness of planning is influenced by the availability of resources (skills and budgets) as well as by time. There are pressures to get on with implementation, meaning the actual fielding of volunteers, but there is appreciation on all sides that greater concern for results and impacts requires a deeper understanding of the country institutions, markets and economic subsector, and considerable attention to planning.

Implementation: Implementation encompasses everything associated with fielding a specified number of volunteers, including selection of subsectors for project activities, identification of hosts, development of scopes of work (SOWs) for volunteers, recruitment, orientation, implementation of assignments, follow up with host organizations, monitoring of performance and results, and periodic revision of strategies and plans, as required ([see Section 3](#)). Field staff, in collaboration with partners and host organizations, initiate implementation by identifying hosts and developing SOWs. Implementer staff in the US are generally responsible for recruiting, orienting, and making necessary arrangements for volunteers prior to their

departures. Field staff receive volunteers in the host countries and arrange technical and logistical support (interpretation, transport, etc.) necessary for their assignments. Field staff maintain regular contact with partners and host organizations, before, during and after volunteer assignments, both to facilitate volunteer assignments and to ensure that—to the extent possible—volunteer recommendations and activities essential to achieve impact are being implemented.

Implementation systems must be sufficiently flexible to adjust to changing conditions, including shifts in priorities among objectives, changes in country themes and even changes in the selection of countries themselves. In the F2F program, prominence is accorded to monitoring and associated data collection and analysis, both for purposes of reporting to USAID on progress, as well as for adjusting strategies and plans. This activity consumes a considerable amount of field staff time and requires skills that were often in short supply among field staff of volunteer programs in the past.

Evaluation and ex post impact assessment: Final evaluations and assessments of impacts after conclusion of a project/program are generally required for accountability and planning purposes. However, information required for evaluations and ex post assessment of impact depends on the collection of data before, during, and after implementation of volunteer assignments. Work on monitoring and evaluation therefore must begin with program planning ([see Section 5](#)).

Evaluations and assessments receive considerable attention due to the development community's emphasis on performance and impacts. Ideally, evaluations and ex post assessment of impact are carried out by teams or agencies other than the implementers themselves, to avoid the perception of conflict of interest.

Key recommendations

- ◆ Maximize local stakeholder input to planning processes to take advantage of their knowledge of the sector, existing constraints and opportunities, local actors and participants in value chains, and the operating environment. Participatory planning helps to keep a focus on local demand-driven and relevant projects.
- ◆ Develop a draft monitoring and evaluation system during the planning process and make it operational early in program implementation.
- ◆ Develop systems for feedback and continuous learning that will strengthen all aspects of the project cycle. Options include special assessments, staff workshops, specially targeted reporting requirements, and routine in-depth reviews of project performance and impact monitoring data.

1.3 PROCUREMENT AND IMPLEMENTING PARTNER SELECTION

The mechanism for identifying and selecting implementing agencies to manage an international volunteer program is a critical program component for any funding agency. This is true whether the funding is from public or private sources or for a prime implementer or a sub-contractor/grantee to participate in defined areas of program implementation.

Why are procedures for procurement and implementing partner selection important?

Selecting the right implementing agency for international volunteer programs can, among other things: (1) increase the number and variety of volunteers participating in program activities; (2) increase program impact; (3) lower costs; (4) provide important outreach and education to the US public; and (5) increase the number and variety of regions, countries, subsectors, hosts and partners participating in program activities. A sound funding mechanism based on a competitive selection process helps ensure that all of the above elements are inherent in any agreement.

Issues in procurement and implementing partner selection

New volunteers: To increase overall participation in a volunteer program, it is important to consider the implementing agency's available volunteer pool. Having a large database or network of potential volunteers available to a recruiter is valuable and shows a high capacity for volunteer recruitment. However, beyond size, volunteer programs should also strive to maintain a balance of gender, race/ethnicity, variety of experience in different sectors and fields, both academic and technical, and a recruitment outreach strategy that continually strives to access new pools of volunteers and constituencies in the US. Volunteer databases are generally proprietary for implementing organizations, but proposals for funding can describe the scope and scale of such databases and procedures in place to continue to expand and refresh them.

Increase linkages to new organizations: An important factor in finding new volunteers is reaching out to new implementing agency organizations. Partnerships with a variety of organizations help to expand the boundaries of volunteer programming, both internationally and in the US constituency base. Organizations' geographic foci or established programs that can be augmented with volunteer inputs are important considerations in partner selection. However, there can be a steep learning curve to overcome when new implementing agencies establish international volunteer programs, and it is important to consider tradeoffs with program efficiency and to make sure new implementers are able to ensure safety of volunteers.

Increase minority participation: Increasing the number of minority volunteers and minority institution participation overall is important to draw on all resources the US has to offer. This participation can be promoted by increasing ties with implementing agencies that are minority owned or operated. Minority Serving Institutions (MSIs), including Historically Black Colleges and Universities, Hispanic Serving Institutions, American Indian Tribal Colleges and Alaska Native or Native Hawaiian Serving Institutions can be important in recruiting volunteers from diverse backgrounds. Programs can reach beyond academia through partnerships with non-profit Minority Controlled PVOs and for-profit small and disadvantaged businesses, collectively referred to as minority-based organizations (MBOs). Some capacity building may be necessary to bring new partners to the table.

Funding and contracting mechanisms: Consideration of various competitive mechanisms for funding will help to determine the appropriate level of management oversight and operational flexibility in the program. Options available through USAID include:

- Grants are considered “gifts” by the US Government. The procurement process is therefore less strict and oversight of the funds, including reporting requirements is often reduced. This makes management less intensive and reduces the donor’s involvement in program operations.
- Cooperative Agreements are similar to grants, with the exception of increased involvement of USAID in approving work plans and key personnel positions.
- Contracts offer the highest level of oversight by the donor’s management team and more highly defined program activities. This can also open competition up to for-profit entities.
- Leader with Associate Cooperative Agreements (LWAs) allow the organization with the award to implement a “leader” project and also negotiate separate country or regional “associate” cooperative agreements for additional activities without lengthy procurement delays. Such programs can quickly expand operations technically and geographically, while maintaining central oversight.

Practices in procurement and implementing partner selection

The US Congressional mandate for selecting and funding implementing agencies for the F2F Program is quite broad. The Program is authorized by Congress to, “make grants to or enter into contracts or other cooperative agreements with private voluntary organizations, cooperatives, land grant universities, private agribusiness, or nonprofit farm organizations...using...United States agricultural producers, agriculturalists, colleges and universities (including historically black colleges and universities (HBCUs), land grant colleges or universities, and foundations maintained by colleges or universities), private agribusinesses, private organizations (including grassroots organizations with an established and demonstrated capacity to carry out such a bilateral exchange program), private corporations, and nonprofit farm organizations.”

The Program has traditionally funded volunteer activities through cooperative agreements with the US based community of non-governmental, not-for-profit PVOs. In fiscal year 2009, the F2F Program began a Special Program Support Project (SPSP) to make sub-awards to involve new implementing organizations in the F2F Program. The sub-awards also sought to explore new and innovative ways of using volunteers and to support niche programs of smaller organizations that could use volunteers efficiently and effectively. Since that time, SPSP projects have made two types of sub-awards—one year Small Grants that funded niche projects, new implementers, and focused activities, and two to four year Program Development Projects (PDPs) that implemented programs in one or two core countries similar to the core programs and were intended to enable organizations to develop capacity to compete for future core program implementation. Some sub-awards have been set aside for minority-based organizations to facilitate their participation.

The FY2009-18 F2F Programs operated under Leader With Associate cooperative agreements and one cooperative agreement for an SPSP program. These were awarded based on open, competitive selection procedures. In some past RFAs, some awards have been set aside and competed only among MBOs. Criteria used in selection and award of agreements will vary depending on changing circumstances and strategies. Criteria for concept note review for selection of implementing partners in the FY2014-18 program are shown in the box on the next page.

CRITERIA FOR SELECTION OF IMPLEMENTING AGENCIES FROM THE FY2013 F2F RFA:

Program strategy description – Application develops clear development challenge and potential solution. Goals and objectives are in line with F2F program. Strategy, proposed approach, and planning reflect a good understanding of and ability to balance various F2F program objectives, support food security and other USG priorities, and achieve substantive and sustainable developmental impact.

Country projects planning – Application clearly lists the country(ies) and country sub-sector(s) proposed and indicates the flexibility and options for substitution of core countries within the given geographic region. Demonstrates the ability to analyze and design sound Country F2F Projects that integrate voluntary services with other resources to achieve defined sector objectives.

Results planning – Application clearly describes the potential for substantive and sustainable developmental impacts within the context of the F2F program, including projection of estimated life-of-project targets for the Recipient F2F Program for all Standard F2F Performance and Impact Indicators.

Implementation capacity – Application adequately describes the applicant's capacity and proposed implementation and management plan for carrying out the F2F program with an efficient management structure.

Staffing – Application describes Key Personnel and staffing plans that provide a strong team which demonstrates an understanding of the F2F program and provides adequate technical, M&E and volunteer support for an effective program.

Past performance (within the past 5 years) – Application lists relevant programs with similar size, complexity, and scope within proposed geographic region that demonstrate sound past performance.

Key recommendations

- ◆ Support expansion of volunteer recruitment through partnerships with new organizations that open windows to new sources of volunteers, including minorities.
- ◆ Encourage new implementing partners to team up with an experienced organization or hire experienced managers to overcome the steep learning curve associated with managing a volunteer program.
- ◆ Select an appropriate procurement mechanism by considering various factors, such as the desired level of management oversight, reporting requirements, ease of the competitive process, and ability to leverage outside funding sources to expand opportunities for volunteers to contribute to development efforts.
- ◆ Recognize the complexity of establishing and managing international volunteer programs and allocate adequate resources to establish all needed procedures and structures. Hire part-time consultants or other organizations for skills that are not available in house.

SECTION 2: DEVELOPING STRATEGIES AND PLANS FOR INTERNATIONAL VOLUNTEER PROGRAMS

Strategies and plans for volunteer programs should balance needs in the field with available resources. Not all needs in the field are top priority, nor is any one implementing organization an expert in all areas of development. The choices made in the planning process are reflected in the volunteer program strategies and plans and should be consistent with the organization's overall strategy.

Implementers typically have considerable latitude in areas such as the definition of strategies and plans for country programs, subsectors, and activities, as well as the selection of partners and host organizations. All of these decisions bear upon the effectiveness of the volunteer programs and are discussed in the following sections:

- [Country Selection and Allocating Volunteers among Countries for International Volunteer Programs](#)
- [Targeting Volunteer Program Activities: Selecting and Analyzing Commodity and Service Subsectors](#)
- [Developing Country F2F Projects](#)
- [Ex Ante Impact Assessment in Volunteer Programs](#)
- [Selecting Partners for Volunteer Programs](#)
- [Selecting Host Organizations](#)
- [Planning Host Projects](#)

2.1 COUNTRY SELECTION AND ALLOCATING VOLUNTEERS AMONG COUNTRIES FOR INTERNATIONAL VOLUNTEER PROGRAMS

Donors commonly specify the allocation of resources across selected geographic regions and countries before contracts or grants are signed. However, allocations and priorities may evolve as conditions change and new opportunities emerge.

Why is country selection and volunteer allocation important?

Selecting countries and allocating the number of volunteers to them early in the planning process sets the stage for defining potential impacts from a volunteer program. The allocation of volunteers among countries is at least as important as decisions on priority sub-sectors, partners and hosts. The decision process at this level need not be arduous, but it is important that it take into account the comparative advantages of the program, country receptivity, potential for impacts, funding availability, donor interests and the proposed implementing agency's capacity and objectives.

Issues in country selection and volunteer allocation

To the extent that implementers have scope for decision making on the allocation of volunteers across countries and regions, the following issues need be considered.

Criteria for country selection: A wide range of criteria need to be considered when selecting countries and allocating volunteers among them. The security of volunteers is a first concern. While there will always be people who will volunteer to go into dangerous situations, recruiting organizations have a difficult time coping with the effects of any harm done to volunteers. The most hostile environments should probably be left to the military or people who are on contracts that compensate them for accepting heightened risks. The country policy and economic environment is also important as a factor influencing the impact that can be expected from volunteer services. Where sustainable complementary activities and programs exist in a country, these can help ensure that a volunteer's work is shared widely and that impact reaches a scale that justifies the expense of the volunteer program. Relative operating costs, absorptive capacity and demand for volunteers should also be considered.

Participants in the decision-making: The allocation of volunteers is ultimately decided by the implementing organization, although the decision should be reached after consultations with field-based partners and recipients who have insights on the local situation. Discussions with potential local partners, local government officials and businesspeople, and donors can elicit useful insights on the potential for volunteer programs.

Available resources and skills: Both donors and implementers are constrained by budget considerations and staff limitations. Launching a country volunteer program requires many resources. Not only must the program be able to identify good opportunities for placement of volunteers, but these placements must be monitored, evaluated and impact of assignments assessed. The implementer must ensure adequate staff resources and skills in country to manage an efficient and effective volunteer program.

Country environment: Conditions vary considerably, with some countries providing much better environments for successful volunteer assignments. Country environments for volunteer programs can be categorized as follows:

1. **Potential for early impact:** Good prospects for economic growth and a facilitating

regulatory environment; ample supply of host organizations that are experienced, well managed and financially sound.

2. **Organizational strengthening required:** Good environment for growth and potential for impact, but potential hosts require significant strengthening to implement project strategies effectively (e.g., diversify production, expand marketing and processing).
3. **Host organization creation required:** Good environment for growth and potential for impact, but with few, if any, suitable hosts in selected subsectors. This situation may occur where a subsector is just beginning to emerge as important or where negative political, security or natural conditions have disrupted a subsector. Prospects may be excellent (e.g., good agro-ecological conditions and market possibilities), but there are few if any existing enterprises that produce, process or market the specific commodities. Alternatively, there may be many producers that operate on a small scale, are unorganized and produce largely for home/local consumption.
4. **Regulatory framework required:** Lack of viable host organizations due to lack of a satisfactory regulatory framework for such organizations to emerge and prosper.
5. **Civil society required:** Lack of basic conditions required for progress on a large scale or consistent basis. These countries may be failed states, if indeed civil society was ever present to any extent. Regulatory frameworks may exist but are not enforced or are seriously corrupted. Macroeconomic policies and conditions may block broad-based economic growth. Opportunities and potential partners and hosts may exist but require major strengthening and a more facilitating environment to operate effectively.

Because subsectors of the same country can fall into different categories, it may not be accurate to affix one of the labels above to an entire country. More institutions and organizations of civil society are needed in virtually all countries, but “islands” of civil society exist in nearly every developing country. Volunteer programs have made valuable contributions in all these situations. However, the probability of successful outcomes and impacts increases the closer one gets to the conditions described under the first category.

Post-conflict situations: Development activities in many post-conflict areas around the world can make good use of volunteer technical services. In such post-conflict situations, security for volunteers is critical for the volunteer program. Development of civil society organizations frequently proceeds concurrently with and in support of the restoration of stability. Volunteer activities can make important contributions to civil society development and people’s confidence in the future. In implementation, more practical issues are important. Can logistics be arranged and ensured? Can volunteers’ security be guaranteed? Winrock managed an effective volunteer program in Haiti as civil society was breaking down, but volunteers were effective in helping villages produce badly needed protein sources at a time when markets, legal structures and civil society were becoming more chaotic.⁶

Practices in country selection and volunteer allocation

Country selection: For the FY2009-13 and FY14-18 F2F awards, USAID developed a list of eligible countries based on authorizing legislation guidelines and existence of USAID country activities, giving some preference to countries with Feed the Future Programs. With this list, USAID solicited proposals from potential implementing agencies that resulted in eight regionally focused core country LWA programs, plus one Special Program Support Project (see box on next page). While all of the LWA Cooperative Agreements were global in nature, most awards

⁶ Demetria Arvanitis, Personal Communication, 2004.

were for core countries clustered in a specific geographic region. One LWA Cooperative Agreement differed in focusing its country activities on a specific thematic area (agricultural education and training development), although all core countries were in one geographic region. Individual volunteer assignments may provide assistance to hosts in more than one country in the same region, although it is more common for volunteers to work with two or more hosts in the same country.

How F2F implementers allocate volunteers among countries is illustrated by an example from Winrock (see box on next page). This provides a useful checklist to guide selection of countries within a region. Since there are often more candidate countries than a program can serve, difficult choices must be made.

Regional vs. country planning: When conditions and needs are similar in countries throughout a region, it may make sense to program at the regional rather than at the country level. Regional planning can provide economies of scale and opportunities for sharing resources between countries. However, provision must be made for adapting activities to target country-specific needs (see [Annex A](#) for examples of country project plans).

Regional vs. worldwide programming: Volunteer programs can be developed by country, region, or on a global basis. Single country programs may allow clearer focus on local needs and a deeper understanding of the development challenges. Programs that cover a geographic region or even the globe can achieve economies of scale. Such programming may allow the implementer to provide volunteers in countries in which it has on-going activities, special capabilities, or longer term interests, or allow the implementer to focus on a specific commodity subsector in which it has expertise (e.g., dairy or horticulture) or on a particular service subsector (e.g., financial services or extension). A wider geographic focus also provides flexibility for continuous operations in the event of country- or region-specific disruptions or seasonal variations.

On a continuum, global programming would achieve the greatest economies of scale, but the tradeoff is generally a lack of country-level specificity. In a global program, field operations might require special arrangements with partners and hosts, since it may be difficult to employ country or even regional level staff on a full time basis. A combination of country, regional, and global programming might make sense using a consortium or prime/sub arrangements. One implementer might take the lead at the regional and country level but accommodate other implementers fielding volunteers under a worldwide program with a commodity or service subsector focus. Land 'O Lakes' (LOL) participation in the FY09-13 program was of this character, as LOL served as a subgrantee/consortium member on ACDI/VOCA's West Africa program specifically to provide volunteers in the livestock/dairy areas.

FY14-18 F2F PROGRAMS

- ACDI/VOCA/West Africa – DRC, Ghana, Liberia, Senegal
- ACDI/VOCA/Europe, the Caucasus & Central Asia – Armenia, Georgia, Kyrgyzstan, Tajikistan
- Catholic Relief Services/East Africa – Ethiopia, Kenya, Tanzania, Uganda
- CNFA/Southern Africa – Angola, Malawi, Mozambique
- Land O'Lakes/Middle East & North Africa – Egypt, Lebanon
- Partners of the Americas/Caribbean Basin –DR, Guatemala, Haiti, Nicaragua
- Winrock International/Asia – Bangladesh, Burma, Nepal
- Winrock International/Agricultural Education and Training – Guinea, Nigeria, Senegal
- Volunteers for Economic Growth Alliance/Special Program Support Project PDPs
 - FAVACA – Jamaica
 - Purdue University – Colombia
 - Veterinarians without Borders – Ethiopia, Uganda
 - IESC – Ghana

CRITERIA FOR SELECTING COUNTRIES FOR VOLUNTEER PROGRAMS

With overall F2F country selection driven by USAID, implementers still have some choice of countries and volunteer resource allocation within a region. There can be trade-offs between working in a large number of country programs with relatively few volunteers per country or fewer countries with more volunteers per country. In part, this depends on the absorptive capacity (or demand for volunteers) and the costs of operating in the countries. In choosing between countries, the key decision factor is often what countries have greatest potential for impact or where there is a particular interest on the part of USAID or the implementer. Criteria that Winrock uses for selecting countries include:

- Does the project have funds to support working in a given country;
- Are there specific needs in a country that can be met through volunteer activity;
- Is there a sector or sectors that volunteers can target where they can have measurable impact;
- Are there organizations in country with the capacity and interest to host volunteers;
- Can the logistics for transport, hosting, and translation for volunteers be easily managed;
- Is there USAID mission interest in having volunteers in country; and
- Are there other programs that are compatible with volunteer assignments?

Key recommendations

- ◆ Design the volunteer program to conform to the operating environment and stage of development of the country concerned. There is a trade-off between operating in countries with environments supportive of successful volunteer interventions, and countries that lack such environments but where the greatest needs exist.
- ◆ Within the constraints imposed by donors and funding availability, volunteer programs can often benefit from focusing activities within a specific region or on a specific thematic area (e.g., financial services, dairy) in a country, across a region, or worldwide.
- ◆ Design volunteer programs to achieve a balance between specified targets and flexibility. Having specified targets and objectives allows for better accountability, planning, and results. Having sufficient flexibility allows programs to be more useful as conditions and needs change.
- ◆ Concentrate volunteer programs where local country capacity development needs are high, as in post-conflict countries and transitional economies. Consider also the potential benefits from person-to-person interactions and cultural exchange in situations where economies and political systems are newly opening to globalization.

2.2 TARGETING VOLUNTEER PROGRAM ACTIVITIES: SELECTING AND ANALYZING COMMODITY AND SERVICE SUBSECTORS

Early generations of F2F programs assigned volunteers wherever good hosts were found. This allowed for flexibility to respond to demands and targets of opportunity across the entire country and agricultural sector. This eased management by facilitating development of scopes and work and assignments wherever good hosts and assignment opportunities could be found. Such broad programming of volunteers can be an appropriate strategy but focusing efforts also has important benefits.

Why is selection and analysis of subsectors important?

Evaluations, including the 2012 John Ogonowski Farmer-to-Farmer Mid-Term Assessment, reconfirmed that programs that emphasize focus and impact with measurable results actually strengthen the people-to-people nature of volunteer programs. Volunteers generally have a better experience if they know that their efforts will have a sustainable impact. Implementing Partners have two main opportunities to communicate what impacts they hope to achieve and how to achieve them (including subsector selection): one is in their initial proposals to USAID; the other is in their annual workplans. In addition to improvements in impact assessment, focusing volunteers allows: a) the implementing agency to better understand the constraints and opportunities in the limited area in which it is working; b) individual volunteer assignments to build on and complement each other; c) more effective engagement with stakeholders in the defined subsector; and d) country staff to develop greater expertise and contacts in the subsector.

Sub-sectors (called Focus Areas or Country F2F Projects) can be defined either in terms of commodities (e.g. dairy, horticulture, non-traditional products) or by functional area (e.g. agribusiness, agricultural education and training, producer organization development) or by geographic areas (e.g., provinces, agro-climatic zones). Either method can be useful. What is important is that the implementing organization has a country strategy that describes its targeted sub-sectors, the analysis used to arrive at these choices, examples of activities that will be implemented, and indicators to measure impact in each sub-sector. Even so, 10-15 percent of volunteer assignments need to remain somewhat flexible to adjust to both changing priorities and targets of opportunities. This chapter will discuss the various considerations that go into selecting F2F subsectors.

Issues in selecting and analyzing subsectors

Criteria to be applied in subsector selection: A subsector analysis should at a minimum demonstrate the potential of volunteer assistance to have impact (perhaps affecting a large population), growth prospects (a change now will have ripple effects in the future), and the ability to affect the target population (see box on next page).

How to focus: The various strategies for focusing volunteer program activities are equally valid. Commodity subsectors or value chains have been the most common strategy for focus; also common and quite relevant to developing country capacity is the focus on specific support services that benefit multiple value chains (extension, financial services, food safety, etc.). Programs can target specific geographic areas, working with different types of service providers, commodities and institutions within a defined province or agro-ecological region. As a variant of this, a program could focus on a specific target beneficiary type, such as women, youth or minority populations.

Number of sub-sectors and numbers of volunteers: Implementing partners need to be able to support each focus area with a critical mass of volunteer days to expect reasonable results. Experience varies with respect to the breadth and number of focus areas IPs have selected, although most focus on one to three sub-sectors per country. Broadly defined focus areas often give needed flexibility but make it more difficult to report on results. Likewise, having many focus areas provides flexibility in recruitment, but may dilute achievement of results.

SUBSECTOR ANALYSIS QUESTIONS

- Which subsectors have the most potential for broad and sustainable impacts (including employment and income)?
- What level of participation do specific target groups, such as women and minority groups, have in the selected subsectors?
- Can forward and backward linkages of enterprises be strengthened to create more income and employment?
- Is there an export market?
- What activities of a firm or a group of firms (subsector) are the most efficient or have the greatest potential for creating competitive advantages?
- Does the IP have suitable information to justify adding the new focus area or do they require resources to conduct further analysis? (e.g., exploratory volunteer assignments or staff/consultant time)
- What are the key issues/questions related to these potential focus areas that should be answered?
- What comparative advantage does F2F have in supporting the development of the selected focus area?
- What is the sector/industry structure?
- Is it dominated by small or large firms (or farms)?
- Is it export-oriented or domestic market-oriented? Is it traditional or modernizing and commercial?
- What are the subsector strengths, weaknesses, opportunities, and constraints?
- What changes to policies and regulations would improve the performance of the subsector?
- What opportunities exist to improve household food security at scale?
- What potential partners and hosts exist?

Availability of partners and host organizations: If partners and potential hosts are in limited supply, then the subsector may not be a good choice even if growth prospects are significant. However, it may be important to take a longer-term view. If there is considerable potential in the subsector but hosts are weak, organizational development and strengthening could be considered a priority. This involves definite tradeoffs: organizational strengthening has potential for significant long-term impact, but may offer limited impact in the near to medium term.

Donor interest and/or restrictions: Donor policies and restrictions are an important consideration in selecting subsectors in which to work. Some USAID restrictions have implications for the F2F Program (see adjacent box). USAID or other donors alternatively may see F2F support as a complement to other work in specific sub-sectors. Seeking USAID country mission support or “no objection” is a good practice before investing in a sub-sector.

USAID RESTRICTS ASSISTANCE RELATED TO

- Tobacco production and processing
- Luxury goods
- Export of US jobs
- Agricultural products competing with US products in international markets

Level of resources to devote to subsector analysis:

Much time and energy can be expended with such analyses, even if it is limited to reading existing documentation and meeting with potential hosts and partners. In F2F, implementers

provide some of this initial analysis and subsector selection as part of their proposals when seeking funding. IPs are understandably reluctant to invest major resources in analytical efforts when there is no guarantee their proposals will be funded. Subsector selection may be modified during the planning phase after awards have been made, but there are pressures to limit the resources and time devoted to this effort. Therefore, IPs usually rely on existing sector studies and strategies. Even where such documentation exists, systematically digesting it as part of a formal and rigorous process of selecting focus areas can be a formidable task. By reducing the number of focus areas to a limited and manageable short list, IPs can minimize the cost of more in-depth primary data collection and analysis.

Practices for selecting and analyzing subsectors

F2F subsector programs have shifted over time, in part due to changes in USAID strategies, perhaps due to changing needs of host countries, and sometimes for no obvious reason. Early programs emphasized capacity development for local NGOs, community organizations, and cooperatives. In the 1990s, financial services development became quite common, but has since declined. Value chain subsectors have been very common, with many dairy and horticultural subsector projects, as well as staple food crops. Agricultural education and training activities were quite prominent in the FY14-18 program. Environmental and natural resource management subsector projects appear likely to increase, given attention to global climate change issues. Such flexibility to respond to changing needs is a strength of the F2F program.

Aligning volunteer program and donor country objectives: Most F2F implementers rely predominately on existing documents, studies and analysis performed by USAID, other donors and government agencies when developing subsector strategies. They then align their program objectives with local USAID mission objectives and conduct a more rigorous analysis of the relevant value chain, geographic area, or service subsector. Key informant interviews may include industry stakeholders, relevant government officials, potential partners, and potential hosts. When annual workplans are prepared, focus areas may be reaffirmed or changed based upon the same procedures mentioned above, and also supported by monitoring and evaluation data on past volunteer assignments.

Weighing objectives: With a clear set of objectives, a volunteer program can be more focused and efficient, and can develop baseline data at the outset that will help document progress and impacts. Common objectives include economic growth, poverty reduction, gender/social equity, and conservation of natural resources. Some programs feature objectives that have the potential to realize measurable impacts in the near term, while others focus on building capacities for future impacts through strengthening institutions and civil society, and building organizational and human capital. Before beginning a process of selecting and analyzing subsectors, implementers need to determine the relative importance of various program objectives and develop criteria to select the most appropriate subsector(s).

Participation of partners and other organizations: The existence of strong partner organizations is an important criterion for selecting a subsector, and vice versa. Most volunteer program implementers work with local partner organizations to help find hosts, develop SOWs, provide logistics support for volunteers, and provide follow-up with the hosts after the volunteer departs. Local partners also can play a key role in monitoring and evaluation that otherwise could be quite expensive for the F2F implementer on its own. The F2F implementer, however, should supplement the M&E systems of local partners with elements that respond to F2F's unique needs, including to reporting on the impact of the F2F program as separate from, or at least additive to, the local partner's core program. (The issue of attribution—who can take credit for the impact—will be addressed in Section 5: Monitoring and Evaluation.) Clear F2F program

objectives and criteria for selection of volunteer assignments helps avoid pressures from local partners to provide assistance for their pet projects, and it helps make roles and responsibilities in implementing the F2F volunteer assignments clear. Broad participation and collaboration during subsector planning is key to developing an effective program. All participants—implementers and partner organizations alike—need to be aware of their responsibilities and duties. Garnering feedback from the local USAID mission and other on the ground implementers is also essential.

Tools for use in subsector analysis

Various analytical tools are available to identify and evaluate potential F2F subsectors. Each analytical tool has its advantages and disadvantages, and none are appropriate in all circumstances; rather, the nature of the problem dictates what analytical tool would be most appropriate. Some are particularly data intensive and might not be practical in countries where statistical information is not readily available. Few if any programs that place volunteers abroad have the resources to conduct such analyses by themselves. Instead, the IP should build on its existing base of knowledge and contacts and pull heavily from existing documentation and expert interviews. Terms for these tools (e.g., subsector analysis and value chain analysis) are often used synonymously, even though the approaches are slightly different. The point here is to make the reader aware of the concepts, so that he/she may seek further information elsewhere or hire a specialist.

Subsector analysis: While the term subsector analysis is used above in a general sense, there is a body of literature that uses the term much more specifically. The analysis concentrates on how public policy can improve coordination and looks beyond firm profitability to a larger set of performance dimensions. It is based upon the analysis of vertical coordination and is geared to improve coordination.⁷

Supply chain analysis: The term supply or market chain describes the collaborative arrangement that a specific firm establishes within the buying and selling process. As such, a firm's supply chain reflects its individual strategy with respect to purchasing sources and distributive agents. Supply chain relationships take place within, and are technically a subset of, the overall institutions that make up the marketing channel. Supply chain analysis focuses on business, marketing, and logistics strategies that can be developed and adopted to increase coordination within the system and increase firm profitability. Supply chain analysis also assesses vertical coordination and is geared to improve coordination to gain a competitive advantage.

Value chain analysis: This approach typically is specific to a commodity and looks at input supply (research, land, labor, capital, seed, and equipment), production, post-production (cleaning, grading, packaging, labeling, transport, storage), processing, and marketing (pricing, advertising, and customer support).

System nodes: Interventions may be appropriate at key points where large volumes of product pass through the hands of only a few key players. These are often input suppliers, processors and output distributors.

Clusters: Opportunities for systemic impact on a sector may be possible in areas where micro-

⁷ Steven Haggblade and Matthew Gamser of the USAID/MSU GEMINI Project developed the methodology and background for subsector analysis. For more detailed information on subsector analysis, refer to "GEMINI: A Field Manual for Subsector Practitioners." http://www.msu.edu/course/aec/841/Discussion/Gemini_Nov1991.pdf.

and small-scale enterprises cluster together to ensure access to key inputs and market output or because of zoning regulations, ethnic segregation, or historical happenstance.

Organization and human resource analysis: Analysis of institutional and human capacity needs and institutional architecture of participants in a sub-sector system examine strengths and weaknesses of the people and their institutions.

Technology analysis: Analyses focused on specific technologies or innovations examine labor saving devices that could increase productivity.

SWOT analysis: SWOT (strengths, weaknesses, opportunities, threats) is a framework for analysis of sectors, industries or enterprises. SWOT is not a comparative analysis in itself, as different sectors cannot be analyzed together to determine which is best. Rather, a SWOT analysis is conducted for any given sector to determine its potential. Ideally, strengths will be matched against market opportunities and opportunities to overcome weaknesses and counter potential threats. Implementers can devise numerical scores to help in choosing between candidate subsectors.

Key recommendations

Use of elaborate analytical tools for planning volunteer programs is generally not possible but can be used when readily available. Sound planning should:

- ◆ **Be clear on objectives:** Selection of subsectors is best done with a clear understanding of overall program objectives. This will help avoid otherwise "good projects" that meet someone's objectives, just not those of the program. If a focus is appropriate, it should be defined to achieve desired objectives. A geographic focus may be well suited to targeting benefits to the poor or disadvantaged or to address environmental issues common to a specific geographic area.
- ◆ **Analyze the whole sector:** When selecting subsectors, it is important to first look at the entire sector. Focusing on individual segments can result in either the selection of an inappropriate country project or the discarding of a project that has serious potential to meet the program's objectives.
- ◆ **Select subsectors with substantial potential for impact:** While choices may be numerous, the potential for impact is the most compelling rationale for volunteer support. Impact potential should be weighted heavily in both SWOT and subsector analysis. Confidence that interested and qualified host organizations can be identified is also an important consideration.
- ◆ **Invest in technically qualified and business oriented staff:** Much can be gained by investing in in-country project staff that have both relevant technical and business experience. Project staff with significant in-country experience can provide much of the background information needed for technical analysis.
- ◆ **Pick subsectors in which volunteers can be recruited:** Although it is possible to find volunteers with expertise in almost anything, recruitment is greatly facilitated through the selection of subsectors for which there is a significant pool of potential volunteers in the US. (For example, it may be quite difficult to get volunteers from the US for animal traction programs.) There needs to be a dynamic interaction between implementers in the field and home office recruiters who must identify volunteers with particular skills and expertise.

2.3 DEVELOPING COUNTRY F2F PROJECTS

After a subsector has been identified, a plan for work in the subsector must be developed. This country F2F project⁸ plan details the approach to volunteer assignments, as well as collaboration with country partners and host organizations, the amount and sequencing of volunteer assignments, and timeframes for implementation. The country F2F project also clarifies the objectives for volunteer work in the subsector and the expected impacts.

Why is a country F2F project important?

F2F program evaluations and final reports generally conclude that focusing volunteer activities in subsectors and geographic areas enhances impact. When volunteer programs are focused on specific subsectors, it is important to specify the strategy for the subsector and the expected results from volunteer inputs. An explicit subsector plan also helps implementers orient staff and volunteers to the tasks at hand and set priorities for their work. The subsector plan can be based on a target value chain/commodity, support service system, geographic area or beneficiary group. If a program has no specific focus, an overall strategy to guide host selection and volunteer assignment decisions is indicated.

Issues in preparation of country F2F projects

Level of effort for subsector plan preparation: As explained in the previous section, volunteer programs generally operate on limited budgets and cannot afford extensive analysis and planning efforts. However, volunteer resources are valuable and deserve to be used effectively within a strategy that responds to the constraints and opportunities identified through subsector analysis. Use of existing analysis, interviews with partners, potential hosts and other key informants, and selection of in-country staff with experience relevant to the subsector should reduce the effort required.

Flexibility: Subsector plans must be modified in response to changing conditions in the country, the subsector, and skill sets of the volunteers. Implementer staff that design a volunteer program are often not specialists in the technical areas in which volunteers will work. Thus, the initial volunteer assignment or series of assignments may indicate that significant changes are needed in the subsector strategy.

Size and number of subsector projects: The size of a subsector project—the number and length of volunteer assignments allocated—depends on what is needed to accomplish the stated objectives. There is generally, however, some minimum number of volunteers needed to make it worthwhile in defining a separate subsector project with a reasonable expectation of achieving measurable impact.

Stakeholder participation: Pressure for rapid startup of volunteer placements is usual and makes adequate planning and stakeholder consultations difficult. Ideally, an implementer would meet with subsector stakeholders for substantive discussions to provide a basis for a subsector plan.⁹ The full array of stakeholders in a subsector (i.e., all actors in a value chain, service

⁸ Terminology for such subsector projects varies. They may be called “projects”, “focus areas”, “activities” or “subprojects” within an overall country program; the FY09-13 and FY14-18 F2F programs used the term “Country F2F Project”. In FY16, there were 104 country F2F projects across 28 core countries.

⁹ One useful approach to such discussions is illustrated in the System-wide Collaborative Action for Livelihoods and the Environment (SCALE) methodology: <http://www.fhi360.org/resource/going-scale>.

sector, geographic area or beneficiary group) should be consulted, to the extent possible. Technically qualified country staff or partners are key to organizing and prioritizing such consultations. In practice, consultations may come after the start of volunteer activities—perhaps set up to review volunteer findings and recommendations. Such consultative groups can be useful throughout a project’s life to help plan volunteer activities, support awareness of the program and disseminate findings and innovations. In some cases, partners, such as trade associations, technical agencies, donor projects or umbrella groups, may provide the forum for stakeholder consultations. Caution is necessary to avoid excluding important stakeholders or target beneficiaries and to avoid undue bias in the guidance provided to the volunteer program.

Market chain interventions: Volunteer programs that focus on a specific commodity, service or industry might need to focus volunteer services on multiple levels of the commodity chain (input supply, production, processing, marketing, regulation). This is particularly true for new industries.

ENTERPRISE DEVELOPMENT

Sustainable growth of private enterprises is the basis for increasing per capita incomes, creating jobs and reducing poverty. Enterprises operate in a competitive market environment in which growth is shaped by: (1) demand for their products and services; (2) quality of the business environment (policies, regulations, incentives); and (3) the enterprise’s competitive response to market demand. Volunteer programs can address constraints in all of these areas, but especially in the latter two—improving the business environment and strengthening the individual firm.

Enterprise development activities have greater impact when large numbers of enterprises are affected by the activity. The level of impact increases progressively as activities move from direct, firm-level technical assistance, to work with industry clusters, to sector-wide initiatives, to policy reform and finally to global market integration.

Number of hosts: What is the optimal number of hosts with which a volunteer program should work within a subsector? F2F program experience indicates that better results are often obtained with some repeat assignments to individual hosts. This is logical, as is the fact that this results in higher costs per host, with fewer hosts directly impacted. Working with multiple hosts is often desirable, and individual volunteers can often assist several hosts on one assignment addressing the same types of problems. Subsector strategies need to assess the number of hosts that must be assisted to introduce an innovation successfully in the subsector, as it is not realistic to expect volunteers to assist all firms. Strategies need to promote wide dissemination of volunteer recommendations to expand the number of indirect beneficiaries.¹⁰ One option is for volunteers to work with local associations or have end-of-assignment meetings with larger audiences to share lessons and recommendations. Economic growth volunteer programs focused on enterprise development need to develop strategies to maximize impact on enterprises (see adjacent box).

Monitoring & evaluation indicators: Monitoring and evaluation (M&E) can be expensive. The scope, scale and specific indicators in an M&E system needs to be commensurate with the benefits. While some volunteers and program managers may see M&E expenses cutting into the program implementation budget, they must understand the utility of demonstrating impact and learning lessons for the next generation of development activities.

Complementary inputs: Subsector plans must take account of complementary inputs needed to achieve desired outcomes. Lack of credit, infrastructure, training and markets may constrain

¹⁰ Dissemination of volunteer recommendations often must recognize the proprietary interests of the host, as some business information cannot be made publicly available. However, it is often possible to publicize volunteer recommendations while still maintaining confidentiality with hosts.

F2F hosts from implementing recommendations. Subsector projects must identify critical inputs and assess their likely availability, selecting hosts and activities accordingly. Projects also may assist hosts in accessing necessary inputs through connections with partners, other related projects and relevant local suppliers.¹¹

COUNTRY F2F PROJECT DESCRIPTION OUTLINE (5-10 pages)

1. Objective (1-2 sentences)
2. General description of sub-sector targeted for assistance and why it is targeted
3. Description of key problems/constraints to be addressed or opportunities to be exploited
4. Proposed F2F activities/volunteer assignments planned
 - a. Key country partners (if any) and their roles
5. Target hosts (number/type and criteria for identifying them)
 - a. How will volunteers be used? (number/types of assignments)
 - b. How volunteer recommendations will be shared broadly to maximize impacts
6. Any key feasibility issues (economic/financial, institutional, environmental, social, technical), including some economic assessment relating costs to benefits
7. Other resources available and/or needed to accomplish desired objectives (partners, loans, etc.)
8. Logframe or similar results framework summarizing project design with quantified targets for numbers of volunteers, hosts, beneficiaries and impacts, relating directly to F2F standard indicators

Note: A Country F2F Project Description should provide evidence of understanding the sub-sector for the Project and planning for expected activities, along with clear targets for performance and impact indicators. It is understood that experience during the course of implementation may lead to substantial changes in activities, hosts, targets and other aspects of the project.

Relationship to mission country programs

Relationships of F2F projects to USG country activities vary. The F2F Program seeks to complement, support and build on other USG programs in rural areas of developing and transitional countries, including those of USAID, USDA, MCC, Peace Corps and others.

F2F implementation recognizes that Missions are exceedingly busy and operate under different conditions that influence their preferences as to desired relationship with F2F programs. The structure and approach to coordination seeks to minimize demands on Mission staff time but also leave open opportunity for the F2F Program to be as responsive and supportive as is useful to the Mission. The F2F Program implementers appreciate Mission support and interactions with Mission staff and programs to the extent that this is possible.

F2F country activities generally relate to USAID Mission strategies in the following ways:

- **Fully integrated:** The F2F country project activity is designed to directly support a Mission strategy's intermediate result, either alone or in conjunction with other investments. A complicating factor is that F2F projects generally are not synchronized with Mission funded strategies or projects and thus may end earlier or extend beyond the Mission project period. This need not be a problem.

¹¹ There is some disagreement over the advisability of providing complementary inputs through volunteer programs. Some note that such inputs (operating cost grants, training, R&D costs, etc.) greatly enhance volunteers' impact. Others note that such resources distort local markets, as well as distorting the incentives for the volunteer program, with hosts requesting volunteers mainly to gain access to the complementary inputs.

- **Aligned:** The F2F activity contributes to the Mission strategic objective by either supplementing the activities of other investments (e.g., training more rice farmers in addition to those trained by Mission funded activities) or by complementing Mission funded activities (e.g., training wheat farmers in addition to rice farmers or strengthening financial services that support rice farmers being trained by Mission activities).
- **Complementary:** The F2F activity addresses Mission interests outside of current Mission projects. This can take various forms. An F2F country activity might be exploratory in working in an area in which the Mission might invest in the future or by strengthening local institutional capacity for future Mission investments. An F2F activity may serve as the “sustainable tail” following Mission investments and continuing a limited amount of support to a sector after the major Mission investments have ended. An F2F activity may support an area of political or other significance for which the Mission lacks funding or capacity to engage.
- **Unaligned:** F2F activities can operate well with local partners and resources in areas outside of Mission programs. These may be aligned with other USG activities in a country—MCC, USDA, Peace Corps, or others. This is most likely where Mission staffing and funding is limited, e.g., where there is no funding for agriculture, rural capacity development or environment but where there are significant development problems and potential for F2F volunteer impacts. This can also be the case where there is strong potential for citizen diplomacy and international exchange to support country reforms.
- **Mission-funded:** Missions may fund F2F volunteer activities through buy-ins or LWA Associate Awards. In such cases, the activities are Mission-managed through AORs or Activity Managers and may include flexibility for funding complementary inputs (consultant services, training, sub-grants, equipment, infrastructure, operating costs, etc.) in addition to volunteer services.

The flexibility of the F2F Program allows it to contribute to USAID Mission or other USG strategies in many ways. Even where a country F2F project area is not engaged, “flexible” assignments can be requested to address needs of a local institution or program that the Mission wishes to support. Volunteers are generally well-qualified and committed—often continuing to interact and support the host after completion of their assignments. However, volunteers are different from consultants (see [Section 1.1](#)). It may take somewhat longer to recruit and field a volunteer than it does a paid consultant. Volunteers provide services to local hosts, rather than to USAID or a development partner. Volunteers are less focused on producing reports than on delivering practical advice to the host.

Alignment with Mission programs and objectives is encouraged through several steps in the implementation process:

- As input into RFAs/RFPs for the F2F Program, Missions are asked to indicate interests or priorities for F2F volunteer activities in their country and for a Mission point of contact for discussion with potential F2F implementers. The RFA/RFP encourages applicant consultation with Missions but recognizes that this is not always possible.
- Application evaluation criteria for program strategies include consideration of alignment with USAID Mission objectives and programs.
- Following award, Missions are informed of the award and awardees are encouraged to consult further with Missions on work plan and country F2F project planning.
- F2F implementing partners submit proposed country F2F project descriptions to the AOR/COR for submission to the relevant Mission, requesting “no-objection” and/or

comments and requests for desired changes. The F2F AOR/COR also seeks Mission "no-objection" or comment on the F2F Country Director proposed by the implementing partner.

- As implementation proceeds, implementing partners are encouraged to inform a Mission point of contact of all volunteer assignments, F2F project activities and outreach activities that may be of interest to the Mission. Regular Mission consultation, and inputs and guidance on implementation, are encouraged. Missions also have opportunity to recommend hosts for volunteer assignments, recognizing that this requires: a) a viable local host; b) a clearly defined Scope of Work; c) adequate logistical support for the assignment; and d) ability of the implementer to recruit a qualified volunteer.

Through all phases of the Program, Mission consultations and inputs are encouraged, but not required. Once F2F awards are made and activities approved, there is relatively little additional coordination from Washington. The focus is on monitoring, addressing issues that may arise, and supporting general program quality improvements. Coordination is much more relevant, useful and appropriate at the country level, although Missions differ in their approaches to coordination, depending on their interests, programs and capacities; consultations and coordination is dependent on whatever basis works best for the particular country.

Most F2F implementing partners provide the local Mission with a brief monthly email update on volunteer activity in-country. Drawing on these monthly updates, the Mission might request meetings with volunteers at the end of their assignments (or at the beginning, if useful), or ask the F2F field staff to propose visits with volunteers that might be of special interest to the Mission. Regular monthly, quarterly or annual meetings with the Mission may be useful to discuss activities, plans, accomplishments and potential assignments. It also may be useful for F2F field staff to attend any regular agricultural sector implementing partner meetings held by the local Mission. Missions can suggest assignments to the F2F implementer if they identify hosts that might benefit from volunteer assistance.¹²

Depending on the F2F country project area, implementing partners may develop and track custom indicators of interest to the USAID Mission. Implementers can provide Annual Reports to Missions, if useful.

Practices in volunteer program subsector project planning

USAID uses the Foreign Assistance Framework as a planning tool for its programs. This Framework categorizes countries and then identifies a hierarchy of Program Areas, Program Elements, and Program Sub-elements. F2F generally responds to the Program Element of "Agricultural Sector Productivity." Programs that manage volunteers would continue to do well by using Planning Matrices that set out the subsector strategy, expected results, benchmarks along the way to results, and specific activities that will be undertaken to achieve those results.

Another useful framework of program analysis is the logframe, a planning tool that is widely used by donor agencies. The logical framework (logframe) relates indicators and targets in a more logical hierarchical order based on the expected cause and effect relationship between project activities, outputs, outcomes and impacts. This provides a concise conceptual framework for how the project will lead to expected impacts and is best developed in a

¹² The F2F Program generally does not provide volunteer assistance to other US implementing organizations but can provide them to local organizations.

participatory manner to ensure broad understanding and agreement on the project concept. An example of a logframe for an LOL Country F2F Project is presented below.

F2F EGYPT – ENHANCING FOOD SAFETY AND QUALITY ASSURANCE COUNTRY PROJECT LOGICAL FRAMEWORK			
NARRATIVE SUMMARY	KEY PERFORMANCE INDICATORS (AND TARGETS)	SOURCE OF DATA	CRITICAL ASSUMPTIONS
Objective: Build capacity of Egyptian farmers, packers, processors and other agricultural value chain participants to meet higher standards of product quality			
Impacts			
Increase agricultural competitiveness for select horticultural and dairy value chains	<ul style="list-style-type: none"> Increased net income across hosts and beneficiaries adopting volunteer recommendations (\$, 200% from baseline) Increased gross value of sales (\$, 250% from baseline) Area under improved production management (ha, 300% from baseline) Area under improved natural resource management (ha, by 10,000 from baseline) Number of new or improved products and/or services (44) Number of jobs due to USAID assistance (TBD) Custom: Increase in investments in food security and quality attributed to USAID program (TBD) Custom: Increase of domestic food products share of domestic market attributed to USAID program (%and \$, TBD) Custom: Increase in value of exports attributed to program (\$, TBD) 	Trade flow data, end market specifications for food safety and quality assurance reviews, and review of host data	Favorable climatic conditions; positive global hort. market trends, favorable government policies; ample ag finance available; satisfactory marketing infrastructure in place; political stability
Outcomes			
Capacity of selected horticultural, dairy and meat value chain actors strengthened to meet internationally accepted quality standards to maximize access to markets, improve returns to producers and improve sustainability	<ul style="list-style-type: none"> Number of hosts adopting volunteer recommendations (123) Increased area under improved protection practices (2,000 ha) F2F Organizational Development Index (40) Number of host enterprises with upgraded facilities resulting from adoption of volunteer recommendations (33) Number of new quality assessment technologies/ protocols adapted/implemented (5) 	Review of host data; baseline data collected pre assignment; special studies; each assisted host's annual report	Complementary markets and services are available
Outputs			
1) Food safety protocols implemented practically; 2) Access to high value market channels improved; 3) Sound soil and water management practices promoted; 4) Finance for food safety and quality investments mobilized; 5) Financial institutions trained; and 6) Women and youth trained	<ul style="list-style-type: none"> Number of persons receiving formal training, including the staff of financial institutes (4,410) Percentage of women and youth receiving formal training (50%) Number of volunteer recommendations (630) Number of volunteer recommendations adopted (504) Number of public outreach activities (94) 	Host organization roster of participants; Review of program data; Review of MOUs with hosts	Identified hosts can effectively use volunteer services; Social customs allow for women to participate in volunteer training

Inputs			
1) 87 volunteers placed; 2) 126 distinct volunteer assignments	<ul style="list-style-type: none"> • 87 volunteers placed for 126 distinct assignments • Volunteer assistance by type <ul style="list-style-type: none"> --Technology transfer (50 assignments) --Organizational Development (37 assignments) --Business and Enterprise Development (13 assignments) --Financial Services (13 assignments) --Environmental Conservation (13 assignments) 	Roster of qualified volunteers available and willing to accept assignments	Good committed volunteers available; political situation in country stable

The logframe is a standard project-planning tool, although specific formats vary somewhat from agency to agency. Ideally, the logframe provides a basis for review and modification over the life of the activity. Many references are available describing the use of this tool in project planning and evaluation. Key elements of a project plan set out in the logframe are:

- Impacts (or goal, overall objective, development objective): The long-term objective, change of state or improved situation toward which the project is making a contribution.
- Outcomes (or results, purpose, or project objective): The immediate project objective, the overall observable changes in performance, behavior, or resource status that should occur as a result of the project.
- Outputs: The products, services, or results that must be delivered by the project for the component outcomes to be achieved.
- Inputs: The resources required to achieve the outputs through project activities.

Logframes may include—in addition to or in place of “inputs”—a line for “activities”, the actions taken by the project employing inputs to produce required outputs.

The logframe and the planning matrix are useful to summarize on one page the project concept and rationale. This helps to clarify what the project intends to accomplish and how it is to be achieved. As a concise summary of the project strategy, these planning tools then become the basis for evaluation and assessment of success.

Key recommendations

- ◆ Define subsector projects (groupings of volunteer assignments in a country) at the start of a volunteer program, drawing on subsector analysis to identify constraints and opportunities to improve subsector performance and competitive advantage.
- ◆ Develop a planning matrix or logical framework to help clarify what needs to be done and how it is to be accomplished.
- ◆ Engage subsector stakeholders in planning and in activity oversight to the extent possible.

2.4 EX ANTE IMPACT ASSESSMENT IN VOLUNTEER PROGRAMS¹³

An ex ante impact assessment is a tool for designing projects to make sure that the benefits of the volunteers' assistance justify the costs.¹⁴ Ex ante analysis therefore compares the value of expected benefits or impacts (positive or negative) between a "with project" situation and a "without project" situation, before the project has been undertaken. The difference in revenues between the two situations is known as incremental benefits or program impacts.

Why is ex ante impact assessment important?

Ex ante impact estimates serve as supporting analysis for a proposed course of action in use of volunteer resources. Implementers are not held to these projections, nor indeed are they held to the revised projections made during construction of work plans. The ex ante impact assessment provides an opportunity for the program designer to consider other options that may yield higher economic returns to the volunteer's efforts.

Although important, economic analysis is only one of several considerations in making decisions on programs, projects and hosts. Impact assessment should also consider other factors, such as impact on social equity, poverty reduction, food and nutrition security, capacity development, environment and people-to-people dimensions. All development programs face questions of balancing these issues.

Issues with ex ante impact assessment for volunteer programs

Appropriate indicators: The impact of an economic development project can mean different things to different people. Some are convinced that the impact should be limited to easily quantified measures, such as the numbers of organizations strengthened, increases in total physical production, or unit rates of production such as yield per hectare or numbers of hectares under a new soil conservation system. Nevertheless, use of physical measures for a volunteer program often is not adequate because of the problem of aggregation. How much are fourteen people trained plus an additional 1.5 tons of mustard seed per hectare worth? The solution is to translate these physical measures into monetary values. Then, economists can compare the incremental change in the value of net income or revenue of an enterprise "with" volunteer assistance to the "without" volunteer assistance situation. Such an analysis would be helpful in deciding what a volunteer should do (e.g. which crop or where along the value chain to work).

Alternatives to economic analysis: For certain types of projects, it is virtually impossible to estimate changes in net revenue. With environmental projects it is often only possible to evaluate alternative methods of achieving the same objective (such as measurable increases of oxygen in polluted waters, or certain maximum limits on pollutants in air or water supplies). In these cases, the method used is to *determine the least cost of achieving the desired physical indicator*, e.g., meeting a defined pollution standard goal.

Baseline data collection: Baseline data on production, income and other indicators may be difficult or costly to obtain, especially before project activities have started. However, ex ante impact assessments need only a reasonable estimate of current indicators and a reasonable

¹³ Based on "Review of Farmer-to-Farmer Impact Assessment" by Roger Montgomery (8/17/04).

¹⁴ Ex ante assessments are estimates made before a project or activity is undertaken. Ex post assessments are actual measurements or estimates made after a project or activity has been implemented.

estimate of potential impact. Ex post assessments are much more demanding of data quality.

Measuring incomes: It is often challenging to measure income of participants in development programs. Household or business income is a very personal and private matter, not likely to be disclosed to outsiders. In some cases, data instead may be sought on the incremental change in net income or revenue of an enterprise. Since most volunteer program hosts are profit-oriented enterprises that are themselves interested in their net income, the volunteer program appropriately tracks changes in their income. In other cases, where the host is an association or group of individual enterprises, assumptions may be made about the “typical” enterprise, say one hectare of mustard seed or one bee hive. The net revenue for the entire host (club, association) is then estimated by multiplying this unit-revenue by the number of hectares or number of bee hives of all members.

Role and importance of time: Because investments occur now but benefits or impacts take some time to develop, a benefit/cost analysis must calculate present, capitalized values to resolve the issue of time. A promise to pay \$100 this afternoon is more important, more valuable than a promise to pay \$100 one year from now. Everyone unconsciously “discounts” future values back to the present. Economists have formalized a system of discounting future values back to the present to compare costs (incurred now or very soon) with benefits (likely to occur farther in the future).

Discounting typically uses inflation rates to select a percentage discount rate for future values of costs and benefits. For example, with a discount rate of 12%, an expected \$7 next year is worth \$6.25 this year. The longer the time period for discounting, the less the present value of a similar sum—with a 12% discount rate, a commitment to pay \$7 in year 3 is worth only \$4.98 now. And finally, a commitment to pay \$7 each year for the next 10 years is worth a total of \$37.30 now, again, with a 12% discount rate. Electronic spreadsheets compute these values for users under the function =NPV (net present values). The discount rate commonly adopted for use in project evaluation is called the social discount rate. Discounting cost and benefits from a program gives the following indicators:

- The Net Present Value is the capitalized value today of a future value or series of annual values (income stream), calculated using the social discount rate.
- The Benefit/Cost Ratio is the ratio between the net present value of all identified incremental net revenues (benefits), divided by the net present value of all identified incremental costs, all discounted back to the present using the social discount rate.
- The Internal Rate of Return does not assume a social discount rate, but instead calculates the rate that makes the present value of all benefits exactly equal to the present value of all costs (investments).

Complexity of economic analysis: Economic analysis of simple subsector projects is not difficult, but calculation of Net Present Value of Investments and Costs, Net Present Value of Benefits, Benefit Cost Ratio and Internal Rate of Return are specialized skills. Volunteer program field staff typically do not have these skills, nor is there a routine need for such calculations. Programs should, however, establish monitoring systems that yield all of the information required for such analyses, to be undertaken by economists as periodic spot-checks of volunteer programs. This will ensure that the volunteer programs are on track. This may be most appropriate as part of reporting on impacts.

Income distribution: Economic growth projects are typically measured by the incremental change in revenue that they generate. Because a fundamental reason for foreign assistance is poverty reduction, there is concern about how this increased income is spread across income groups. Unfortunately, the tools commonly used for impact assessment (benefit/cost, internal rates of return) are blind to income distribution aspects and are not sensitive to the initial income

or wealth status of the recipient. A number of tools exist for assessing poverty focus (by targeting geographic areas with a relative high incidence of poverty, or targeting products generally produced or consumed by the poor). Although detailed poverty analyses are beyond their scope, volunteer programs should at least comment on the expected effects of the volunteer program on poverty reduction.

EX ANTE ECONOMIC ANALYSIS FOR THE F2F PROGRAM

In 2004, the F2F Program calculated estimates of cost/benefit for subsector projects by including five elements of investment cost (program costs, value of volunteer time, additional resources obtained by the volunteers, value of host contributions, and value of resources mobilized by hosts from other sources). Expected Net Revenue or Net Income Benefits were estimated based on increased net income or revenue from improved business operations, organizational capacity and productivity.

Economic analysis showed that, overall, the F2F Program was projected to have an Internal Rate of Return (IRR) of 18%. While many projects had non-economic impacts or lacked adequate data to estimate rates of return, 30 of the 94 F2F subsector projects had positive IRRs. This analysis showed that, while it is difficult to conduct cost/benefit analysis of volunteer programs, the effort is worthwhile because it can show if a program is heading in the right direction. The F2F Program was found to be heading in the right direction, confirming the Program's commitment to achieving economic and development impact, as well as the secondary goal of person-to-person cultural exchange.

Net vs. gross income increases: For a simplified, pragmatic approach to economic analysis, net income can be used for impact assessment, not gross income or revenue. Gross values (total value of production or sales) are relatively meaningless unless costs of achieving that production or sale have been subtracted. For example, the cost of feed consumed in producing broiler chickens is about 65% of chickens' value; were the feed cost not subtracted, the gross value of chicken production would dramatically overstate the value-added in converting feed into chickens. Net income means that all associated incremental costs of production, transportation, storage and marketing have been identified, accounted for and subtracted.

PARTIAL BUDGET FOR AGRONOMIC DEMONSTRATION OF FERTILIZER ON RICE						
Input/output	Without Adoption of Fertilizer			With Adoption of Fertilizer		
	Units (kgs, days)	Unit Costs, Values (Rupees/unit)	Values, Without Adoption	Units (kgs, days)	Unit Costs, Values (Rupees/unit)	Values, With Adoption
Fertilizer (kg)	0	75	0	100	75	7,500
Extra labor for fertilizer application (labor days)	0	100	0	3	100	300
Yield of Paddy Rice (kg/ha)	3,000	20	60,000	4,000	20	80,000
Net Income (minus variable inputs above)			60,000			72,200
Incremental Net Income						12,200

In estimating net income changes, full total enterprise budgets are not required. Instead, partial budgets that represent the changes in costs associated with a new practice are used. Incremental means the "with project" (or technical change) net benefits minus the "without project" (farmer/enterprise continues on current trend) net benefits. For example, a farmer switches from low valued oats to higher valued wheat. The incremental income is therefore the value of the wheat produced, less the value of the oats now foregone.

Ex ante assessment of a subsector project normally requires estimation of potential incremental benefits and costs, based on a minimal feasibility analysis that constructs simple enterprise

budgets for both the “without project” and “with project” cases. Partial budgets will suffice, as illustrated in the simple example from a fertilizer-on-rice demonstration presented in the table below. The partial budget accounts only for those inputs and outputs that change due to adoption of a new technology. Thus, it is not necessary to have a full budget for rice production (for all costs, land, labor, machinery, pesticides, etc.) to estimate the incremental change.

The individual undertaking the feasibility estimation must know the relevant technologies (existing vis-à-vis proposed new) and the related physical changes in inputs and outputs that might be expected. Most volunteer project managers and office staff are unlikely to have sufficient technical information and experience with economic analyses. When an economic feasibility analysis is needed, assistance from a consultant or on-staff economist may base such analysis on partial budget analyses in simple tabular comparisons of current practice and new practice and to estimate costs and returns. This involves:

- Preparing simple ex ante feasibility studies to assess whether a subsector project will be financially viable. The studies should calculate discounted present values to compare benefits with costs. A major utility of ex ante analysis is its potential as an aid in deciding among subsector projects and allocating volunteers when various candidate projects are potentially viable, but some are more promising than others.
- Developing simple partial budgets for individual enterprises based on changes expected as a result of a host adopting volunteer recommendations and on estimates of incremental net income and incremental costs associated with adopting the recommendation.
- Using “with project” numbers to compare to “without project” numbers, isolating only those inputs and outputs that will change. Avoid using “before” and “after” estimates of net incomes of enterprises, as too many other things change over time and it is notoriously difficult to get many enterprises to disclose their true net income.
- Avoiding the attempt to estimate incomes of each individual household or each individual small enterprise with which the program is working, as there are too many. Instead, model their activities into “typical” production units, such as a one-hectare crop input-output budget, a one-beehive budget, or a one-vat cheese-making budget, and then multiply as appropriate to represent the full scope of the project in terms of the number of these typical production units.
- Relying on analyses conducted by complementary programs so as to minimize the cost of ex-ante analyses.

Key recommendations

Volunteer programs typically have several small subsector projects, tight budget constraints and scattered activities. Extensive assessment of impact is neither practical nor warranted, but the following should be considered:

- ◆ For economic growth programs, some attention to economic analysis of the proposed program is important. This might be rough comparison of cost/benefit or other discussion of economic impacts expected.
- ◆ For subsector projects without direct economic benefits (e.g., environmental or organizational strengthening projects), developing other impact indicators using—where possible—cost efficiency measures, such as least cost per beneficiary or per unit of impact.
- ◆ Potential volunteer program benefits might be assessed by drawing on available analyses conducted by larger programs with which the volunteer program will be associated or that work in the same thematic area.

- ◆ More extensive and rigorous feasibility studies for volunteer program design may require assistance from a consultant or volunteer.
- ◆ Plan to continue assessing impact benefits against program costs throughout the course of implementation of the program.

2.5 SELECTING PARTNERS FOR VOLUNTEER PROGRAMS

Projects and volunteer assignments are commonly developed and implemented with partners, a term that can carry a range of connotations among implementers.¹⁵ The term partners, as used in the F2F Program, refers to in-country organizations that collaborate with US volunteer program implementers in the development and implementation of program and project strategies and plans.¹⁶ Partners can be either public or private agencies and can include trade associations, NGOs, commercial firms, projects, local or US government departments and programs (e.g., Peace Corps) and educational institutions. Partners are commonly involved in providing goods and services to agricultural producers and/or other agribusinesses. These clients of partners include public and private organizations that are potential hosts for volunteers. Roles of partners vary but commonly include serving as: (1) local representative for the implementer; (2) retailer of volunteer services; (3) link to clients (hosts); (4) provider of complementary services or resources to hosts; (5) technical backstop.

Why is the selection of partners important?

Partners can be critical to the identification of suitable hosts and to arranging complementary inputs required to achieve impacts. Partners are often larger organizations or projects than are host organizations. They typically work with multiple potential hosts to whom they provide various services. In some cases, volunteers may work with partners to strengthen the partner's own capacity to provide goods and services to their clients (in which case the partner also serves as a host organization). Generally, good partners help ensure that the specific knowledge or skills that volunteers bring to host organizations are spread to others. This dissemination is important to scale up impacts.

Issues in partner selection

The major question with respect to partners is whether the anticipated advantages of working with and through them sufficiently outweigh the costs and potential problems inherent in partnerships. In theory, partnerships are attractive and vital to achieving sustainable impacts. However, there can be major transactions costs in establishing and maintaining partnerships. Further, partner organizations and projects can dominate relationships if they have large operations with in-country presence, a broad range of responsibilities and relationships, or their own agendas. A volunteer program may see a partnership as a way to leverage resources of the partner. The partner, on the other hand, is likely to see the volunteer program as a set of resources to be captured to further its own program. There is always risk of a volunteer activity being co-opted by a larger, more assertive partner. Effective, lasting partnerships require compatibility in objectives and organizational philosophies. Ideally, a strong partner builds on the experience with volunteers to expand on services to the target hosts even after completion of the volunteer project.

¹⁵ At the extreme, the term can be quite inclusive and refer to virtually all program participants, including the range of participating organizations, hosts, networks, as well as current and former volunteers.

¹⁶ The term partner can also be used to refer to US based organizations that have formal sub-contract agreements with the primary implementer. While these sub-contract partners may play vital roles in volunteer programs, the focus of this section is on host country partners.

Practices for selecting partner organizations

F2F implementing partner approaches to engagement with partners vary considerably by country, thematic area and situation, but three general approaches to partnering are in use in F2F. These practices are complementary and not mutually exclusive.

CNFA: BUILDING PARTNERSHIPS TO ENSURE SUSTAINABILITY IN SOUTHERN AFRICA

CNFA F2F has found that a Memorandum of Understanding (MOU) is a useful tool for building common goals and strengthening relationships with partners. MOUs provide a tangible representation of a partner relationship which outlines roles and responsibilities, common goals and objectives of each partner. This document relies on good faith that each partner will satisfy the objectives. CNFA F2F in Angola created a MOU with the provincial Ministry of Agriculture in Zaire Province. Benefits to both parties include:

- Ministry extension agents are able to gain relevant and up-to-date knowledge on farming practices from volunteers, building capacity in the Ministry of Agriculture;
- Extension agents are able to help identify host organizations for F2F due to their familiarity with the communities in which they work;
- The Ministry provides CNFA with office space and a guest house, which CNFA Angola uses as a satellite office and space for volunteers;
- The partnership builds the sustainability of F2F efforts, with Ministry extension agents providing technical assistance to former hosts beyond the F2F project life-cycle.

Philosophical base of program: Partners of the Americas (POA) and Winrock embrace partnerships as a cornerstone of their programs, with networks and partnering embedded in their philosophy and history. Virtually every F2F project has support from one or more networks of organizations, projects and volunteers (current and former). POA fosters long-term institutional linkages between Latin American and Caribbean agricultural organizations and counterpart institutions in the US. These relationships, sustained through the POA network, endure beyond the length of a specific project and help ensure sustainability of program objectives. These long-term partnerships can leverage resources and result in unexpected benefits for both organizations.

LAND O'LAKES STRATEGIC PARTNERING IN SOUTHERN AFRICA

LOL's F2F program in Southern Africa was based on a variety of partnership arrangements. In Zambia, the F2F Office was located in the Zambian Agricultural Commodity Agency, where an LOL country manager worked closely with F2F staff in programming volunteer activities. In Malawi, F2F worked in concert with the LOL Malawi Dairy Business Development Program that provided a broad range of complementary inputs. In Angola, LOL partnered with the Cooperative League of the USA (CLUSA) in support of a Rural Group Enterprise and Agricultural Marketing Project to increase premium market linkages for high-value crops. In South Africa, LOL worked with Ebony Consulting International and Initiative for Development and Equity in African Agriculture to improve emerging farmers' access to commercial markets throughout-grower schemes and links to agribusinesses.

LOL utilized a three-tiered approach with each of its implementation partners. The three tiers involve: (1) identifying and strengthening suitable farmer associations with organization, willingness and capacity to respond to market demands; (2) locating high-value market linkages for these farmer associations and determining the requirements of these markets; and (3) sourcing critical inputs needed by farmers and developing schemes to source these important inputs.

POA makes a special effort to create domestic and international networks that link public and private sector organizations, including universities, research institutes, local NGOs, processors, agribusinesses and community associations. These networks maximize impact by providing

hosts a multitude of benefits that could not be achieved otherwise. Benefits include: (1) accessing the newest agricultural innovations, including improved plant varieties, post-harvest technologies, management practices; (2) accessing new market information and linkages, including assistance developing targeted marketing and branding strategies; and (3) sharing best practices and effective volunteer recommendations among hosts country-wide.

Pragmatic openness to partnering: CNFA views partnerships as a critical component to success in F2F, recognizing that no development initiative operates in isolation. Identifying local and international partners, including Peace Corps, educational institutions and local government, provides CNFA with additional resources to identify hosts, as well as to ensure cooperating organizations are supported at all stages of the F2F process. While most partnerships remain informal, they are vital to implementation success. The relationships built by CNFA country offices provide linkages between organizations and promote ongoing success through continued community development.

ACDI/VOCA PARTNERSHIPS IN EASTERN AFRICA

ACDI/VOCA's Eastern Africa F2F program worked closely with a Land O'Lakes dairy project in Uganda. An agreement between LOL and ACDI/VOCA provided 50% of F2F volunteer slots to be used in the LOL project. This collaboration fostered links to other organizations and individuals working with LOL in the sector. This collaboration brought volunteer technical assistance from a large project to smaller, scattered partner organizations across a large geographic area.

LOL and ACDI/VOCA enter into partnerships on a case-by-case basis to achieve objectives of specific programs. Partnerships are often logical connections between F2F and pre-existing agricultural projects. Previous activities of LOL and ACDI/VOCA in Eastern and Southern Africa are illustrative of this approach (see boxes above and on previous page).

CNFA/BRIDGES BUSINESS GROUP EXPERIENCE

CNFA has developed and maintained relationships with many local partners that endure beyond the presence of CNFA projects in a country. One example is that of the Bridges Business Group. Lena Dotsenko, an employee on CNFA's F2F projects, started work with CNFA in Kyiv, Ukraine around 2000. Lena and her husband Vlad later established Bridges as an international consulting program, with Lena as the Bridges Principal. One business unit continued to support CNFA, but the scope broadened with a larger goal of transferring American technology to Ukrainian agriculture.

CNFA's working relationship with this local NGO has ensured a lasting link of cooperation in Ukraine, even when no CNFA projects have been active in the country. Such relationships allow for easy uptake and roll-out of activities in times of need. Following the Orange Revolution and Ukrainian leanings toward entry into the World Trade Organization and European orientation, it seemed that Ukraine would grow independent from development aid. During this time, Bridges continued to build their business model based on technology transfer and consulting services, with their many US relationships helping build a substantial business capitalizing on technology transfer.

Deteriorating economic conditions made technical assistance less available. Bridges contacted CNFA and requested some flexible F2F assignments. The partnership and success of Bridges as a stand-alone business meant that sending volunteers to Ukraine did not require development of local program infrastructure. Instead, CNFA's partnership with Bridges allowed for agile, timely and efficient implementation.

Formal commitment: Implementers enter into formal, committed relationships with partners for various reasons, generally to access specialized expertise or capacities of partners and occasionally to develop strategic capacities through sub-award or sub-contract relationships. Land O'Lakes had IESC as a sub-awardee for the FY14-18 Middle East and North Africa F2F

Program, with IESC focused on implementation of financial services activities in both Egypt and Lebanon. ACDI/VOCA had a sub-award relationship with NCBA/CLUSA in West Africa for NCBA/CLUSA to implement activities in Senegal. VEGA had sub-awards (Program Development Projects) with Purdue University, FAVACA and Veterinarians Without Borders specifically to strengthen those organizations' volunteer programs.

Country level partners can be engaged for the same reasons—to access or develop the partner's capacity. Under their FY14-18 F2F project in Europe, the Caucasus and Central Asia (ECCA), ACDI/VOCA had a subcontract with a local partner (VISTAA) to implement the program in Armenia. In Ukraine, former staff from CNFA's previous F2F projects established a local organization (Bridges Business Group) that managed volunteer assignments and provided similar training and technical services to local host organizations (see box on previous page).

Given the short-term nature of volunteer assignments, partnerships and collaborative approaches with in-country organizations are often critical to sustainability and spread effect of volunteer programs.

Key recommendations

- ◆ Select partners on the basis of mutually shared objectives and on their ability to provide critical complementary inputs, such as infrastructure, credit, longer-term training and technical assistance; and/or willingness to cost-share volunteer assignment costs.
- ◆ Integrate volunteer programs and assignments with complementary programs in a particular geographic area. Taking the time to design assignments that build on these synergies will result in more sustainable results and impact.
- ◆ Be wary of partnerships with organizations identified as polarizing or unduly dominant in the chosen subsector space; partnerships should enhance the reach of F2F activities, not further isolate marginalized groups.
- ◆ Select country managers and host country staff that have the skills, knowledge, and network of contacts to identify and sustain partnerships, where appropriate or provide the services one might otherwise seek through partnerships.
- ◆ Where needed and appropriate, provide volunteer assistance to local partners (as hosts) to strengthen their overall program and capacities. This may include training related to M&E, which can enable the partner to play a helpful role in following up with hosts and collecting information on host progress and impacts.
- ◆ Encourage embedding volunteers within partner programs or pairing volunteers with partner staff (e.g., having a volunteer horticultural specialist work with a local specialist or a volunteer trainer work with a local trainer), where appropriate, to transfer knowledge and skills to a local source. This will both extend the program's reach and increase sustainability.
- ◆ Nurture sustainability of local partners' service delivery roles by encouraging independent relationships between partners and hosts.

2.6 SELECTING HOST ORGANIZATIONS

Hosts are organizations or individuals that request volunteer services and work most directly with the volunteers—essentially, the volunteers’ “clients.” Host organizations commonly include private businesses, community groups, trade or business associations, local government offices, cooperatives, NGOs, educational institutions, or other public or private service providers (inputs, credit, information, marketing, processing, storage, etc.). Identifying potential host organizations and selecting specific organizations to receive volunteers is the first step toward implementing the subsector project plan.

Why is selection of host organizations important?

The ability of host organizations to absorb, utilize, and disseminate information provided by volunteers is a critical consideration in determining the impact of a volunteer’s assignment. Host organizations should be involved early on in developing the F2F program strategies, plans and volunteer scopes of work. They also should contribute to the costs of the volunteer assignments and facilitate assessment of the impact of the volunteer’s efforts. The impacts of a volunteer program are primarily a function of what host organizations do as a result of the information and training provided by volunteers. As such, host demand for volunteer services and interest and ability to act on volunteer recommendations should be a primary criterion in host selection.

Issues in host organization selection

Number of hosts: Should volunteer assignments be focused on a few hosts (clustering) in hopes of improving chances of positive outcomes for that host? Or should volunteers be spread around to enable as many as possible to benefit? Impact considerations may favor clustering of volunteers to work with a limited number of hosts, rather than spreading volunteers too thinly. Still, broad impact, equity, and cost-benefit considerations require innovation to spread beyond individual hosts. The F2F implementer must guard against providing an unfair competitive advantage to one business over another. Hosts ideally should be organizations that are able and willing to share what they have learned from a volunteer with others, including competitors.

Potential for impact: Strategies for spreading program impact beyond the initial host include: working with trade groups or business associations, widely disseminating training materials and reports prepared by volunteers, and publicizing volunteer activities and recommendations. Holding a workshop open to all in the industry at the end of a volunteer’s assignment is one means of reducing unfair advantage and spreading benefit beyond the specific host with which the volunteer has worked.

Upstream or downstream: Where in the market chain should volunteers work? Should they focus primarily on input suppliers and producer groups, or focus downstream with processing and marketing organizations that have the potential to affect larger numbers of beneficiaries? Decisions here should be guided by the prospects for impact (and avoiding duplication) as revealed by subsector research and planning.

Hosts and beneficiaries: Should host organizations be largely those serving resource poor and disadvantaged groups or are volunteers more effective in working with hosts who have the resources readily available to act on the information and training provided? Donor concern with poverty reduction strongly suggests a focus on work with resource-poor groups, directly or indirectly, where possible. Still, many resource-poor groups are ill equipped to work with or benefit from volunteer services ([See Section 4.1](#)).

Forming new groups: When development programs form new organizations, these new entities frequently disappear after program support is withdrawn. This results because the impetus for group formation is that of accessing resources from the development program. In most cases, F2F implementers work with existing host organizations that have a measure of established capacity and some track record in operations.¹⁷ However, where a country has few, if any, suitable host candidates, a volunteer program may have no option other than getting involved in their formation.

In Southern Africa, LOL and FAMU have both assisted small farmers to form associations that allow members to create market linkages to access inputs and markets for their products. These linkages allowed farmers to move from traditional subsistence farming to commercial operations. While this logic is compelling and there are examples of successful efforts to establish producer and related service associations involving volunteers, the progress and sustainability of such efforts normally requires more support than an individual or series of short-term volunteers can provide.

Volunteers can be effective in strengthening existing organizations and businesses and the many examples of volunteer program success in these efforts suggest that the hands-on training that volunteers provide gives them a comparative advantage for work in this area. Still, organizational strengthening takes time and its results are hard to quantify. Short-term volunteer assignments are most effective when there are periodic follow up assignments to assist in strengthening the same organization.

Termination/graduation: What are the criteria for terminating or graduating a project with a host organization? How long should implementers work with hosts? How many volunteers can a host productively absorb within a five year project? This determination is greatly facilitated if the objectives of the assignment are clear before the assignment begins. A program needs to guard against proposed assignments that merely continue a comfortable relationship with a good host without sufficient regard for the cost-benefit of each volunteer assignment. Periodic reviews of host performance are useful to re-evaluate plans for use of volunteer resources.

Practices in host organization selection

F2F host organizations include individual producers, producer groups and associations, local NGOs, cooperatives, agribusinesses, large producers and agro-industries, trade associations, processors, marketing organizations and farm produce buyers. Other hosts are service providers—extension agencies, education and training institutions, rural financial service providers, input suppliers and research programs. Some country programs work with multiple types of hosts within a subsector to address varied constraints within the commodity chain, for example linking the poor with the non-poor to achieve a subsector-wide impact.

Selection criteria: Ideally, hosts are somewhat self-selecting, requesting services that demonstrate that they are interested in and see potential for change. Hosts are typically selected based on their potential to show results within the targeted subsector(s) or focus area(s). Criteria may include minimum eligibility requirements, internal capacity and interest, and suitability of the business environment in which they operate (availability of markets, inputs, comparative advantage). Where demand for volunteer services is high, transparent selection procedures are important. Where potential host organizations are weak, country staff or partner

¹⁷ This refers to the formation of more or less formal entities and should not be interpreted as discouraging the grouping of small but similar hosts or individuals for the purpose of reporting.

organizations may need to provide advice and training to help potential hosts reach the point at which they can benefit from volunteer services. Different checklists of criteria for selecting hosts can be effective in screening and ranking potential host organizations (see boxes below and [Annex B](#)).

POA CRITERIA FOR HOST SELECTION

Criteria used by POA to identify counterpart host organizations include their ability to:

- Utilize technical assistance and adopt technical recommendations;
- Identify and clearly state their technical assistance needs;
- Participate in the design of a multi-year action plan with specific goals;
- Support the active participation of women and operate using democratic principles;
- Share and disseminate information that reaches large numbers of producers;
- Demonstrate commitment to and support of the program either by contributing funds to cover some technical assistance costs or through in-kind contributions valued at an equivalent amount (e.g., local transportation, room and board for volunteers, meeting space, etc.); and
- Ensure the volunteer program contributes to broader sectoral needs.

Host contributions: As part of host selection, it is important to consider what a host is willing to contribute to individual volunteer assignments and/or to the F2F program. Will the host provide financial or in-kind support to meet the volunteer's logistical needs or to support other aspects of the assignment? Will appropriate host staff have adequate time set aside to work with the volunteer and to implement the volunteer's recommendations? Is there a real commitment to change among host leadership? Is the host forthcoming with data for baseline assessments and committed to continued openness for assessment of impact? Is the host committed to sharing volunteer inputs within the community and industry sector, and is the host in a credible position to do so? Hosts should not be expected to share proprietary business information but may be expected to cooperate in supporting broader sector development.

FAVACA CONSIDERATIONS WHEN CHOOSING HOSTS

FAVACA programs are demand driven and respond to needs defined by overseas partners. We ask partners to contribute to the program by finding reduced accommodations, covering some meals for training participants, if required, and providing local transportation for the volunteer to and from training locations, to the extent possible.

Overseas partners must be responsive, either by telephone or internet or through other direct communication. This is one of the first indicators of the actual success of the project. Being responsive to questions and available/reachable by phone ensures we can contact the volunteer quickly if needed when overseas.

Confidence must be built early and a strong comfort level established that the host will collect the volunteer at the airport, manage their time well in-country, and ensure a reasonable number of training participants are invested and present. On average, this is 20 per trainer; however one-on-one or small groups are not unusual.

Finally, it is critical to have one or more direct contacts between the volunteer and the local host organization in advance to introduce them, begin building a relationship, and more importantly to define expectations of the volunteer and partner. Having a clear scope of work in advance and defining what the time will look like day to day on the ground goes a long way to ensure success.

Knowledge of subsectors: Personal networking by country staff of volunteer program implementers or their local partners is one effective means of identifying hosts; however, this does risk missing some potentially good hosts outside of staff and partner networks. Networking for host identification requires local staff to be knowledgeable about the subsectors in which

they are working and to develop a wide network of contacts. Formal advertising of the volunteer program in trade publications, with business groups, and even in mass media may be a good complement to personal networking and can help avoid charges of cronyism or favoritism. Such advertising might place a heavy burden on staff time to review host applications. Public seminars offered by volunteers and hosts are another effective strategy to identify new hosts.

CNFA CHECKLIST FOR HOST SELECTION

- Clear interest in participating in F2F and understanding of responsibilities and requirements of serving as a host
- Ability to access a significant number of smallholder producers to maximize the reach of each volunteer assignment
- Leadership is present, with sincere dedication to serving the group. Leaders are strong and effective with appropriate checks and balances in place to ensure resources are fairly appropriated
- Possesses a vision for future goals and can demonstrate how knowledge acquired from the volunteer will contribute to realization of the vision
- Market-oriented and commercially driven
- Demonstrates financial transparency and willingness to share information about current activities
- Understands the potential to increase income through their own efforts without expecting assistance other than training, i.e. financial assistance or physical goods
- 100% privately owned, with no state involvement
- When possible, demonstrates willingness to financially take on responsibilities aligned with being a host, i.e. providing transportation or meals for the volunteer
- Has interest and energy to implement volunteer recommendations, and it is likely that F2F training will translate into impact when the host applies its new knowledge to improve performance and increase incomes
- At least some members of the host group are fully literate and numerate
- Logistics are relatively inexpensive, volunteer accommodations are adequate, the volunteer has support needed to complete the assignment

Assessing host capabilities: Some implementers make an effort to assess the capacities of potential hosts systematically via formal interviews. Some country staff employ SWOT analysis to assess potential hosts, the internal strengths and weaknesses of their organizations and the opportunities and threats to their market and from other external factors. Concurrently, an effort is made to distinguish between weaknesses that can be addressed by F2F (e.g., inadequate planning, weakness in management, lack of necessary skills and market specific experience, etc.) and those that are more problematic (e.g., extent of motivation, honesty). Volunteers can also help assess host capacities and prioritize future volunteer assistance.

From FY2009-13, the F2F Program used a simplified Organizational Capacity Assessment Tool (OCAT)¹⁸ to measure institutional capacity change in hosts. This was found not suited to measuring program impacts in terms of changes in institutional capacity, but some of the implementing organizations found it to be quite useful for assessing host needs and engaging in productive discussions with hosts on their capacity needs. The FY14-18 F2F Program tested an alternative Organizational Development Index (ODI) (see [Annex L](#)).

Using partners: It is generally a good practice to use multiple sources to identify and prioritize host selection to achieve volunteer program objectives, e.g., by using referrals and assessments from country staff, partners, other hosts and donors.

¹⁸ For a description of OCAT, see the appendix to USAID TIPS #15, "Measuring Institutional Capacity", USAID, 2000.

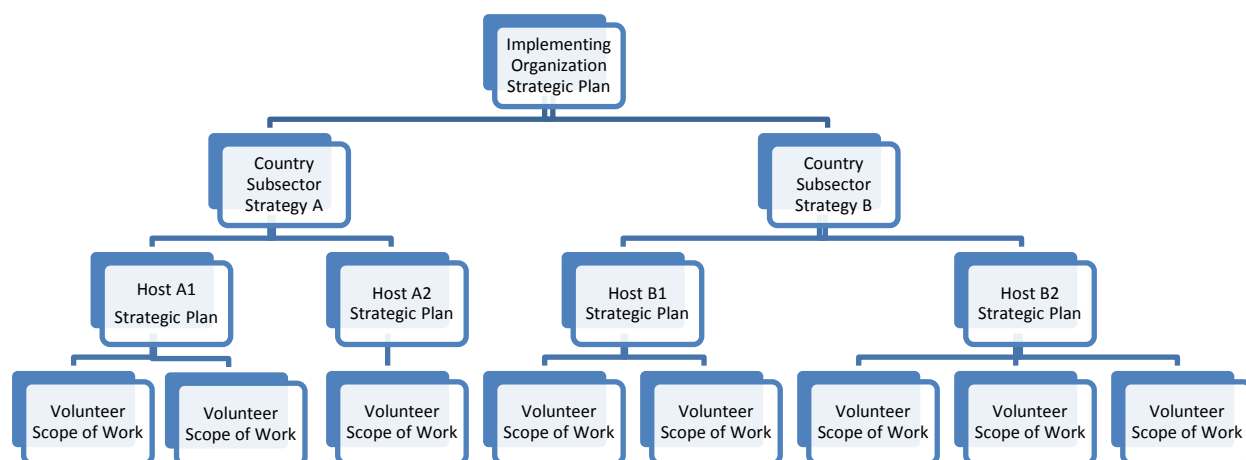
Key recommendations

- ◆ Have implementer's local staff develop a thorough knowledge of the strengths, weaknesses, opportunities, and threats in the subsectors targeted by volunteer programs.
- ◆ Maintain a demand-driven approach to identifying hosts. If a volunteer's assignment is driven by a host wanting to work with volunteers, as opposed to an organization's desire to place a volunteer overseas, the results tend to be better.
- ◆ Maintain transparency in host selection procedures. Advertise the volunteer program, if appropriate, but weigh the staff workload implications against the potential gains of publicizing the availability of volunteer services programs to develop a good pool of potential hosts.
- ◆ Develop checklists of criteria for evaluating potential hosts as to their eligibility and potential for impact.
- ◆ Develop linkages with local partners to assist in identifying and working with hosts, but ensure that partners' interests are compatible with the objectives of the volunteer program.
- ◆ Ensure that hosts are interested and able to address those issues identified as critical in subsector assessments.
- ◆ Require some resource contribution from the host to ensure commitment to the project and to help defray program costs. Expect hosts to invest their own time in self-analysis and preparing or collaborating on a first draft of volunteer scopes of work.
- ◆ Remember that success usually depends on the host institution wanting to do something, not the implementing organization setting out to introduce something new.

2.7 PLANNING HOST PROJECTS

Volunteer program planning occurs at various levels, but for an F2F host, the “project” is largely limited to the activities that they undertake jointly with the volunteer. The specific services provided and activities undertaken in conjunction with a specific host represents the “host project”.¹⁹ The following diagram illustrates different levels in the F2F program planning system. Note that some host strategic plans may be quite simple; the number of volunteer assignments per host will also vary considerably from one to many assignments per host, over one or multiple years.

Levels in the F2F Strategic Planning Process



The term “program” in this manual is associated with a broader country, regional, or global volunteer initiative and is analogous to an individual grant, cooperative agreement or contract. Each implementing agency should have a program plan and descriptions of subsector projects that, when implemented, result in the achievement of the program objectives. Each subsector project typically involves a number of host organizations—local service providers, NGOs, associations, and private sector firms. The country F2F project specifies a subsector strategy and usually includes a corresponding set of illustrative activities. For work with each host, a Host Strategic Plan identifies the goals and objectives and a specific set of activities for work with that host, which are further defined in individual volunteer scopes of work (SOWs). Host strategic plans and SOWs provide the basis for the volunteer assignments.

Host strategic plans may differ widely in formality and format. They should not become more complex than is necessary and useful, but a strategic plan that outlines what the host desires to accomplish should be kept in mind by the field staff in planning all assignments. It may not always be necessary, but it is often useful to have them documented. Support to hosts in achieving their objectives will vary—often hosts will have just one volunteer assignment; in other cases, there may be multiple assignments with a single host, or one or more volunteers may work with multiple hosts. Work with a host may span one or multiple years.

A SOW is prepared for each volunteer assignment, detailing the tasks and anticipated results in relation to the objectives of the host. A volunteer trip may involve one or multiple SOWs.

¹⁹ Terminology differs considerably. Host projects can also be called sub-projects or activities. Some implementers use the terms project, program, and activity interchangeably.

The host strategic plan is a short statement that indicates the objectives and anticipated impact for the host organization. The time frame covered by the plan is usually between one and three years. It provides a basis for describing how volunteers will contribute. The agreement between the host and the program implementer specifies the contributions of both parties in the implementation of volunteer assignments. It also outlines the planned SOW(s) for volunteer assignment(s). A host strategic plan must be congruent with the implementing agency's country F2F project and usually features some of the following elements:

- Objectives that will be addressed by volunteers;
- Overview of the host's current situation;
- Type and sequencing of volunteer assignments;
- Complementary inputs from partner organizations;
- Costs of fielding the volunteers and/or how the costs will be shared (contributions from hosts and partners); and
- Anticipated results/impact.

Why are host strategic plans important?

Host strategic plans provide the basis for volunteer SOWs that articulate how the host, local volunteer program staff and partner organizations will work together, outlining a plan for activities and defining expectations. They constitute an informal agreement among the parties involved—the hosts, the volunteer program and partner organizations—delineating the responsibilities of each participant in the project. They also lay out the framework for volunteer assignments, including the host's current situation, goals, and realistic impact projections, all of which provide essential background for volunteers.

Issues in host strategic planning

Partner participation in host project planning: Although it may be time consuming, broad participation in planning generally leads to better results. There is some question as to when and how to arrange for effective participation of intended beneficiaries. F2F implementers often rely on partners to identify hosts and plan projects. Prior to the start of volunteer assignments, implementing agencies, the relevant volunteer, and hosts already should have been involved in participatory discussions to delineate the essential features of their proposed projects and activities. Volunteer program staff must have the skills and authority to critically review proposals from partners, hosts, and volunteers and make adjustments, as required.

Host and volunteer participation in the design of a volunteer's assignment: As a rule, a volunteer's assignment should be bottom-up, responding to a need of a specific host. In practice, a combination of bottom-up and top-down may be most practical, with field staff coordinating the process of developing an assignment to ensure that the results conform both to the needs of the host and to the realities of what the volunteer program can. If a host has a few identifiable weaknesses, an initial volunteer assignment or assignments might remedy these prior to providing additional volunteer support to that host. This kind of organizational strengthening is a comparative advantage of volunteer programs and can establish the basis for a close and productive longer-term relationship. Volunteers are also a valuable resource to refine assignment plans. For example, during volunteer recruitment a potential expert can be asked to briefly summarize how they propose to tackle the objective(s) defined in the SOW. After a volunteer is confirmed, the expert can be asked to provide a work plan/training plan and to further communicate with host representatives via email, Skype and/or through the country staff. This pre-trip communication fosters a more successful volunteer assignment.

Reviewing host strategic plans: Host strategic plans should be revisited at least once a year, particularly if serious consideration is being given to adjusting allocations of volunteer slots among projects, programs, or countries. The debriefing of volunteers at the conclusion of their assignments is a good opportunity for all parties to review the host strategic plans and make adjustments, as required.

Practices in host strategic planning

Host assistance plans should be aligned with the relevant country F2F project and/or the overall strategic objectives for the target country. This top-down strategy planning is then complemented by consultations with potential hosts in planning activities and assistance to help them meet their objectives.

The format for host development plan or strategic plans varies, and not all F2F implementing partners find it necessary to have written plans for each host. Winrock does not prepare host strategic plans across all hosts, in an effort to reduce the paper flow. Rather, host strategic plans are typically incorporated into the SOW of each volunteer assignment. Where there are multiple volunteer assignments for the same host, Winrock uses host strategic plans or host action/improvement plans. LOL works through local partners who play major roles in the selection of hosts and in the development of their hosts' strategic plans. F2F implementers employ some variation of the approach used by POA for host strategic planning (see box below). An example of a host strategy is found in [Annex C](#).

POA: HOST STRATEGIC PLANNING PROCESS

The planning process begins with a dialogue between field staff, the host desiring assistance, and any other key stakeholders. Needs are analyzed, problems defined, and the role of F2F to both assist the host in achieving goals and also to complement other initiatives in the region is discussed. The host operational plan covers a period of 1-3 years and defines objectives, anticipated impact, and how volunteers will help the host achieve change. The plan covers types and sequences of volunteer assignments needed, and as individual SOWs are further defined, plans are regularly reassessed in collaboration with the host. The plan is maintained during the life of the host involvement in the project and becomes an important source of information for monitoring and evaluation purposes as well. The host operational plans are generally structured as follows:

- **Overview/Background Information** – Overview of the broader F2F program in the country and the country-wide objectives
- **Host Information** – Who they are, what their overall goal and strategy is with F2F, and contributions to the program to demonstrate commitment
- **Technical Assistance** – A description of the specific types of volunteer technical assistance they anticipate needing
- **Activity Plan** – A calendar describing next steps in the host plan, anticipated time frames for technical assistance and other key pieces of information
- **Anticipated Results** – The intended outcomes and results the host hopes to accomplish with the help of the F2F Program
- **Logic Model** – All volunteer assignments fit within a logic model for each F2F project. Host-specific logic models or theory of change diagrams often are developed to ensure that F2F technical assistance focuses on meeting specific needs of the hosts that also fit within the overall F2F project strategies.

CNFA has integrated its planning matrix into an F2F Integrated Project Design and Evaluation System (IPDES) to ensure consideration of strategic issues (such as alignment with USAID Country Strategies) all the way down to management and evaluation of individual hosts and

volunteer assignments. Prior to each proposed volunteer assignment, CNFA works closely with the potential host to gather information for the Organizational Development Index and Host Profile and to develop the Host Strategy. This collaboration ensures that hosts are involved with the development of their vision and see a clear linkage between the training they are to receive through F2F and the achievement of their goals.

Key recommendations

- ◆ Good practice for host strategic planning process requires that the host strategic plan:
 - Be developed through participatory planning processes in full collaboration with partners and host organizations.
 - Describe the context for work with the host, notably the characteristics of the host organization, its objectives/prospects, and how volunteers will assist in the realization of those objectives.
 - Specify the tasks for which volunteers are required, the skills needed, timing, and any other inputs or resources to be provided by the volunteer, host, or implementer.
 - Indicate the contributions of resources expected from partners and hosts for the realization of the host organization's plans and the success of the volunteer assignments.
- ◆ Written plans or MOUs with hosts (and with country partners) can be used where appropriate. In other situations, volunteer SOWs can define expectations and activities for individual volunteer assignments and make sure that these are oriented toward meeting the objectives of the requesting host.

SECTION 3: DEVELOPING AND IMPLEMENTING VOLUNTEER ASSIGNMENTS

This Section focuses on the core element of an international volunteer program—developing good scopes of work (SOWs) and finding the right volunteers to fill assignments. The preceding chapter explains how planning at many levels and by many organizations is a precursor to development of good SOWs. If volunteer SOWs are not clear and with sufficient detail, recruiters cannot seek volunteers with appropriate skills. With good SOWs in hand, recruiters can seek US volunteers who have appropriate skills and a willingness to serve at the desired time.

Emphasizing not only the importance of people-to-people exchanges but also achieving measurable development impact increases the challenge for the volunteer program implementing partner. This challenge is more than justified, as it results in better, more productive assignments for both the volunteers and the host clients. The process of managing volunteers is quite complicated. Winrock has a checklist of the actions required for each assignment (see [Annex D](#)).

To achieve greater impact, F2F program implementers increasingly encourage past volunteers to volunteer again for new assignments, thus making use of experienced volunteers with established track records, experience in international travel and work, and familiarity with specific subjects, commodities, and/or geographic areas. Implementing agencies also must give attention to providing technical information and other complementary inputs before, during and after volunteer assignments to help ensure impact. Finally, debriefing and reporting at the conclusion of volunteer assignments are more than just formalities, as these may lead to adjustments in program and project plans as well as providing a basis for monitoring impacts. This section discusses:

- [Preparing Volunteer Scopes of Work](#)
- [Volunteer Recruitment](#)
- [Volunteer Orientation](#)
- [Volunteer Logistical and Technical Support](#)
- [Complementary Support Services for Hosts](#)
- [Program Structure and Staffing](#)
- [Volunteer Health and Safety](#)

3.1 PREPARING VOLUNTEER SCOPES OF WORK

The SOW is a description of the services required by the host organization and the skills and experience that volunteers will need for the assignment. The SOW also may include background on the subsector and host project, relating the specific volunteer assignment to the project strategy and plan. Some implementers combine host strategic plans with SOWs to provide a more complete context for the assignment. The SOW may also identify complementary inputs that are forthcoming from the host and other partners. Finally, the SOW identifies the results anticipated from the assignment.

Why is preparation of volunteer SOWs important?

SOWs translate program and project plans into specific tasks for volunteers. Ideally, as with project planning, there should be a high degree of participation by both the implementing agency and host organizations in the preparation of SOWs.

The SOW documents the understandings reached among the parties involved, namely the host organization, partners, and the program implementer. The clearer the SOW specifies who, what, where, when, why and how, the easier it will be to recruit for the volunteer assignment, guide the volunteer on the job, and assess the success of the assignment. The process of approving a SOW also clarifies the roles of the funding agency, the implementing agency, partners (both local and in the US), and the host in making the assignment a success.

Issues in preparing volunteer SOWs

F2F volunteer assignments are nearly always based on demand-driven response to host requests/needs. There may be occasions when a pre-determined task is the basis for a SOW (as with administrative assignments to assist the implementing organization with its technical approach and planning). This section presumes that SOWs are responsive to host requests and expressed interests.

Participation: To what extent should partners, hosts, donors, volunteers (current, former and prospective), and home office recruiters be involved in the preparation of SOWs? There is general agreement that there should be broad consultation on SOWs, but the extent of participation varies significantly. Hosts in particular should be involved in preparation of SOWs, and virtually all implementers at a minimum consult with hosts and partners in this process. In general, the implementer's field staff are in the best position to determine who needs to participate and how extensively. Most F2F implementers feel strongly that field staff should take the lead and facilitate reaching a consensus on each SOW. Hosts should be involved in SOW development but generally should not be expected to write them on their own because of the tendency to include too many tasks and expectations. Above all, it is important to limit SOWs to a doable set of tasks and avoid unrealistic expectations. Home office recruiters may not need to be involved in the drafting of the SOW if their inputs are reflected already in the subsector plan.

Scope of the SOW: How much information should be included in the SOW? Experience from F2F programs suggests that good SOWs are clear, informative about the host, and provide structure to the assignment. In addition to providing basic information about the country, the community, the problem to be solved (or opportunity to be seized), the SOW should clearly specify what is expected from both the host organization and any partners whose inputs are critical to the success of the assignment.

This includes host contributions of staff time, transport, accommodation, interpreters and financial assistance to the assignment. Further, the SOW can indicate sources of information that might significantly enhance assignment effectiveness. Most importantly, the SOW should not ask for superman or superwoman—otherwise, the recruiter will not know where to begin and end the search. The qualities of the ideal volunteer should be prioritized so the recruiter knows what is essential, what is important, and what would be nice but not required.

PREPARING SCOPES OF WORK (CNFA)

CNFA field staff, in consultation with hosts and any partner organizations, produces a SOW for each volunteer assignment. The SOW confirms the objectives of the assignment (originally listed in the Project Strategy), summarizes how the assignment is expected to translate into desired impact (e.g., an increase in income), specifies the volunteer qualifications desired for the assignment, and reviews the anticipated itinerary and logistical arrangements (volunteer lodging and transportation, etc.) for the assignment. The SOW includes:

1. Title of Assignment, with proposed dates and objectives.
2. Desired Qualifications of Volunteer.
3. Issue Description (detailed description of the problems that the volunteer will address).
4. Desired Impacts (usually copied from the Project Strategy).
5. Background Update (information supplemental to that contained in the Project Strategy that will be valuable to the volunteer in executing the assignment; e.g., a summary of the results of previous assignments on the project since the Project Strategy was written).
6. Assignment Itinerary (day-by-day work plan for the volunteer's time in country).
7. Lodging (where the volunteer will be staying during the assignment, including address, phone numbers and e-mail addresses as appropriate; if the volunteer will be staying with a host family, relevant information about the family).
8. Recommended Preparations (any preparations the volunteer should make in order to maximize effectiveness during the assignment, including preparation of training materials or familiarization with training materials available from and recommended for use by the field office; describes equipment available for the volunteer's use, such as copiers, laptops, projection equipment).
9. Project Contacts (contact information for home office and in-country program staff, project hosts, and previous volunteers who have worked on the project).

Practices in preparing volunteer SOWs

All implementers use variations of a standard procedure for preparing SOWs in-country (see box above and [Annex E](#)). Assuming a proposed assignment falls within a subsector project plan, SOW preparation should not be a complex process. Ideally, a request for a volunteer should be at the initiative of the host, perhaps in the form of a draft SOW. Volunteer program country staff might provide hosts with the required format (possibly as a form to be completed) and samples of SOWs. Program country staff might have a workshop on SOW preparation for host organizations at the initiation of a new phase of the volunteer program in a country and provide briefings for new hosts that are added as time goes on.

After SOWs are prepared and cleared by a field office, they go to the implementer's head office for further review. Approved SOWs are then sent to recruiters for action. Potential volunteers may be provided with a copy of the SOW to verify suitability for the assignment. Once a volunteer is selected and committed to the assignment, the SOW initiates a dialogue between the volunteer and the implementer—or even directly with host and partner organizations—in preparation for the assignment. ICTs can facilitate volunteer communication

with implementer field staff, as well as with hosts and partners as appropriate. This allows for stronger assignment preparation and people-to-people connections, even across language barriers.

Draft SOWs should be reviewed in an expeditious manner by the necessary levels of the implementing organization to make sure they are complete and conform to project planning documents. ACDI/VOCA allowed up to three working days for review of SOWs and fine-tuning between Field Representatives and Project Coordinators at headquarters. In the rare instance that a SOW is outside of the priority areas specified in planning documents, the SOW needs to give reference to the rationale or documents that support the decision to use a flexible assignment.

Key recommendations

- ◆ Develop draft SOWs in consultation with hosts, partners, and the recruiter. Have implementer country staff finalize the SOW to ensure that it is clear, informative about the host's strengths, weaknesses, and context, and reasonable about what can be accomplished in one volunteer assignment.
- ◆ Include expected or promised contributions from host and partner organizations in the SOW.
- ◆ Prepare schedules of activities and a list of tasks or deliverables that the volunteer should accomplish, so the volunteer understands how time will be used and what is expected.
- ◆ Use a checklist to ensure that SOWs include all the background and logistical information needed by the volunteer.
- ◆ Establish guidelines for prompt review and approval of SOWs by the implementing organization (including recruiters) to facilitate recruiting and timely response to host needs through fielding of volunteers.
- ◆ Clearly specify expectations (outputs) for the assignment – usually: a) people to be trained; b) recommendations expected for the host; and/or c) specific products such as business plans, training materials, facility or equipment design and specifications, or other products.
- ◆ Recognize that SOWs may need to be changed when volunteers arrive and bring their specialized technical experience to assess the host situation and opportunities for change.
- ◆ Specify volunteer reporting requirements, recognizing that lengthy reports are generally not required nor can be expected of volunteers. Require reports to confirm completion of deliverables expected and assessment of how the assignment will lead to change.

3.2 VOLUNTEER RECRUITMENT

Volunteers form the centerpiece of international volunteer programs, providing the high quality services and specialized skills that directly translate into measurable improvements in the lives of millions of people across the globe. Volunteers have contributed an estimated \$152 million worth of time and services toward development efforts over the life of the F2F program.

The implementing partner's electronic volunteer database is usually the primary tool used by recruiters to fill a position described in a SOW that comes in from the field. All implementers maintain large and sophisticated computerized inventories of qualifications and contact information on potential volunteers. Such databases typically include names of technical specialists proficient in various fields, individuals who have expressed an interest in volunteering, and past and current volunteers. Databases are searchable by specific skills or other criteria. Recruiters that maintain the volunteer databases verify information with employers and other references. Some implementing agencies have databases that include information on the status of volunteers' travel vouchers and impact from the volunteers' assignments. An organization must budget sufficient resources to make sure that the database is diverse, extensive, and has purged outdated entries. An example of the core data usually required for a volunteer database is found in [Annex F](#).

Why is volunteer recruitment important?

The success of any given assignment is largely a function of the quality of the volunteer. Building institutional capacity or influencing overall subsector development may require the aggregate efforts of a series of effective volunteers working in tandem with support from F2F field staff, local partners and other development programs.

Issues in volunteer recruitment

Balancing the use of new volunteers with "experienced" volunteers: The F2F Program's emphasis on impacts makes recruiting volunteers with established track records much more attractive, since they can be counted on to deliver for the host. However, it is neither desirable nor possible to rely primarily on "master" volunteers, as this detracts from the objective of exposing significant numbers of Americans to other countries, cultures, and development issues. It also limits the range of skills and ideas brought to a volunteer program.

Recruiting specialized skills: Finding volunteers with certain types of skills is challenging and requires creativity. For example, it is difficult to recruit volunteers with expertise in seed certification; apparently, the few qualified people in the US are in great demand domestically and therefore are generally not available for volunteering abroad. Successful recruiters put themselves in the shoes of the volunteers and make appeals to things that would be of interest to them, such as travel to new countries to gain new insights related to their fields of expertise and interest. Recruiting tools are discussed below.

Increasing participation of women and minorities: Women and minorities are underrepresented in most international volunteer programs.²⁰ While there are several reasons

²⁰ In the FY04-08 and FY09-13 F2F Programs, approximately 30% of volunteers were women. Volunteer race/ethnicity was first collected in the FY09-13 Program; over this period, 13% of F2F volunteers self-identified as minorities.

for this, effort can and should be made to increase their participation to ensure these programs adequately reflect the diversity of the American people. Targeted recruitment may help to reach larger numbers of potential women and minority volunteers.

Using volunteers from third countries: While most US volunteer programs are intended to provide opportunities for US citizens, F2F and other programs have had positive experiences with third country volunteers. US volunteers can be hard to find in some skill areas, such as those involving labor intensive technologies or language skills that are difficult to find in the US. In the latter case, it may make sense, for example, to have French-speaking Africans volunteer in Guinea. Having at least a limited provision for use of third country volunteers can be useful. The F2F Program can use non-US volunteers on an exceptional basis, with prior approval from USAID.

Targeting types of volunteers: Should recruiters target retired persons? Young, recent graduates? Business people? Scientists? Government and university staff? Recruiters are always seeking volunteers who can produce results and are current in their areas of specialization. In the past, most volunteers were retired people, but this is changing with more professionally active and younger people participating in volunteer programs.

Professionally active people see the benefits for themselves in participating in volunteer programs. Sometimes their employers encourage them to do volunteer work. Other times the volunteers realize that they can broaden their own experience and knowledge base by volunteering. Some volunteers are professional consultants who take a volunteer assignment to develop new experience and contacts for future paid consultancies. Volunteers come from business, government, and educational institutions. The relative suitability of these as sources depends very much on the requirements of the specific assignments.

Who make the best volunteers? Experience has shown that the most effective volunteers typically have at least several years of experience in their respective fields, are still practicing in such areas, and have some overseas experience. Highly successful volunteers can come from many diverse backgrounds, and individual personality and commitment matter much in volunteer success.

Practices in volunteer recruitment

The set of recruiting practices utilized by F2F implementers is impressive. As noted in the 2003 F2F Evaluation, "from the perspective of the PVO field staff and the host organizations, the recruitment process for volunteers is a stunning success."

The recruiter is the key link to the volunteer before and after the assignment. Most, if not all, implementing agencies utilize in-house recruiters. The advantage is that in-house recruiters with ongoing responsibilities for individual projects will usually have considerable experience with projects and may have visited the assignment field site. This leads to better understanding of the history, needs and details of assignments and results in the in-house recruiter being better equipped and motivated to identify and place suitable volunteer candidates. Following the assignment, the recruiter maintains contact with the volunteer to collect trip reports, as required, and to facilitate volunteer involvement in post-assignment outreach activities.

Recruiters use a wide variety of methods, depending on their location, the type of expertise needed, and the nature of the assignment for which they are recruiting. If an assignment requires highly specialized skills, a good way to identify a suitable volunteer is to contact other known experts in the field and seek their recommendations. Use of former volunteers who are connected to professional networks in the US to recruit colleagues is particularly cost effective.

More generic recruiting methods, on the other hand, are effective for less specialized assignments.

Experienced recruiters can recruit simultaneously for many diverse assignments. New recruiters might work best by initially being focused on just a few fields of expertise. Over the years, F2F implementing agencies have refined approaches to volunteer recruitment and tailored these to their individual needs. Recruitment actions fall into two key categories: 1) identification of potential volunteers; and 2) final selection.

Identifying potential volunteers: Implementers employ a variety of methods to identify qualified candidates for volunteer assignments and add their information to the database. Such methods include:

Targeted recruitment. All implementing agencies draw on their extensive networks of business and professional relationships and seek assistance with volunteer recruitment through contacts with a variety of organizations—business groups, volunteer organizations, colleges and universities, professional associations and clubs, cooperatives, and scientific organizations. Specific targeting for recruitment of women and minorities often is pursued through collaborative arrangements with relevant partners.

In-house recruitment. When possible, implementers utilize their own resources—employees, retirees, and other affiliated persons—to fill volunteer positions.

Repeat volunteers. Implementers often recruit past volunteers and, through them solicit additional references and recommendations. Volunteers who have completed multiple assignments seem to enjoy the work and do well in their assignments. They are often a fruitful source of recommendations for recruiters, as they understand program needs and can recommend colleagues with relevant expertise for future assignments. Implementers need to make special efforts to maintain contacts with effective volunteers. Likewise, prudence dictates the need to flag files of volunteers that have not performed well and inform the USAID AOR of any negative volunteer performance or behavior.

Internet resources. Implementers advertise volunteer opportunities on their own websites (with links to online application forms), as well as in online newsletters, LinkedIn, general volunteer recruitment websites. When appropriate, implementers advertise volunteer positions on specialized (i.e., agricultural and agribusiness-related) email listserves.

Strategic partnerships. Implementers may establish relationships of varied levels of formality with specialized technical or professional organizations as a means of identifying and recruiting volunteers. Experience has been variable and highly dependent on the nature of the projects for which volunteers are to be recruited. Universities, some large companies, and technical groups (Aquaculture Without Borders, Cooperative Coffees, Veterinarians without Borders, etc.) are examples of groups that have fielded specialized volunteers.

Special events, conferences, and fairs. Implementers occasionally attend relevant conferences, fairs and other special events to publicize volunteer opportunities and to collect resumes of interested candidates.

Economies of scale in recruiting volunteers. An experienced recruiter with a good database and few other responsibilities can be expected to recruit 40-60 volunteers per year, although in some circumstances this may be higher. A new recruiter without a good database may have trouble recruiting more than 20 the first year. To foster success of such new recruiters, recruiting organizations should help them to focus on finalizing the recruitment of just a few volunteers.

Using volunteers from member-based organizations: Implementing partners sometimes establish relationships with member organizations, such as American farming associations and

cooperatives, to expand the pool of agricultural experts interested in volunteering. Once a volunteer from a member organization returns from an assignment, their experiences can prepare similarly skilled candidates for future assignments.

Bridging new volunteers with past volunteers: Past volunteers can be one of the most valuable resources for new volunteers. F2F volunteers can act as a powerful recruitment tool to engage other agricultural experts to volunteer. Past volunteers also can provide valuable knowledge and experience to new volunteers with common hosts, assignment objectives or regions of work. These volunteer exchanges can speed up the learning and adaptation process of new volunteers and make them more effective volunteers.

Volunteer reference and background checks: Implementing agencies must establish and follow rigorous procedures for reference and background checks of potential volunteers to ensure high quality standards for volunteer technical assistance programs and to avoid embarrassments from placing inappropriate volunteers. F2F implementers have procedures that have served the Program well. Good practice involves, in addition to interviews by recruiters and online research, a minimum of two reference checks that should be performed for all potential new volunteers to verify their backgrounds and qualifications prior to their being confirmed for an assignment. If a volunteer is being considered for a repeat assignment within two years, a reference check should be carried out on the volunteer's performance in the previous assignment. If more than two years have elapsed since a prior volunteer assignment, at least two new references should be checked before the volunteer is confirmed for an assignment. Additional reference checks in addition to the minimum numbers should be carried out if there are any questions as to suitability and adaptability of a candidate.

Reference checks with other implementers can be especially useful to confirm repeat volunteer performance and suitability for assignments. Implementers should communicate with each other on potential volunteers. Negative experiences with volunteers in the field are extremely rare but can reflect poorly on the Program, and all efforts are needed to avoid them. To minimize such occurrences, implementing agencies are encouraged to share information on negative volunteer experiences. Any very negative volunteer experiences should be shared with the donor and any other relevant stakeholder immediately to avoid unwelcome surprises or misunderstandings.

Screening against watch lists: USAID policy requires that implementing agencies screen volunteer candidates against available watch lists in addition to routine reference and background checks. A "Specially Designated Nationals and Blocked Persons List" published by the US Department of the Treasury Office of Foreign Assets Control includes individuals and companies owned or controlled by, or acting for or on behalf of, targeted countries, as well as individuals, groups, and entities, such as terrorists and narcotics traffickers, designated under programs that are not country-specific. Such individuals and companies are called Specially Designated Nationals; their assets are blocked and US persons are generally prohibited from dealing with them. In addition, the United Nations Security Council publishes a "Consolidated United Nations Security Council Sanctions List", which includes all individuals and entities subject to sanctions measures imposed by the Security Council.²¹ This includes the Security Council Al-Qaida Sanctions List for implementation by Member States of sanctions measures imposed against targeted individuals and entities associated with Al-Qaida.²²

Additional screening resources are available that may simplify and extend screenings. These include, but are not limited to:

²¹ <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>

²² http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml

- LexisNexisBridger—screens against the following watch lists: Bureau of Industry and Security, Defense Trade Controls Debarred Parties, Excluded Parties List, FBI Most Wanted Terrorists, Interpol Most Wanted, Nonproliferation Sanctions, OFAC Non-SDN Entities, OFAC Sanctions, OFAC Specially Designated Nationals, Terrorist Exclusion List, and UN Consolidated List
- WatchDOG—screens against eleven terrorist watch lists and excluded parties lists
- System for Award Management²³ for the Excluded Parties List System
- Visual Compliance—screens against 60 mandatory Restricted and Denied Parties lists maintained by the US Government, EU, Japan, UN, World Bank, Interpol, FBI, Scotland Yard
- Dru Sjodin National Sex Offender Public Website²⁴
- National Violent Offender and Domestic Violence Registry is an online violent offender and domestic violence registry²⁵

USAID F2F implementers must follow guidelines included in their grants or contract agreements that require screening potential volunteers for ties to terrorism. Before being accepted for an assignment, potential volunteers are screened for ties to terrorism by, at a minimum, checking their names and personal details against the following lists: Specially Designated Nationals and Blocked Persons List maintained by the US Treasury,²⁶ and the Consolidated United Nations Security Council Sanctions List, referenced above.

Final selection: Implementers typically screen all prospective volunteers by having a recruiter interview them prior to assignment nomination. The recruiter generally submits several volunteer nominations to the field office and host organization to allow them to assess how well candidates' expertise and availability match the needs and objectives of the project and host. Multiple volunteer resumes may be provided for each proposed assignment. The reaction of local staff and the host to the resumes is a key factor in the final selection.

Close communication and coordination is essential during the final selection process to ensure that all questions and concerns about scopes of work and specific needs of assignments are addressed. Real time ICT applications, such as Skype or WhatsApp, may facilitate this exchange and allow volunteers and hosts to participate as well. Occasionally there is a clear trade-off between finding the perfect volunteer and fielding a volunteer on a timely basis to meet needs of the host. This is particularly true if a planting season cannot be missed or a deadline for filling an export order looms.

Volunteer agreements: Implementers' practices vary regarding written agreements governing assignments. Most have a "Volunteer Agreement" that is signed by the volunteer. This may include confirmation that the volunteer has read and agrees to the implementing partner's policies, procedures, and code of conduct; understands lodging, per diem, and financial reimbursement policies; waiver of liability; and release form for use of information relating to the assignment. Implementers typically require a signed waiver of liability.

²³ SAM.gov

²⁴ <http://www.nsopw.gov/>

²⁵ <http://www.domesticviolencedatabase.net/>

²⁶ <https://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>

Key recommendations

- ◆ Develop an extensive network of contacts with organizations, trade groups and communities relevant to recruitment of volunteers with qualifications needed for the programs.
- ◆ Maintain a good database and network of returned volunteers to assist in developing additional contacts in relevant technical areas and in planning future programs and assignments.
- ◆ Consider supply as well as demand when planning volunteer programs. Selection of subsector program areas must take into account the availability of volunteers in relevant fields. Experienced recruiters can provide feedback on the availability of US volunteers in different areas fairly quickly and consultation with them should be part of the program planning process.
- ◆ Target recruitment to include participation of women and minorities and make connections with relevant partners to facilitate recruitment of these types of volunteers.
- ◆ Maintain a mix of experienced and new volunteers.
- ◆ Develop linkages with other volunteer program implementers to share information and contacts for volunteer recruitment. While this may be a challenge due to proprietary information, most organizations are happy to cooperate once a relationship of trust and reciprocity is established.
- ◆ Where funding criteria permits, consider accessing some specialized volunteers services from non-US countries. US volunteer programs might explore partnership arrangements with volunteer programs and organizations in other countries.
- ◆ Check volunteer backgrounds and references, including references from any recent volunteer assignments.
- ◆ Inform donor representatives of any negative experiences with volunteer performance or behavior that could impinge on the program's reputation.

3.3 VOLUNTEER ORIENTATION

Volunteer orientation encompasses a range of activities that facilitate a successful assignment, including information about travel, the country, and the organizations and individuals with whom the volunteer will work, as well as the specific tasks of the assignment. The orientation process begins as part of volunteer recruitment and extends through the initial days of their arrival in the host country.

Why is volunteer orientation important?

The more informed volunteers are about what they are getting themselves into, the better equipped they will be to make their assignment successful both for the host, as well as for themselves. Orientation is also essential to keeping volunteers safe and ensuring smooth logistical transactions for the assignment.

Issues in volunteer orientation

What and how much information to supply: Some volunteers desire large amounts of information while others have difficulty absorbing even modest amounts. Some information, including that related to health and travel safety, is essential for all volunteers. Volunteers also must be aware of the basic requirements of their assignments so they can adequately prepare themselves. Beyond that, the supply of information becomes progressively demand driven, depending on the time and interest of individual volunteers. A flexible response capacity that links volunteers directly to partners and hosts early on can be very effective, although this may not be appropriate in some cases, as with inexperienced hosts or very complex situations where the volunteer will need time to understand the operating environment. ICT applications present a wide array of options for easy international communications, some with integrated translation options.

Who should orient new volunteers: Some implementing agencies have their recruiters handle volunteer orientation. This provides a personal touch to the experience. The alternative is to have a specialist in logistics take over after the person has been recruited. This might be a more efficient division of labor and expertise. Former volunteers who have worked with the same host organizations can also be particularly helpful to the new volunteer. Once the volunteer is ready to find out about the specifics of the assignment, the recruiter should put the new volunteer into direct contact with field staff, as well as local partners and hosts.

Practices in volunteer orientation

Even though people learn in different ways and at different rates, it is more efficient for the implementing agency to have a comprehensive set of orientation materials to cover as many of the volunteers' potential questions as possible.

Orientation coverage: In the F2F Program, implementers generally provide the volunteer with an orientation package that contains information relating to living conditions in the host country, health, safety and travel. The briefing reminds the volunteer that while they can do what they want in their free time, they must make sure that their activities are perceived as a good reflection on their funding agency—the US government in the case of F2F. Therefore, the volunteer must be aware of restrictions on religious proselytizing, political activities, illegal

activities and the appearance or actual professional conflicts of interest. However, beyond this essential information, the orientation process should become progressively demand driven and should avoid information overload.

Volunteer orientation materials may be categorized as project materials and country and travel materials (see table below). Some implementers provide the orientation information in stages, with the more general material preceding the more specific documentation on the assignment. Others provide the information all at once. The orientation materials come from a variety of sources, including the recruiter, the home office, and in-country staff, both pre-assignment and upon the volunteer's arrival.

ORIENTATION MATERIALS FOR F2F VOLUNTEERS (FY04-08) ²⁷	
Project Materials	Country and Travel Materials
<ul style="list-style-type: none"> • Letter of Agreement • Confirmation of dates of assignment • Overview of the country agricultural sector • Scope of Work and related details concerning the assignment • Final report guidelines • Expense report instructions • Information on the implementing agency • Information about the F2F Program, background and goals • Host organization profile • Specific project information, including strategy, background, and trip reports from past volunteers • Explanation of specific outputs expected from the assignment • Project Impact Assessments from previous years • Outreach tips and/or media kits • Donor materials to explain the overall program and the role of volunteers in development of the host country 	<ul style="list-style-type: none"> • Information on visas, as necessary • Information on required immunizations • IRS tax forms • Medical clearance documentation • Information on the country in which the assignment will take place (geography, history, gender considerations, culture, government and political structure, etc.) • Area maps • Information on entry and exit requirements, as well as safety and security • Contact information and staff list (both home office and in-country) • Business card information • Evacuation insurance information • Hotel or other lodging contacts • A language primer

Pre-recruitment orientation: Orientation really begins during the recruitment process, since all potential candidates require information about the assignment prior to reaching a decision on participation. Recruiters often supply potential volunteers with copies of the SOWs, which contain a fair amount of information about the program, project strategies and objectives and the host organization, as well as the specific requirements of the assignment.

Pre-departure orientation: To ensure that volunteers fully understand the orientation materials, some implementers provide personal briefings with volunteers prior to their departure. Others place follow-up telephone calls with volunteers to discuss administration, logistics, or technical aspects of the assignments. Some organizations put volunteers in direct

²⁷ Additional examples of orientation materials are found in [Annex G: Orientation Materials Examples](#).

contact with field offices and returned volunteers. New volunteers are normally provided with copies of trip reports from past assignments with their host, which can serve as starting points for communications with former participants. Frequent correspondence by telephone, email, instant messaging and other ICTs increases the overall comfort level of the volunteer and ultimately makes the assignment more productive.

Networks of individual volunteers: Connecting volunteers with those who have been there is a valuable tool in preparing volunteers for assignments, especially when returned volunteers have worked with the same or similar hosts. F2F implementers frequently provide new volunteers with trip reports and encourage them to get in touch with previous volunteers for additional information about the host organization, its needs and progress to date.

Pre-departure contacts with hosts: The implementing agency may relay questions from the volunteer through its recruiter or project coordinator to the host organization or put the volunteer in direct contact with program field staff for communication prior to departure. Where appropriate, F2F implementers may encourage direct communication between the volunteer and the host, either via the project coordinator and in-country manager or directly.

Encouraging self-orientation: Volunteers can be provided with a list of resources to help volunteers acquire more information relevant to their assignment. Implementing agencies should encourage self-orientation, although some direction through a resource guide helps to ensure that volunteers get accurate and complete information.

Maintaining a list of frequently asked questions: Implementers may be well served by keeping track of commonly asked questions and ensuring that these are adequately addressed in standard orientation materials.

In-country orientation: New volunteers should be met at the airport by local project staff and possibly the host. As part of the in-country orientation, they might meet with donor agency staff, appropriate government officials, and others who can provide a useful context to the assignment. Volunteers who previously have been involved in the F2F program are likely to require less orientation and may be able to connect with their host immediately upon arrival in country and get to work, especially if they are returning to the same country.

If and when there is a large volume of volunteer assignments at once, one strategy is to have the in-country office schedule volunteer travel to facilitate joint in-briefings and exit briefings. This saves time for the country office, as well as giving volunteers an opportunity to share experiences and understanding of the larger country context.

Preparing the host organizations: Volunteers are routinely briefed on how the host country conducts business and on local culture. Volunteers also have requested that host organizations be given a clear understanding of the role of the volunteer. Briefing hosts on the culture and expectations of the US volunteer can help make assignments more fruitful. Volunteers that have completed their assignments can be enlisted to help develop new SOWs for future volunteers and even work with future hosts to make sure they are prepared to make effective use of a volunteer. This might include confirming arrangements for adequate lodging and transportation, as well as for developing a plan to orient the new volunteer. Volunteers also may be helpful in assessing the needs of potential new hosts, as well as their suitability and readiness to receive volunteers.

Debriefing volunteers and sharing information: All SOWs should require volunteers to prepare reports, at least in draft form, prior to their departures. Volunteers should be debriefed by program field staff on the basis of these draft assignment reports. In addition to recording the specifics of their accomplishments and providing a detailed record of recommendations made to the host, volunteers should comment on the host's strategic plans and provide

recommendations for SOWs for any future volunteers to work with the same hosts (or hosts in related areas). This is an opportunity for field staff and hosts to make adjustments to host strategic plans and subsector projects, as required.

Such debriefings and final reports from volunteers are an effective means of ensuring that the lessons from each volunteer assignment are shared with the program implementer and available for use by partners, hosts and future volunteers. Final debriefings by home office staff can be an occasion for rich learning for ways of improving programs and operations. Winrock has a checklist used in final debriefings (see [Annex H](#)).

Key recommendations

- ◆ Develop a set of orientation materials for volunteers covering the implementer's policies and logistical arrangements, project information, country conditions and host needs. Update this material regularly based on experience with commonly asked questions and problems that volunteers experience.
- ◆ Provide volunteers with a packet of basic orientation materials covering issues of safety, logistics, policies, and the intended SOW.
- ◆ After providing the basics mentioned above, make orientations demand driven. Provide supplemental orientation materials—beyond the critical minimum information—as requested by the volunteer, thus minimizing information overload.
- ◆ Put potential volunteers in direct contact with country staff, country partners, returned volunteers and hosts, where possible, to encourage a free flow of information.
- ◆ Keep volunteers informed of developments through regular communications.
- ◆ Arrange pre-departure meetings or phone calls with volunteers to confirm key logistical details and answer last minute questions.
- ◆ Brief host organizations on the culture and expectations of American volunteers.
- ◆ Provide briefings in the host country to each volunteer on arrival, in collaboration with host organizations and partners.
- ◆ Conduct thorough exit briefings and use feedback from these to improve orientation sessions and project plans.

3.4 VOLUNTEER LOGISTICAL AND TECHNICAL SUPPORT

Implementing agencies, host organizations and partners provide various services that greatly impact the effectiveness of volunteers. Logistical support includes transport, housing, translators, administrative assistance, training space, and other services. Technical support includes information, links to local technology programs, teaching aids and equipment.

Why are volunteer logistical and technical support services important?

Volunteers that are appropriately supported have more time to focus on their assignments and develop a better understanding of the host's operating environment and constraints. Logistical and technical support can help volunteers adapt their technical knowledge and skills to local conditions and develop appropriate linkages to local technical support institutions. Such support is particularly important given the relatively short duration of many volunteer assignments.

Issues relating to volunteer logistical and technical support

Volunteer support: Volunteers need adequate logistical support to be productive and find enjoyment in their assignments. Productivity depends on volunteers staying healthy, feeling secure, being able to get adequate rest and being shown respect. Failure to meet these needs risks the success of the assignment and is likely to affect an implementer's ability to recruit volunteers in the future. Most implementers provide or make arrangements for volunteer lodging, transportation, interpretation (when needed), some communications (often providing a local cell phone and internet access), basic health and safety (international insurance, vaccinations, etc.), and an allowance for meals and incidental expenses (M&IE) (programs generally use the US government travel regulations as their guide and only pay a percentage of the maximum allowable M&IE rates²⁸). With these issues provided for, volunteers can focus on the technical aspects of their assignments while adjusting to cultural differences.

Lead responsibility for volunteer support: A major issue is what services should be provided by hosts or partners and what should come from implementing agencies. Leaving aside cost considerations, hosts should contribute something to show interest and ownership in the volunteer's efforts. Contributions from local partners and hosts toward basic costs of fielding volunteers (cost sharing) should be welcomed, but in a form that allows field staff and volunteers to have effective control over the key support services provided. Hosts often provide volunteer lodging or training facilities, with guidance from implementers to ensure minimum standards are met. Ensuring quality and safety standards for interpretation and transportation, however, can be more difficult, as mastery of technical vocabulary related to the assignment and driver qualifications and vehicle safety and repair status are challenging to ascertain in advance. Hosts and partners may contribute cash rather than in-kind support, although this may be more difficult for them to provide.

Volunteer expenses: Arrangements for covering volunteer costs vary with country conditions and implementer policies. The basic premise of F2F programs is that the program will cover all basic volunteer costs so the volunteer does not have to use personal funds to accomplish the assignment. Some programs provide cash advances that are liquidated upon presentation of receipts at the end of the assignment. Others simply reimburse documented and approved

²⁸ US Government (USG) per diem rates are found at: https://aoprals.state.gov/web920/per_diem.asp.

expenses. Some programs simply provide a per diem. Others have the host or implementer's local office cover food, lodging, and transportation. Common support costs for volunteers are listed in the adjacent box.

Encouraging spread of impact: Volunteer assignments often result in preparation of technical and training materials and recommendations for hosts. Getting these translated into local languages can be expensive but worthwhile. Volunteer programs might well consider making such materials widely available to other entities in the subsector or industry as a means of enhancing the impacts of the volunteer program. This can become problematic in cases of proprietary information, requiring strategies to be worked out on a case-by-case basis.

VOLUNTEER SUPPORT COSTS

- Pre-departure medical check-up, inoculations, malaria medication
- Required visas
- In-country transportation
- Internet access
- Interpretation/translation services
- Food and lodging
- Health and emergency evacuation insurance

Practices for volunteer logistical and technical support

The guiding principle is that the volunteer is provided with support that allows focus on accomplishing the assignment, not on logistics. However, volunteers assigned to places that need their services cannot expect to find all of the conveniences that they might find in the US. Running water, continuous electricity or air conditioning may be periodic or absent altogether. Policies of F2F implementing agencies in the FY14-18 program are shown in the table below.

F2F IMPLEMENTER POLICIES ON PER DIEM AND OTHER VOLUNTEER EXPENSES		
	Per Diem: Meals/Incidentals (M&IE) and Lodging	Other Expenses: Transport, Interpretation, Materials, etc.
ACD/VOCA	<ul style="list-style-type: none"> • M&IE is a flat rate and covers meals, laundry, other incidentals • Volunteers receive M&IE for travel days, generally at capital city rates for first and last assignment days and at appropriate regional rates for all other days • Lodging is reimbursed against receipt • Per diem rates average 75% of USG maximum allowance • When host provides food and lodging, the volunteer gives a set amount to the family 	<ul style="list-style-type: none"> • Up to \$100 of assignment-related expenses (printing/photocopying, equipment, work-related internet/phone use, medicines, etc.) are reimbursed, if allowable and reasonable • Expenses must be justified by receipts and pre-approval is generally required for large expenses (such as equipment)
CNFA	<ul style="list-style-type: none"> • Volunteers receive reduced M&IE rate based on Department of State rates • Lodging costs are covered by the field office and are always below the allowable Department of State rates 	<ul style="list-style-type: none"> • Transportation, interpretation and communication is covered by the field office • For all other expenses (i.e. training materials), volunteers are reimbursed for actual costs • Volunteers must submit records and receipts of other expenses as part of their travel voucher

CRS	<ul style="list-style-type: none"> • Per diem rates to cover meals and incidentals: \$35/day in Uganda, Ethiopia, & Tanzania; \$40/day in Kenya • Hotel costs for in country lodging are paid up front by CRS. Approved layover hotel stays are reimbursed at actual cost • When host provides food and lodging, the volunteer gives a set amount to the family • Laundry costs are reimbursed with receipt 	<ul style="list-style-type: none"> • Up to \$100 of assignment-related expenses (printing/ photocopying, equipment, work-related internet/phone use, medicines, etc.) are reimbursed, if allowable and reasonable • Vaccinations and medications recommended by CDC are reimbursed at cost • Flights are paid for by CRS and transport to airport is reimbursed
Land O'Lakes	<ul style="list-style-type: none"> • Per diem averages 50% of USG rate with percentage subtracted (15% Breakfast, 25% Lunch, 40% Dinner) for meals provided by hosts • 90% of hosts cover lunch and most hotels include free breakfasts 	<ul style="list-style-type: none"> • Translation varies by country and host. Many hosts in Lebanon speak English, but Land O'Lakes usually pays for translation in Egypt • If hosts cannot cover transportation costs, Land O'Lakes covers this expense • Volunteers are asked to bring any resources they can, such as manuals and implements; hosts supply some required materials; Land O'Lakes covers anything else
POA	<ul style="list-style-type: none"> • Actual expenses reimbursed for all allowable meals and incidentals; as well as lodging up to maximum USG rates • Volunteers can receive travel advances to cover costs and submit reports later • Hosts and in-country collaborators cover some expenses 	<ul style="list-style-type: none"> • Volunteers turn in expense forms for reimbursement or to clear travel advance at the end of their trip • Volunteers can spend limited money on assignment-related expenses for items used for training and other activities
Winrock	<ul style="list-style-type: none"> • Per diem is provided at a lower rate than USG maximum. The discount varies by country and region. Per diem levels are based on feedback from field staff and HQ staff experience in the field. Rates are reassessed as needed, or when there are changes to the USG rates 	<ul style="list-style-type: none"> • Volunteers turn in expense forms at the end of their trip for transit and in-country travel costs.

Upon arrival in country, volunteers are briefed by local staff and any partner staff on logistical arrangements, country conditions, project background, assignment objectives and (if applicable) what previous volunteers have accomplished. Implementers continue to stay in touch with the volunteer throughout the assignment to monitor progress and address any problems.

Volunteers are provided with any equipment necessary to carry out their assignment (flip charts and markers, for instance). Field offices may have spare laptops for volunteers to use, but it is usually preferable if the volunteer brings her own for use in the field. If possible, implementers arrange for volunteers to have internet and email access throughout their assignments. For security purposes, they are often provided with a cell phone.

Volunteers are provided with interpreters, as necessary. Sometimes field staff assist with interpretation, or a trained interpreter might escort the volunteers throughout the assignment, work with the volunteer and host in managing the assignment and reporting any problems back to the field office. Interviews with past F2F volunteers indicate that, in most cases, interpreters are very good. However, interpreters may be limited in the technical vocabulary needed for specific projects (e.g., a banker and food technologist said they were hampered by interpreters

unfamiliar with terms in their industries), and arrangements must be made to help them develop necessary technical vocabulary. In their Russia program, ACDI/VOCA found it important for its in-country office to check with volunteers after the first few days on assignment to see if interpreters, hosts and volunteers were working well together. If problems are caught early, they can be rectified before the outcome of the assignment is jeopardized.

Information and communications technologies (ICTs) provide opportunities for technical support of volunteer assignments. Some implementers make training materials available to volunteers for use on their assignments. Volunteers are also encouraged to develop or provide their own training materials (e.g., handouts, questionnaires, training videos, online clips) early in their assignment to allow country staff adequate time for necessary translation and printing/preparation of materials for use. PowerPoint presentations, photographs, educational videos and other materials are encouraged. Suggesting ICT applications, such as Skype or WhatsApp, may facilitate volunteer preparation by allowing them to connect with field staff, hosts and partners pre-assignment. Other resources, such as videos and clips, may be helpful on assignment or for wider dissemination of volunteer recommendations post-assignment.

Key recommendations

- ◆ Be clear with volunteers about what logistical and technical support they can expect to receive and what they will need to provide themselves.
- ◆ Hold down costs where possible, but ensure adequate support to allow volunteers to be productive. On short-term assignments, services of highly qualified volunteers can be wasted if they are not able to rest or work comfortably.
- ◆ Support, especially critical logistical support, should be under the control of the volunteer and implementers. Host and partner organization contributions to logistical and technical support are important but should be coordinated by the implementer to ensure quality.
- ◆ Provide internet, computer support and cell phone services to the extent possible.
- ◆ Maintain contact with volunteers throughout their assignments. Sometimes field staff accompany volunteers for all or part of their trip. If volunteers are left to work directly with hosts and partners, check-ins every couple of days can help answer questions, reassure volunteers and hosts on activity progress, and catch problems early. Early understanding of any problems allows for action to adjust plans or obtain additional resources needed and can save assignments to allow them to achieve objectives.
- ◆ Identify interpreters with technical backgrounds in the agricultural sector or with the ability to learn technical vocabulary quickly. This builds the interpreters technical capacity as a side benefit of the volunteer assistance to the host. Universities and other educational institutions may be good sources of potential interpreters.
- ◆ For technically intricate assignments or assignments in new technical areas, ask volunteers to provide a list of key terms and definitions in advance so interpreters are able to learn necessary vocabulary.

3.5 COMPLEMENTARY SUPPORT SERVICES FOR HOSTS

Complementary services include such things as financial services (especially credit), equipment and infrastructure, input supply, database services (e.g. pricing information), marketing, and processing arrangements that make up the environment in which the host must operate. These services are important, but not within the scope or budget of the individual volunteer.

Why are complementary support services important?

Complementary support services encompass the range of resources host organizations need to operate effectively. A volunteer often implicitly or explicitly recommends that a host draw on such resources to implement the volunteer's recommendations. Volunteers may be able to complete their assignments satisfactorily without these services, but they are often critical to the host's ability to successfully implement recommendations and thus are key determinants of the level of impact from the assignment. For example, a volunteer in Ethiopia recommended that coffee cooperatives could dramatically increase revenues and profits by selling through alternative marketing channels, but there was no impact from the volunteer's work until external resources became available to put in place the new marketing arrangements.

Issues relating to complementary support services

Incentives: Volunteer programs usually provide only a single input—short term, technical assistance—even though other inputs or complementary services may be the limiting factor for host innovation. Many argue that volunteer programs should scrupulously avoid direct involvement in providing or facilitating host access to other inputs (loans, grants, government programs), as this distorts the incentives for hosts requesting volunteer assistance. There is some concern that the demand for volunteers could increase to unmanageable and unproductive levels if volunteers are sought for their dollars and not their brains. While F2F legislation does not prohibit financing of some materials in addition to technical assistance, the managers of the program generally find that extreme discretion should be used.

Costs of additional support: Volunteer programs commonly have neither the mandate nor the resources to provide many complementary services. If a program provides complementary services, there will be fewer resources for new volunteer assignments. However, there is clearly value in helping the host obtain these complementary services and inputs if they are part of the volunteer's recommendations and essential to achievement of assignment objectives.

Low resource environments: The big challenge for many F2F assignments is that they are working with hosts with limited resources and in country environments with very limited support services. Volunteer and implementer staff must be resourceful and innovative to find what resources or alternatives might be available or to do without and find alternative solutions to host problems. Many US technologies cannot be transferred directly.

Demonstration materials: Most implementing organizations allow volunteers a very modest budget for purchase of demonstration or training materials necessary for assignment activities. Volunteers also may bring and donate materials. This can be critical to the success of the assignment, but it is not the same as providing for the host's continuing needs. It does no good to train or advise hosts on use of materials that are not available to them. Volunteers and country F2F staff need to ensure that any materials or equipment recommended by the volunteer is or can be made available to the host through local market channels. Developing

host links to markets and input suppliers is necessary to facilitate access to such inputs.

Practices in arranging complementary support services

Planning for comprehensive support: In maintaining a strong emphasis on impacts, F2F implementers are creative in use of volunteer assignments. Clustering of volunteers for one host and within selected subsectors provides more comprehensive support for that subsector or host project. Subsector and host project planning may commit partners or hosts to arrange for complementary services where such services are critical to achieve assignment objectives. Implementers should consider carefully the need for complementary services in selecting subsectors and hosts and in planning assignments to avoid committing volunteers where complementary services are required to achieve success but not readily available. If such services are not provided, then the implementing agency must be prepared to suspend or even terminate a project and shift volunteer slots to other projects.

Sustainable support services: Volunteers, with their fresh, unbiased eyes, often identify individuals or groups with whom the host might work more closely, possibly providing access to needed complementary services. Volunteer and country F2F staff are well placed to facilitate host linkages to local financial and technical service organizations and markets that can provide needed support.


Field staff: Implementer staff stay in contact with host organizations before, during and after assignments to encourage hosts to make arrangements for complementary services necessary to the effectiveness of the volunteer assignment and to provide direct support as necessary and appropriate. Some key requirements may only be identified during the course of a volunteer assignment. These requirements help define future volunteer assignments, as well as follow up actions required of the partner and host. Field staff with strong technical expertise also may provide continued guidance and support to hosts, helping hosts stay on track in implementing recommendations and facilitating connections within the local agricultural community.

Reverse volunteer travel: Host organization staff often want to visit the US (termed “reverse volunteer” travel). Such host travel often involves visits to the volunteer’s home institution (farm, cooperative, business) and an opportunity to see volunteer recommendations put in practice. Even though reverse volunteer travel is often a very good idea, it is not encouraged as part of F2F programming, and current programs do not fund such travel. In part, this is because the costs would reduce funding for sending US volunteers abroad, and in part because other programs like USDA’s Cochran Program are available (in many countries) to provide agricultural visits to the US. Volunteer programs may make arrangements for host visits to the US by seeking funding from other sources. Low cost agricultural tours to the US are available through the private sector as well, and volunteers and hosts are able to make their own arrangements.

Small grants: Some volunteers would like to have the ability to provide small grants (either in cash or in kind) to hosts to test or implement their recommendations (e.g., obtaining improved seeds, fertilized embryos, computer software, soil test kits, etc.). While compelling arguments have been made in favor of such an arrangement, administering such a program must ensure that it does not turn into a grants program first with volunteers as the afterthought.

Key recommendations

- ◆ Consider the need for and sources of critical complementary services (financial, technical, infrastructure, seeds, measuring instruments, personal protective equipment, markets, software, etc.) when planning projects and assignments.

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- ◆ Encourage partners and host organizations to obtain the necessary complementary support services.
 - ◆ Recruit in-country staff with the ability to provide follow up advice to hosts and to develop networks of hosts, partners, and service providers that can facilitate access to needed complementary services.
 - ◆ Apprise volunteers of the country- and sector-specific constraints in complementary services and encourage them to tailor their trainings and recommendations accordingly.
 - ◆ Actively engage partners and local businesses in identifying needs and opportunities for provision of complementary support services. These are often good opportunities to identify new hosts able to provide critical inputs to the sub-sector as well.

3.6 PROGRAM STRUCTURE AND STAFFING

For a volunteer program to be efficient and effective, the implementing agency must have adequate capacity to handle the four stages of the volunteer program cycle—contracting, planning, implementation, and evaluation. This requires the implementing agency to have an appropriate organizational structure and the right staff, both in the US and abroad.

Why are program structure and staffing important?

Good staff, good procedures, good systems, and a good chain of command increase the chances that volunteers will achieve results. The trick is to keep the cost of this overhead to the minimum necessary to accomplish the job.

Issues in program structure and staffing

Structure: What functions are most effectively carried out by staff in the US and what can best be done by offices at the regional and country levels? The basic requirements for recruiting and sending volunteers to work in other countries for short periods of time dictates that implementers maintain offices and staff in both the US and the regions/countries to which volunteers are going. Recruiting volunteers, arranging flights and travel logistics and pre-departure orientation must be done in the US. Much of the reporting and interaction with donors is also coordinated from the US, with input from the field. Most other program implementation tasks can be decentralized to the regions and host countries.

Regional offices can help coordinate and support where programs supply relatively small numbers of volunteers to several countries in the region. At least one staff person is necessary in every country and most programs operate with multiple staff in country-level offices.

US based program staff can be small or geographically dispersed but the different character of the tasks and skills needed (recruiting, orientation, field office oversight, budgeting, reporting, and public outreach) suggests that multiple people are required, particularly if the implementer is operating in more than one region.

Staff skill mix: What is the appropriate mix of skills and number of staff required to manage volunteer programs at all levels (US, regional, country)? A combination of skills is required to implement the program—technical, managerial, and people-to-people. As managers of resources, staff members need to be able to prepare annual plans, define interim targets, and measure for results. Staff must have training in development theory and practice, as well as some agriculture sector expertise, to ensure program impact.

Some required tasks can (and should—as in the case of impact assessment) be contracted out to third parties. Implementers and donors are aware that efforts to monitor and report come at the expense of time and funding for fielding volunteers. This trade-off needs to be monitored to make sure that the assumption remains valid, namely, that a fewer number of fully successful volunteers is better than a greater number of more marginally successful volunteers.

F2F implementers indicate that the ideal program staff members have graduate degrees and experience in agriculture, economic development, or business education, as well as English language (for field staff) and highly-developed interpersonal skills. However, practicalities and budgetary constraints dictate that implementers often hire highly motivated college graduates with degrees in a single field relevant to the volunteer program and then provide them with on-

the-job training required to design, manage and assess projects. Few such people—foreign or American—start out with the analytical skills to perform rigorous technical analyses of projects. Implementer project document templates and management systems must provide step-by-step instructions that allow employees with little professional training to execute them effectively.

Division of labor with partners: What responsibilities can safely and effectively be undertaken by partners or host organizations? Participation by hosts and partners can improve the quality of a volunteer program and economize on the costs of fielding volunteers. There have been mixed results from use of local partners, host organizations, and volunteers (current and former) to perform functions that are normally the responsibility of the implementing agency. Some local partners, including international NGOs and development projects, are able to provide effective volunteer support services (e.g., transportation, in-country orientations, etc.). However, services critical to success of volunteer assignments, especially travel, country logistics, and translation services, should not be left to chance. The implementing agency should do this itself or set up a formal contract to make sure that these services are performed well by a third party.

Role of current and former volunteers: Former volunteers can be quite effective in assisting with recruitment, orientation, and public outreach. Current volunteers should be used very selectively and sparingly in performing staff functions, with the qualified exception of reviewing their own SOWs or reviewing project plans as part of debriefing after their assignments. Expanding their role to other program management functions may detract from their ability to assist hosts and may place them in roles in which they are not qualified or where longer-term staff attention is needed.

Contracting out selected services: What functions are best contracted out to third parties (not assigned to implementers, hosts, partners or volunteers)? In general, evaluations and ex post impact assessments should be contracted out to third parties, such as consultancy firms and research institutes in host countries, to engage individuals with the requisite expertise, ensure objectivity and reduce even the appearance of conflict of interest.

Practices in program structure and staffing

The basic organizational structure for F2F programs is similar for most implementers. The character of the program, namely recruitment of volunteers from the US to spend two or more weeks with carefully selected hosts in developing countries, largely defines the organizational structure as well as the staffing patterns. The US based staff can be full time or sometimes work part time on F2F and split their time with other programs and roles in their organizations.

The initiation (or restarting) of F2F activities usually requires the full time attention of several US based staff for a period of time. Other interactions with donors, including reporting, work plan approvals, and evaluations, can also consume significant amounts of staff time. Outside of those events, much of US staff time is focused on fielding volunteers and to a lesser extent public outreach. In the F2F program, overhead cost of US based staff is relatively modest given the scope of their responsibilities.

Although there is considerable interaction between US and field offices related to fielding volunteers, field offices have, in varying degrees, a fair degree of autonomy to implement program plans. This makes sense from both financial and management perspectives. Country offices vary considerably depending on the size of the country program. Most country-programs require multiple full-time staff members, although countries hosting a dozen or fewer volunteers per year may rely on a single full time staff person.

Regional and country offices are overwhelmingly staffed by host country nationals. This makes sense given the high cost of posting US staff abroad, and the fact that local staff in most

countries have the required skills and networks of contacts in agricultural subsectors. The example in the box below was for a past program in a single country (Russia), implemented by a consortium of ACDI/VOCA, WI, and LOL. This arrangement is not typical but provides an example of how a complex program might be structured.

Most FY14-18 F2F programs are regional in character. The majority have country staff and central oversight from the US home office; some have regional staff that provide support across countries (e.g., for M&E, technical support or reporting).

ACDI/VOCA, Winrock AND Land O'Lakes JOINT PROGRAM IN RUSSIA

The F2F Russia consortium was formed for F2F implementation in Russia. Two Deputy Project Directors (DPDs) in Moscow oversaw the program. One worked directly with the Novosibirsk office and one with the Saratov office. Each had specific technical expertise, with one leading financial, educational and association development and the other leading agricultural production, processing and technology transfer. Technical staff in each office developed SOWs. The Saratov and Novosibirsk offices each had a regional program manager and staff, and the Moscow regional program manager was responsible for projects around Moscow. The regional offices communicated daily with Moscow, which served as the central office.

The Project Director (PD) and DPDs provided strategic guidance on sector focus, client identification, feasibility of assignments and M&E. All SOWs were reviewed and approved in Moscow. Field offices consulted with Moscow on resumes of potential volunteers and provided volunteer assessments and other monitoring data to an M&E Coordinator in Moscow. While coordinating with Moscow on project planning, consultant selection and logistics, the regional offices acted independently to identify and develop hosts and subsector opportunities in the region. All three offices coordinated extensively to ensure efficient volunteer logistics.


Extensive coordination and effective communication allowed three different F2F implementers in the consortium to successfully implement together and provide volunteer services to such a large country.

Staffing: Significant economies of scale can be achieved in the staffing of programs both in the US and in the field. The marginal costs in staff time of fielding additional volunteers in a given country are low. Country field offices can generally be small and focus on working with hosts and facilitating volunteer assignments. Regional or home office staff can perform key functions on behalf of various countries in a region, including most of those associated with planning, recruiting and fielding volunteers, as well as assembling and analyzing information for reporting.

Home office staffing: Different implementing organizations have different staffing configurations for the home office. There is always an F2F Project Director responsible for relationships with USAID, reporting and compliance issues. This may or may not be a full time position. There are generally multiple Program Officers or Coordinators to coordinate activities with country offices and one or more Recruiters who locate volunteers, coordinate travel, provide orientation materials, and do follow up; in some programs, Program Officers or Coordinators also are responsible for volunteer recruiting and fielding activities. These are not always full-time positions on the volunteer program. In some programs, the program officer/coordinator takes on recruiting responsibilities as well.

Key recommendations

- ◆ Ensure adequate US-based staff to launch a volunteer program and put in place all necessary management systems—program design, recruiting, program support, and reporting. Home office staffing levels do not need to be extensive but should be well thought-out in terms of the division of tasks.

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- ◆ Delegate responsibilities to country program offices to the extent possible. Provide training to country staff, especially in the area of reporting and documentation.
 - ◆ Recruit staff with the interpersonal and intercultural skills that are essential for working with volunteers and hosts and the technical agriculture and business skills needed for planning and supporting subsector and host projects, including networking with partners and hosts.
 - ◆ Recruit country F2F staff with technical qualifications necessary to understand agricultural subsector issues; assess volunteer qualifications and provide guidance on assignments; have credibility dealing with hosts, partners, and donors; and provide hosts with necessary follow up support and guidance.

3.7 VOLUNTEER HEALTH AND SAFETY

Implementing organizations ask volunteers to travel overseas to provide services to host organizations, and, while volunteers happily sign up for assignments, they are also putting their trust in the implementing organization with the expectation that the assignment is safe. Volunteers generally understand that there is some risk involved in any activity, but volunteer programs must do their best to minimize risks to health and safety.

Why are volunteer health and safety important?

The paramount reason for concern over health and safety of volunteers is the ethical commitment to ensure the individual's safety. The volunteer generally has little knowledge of the country and area to which the assignment takes her. Recruiters often have to reassure potential volunteers of the safety of an assignment, always recognizing that there is some degree of risk in any travel. Beyond simple concern for the individual's safety, health and safety issues are important for the program overall. Health or safety incidents, even if unavoidable or unrelated to the volunteer assignment, reflect poorly on a program and can make future recruitment more difficult. They also have cost implications and can jeopardize hosts, partners and local staff in varied ways. Safeguarding volunteer and staff safety is the top priority for volunteer programs.

Issues in volunteer health and safety

Many Americans read the daily news and conclude that the world is a dangerous place. In many ways they are right; however, because of sound preparation and precautions, the vast majority of F2F volunteers complete their assignments safely and in good health. Many parts of the world experience health risks higher than those in the US, and there are threats from terrorists and local criminal elements anywhere. Political instability can arise quickly. Many of the factors influencing health and safety are very changeable and require constant monitoring.

Major threats: The list of things to worry about is fairly daunting, but implementer staff need to consider and have plans in place to minimize threats or respond to any of them. Key are:

- Traffic accidents – perhaps the most common danger and a major one
- Health concerns – tropical and other diseases, as well as volunteers' prior health conditions
- Assaults/sexual assaults – possible anywhere but often avoidable with caution, adequate information
- Political unrest – civil disturbances and unrest can break out quickly and some countries have ongoing civil wars
- Terrorist threats – these get the headlines and are very hard to predict
- Natural disasters – these are often difficult to predict and can leave volunteers stranded or worse

First-time volunteers: New volunteers may be quite cautious and worried about possible threats. They may need reassurance that dangerous situations are rare. Others may be naïve and need reminders about things like: don't drink the water, be careful where you walk, don't go out at night, avoid mosquitoes, etc.

Repeat volunteers: Experienced volunteers are valued as they hit the ground running, know their way around and in many situations can fend for themselves. Repeat volunteers can become somewhat cavalier and become risk-takers. Field staff need to be sensitive to all

volunteers and monitor their travel and activities as best possible.

Practices in volunteer health and safety

Volunteer health and safety are the program's paramount concern, and prevention is far superior to the necessity of reacting to an incident. Incidents are to be avoided wherever possible. Good staff, good procedures, good systems, and a good chain of command increase the chances that volunteers will be able to complete assignments safely and that responses are appropriate in the case of an incident. The implementing agency should make sure that it has a written set of procedures to handle emergency medical and other situations, no matter when they arise. The volunteer should provide a set of emergency contact numbers that the implementing agency keeps secure but accessible. The volunteer should likewise be provided with a list of emergency contacts and procedures, both for situations that arise in transit and while in-country on assignment. Back-up staff should be trained to handle emergencies when the primary implementing partner contacts for the volunteers are not available.

Upon arrival in country, a volunteer should receive a thorough briefing on health, security and safety issues. Implementers must ensure that in-country staff, hosts, interpreters and hotel staff avoid putting volunteers in potentially dangerous situations—political rallies, high crime areas, war zones, etc. Implementers' country offices must have ready contact with hospitals and medical personnel to respond to any emergencies or health issues that arise.

F2F has an excellent safety record, and we want to maintain a high standard. Traffic accidents are perhaps the greatest threat, requiring that implementers ensure volunteers use safe vehicles with good drivers. Implementing agencies also must provide emergency health and evacuation insurance coverage for all volunteers.

Some things to consider in F2F emergency planning:

Access to local currency: Although US\$ are widely accepted, volunteers should have some local currency on them in case of emergency.

Phone and emergency contacts: Provide volunteers with a local cell phone (already charged) with sufficient money or minutes on the phone at all times, at least for local calls. Save important numbers (local staff, HQ staff, drivers, US Embassy emergency number, etc.) in the phone's contact list.

Location/address: Help volunteers to be aware of their location (city and address) at all times. In an unfamiliar place, volunteers may otherwise find it difficult to describe their location to a person in case of emergency or know how to get back to a hotel if they become separated from local hosts or staff.

Local contacts: In the event of an emergency, local partners may be the best advocates for helping volunteers stay safe. Maintain a good working relationship with contacts at the local US Embassy or USAID Mission, as well as with local hosts and partners. Keep all of these contacts updated on program activities and volunteer travel, as appropriate. Enrolling volunteers with the local US Embassy through the Smart Traveler Enrollment Program²⁹ is one way to stay connected.

Country emergency plan: Keep emergency plans—developed in collaboration with field offices—up-to-date as situations change, and make sure they include a communication chain.

²⁹ <https://travel.state.gov/content/passports/en/go/step.html/>

Key recommendations

- ◆ Ensure access to health and medical services for emergency and non-emergency volunteer needs. Be sure local staff know procedures well and immediately inform the headquarters office of any incidents.
- ◆ Obtain health and emergency evacuation insurance for volunteers.
- ◆ When possible, coordinate emergency health and safety procedures with those of Peace Corps.
- ◆ Assist volunteers to obtain local currency soon after arrival in-country, and encourage them to maintain some local currency with them at all times, in case of emergency.
- ◆ Provide volunteers with a (charged) local cell phone with sufficient money or minutes to make local emergency calls. Save important numbers (local staff, HQ staff, drivers, US Embassy emergency number, etc.) in the phone's contact list.
- ◆ Help volunteers to be aware of their location (city and address) at all times. Provide them with written contact information for the field staff, driver, interpreter, host, partners, US Embassy, etc. so they can solicit help from local citizens, if necessary.
- ◆ Maintain a good working relationship with contacts at the local US Embassy or USAID Mission, as well as with local hosts and partners. Keep all of these contacts updated on program activities and volunteer travel, as appropriate.
- ◆ Enroll volunteers with the local US Embassy, through the Smart Traveler Enrollment Program or others.
- ◆ Develop country emergency plans and communication chains in collaboration with field offices. Review and update them with staff at least annually.

SECTION 4: ADDITIONAL OBJECTIVES IN VOLUNTEER PROGRAMS FOCUSED ON ECONOMIC GROWTH

International volunteer programs invariably have multiple objectives. For F2F, these objectives include economic growth, agricultural development, poverty reduction, food security, gender and social equity, and environmental conservation. Further, all volunteer programs have major people-to-people exchange and public education dimensions.

This section examines ways in which volunteer programs focused on economic growth can enhance their impacts on social and other objectives through careful selection of strategies, countries, subsectors, partners, and host organizations. In this section, the tradeoffs and implications for planning and implementing volunteer programs are discussed around the following topics:

- [Volunteer Programs and Poverty Reduction, Food Security and Social Equity](#)
- [Addressing Gender Considerations](#)
- [Environmental and Natural Resource Management Issues](#)
- [Outreach and Public Awareness](#)
- [Facilitating Broad Impact from Volunteer Assignments](#)

4.1 VOLUNTEER PROGRAMS AND POVERTY REDUCTION, FOOD SECURITY AND SOCIAL EQUITY

The challenge in running a volunteer program is to plan and implement so that disadvantaged groups with high rates of poverty and food insecurity share in the benefits of economic growth.

Why are poverty reduction, food security and social equity important?

Poverty reduction features prominently in the strategies of most development agencies and in the developing countries where volunteer programs operate. Economic growth is generally regarded as the essential component of sustainable solutions to poverty and food security but can either contribute to wider income inequalities or promote balanced development with wide participation in the benefits from growth. Food security became a donor priority in 2008 with the food price crisis, and the US responded with the Feed the Future Initiative, which brings together US government agencies to help countries transform their own agricultural sectors to grow enough food to sustainably feed their people. Global climate change is another US initiative that has high relevance to F2F activities.

Proponents of economic growth-led solutions to poverty argue that there are major “trickle down” benefits for the poor in the form of employment and improvements in food availability. However, history suggests that these benefits may be skewed toward the less poor and may serve to increase social tensions, particularly in societies where poverty is endemic and civil society weak or nonexistent. Hence, an explicit concern for poverty reduction, food security and social equity within the context of economic growth strategies (and by extension, in international volunteer programs) is generally recognized as desirable.

An additional consideration is the fact that volunteers and volunteer providing organizations—motivated by humanitarian goals—are usually oriented toward poverty reduction, with volunteers commonly donating their time specifically to help address problems of poverty. Donors find it difficult to justify support for programs, including volunteer programs, if benefits accrue only to the wealthy (or relatively wealthy) or worsen the status of the poor.

Issues relating to poverty reduction, food security and social equity

Since poverty reduction features prominently in many development strategies and helping those less fortunate is a primary motivation of volunteers, volunteer programs must explore options for contributing to poverty reduction.

Potential for impacts in poverty reduction: Three difficulties illustrate the challenges of volunteers attempting to reduce acute poverty when their main focus is economic growth. First, the poor tend to live on the edge and cannot afford to take on risks inherent in innovation. Second, the poor do not have the capital to take on new investments. Lastly, suitable hosts serving the very poor are often in short supply.³⁰ In the early days of F2F, volunteers often worked with small groups of resource-poor farmers. The experience was memorable for all concerned, but the lasting impacts on the host farmer groups were often limited or nonexistent.

³⁰ The key word here is “suitable”. There are many organizations serving the very poor, but it is often difficult for these organizations to use US volunteers effectively. They often lack adequate resources to provide complementary inputs critical to successful use of short-term training and advisory assistance of the type volunteer programs can most readily provide.

Farm families at this level are often unable to make good use of new information and skills without complementary inputs, including capital and access to productive inputs. Impacts on poverty reduction, therefore, often require volunteer programs to arrange for access to complementary inputs ([see Section 3.5 above](#)), to strengthen intermediaries who can better serve the poor directly, or to target the not-so-poor. Building social capital to facilitate access to services for the poor is also an important strategy for volunteer programs.

Ability to work with the poor: Volunteers are usually more successful with not-so-poor hosts (as distinct from both the relatively well-to-do and the poorest of the poor). The very poor often have less education, less language ability, and less of the confidence needed to work with a foreign adviser. Direct contact between volunteers and poor farmers may make for heart-warming stories and photo opportunities but may not be the most efficient way to improve the lives of more than a handful of people. Many poor people have work or other constraints that prevent them from attending training sessions conducted by a volunteer. Often, those hosts who are not as poor are better able to participate in trainings, experiment, and invest some capital in new ideas. When volunteers work directly with the poor, the role of host and partner organizations and implementing agency field staff are critical to effectiveness.

Indirect impacts: Development programs can benefit the poor even without working with them directly. Work with financial institutions, input supply systems, extension services and market systems improve services and markets for the poor. Work with private businesses can increase employment opportunities. These are often the most important impacts on poverty reduction.

Scaling up: How can a volunteer quickly get an in depth understanding of a given problem so that his recommendations are useful and can benefit a significant number of low income people? Reaching large numbers of beneficiaries is key to achieving significant impacts among these groups. The solution lies in the careful selection of partners and hosts, as well as in the identification of subsectors where the poor feature prominently. Strategies for wide dissemination of volunteer-recommended innovations are particularly important. One such strategy is to work with hosts and partners that provide services to the poor. Another strategy is for a volunteer to end an assignment with a host by holding a public seminar or workshop in which recommendations are shared with other businesses and organizations that can utilize the information gained and reach more beneficiaries. Disseminating volunteer recommendations through outreach channels accessible to the poor is another effective strategy.

Impact of donor restrictions such as the Bumpers Amendment: How can programs maximize developmental effects of funding that is limited in its flexibility due to Congressional earmarks or Executive Branch directives? For example, the Bumpers Amendment requires that US foreign assistance dollars not promote the production of commodities that directly and significantly compete with US production in world trade. This issue is less of a problem than might at first appear. While many of the commodities upon which resource-poor farmers depend are the same ones that the US exports (like grains, fiber and vegetables), the overwhelming bulk of production by small farmers in developing countries does not enter international trade and, when it does, does not constitute significant competition with US producers.

Volunteer program implementers should be familiar with all such restrictions on use of funds. As volunteer assignments are developed in the field, implementers should review them through the optic of these restrictions and seek advice from donor offices if there are any questions.

Practices for poverty reduction, food security and social equity in volunteer programs

F2F implementers commonly make some reference to poverty reduction in their program strategies but do not uniformly reflect the concern in selection of subsectors, partners, and host

organizations. While poverty reduction, food security and social equity are not explicit foci for F2F activities, they are fairly common objectives.

Large commercial enterprises have considerable potential to provide employment and other benefits for poor people (e.g. lower prices for goods and services as a result of improved efficiency and competition). Despite this potential, most F2F implementers avoid working with such firms because they can afford to pay for any technical assistance they may require and therefore do not need to receive help from F2F. Where these firms may not understand how their self-interest can be served by providing services to the poor, sourcing goods or services from them, or using more environmentally sound technologies, F2F volunteers can provide useful insights with significant poverty reduction impacts.

F2F experience suggests it is possible to effectively incorporate poverty reduction concerns into volunteer programs, although there are challenges. Poverty and social inequity are associated with a complex set of factors that are not easily overcome, particularly by a volunteer program. More time, effort and expense is involved in selecting appropriate partners and hosts and the chances of success are commonly less than with programs that work primarily with the not-so-poor. Emphasis on measurable impacts and economic growth as the prime objective for volunteer programs tends to reduce interest among implementers in incorporating poverty reduction concerns and objectives systematically in their programs.

Targeting poverty reduction usually involves working with associations or projects that serve large numbers of resource-poor farmers, as illustrated by a program in Ethiopia implemented by ACDI/VOCA (see adjacent box). Even when not working with the ultimate program beneficiaries, it is advisable for volunteers to visit some of this client group (e.g., small farmers) to better understand their needs and how intermediaries (credit, input supply, business development services, etc.) can best work with them.

Some implementers give priority attention to food production, processing, and marketing in their selection of programs and projects. Active participation of women and adherence to democratic principles are explicit criteria used by POA in selecting host organizations.

The F2F program implementers generally use poverty reduction, food security and social equity criteria (in addition to economic growth criteria) in the selection of subsector projects, local partners and hosts. While it is not always possible to work directly with the poor on economic growth activities, at minimum, volunteer programs need to ensure that they are not subsidizing selected hosts at the expense of the poor and of a competitive marketplace.

ACDI/VOCA: COOPERATIVE MOVEMENT IN ETHIOPIA

F2F was instrumental in developing cooperative unions based on free-market economic principles in Ethiopia. Volunteers worked in Cooperative Promotion Bureaus established to facilitate cooperative development throughout Ethiopia.

F2F integrated into two USAID-financed projects to teach training-of-trainer courses to Ethiopian cooperative promoters. These volunteer-led courses covered various aspects of successful cooperative management. Promoters trained other cooperative promoters, who in turn trained cooperative members. As the cooperative unions developed, farmers received higher prices for outputs and lower prices for inputs. Benefits were passed on to members as dividends, the first time in the history of Ethiopia that cooperative dividends had been paid to members.

Even though volunteers had little direct contact with poor farmers during their assignments, the benefits to those farmers were significant. The assistance helped transform inefficient socialist cooperatives into commercial operations that could function effectively in a free economy.

Key recommendations

- ◆ Review government or donor strategy papers on poverty reduction for information on priority subsectors and partners that target poverty reduction.
- ◆ Identify a short list of strong and effective partners and hosts that are directly associated with poverty reduction, food security and/or social equity and that can use volunteers. Since effective poverty reduction commonly requires a range of complementary inputs, volunteer programs generally find it essential to partner with other organizations or projects that supply these services and have a strong record of accomplishment.
- ◆ Identify projects and activities that effectively reach large numbers of beneficiaries indirectly. Often this will involve work with cooperatives and local organizations that are controlled by and serve large numbers of members.
- ◆ Identify projects that empower the poor through forming and strengthening associations and cooperative unions that serve the poor. Developing sustainable markets and market linkages—for input and output markets—is particularly important to empowering the poor. An important caveat to this is the fact that short term technical assistance alone is not an effective tool for formation of new organizations.
- ◆ Consider work focusing on commodities important to food security needs of the poor and in geographical areas or with target populations with high incidence of poverty.
- ◆ Make volunteers aware, at least in a general sense, of the poverty reduction objectives of their work, even if their assignments focus primarily on economic growth. At the end of an assignment, have the volunteers share their recommendations in a workshop or through outreach channels that reaches beyond the immediate host.
- ◆ Include an outreach component in host selection criteria—hosts must be willing, able and committed to sharing the benefits of volunteer assistance with others.
- ◆ Ensure that selected hosts and partners share the volunteer program's poverty reduction, food security and social equity goals; volunteer assistance should provide benefits to many, rather than conveying special advantage to a few.

4.2 ADDRESSING GENDER CONSIDERATIONS

Gender issues and impacts need to be considered in volunteer programs, as in all economic growth programs. Although gender analysis considers impacts on both men and women, in practice in the agricultural sector, the concern is nearly always ensuring equitable participation and access to benefits by women.

Why are gender considerations important?

Development programs must systematically consider the implications of gender for program impacts. Biases against women are pervasive in much of the world, as are differentiated roles between the sexes. Programs can have unintended negative impacts on women. For example, economic development has occasionally increased the gap between the status of women and men by introducing technologies and crops that require more labor (e.g. weeding, watering) from women while men control the profits from the increased yields. Benefit distribution is a key consideration for ensuring gender equity in development. Furthermore, it is not uncommon for development programs to fall short of their goals (e.g., improvements in health and education) specifically because women have not been permitted to participate fully in program design and implementation.

Issues related to gender in volunteer programs

Gender analyses: Gender issues relating to social equity vary across time and place. Most but not all gender issues involve promoting equitable access by women and girls to program benefits. In the highlands of Nepal, the critical issues may relate to the inability of young girls to attend school due to their responsibilities at home and in agriculture, while in Ukraine, issues of unequal pay and conditions for women and men working in the same situation may predominate. Issues of gender can also be made more complex by related issues of ethnicity, caste, and class. Gender analyses are used to understand gender roles and potential differential impacts of development activities. They may be conducted by the volunteer program directly or obtained from USAID missions or other agricultural development projects.

CNFA AND GENDER EQUALITY

CNFA accepts promotion of equal opportunity and equal treatment of women as a high priority and works toward this goal in the F2F program:

- Employing women throughout the organization as program managers and coordinators
- Recruiting as many women volunteers as possible
- Favoring women owned or led hosts
- Actively encouraging hosts to increase number of women in trainings

Partner and host commitment: Most partners and hosts are willing to include women in program activities and employ some women. However, if gender analysis indicates that participation and employment opportunities are not equitable, the implementer and volunteers should encourage local partners and hosts to take corrective action. This might be a concerted effort to recruit more women to attend training sessions, or it might require training directed at men to support women being more actively involved in activities from which they have been excluded. For example, women in one West African F2F project were able to acquire the right to earn their own income for the first time when they began producing marketable surpluses of home garden vegetables. Since women are the primary care-givers to children, a larger proportion of their income went to improving the health and welfare of their children than did the men's income.

Equitable access to services: A major challenge is to make program services available to

women. Men's traditional roles seem to position them to participate in most development activities or programs. Women who traditionally have household and reproductive roles may be limited in their ability to participate in other activities. Gender analysis can help identify these inequalities and suggest ways to make services more accessible to women.

Practices considering gender in volunteer programs

A starting point for promoting gender equity in volunteer programs is the collection of gender-differentiated data on volunteers, hosts and beneficiaries. In F2F programs, data on volunteers and persons trained and directly assisted are broken down by gender. Most implementers consciously make an effort to consider gender and income levels in selection of host organizations, giving preference to organizations where women occupy positions of authority and/or to those that are disproportionately serving or employing women. The FY2014-18 F2F Program experimented with collection of data on gender of host organizations.

Key recommendations

- ◆ Conduct or obtain an analysis of gender issues as part of planning for each project, both as input for selecting project areas, hosts and partners, and for identifying how training programs are to be structured (e.g. women with men in the same sessions or in separate sessions, etc.).
- ◆ Where women have been historically disadvantaged, set up activities that would help rectify the inequity.
- ◆ Collect and report gender disaggregated data on program participation and benefits.
- ◆ Consider gender equity in recruiting and fielding volunteers and in selection of countries, subsectors, partners and host organizations.
- ◆ Arrange training and other programs for women at appropriate times and in appropriate places to facilitate their participation. For example, women may need childcare services, whereas men might not. Women may not be able to travel away from the community for training, and women may not be able to participate in program activities at certain times of the day or year.
- ◆ Consider equity of project outcomes and benefits, as well as access to training; trainings that serve equal numbers of women and men may still not be equitable if they place disproportionate burdens on women's time or if increased incomes go directly to men, for instance.
- ◆ Provide guidance or orientation materials to volunteers on issues of gender and social equity in the local context.

4.3 ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT ISSUES

Environmental and natural resource management (NRM) considerations feature in the policies of most developing countries and in the objectives of funding agencies. Economic activities impact these resources and—as in the case of agriculture—may be completely dependent on and potentially deplete them.

Why are environmental and NRM considerations important?

A healthy environment and the sustainable use of natural resources are essential to long-term economic growth. All US government financed programs, including the F2F program, are obligated to comply with US environmental regulations stipulating that the environment is to be safeguarded from adverse consequences in the implementation of all program activities. Volunteers are expected to consider the potential environmental consequences of their work and to promote active environmental stewardship. USAID's environmental guidelines require programs that it funds to:

- Ensure that the environmental consequences of USAID-financed activities are identified and considered by USAID and the host country prior to a final decision to proceed and that appropriate environmental safeguards are adopted;
- Assist developing countries to strengthen their capabilities to appreciate and effectively evaluate the potential environmental effects of proposed development strategies and projects, and to select, implement and manage effective environmental programs;
- Identify impacts resulting from USAID's actions upon the environment, including those aspects of the biosphere which are the common and cultural heritage of all mankind; and
- Define environmental limiting factors that constrain development, identify and carry out activities that assist in restoring the renewable resource base on which sustained development depends.

Global climate change poses drastic risks to every facet of our lives, with effects including diminishing groundwater, higher temperatures, changing precipitation patterns, rising sea levels, increasing ocean acidification, shifts in the hydrologic cycle, and increase in frequency and severity of extreme weather events. Populations in the developing world are already vulnerable and food insecure and are likely to be the most seriously affected by climate change. Over 2.5 billion people, nearly half of the economically active population in developing countries, rely on agriculture for their livelihood, and about 75 percent of the world's poor live in rural areas. Combined with global population growth and increasing demands on agriculture and natural resources, climate change threatens the progress of global food security and the long-term sustainability of agricultural production systems.

Small-holder farmers, pastoralists and fishing communities are among those most vulnerable to climate change, as their production systems often lack the resources to manage an effective response to climate threats. Increasing adoption and sustained use of crop, livestock and mixed farming system practices and technologies that combat climate change is critical for improving food security. Although adaptation and resilience have been the focus for addressing climate change, many programs can also incorporate opportunities to mitigate emissions.

Issues relating to environmental and NRM in volunteer programs

Climate-smart agriculture: Global climate change concerns have led to new attention to “climate smart agriculture” (CSA). USAID generally follows the FAO definition of CSA as composed of three main objectives:

- Sustainably increasing agricultural productivity and incomes (sustainable increase);
- Adapting and building resilience to climate change (adaptation); and
- Reducing and/or removing greenhouse gas emissions, where appropriate (mitigation).

Good agricultural practice inherently takes into account weather variability, spanning environmental services (e.g., water availability), on-farm production and post-harvest handling and storage. In many areas where F2F programs are active, planning for weather variation constitutes an important first step toward resilience and longer term climate adaptation. In most cases, climate smart agriculture is nothing new and is equivalent to good agricultural practice that considers environmental and natural resource conservation as well as social and economic issues in production practices and value chains. There has been considerable discussion around the implications of the mitigation component across the development community, and it is realized that addressing this is both difficult and necessary. F2F programs should consider opportunities for adaptation, resilience and efficiency-based mitigation in both lower-input subsistence systems and in systems that have already intensified smallholder production.

Relative priority for environmental activities: To what extent should implementing agencies be required to incorporate environmental and natural resource considerations into economic growth oriented volunteer projects and assignments? Increasing attention to environmental issues might lessen economic impacts on hosts and subsectors. However, environmental and natural resource conservation is often critical to long-term sustainability of most industries. Thus, many projects and assignments naturally address these issues, although generally as a secondary objective. NRM and environmental protection considerations can be appropriate as explicit criteria for selection of subsectors, partners and hosts, and will likely yield positive results. Furthermore, sustainable conservation practices also must meet criteria of producing positive economic benefits if they are to be adopted by hosts.

Monitoring environmental and NRM impacts: Implementers must be able to identify how volunteer assignments benefit the environment and sustainable NRM and must be able to quantify project impacts on the environment. This necessitates attention to environmental impacts in design of subsector and host projects. However, these impacts are quite variable, particularly with regard to water and air pollution, soil and water conservation, biodiversity and food safety. Many of these impacts are a challenge to measure and to aggregate for reporting (as can be done in dollar terms for economic growth impacts). These challenges, plus the long-term nature of many environmental and NRM impacts, make planning and reporting difficult.

Practices for environmental and NRM consideration in volunteer programs

Although environmental protection and natural resource considerations are not often the main project focus, F2F implementing agencies are effective and creative in serving environmental and NRM goals while targeting economic development as their main program objectives.

Initial Environmental Examination: USAID conducts an Initial Environmental Examination (IEE) for each five-year global F2F Program. Given the nature of F2F activities, most IEEs determine that F2F is not expected to have negative environmental outcomes, although they stipulate that activities outside of the F2F norm require further examination. Similarly, a USAID-commissioned examination of F2F’s environmental effects in the Newly Independent States

concluded that, because the scope of F2F activities consisted of “technical assistance in the form of recommendations, advisements, and training”, no adverse impacts on the environment were anticipated; consequently the report recommended no further environmental review.

Environmental guidelines: Environmental guidelines developed for the F2F program are set out in materials that focus on protecting the health and safety of volunteers and on encouraging volunteers and F2F staff to think about how their recommendations, advice and efforts might affect the environment. These materials include a brochure designed for volunteers and a more detailed booklet for F2F staff.³¹ Implementers provide volunteers with a copy of the F2F environmental guidelines brochure and provide more detailed advice on necessary environmental precautions if a particular region or activity warrants it. F2F staff are issued the F2F environmental booklet and are required to review its guidance annually.

Programmatic PERSUAP: Since 2009, the F2F Program has completed programmatic Pesticide Evaluation Reports and Safer Use Action Plans (PERSUAPs) that cover all F2F programs globally. These are complex, but provide useful guidelines for work with pesticides, including mandating integrated pest management approaches, identifying pesticides that can and cannot be recommended, and reporting requirements for all implementing partners. Although the F2F Program does not procure pesticides, under USAID regulations recommendation for or against use of a specific pesticide or pest control method requires a PERSUAP. Work with agricultural production systems—even organic production—is difficult without the ability to make recommendations relating to plant and animal protection.

EXAMPLES OF ENVIRONMENTALLY FRIENDLY VOLUNTEER ASSIGNMENTS

Honduras sugar cane production: F2F volunteers in Honduras worked with small sugar cane producers who make *rapadura*, a hard brown sugar that is sold in the local market. *Rapadura* producers traditionally boiled the juice from sugar cane in pans using wood, sugar cane waste and old tires as fuel. Burning tires caused environmental pollution and health hazards to those who tended the fires. Contaminants from this process also got into the *rapadura* and were passed on to the consumer. F2F helped producers improve processing and reduce contaminants using techniques similar to those used by Vermont maple sugar makers. Simple flue pan technology was introduced to reduce fuel consumption, reduce boiling time and improve quality also eliminated the need to use tires as fuel and improved the quality of the brown sugar in an environmentally sustainable way.

Environmental education: F2F volunteers in the Dominican Republic assisted students at an environmental vocational school to become the next generation of environmental leaders. The school enrolled 50 students per year and taught environmental management, forestry, park management, eco-tourism and other related fields. Several environmental education volunteers assisted teachers in updating the curriculum to incorporate topics related to climate change. Students learned practical and simple skills and methods for collecting soil samples, identifying soil types, assessing water quality and measuring the slope of the land. Students replicated these activities in surrounding schools and communities, teaching other teachers, students and community leaders. Very quickly, the students realized that, aside from imparting a curriculum to help increase individuals’ resilience to climate change, they were cultivating an interest in sustainability and its impact on everyday life among the general public.

Environmental volunteer assignments: Some implementers specifically incorporate NRM and environmental themes into volunteer assignments. Many assignments have noteworthy secondary environmental benefits (see box above). Projects focused on recycling and composting, water management, environmental and health-sensitive disposal of pesticides,

³¹ These materials are available on the USAID DEC.

integrated pest management, organic agriculture and forest management may be undertaken for economic growth objectives, but in practice contribute to environmentally responsible and sustainable practices. The F2F projects promoting horticultural exports into the demanding markets of Western Europe and North America require that volunteers assist hosts in complying with trade standards that are in part environmentally friendly.

CHECKLIST FOR VOLUNTEERS

Recommendations and efforts should promote:

1. Soil and water conservation
2. Protection of water, soil, air, food from contamination
3. Ecologically sound management and disposal of waste
4. Integrated pest management and best management practices
5. Importance of occupational health and safety, on the farm, in industry and at home
6. Alternatives to chemical inputs
7. Awareness of environmental health risks
8. Income generating activities to finance costs of pro-environment technologies and practices
9. Reform of government policies and regulations for better NRM and protection
10. Reform of government policies and regulations that better protect farmers and agricultural industry workers from environmental hazards
11. Procedures for measuring, assessing, monitoring and mitigating environmental impact of unsound practices
12. Host country agricultural research capacity to develop environmentally sustainable practices, processes, technologies
13. Pollution prevention

POA reports that sustainability at all levels—economic, social, cultural, environmental—is considered in all of its projects and that environmental sustainability is particularly relevant in its F2F Program. POA has found “substantial impact regarding host adoption of environmentally oriented practices, particularly in the adoption of practices to improve natural resource management.” POA volunteers work to increase knowledge about—and help farmers and ranchers adopt—practices that are economically viable and environmentally sound.

LOL's experience has shown that an economic incentive for producers to adopt environmentally friendly practices is important; the short-term demands of daily life make it difficult for producers to devote resources to long-term objectives such as environmental protection and NRM. However, when these long-term goals are connected to economic benefits in the short- or medium-term, producers readily adopt new practices.

Role of field staff: Field staff is key to a volunteer program's positive impacts on the environment, and they should always be on the lookout for negative impacts, avoiding work with hosts that have a poor environmental record or little interest in changing their practices. Ideally, a senior staff member with environmental expertise might review subsector and host project plans and volunteer SOWs to advise on appropriate incorporation of environmental considerations.

Protecting a volunteer's health: Implementing agencies need to be especially concerned with protecting volunteers' health while they are working abroad. Severe environmental pollution problems and health risks may be local or regional in magnitude.

These conditions exist or can arise due to a lack of training, poor regulations, poor enforcement and a lack of financial resources. Volunteers should be alert for antiquated and defective equipment or machinery and improperly stored or mislabeled containers of pesticides and chemicals. In some locations, particularly in the former Soviet Union, radioactive materials and heavy metals have contaminated soil, air and water. General guidelines for all volunteers during their assignments are to:

- Be familiar with major pollution issues in the region/locale you are visiting;
- Avoid demonstrating the operation of machinery and equipment that you are unfamiliar

- with or for purposes for which its use is not intended;
- Avoid exposing yourself to chemicals and pesticides that are unlabeled or not in proper containers; and
- Make health and safety issues a part of the information and advice you leave behind. By raising these issues, you can help educate your hosts on the importance of a safe working environment and dangers that should not be passed on to others.

Key recommendations

F2F implementing partners must—at a minimum—comply with F2F IEE and PERSUAP conditions for implementing volunteer programs. Those designing assignments for volunteers can enhance positive impacts on the environment by:

- ◆ Reviewing available documentation related to environmental conditions and the extent to which natural resource depletion limits economic growth. Many countries have environmental plans or national plans that provide basic information on the subject.
- ◆ Targeting work in subsectors with an environmental and NRM focus, where possible. Soil erosion, biodiversity conservation, air and water pollution, forest management, water use and other environmental technologies are all areas in which the US possesses significant experience and many potential volunteers.
- ◆ Ranking the short list of potential subsector projects, as part of the subsector selection process, on the basis of the severity of environmental issues involved and the potential for volunteers to contribute significantly to mitigating actual and potential adverse environmental consequences of subsector expansion.
- ◆ Identifying potential partners and hosts that understand the connections between sustainable productivity and sustainable use of natural resources. Hosts that may be polluters should at a minimum have a willingness to explore alternative approaches.
- ◆ Including questions relating specifically to environmental and NRM issues as a routine part of the preparation of project plans with partners and host organizations, even where these do not feature in the proposed set of volunteer assignments.
- ◆ Tapping the large pool of potential US volunteers in the environmental and NRM areas.
- ◆ Incorporating environmental and NRM considerations into volunteer orientation and reporting, even when these are not the primary focus of the assignment.
- ◆ Making all volunteers aware of conditions in the host countries and communities that might affect their personal health.
- ◆ Providing staff, partners and volunteers with resources to consider potential environmental and health impacts of project activities.
- ◆ Connecting hosts and partners with local providers of personal protective equipment and approved inputs, as appropriate.

Additional information sources on environmental health and safety can be found at USAID's launching point for information on environmental assessments and guidelines:

https://www.usaid.gov/our_work/environment/compliance.

4.4 OUTREACH AND PUBLIC AWARENESS

Outreach encompasses the full set of activities designed to inform both the general public and particular interested parties of the character and accomplishments of a volunteer program. Outreach is an important aspect of virtually all current international volunteer programs.

Why is outreach and public awareness important?

Volunteer program outreach has four principle benefits: 1) educating the public on global development issues and market opportunities; 2) building public support for US foreign development efforts; 3) recruiting new volunteers; and 4) spreading the reach of volunteer recommendations.

Public education: Community outreach is an effective tool for educating members of the public on development needs abroad and demonstrating how US foreign assistance can effectively and efficiently respond to these needs. Through public outreach, Americans learn about the lives and struggles of people in other countries and how US policies and actions can make a difference. Individuals in host countries also learn about the work of American people overseas and how they can benefit from US volunteer programs. Public outreach helps people understand how markets for goods and services, food supply, employment and migration issues in other countries are all relevant to the life of the average US citizen. Public education through sharing of volunteer experiences also serves to disseminate information about opportunities for US businesses to sell goods and services.

Public support: Citizens with a better awareness and understanding of the development needs of other countries are more likely to support US involvement in international development in the future.

Volunteer recruitment: Some of the best recruiters for new volunteers are volunteers who have recently completed their assignments. They know intimately what the needs are, and their contacts with friends and colleagues often lead to good matches between prospective volunteers and volunteer assignments.

Disseminating recommendations: Volunteers can only work with so many people over the course of a short term assignment, but often their recommendations are applicable to a much wider audience in their host country. Providing the volunteer with an in-country speaking opportunity—at a university, community gathering, on an agricultural radio program, etc.—making some recommendations available online, or publishing them in a newspaper or other accessible media, spreads the word about the opportunity for volunteer assistance, makes volunteer recommendations accessible to a wider audience (allowing more people to benefit), and spreads the word about the good work being done by the US abroad.

Issues in outreach and public awareness

Purpose of outreach: Should outreach focus principally on informing the public about the volunteer program and recruiting future volunteers, or should it attempt to educate public opinion on important issues involving global trade and foreign aid? In contrast to many more complex foreign assistance programs, volunteer programs are a “feel good” activity that many Americans can relate to and support. Furthermore, volunteers are generally most comfortable in relating their personal experiences in a host country rather than commenting on broader foreign policies issues. Thus, in practice, the volunteer program itself is usually the best topic for

outreach and the audience is largely defined by whom the volunteers are willing and able to reach. As a result, most outreach activities target the general public in the volunteers' home communities and professional colleagues of the volunteers. Reaching an additional priority target group—decision makers in government and the private/voluntary sectors—requires implementing agencies to develop more specific action plans.

Outreach in host countries: Volunteer program publicity in host countries can garner goodwill for the US and the volunteer program and help promote the spread of innovations introduced by volunteers. This outreach also can help identify new hosts and partners for the volunteer program. Time and budget realities dictate that country outreach activities complement core responsibilities of volunteers and field staff and not become a major consumer of time and resources. Country programs should, to the extent possible, be proactive in outreach activities and involve the local media wherever appropriate.

Effectiveness of outreach: How effective are different outreach approaches? As time and resources are devoted to public outreach, assessment of outreach effectiveness is appropriate, possibly as a component of program evaluations and assessments of impact. One technique is to administer pre- and post-questionnaires that measure changes in knowledge and/or attitudes among the outreach target population (see [Section 5.3](#)).

Practices in performing public outreach and enhancing public awareness of volunteer programs

Role of volunteers: F2F implementers strongly encourage returned volunteers to perform public outreach activities to share their overseas experience and demonstrate the benefits of international assistance. For example, CNFA requests each volunteer to undertake eight hours of public outreach following each assignment. While individual approaches differ, all implementers have developed materials to support outreach activities, including information on F2F, USAID and the implementing partner; tips for crafting messages, targeting audiences, communicating with the media, making presentations, and answering difficult questions about foreign assistance and international development.

Volunteers are usually provided with considerable information on outreach before they begin their in-country assignments. Specialized media kits can provide specific instructions for contacting local newspapers, radio or television stations, or appropriate magazines or newsletters and encouraging them to cover upcoming assignments. Before volunteers depart on assignment, implementers can provide media kits with blank progress reports that volunteers can fill out during their assignments and send home to various media outlets. Implementers may provide additional outreach information during exit interviews held on completion of the volunteer assignment but before the volunteer returns home.

After returning from their assignments, volunteers are provided with outreach kits that may include press release templates, background information on the F2F Program and the implementing agency, slides that can be used for public presentations, a list of upcoming assignments in the event the volunteer attracts inquiries from potential new volunteers, and postcards for reporting back to the implementer on each outreach activity.

Social media provides a unique opportunity for volunteers to share their experiences, both with their communities in the US and with colleagues met on assignment. Facebook, Twitter, personal and implementer blogs, and other platforms provide quick and easy ways to reach a broad audience.

Types of outreach activities: Volunteers who do not like public speaking may opt to prepare written accounts of their assignments for newsletters or websites. Taking advantage of the wide

array of outreach options increases the odds that outreach actually takes place and the word effectively gets out. Examples of the impressively diverse variety of outreach activities performed by volunteers include:

- Presentations about volunteer assignments to local schools and universities, professional and civic groups, and religious organizations;
- Television, radio and newspaper coverage;
- Contacting local officials, opinion leaders and Congressional representatives about experiences in the program;
- Assignment summaries for newsletters and other relevant publications; and
- Posting assignment highlights online or through social media. Some volunteers create websites or Facebook groups that provide an overview of their assignments, photos and other items. Other volunteers write about F2F on their own blogs or contribute to implementing partner blogs.

TALK RADIO

As part of its F2F outreach program, ACDI/VOCA arranged to supply guests to a top rural talk radio program. Seven ACDI/VOCA volunteers were featured on AgriTalk, a nationally syndicated hour-long show produced by Doane Broadcasting, St. Louis, and broadcast on 115 stations in 22 states. With a potential audience of 750,000, it has the largest reach of any US farm or rural radio show.

Volunteers generate a great deal of media coverage in their respective states and communities. This, in turn, may fill a void in the media of many rural communities.

Role of implementers: F2F implementing agencies track volunteer outreach activities by recording specific outreach events and by collecting copies of published articles, interview transcripts, or other outreach records. One implementer reports that, twice per year, staff phone volunteers who have returned from assignments within the past 12 months to inquire about outreach activities. Such phoning is said to improve data on volunteer outreach and encourage more of it.

Implementing agencies themselves carry out significant volunteer program outreach activities. In addition to promotional work directed at volunteer recruitment, implementers must be prepared to respond to requests for information generated through volunteers' own outreach activities. Major outreach activities by implementers include:

- Maintaining websites and social media presence from which the general public can learn about the F2F Program and about available volunteer assignments, volunteer success stories, and links to related sources of information;
- Disseminating information about development activities, opportunities for involvement, and US foreign assistance in newsletters, listserves, social media, annual reports and related publications, both in the US and in host countries;
- Arranging trips for returned volunteers to Washington, DC to meet with USAID and USDA staff, their Congressional representatives and embassy officials of the countries in which they worked;
- Attending agricultural fairs, conferences and seminars to disseminate information about the F2F program and encourage interest in volunteer participation; and
- Providing information on the F2F Program at board meetings, membership meetings and other events.

As a general rule, first-time volunteers tend to perform more public outreach than repeat volunteers. This increases the need for tools and techniques to encourage returned volunteers

to carry out outreach activities. Options include sending follow up emails or telephoning returned volunteers to remind them of their commitment to outreach or offering assistance with preparing for outreach activities. Another approach is to have volunteers prepare their own outreach plans before they leave for their assignments; this may enhance their sense of investment in outreach and also get volunteers to focus on outreach as an integral part of their assignment.

As part of outreach efforts, USAID encourages implementing agencies to help volunteers convey information about how the F2F program relates to other USAID programs in the host country. To accomplish this, implementing agencies must provide volunteers with information about other USAID activities and remind them to incorporate this in their outreach activities. This is especially easy where other USAID projects serve as partners to the F2F volunteer program.

An example of public outreach materials used by POA is found in [Annex J](#).

Key recommendations

- ◆ Encourage outreach by all returned volunteers. Provide volunteers with user-friendly materials for outreach activities within their communities. Make outreach a commitment of the volunteer and check back with them to monitor and encourage outreach and monitor progress.
- ◆ Encourage blog entries from volunteers while on assignment. As these posts are published, implementers should monitor them, screening for any post that might negatively affect hosts, unnecessarily offend local sensitivities, or provide misinformation on the F2F Program, other development programs or the host country.
- ◆ Ensure that implementing agency staff recognize the value of outreach activities, plan for them and consider outreach part of their responsibilities. Ensure that staff are available and able to respond to questions that arise due to outreach activities.
- ◆ Use a wide array of outreach strategies—press releases, public talks by returned volunteers, presentations in professional meetings, newsletters, websites, social media—and try to evaluate the effectiveness of different approaches.
- ◆ Target a diverse range of audiences to ensure that the various purposes of public outreach are served. Attempt to reach professional groups and colleagues, members of the general public, decision makers, politicians, potential volunteers and hosts.
- ◆ Plan for outreach activities within host countries to broaden the reach of the volunteer program and promote US public image in the developing world. One strategy is to reach out to the news media and civil society organizations of the host country. The US Embassy's Public Affairs Office can provide guidance and any cautions regarding interaction with different elements of a country's media.
- ◆ Broaden the message in public outreach. While the individual volunteer's story is the entry point of interest, public education is furthered by placing this in the context of overall economic and social development needs and programs, globalization trends and the reciprocal benefits to the US from international development.

4.5 FACILITATING BROAD IMPACT FROM VOLUNTEER ASSIGNMENTS

International volunteer programs such as F2F allow US citizens or permanent residents to bring technical support to farmers and other agricultural specialists in other countries for relatively short periods. To maximize the impacts of such programs, implementers utilize different strategies to expand the impact of individual volunteer assignments.

Why is facilitating broad impact from volunteer assignments important?

The F2F program has ambitious goals: promoting sustainable economic growth, increasing food security and increasing agricultural development worldwide; as well as tested strengths: providing quality assistance from technical specialists, capacity development and technology transfer in value chain/sector support areas and promoting citizen diplomacy that establishes long term relations, promotes goodwill, and raises understanding of international development issues. Individual volunteers generally work with individual hosts, but offer technologies and innovations that might have much broader relevance to the country. To amplify the program's goals and successes, implementers employ a multi-part strategy to enhance the overall impact beyond individual SOWs.

Issues in facilitating broad impact of volunteer assignments

Cost/benefit: For maximum developmental impact and best cost benefit return on investment in volunteer services, the implementing organizations should seek maximum spread of any innovation introduced or promoted from volunteer assignments. This suggests the need for strategies to spread innovation and impacts beyond the original host.

Host interest: Both the volunteer and the implementing organization must be careful not to expand objectives in the SOW beyond what is valuable for direct beneficiaries of the assignment. The original host organization is the primary client and has presumably invested time and perhaps some other resources in the volunteer assistance. The volunteer needs to complete the SOW and services to the satisfaction of the host before being involved in further outreach. It is also frequently the case that the volunteer assignment involves proprietary information about the host's business model, technology or markets and such confidences must be respected.

Expectations: It is important to avoid creating expectations outside what is realistic for a volunteer assignment. Volunteers have strong technical skills and knowledge, but assignments are short and conditions differ from farm to farm and firm to firm. It is good to introduce strategies for spread of benefits, but such strategies must be realistic and see the limitations in any one volunteer assignment.

Practices for facilitating broad impact of volunteer assignments

Post-assignment outreach by volunteers: Post-assignment outreach is a required component of all F2F assignments. During an assignment, F2F volunteers provide a positive image of American diplomacy and facilitate the formation of cross cultural relationships. After an assignment is completed, the volunteer has a responsibility to engage their friends, colleagues and communities with their cross-cultural experiences.

Systems approach: Using a subsector level approach allows the program to focus support on

a relatively manageable subsector of the host country's agricultural system. The subsector approach works to improve all levels of a value chain, including production, post-harvest handling, storage and marketing, to strengthen the profitability of a commodity or sector from start to finish. Since it goes beyond the capacity of a farm or agribusiness to develop an entire market, the subsector approach recognizes points which need to be strengthened or created. Planning assignments within a subsector approach enables separate hosts to form mutually beneficial relationships which last after the assignment has been completed.

Using a multi-country approach: Planning assignments in multiple neighboring countries in the same trip is helpful to achieve broader impacts. It provides the opportunity for a volunteer to share the experiences of one country's good practices with other countries. Since a single volunteer is staying in the area for a long period of time, it also reduces the cost to the F2F program, in comparison to having multiple volunteers going only to a single country.

Using a training of trainers approach: Another way to increase impact without further cost is to utilize the Training-of-Trainers (ToT) model of instruction. The F2F volunteer trains extension agents, agribusiness owners, etc., who then disperse information on a broader scale after the volunteer has left. By equipping these trainers with the skills and technical knowledge they need to thrive, participants can extend the life of an assignment by working with their communities to solidify their knowledge through teaching.

Prioritizing a country's needs: Different countries have different priorities which require assistance from F2F volunteers. Targeting the sectors which need assistance and identifying SOWs within those sectors not only helps the direct beneficiaries, but builds capacity of the whole country. Implementers therefore seek to align with country goals to complement their efforts and increase overall impact.

Creating a tangible resource at the end of the assignment: Maximizing impact and making lasting improvement to livelihoods is the program's main goal. Trainees emerge from assignments with useful knowledge which can be expanded upon when volunteers also create tangible products for, or with, the trainees. Products, such as a step by step training manual or in-depth strategic plan, can both solidify new knowledge and be used in the future as a ToT resource for both the host and the community.

Collaboration: Collaboration within the F2F Program and among its wider circle of stakeholders is a promising tool for facilitating broader impact of each assignment.

- Other USAID projects: The flexibility of the F2F Program and its resource pool of highly skilled technical volunteers continually provides opportunities to complement other USAID efforts. One example is the provision of follow up technical support to a beneficiary long after the closure of past (non-F2F) USAID programs. This type of follow up support can be key in promoting sustainability of USAID programs.
- National/regional/local government: SOW identification is done within agricultural sectors pertinent to the country's priority needs. Alignment with local strategies helps enhance overall impact of all stakeholders. If the assignment is with a governmental organization, implementers organize a high level meeting of the volunteer with the director or secretary either before or at the end of the assignment. Such events have good coverage for wider adoption of the volunteer assignment in the government's systems.
- Local counterparts: The F2F program has a strategy of working with local counterparts (local organizations and companies) who are entrepreneurial and eager for improvement. F2F implementers identify hosts who need technical assistance and have a plan or can follow up and conduct refresher training after the volunteer assignment. Exchanges between different local partners who have benefited from F2F build local

networks of exchange and enhance program impact. Field trips for the beneficiaries to see other hosts are arranged so that farmers can see and learn other's successful practices to apply on their own farms. Implementers work with hosts who have the ability to follow volunteer recommendations and most importantly, are willing to share their success with others.

- **Universities:** Universities and other educational institutions can be valuable hubs which facilitate access to a broad network of agricultural stakeholders. University partnerships in the US serve as valuable pools for volunteer recruitment. Local universities are also potential links to agricultural sectors in F2F countries and their embedded networks of potential hosts. They can combine technical knowledge from different volunteers and provide follow up and support for broader collaboration among their stakeholders.

Facilitating healthy networks provides links to further resources: The primary focus of the F2F Program is technical assistance. Although it is beyond the scope of the program to support technical assistance with additional resources, hosts often need continued funding streams, agricultural inputs, additional technical assistance, etc. Volunteers often are able to gain entrée to local organizations that provide needed services and can be available to host organizations for on-going support. Such linkages often benefit both parties. This convening capacity of F2F volunteers is one of the Program's important strengths. The network support that is built through F2F exchange can facilitate links to additional resources which fall beyond the F2F Program itself.

Key recommendations

- ◆ Promote exchanges among volunteers with similar expertise, volunteers going on similar assignments, and volunteers who are working with the same or complementary hosts.
- ◆ Encourage collaboration with different key stakeholders both in-country and internationally.
- ◆ Utilize the Training of Trainers approach to ensure volunteer technical expertise continues to be shared after the assignment is over.
- ◆ Do not over burden volunteers with too many priorities which are not part of the intended assignment, to ensure that they primarily spend time with their intended hosts.
- ◆ Plan subsector activities and assignments that align with or are complementary of local needs and priorities, other US Government programs, local counterparts, partners, universities, etc.
- ◆ Encourage volunteers and hosts to make connections that will facilitate healthy agricultural networks within the subsector space.

SECTION 5: MONITORING, EVALUATION AND ASSESSMENT OF IMPACT

For any volunteer program, there is an obvious and understandable need to show that the funding provided is a good investment. Program monitoring and evaluation serves this function and guides further strategic planning and program design. Volunteer programs are called upon to be more than just good people-to-people exchanges—they are expected to result in sustainable development. This requires measurement of impact. This section includes:

- [Monitoring and Evaluation Systems for International Volunteer Programs](#)
- [Reporting on Volunteer Programs](#)
- [Volunteer Program Evaluation](#)

5.1 MONITORING AND EVALUATION SYSTEMS FOR INTERNATIONAL VOLUNTEER PROGRAMS

Monitoring and evaluation (M&E) systems are the set of indicators, procedures and reporting systems used in tracking program performance and impact. M&E systems are frequently computer-based and set up to provide routine data on programs. This data is used in program management, decision-making and in evaluation of program performance and impact.

Why is an M&E system important for volunteer programs?

International volunteer programs typically involve many discrete activities with hundreds of volunteers, hosts, and innovations. Tracking these activities and the impacts from them is important for the sound management of program resources, effective planning, and accurate reporting on accomplishments and impacts. Information on program impacts is important not only for good program management, but also for justifying funding and defending proposals for future funding.

Issues in developing M&E systems for volunteer programs

Relevant indicators: Early F2F programs focused only on simple, yet relevant, input indicators of numbers of volunteer assignments and budget expenditures. More comprehensive M&E systems must track and report on indicator changes along the cause and effect pathway of the project's development hypothesis—from inputs to outputs, outcomes and impacts. The numbers of people assisted and the level of their economic benefit are commonly the critical impact indicators for economic growth programs. F2F has a unique set of standard indicators used by the program worldwide. Maintaining a fairly consistent set of F2F indicators over many years allows a volunteer program to compare annual data and discover trends. There have been minor changes to the F2F standard indicators since the Program's inception, but overall the 28 F2F standard indicators have been relatively stable over the last 15-20 years. While these standard indicators are designed specifically for F2F, other volunteer programs may find them to be a useful model.

F2F THEORY OF CHANGE



Volunteer assignments: The volunteer assignment is the basic input for the F2F program. Because USAID creates reports of aggregated F2F data across all implementing agencies, the definition of a volunteer assignment must be standardized. For example, is one volunteer's trip to work with two hosts in a country defined as one or two assignments? Is a five-day assignment counted the same as a three-week assignment? Some programs similar to F2F count assistance to a host by phone or internet—without traveling to the host country—as an assignment. Others count assistance by groups of volunteers to a single host as one assignment. The standardize definition used by F2F is that an assignment is a single continuous international trip by a volunteer, even if this involves multiple SOWs and multiple countries.

Complexity: Volunteer programs involve diverse activities (subsector and host projects) with differing objectives, hosts, strategies, and timeframes. An M&E system must capture adequate detail on individual activities to reflect program and host performance and progress. In providing data across hosts, subsectors, and country programs, the M&E system must progressively simplify the indicator sets and aggregate data in easily understandable and relevant terms. At the host level, multiple indicators are needed to track progress, but at higher levels of program management the masses of data and long lists of indicators become progressively less useful.

Organization: Robust M&E systems must be adaptable to different project and country situations and must use computer-based data storage and analysis. They also need to be capable of generating a range of project specific reports and specialized reports. Lastly, the data must be accessible for multiple users.

Time to measure impact: Impact measurement is greatly complicated by the time lag inherent in benefits from some agricultural innovations. Some volunteer recommendations generate benefits almost immediately (e.g., feed formulation, processing and handling systems adjustments, marketing strategies); others take a year until the next planting season and crop harvest (crop varieties, orchard management, fertilizer or pest control); and others may take many years (policy change, tree crop plantings, livestock breeding).

Practices for volunteer program M&E systems

Performance and impact monitoring indicators: USAID aggregates information from all F2F implementing agencies for all assignments, including flexible assignments and small grants, to report on the overall program using standardized performance and impact indicators (See [Annex K](#)). This standardized set of indicators was developed through extensive consultations between USAID and its F2F partners, and is the result of years of debate and evolution as the program has adapted to changing areas of focus, reporting and management needs. While flexibility is essential for monitoring and assessment of impacts, it has also been important to maintain stability of common indicators over time so that both USAID and F2F implementers can present a clear picture of the longer-term impact of the program.

F2F follows a particular development process, or theory of change, which explains what the program is expected to accomplish and the anticipated changes throughout the process from volunteer assignment to improved economic, environmental and financial outcomes and increased organizational capacity of hosts. Along each step of this hypothesis are indicators to help measure the progress. F2F's standard performance and impact indicators are listed in the table below (page 100), with more details available in [Annex K](#).

Inputs are volunteer assignments and SOWs—the things implementers can control. Outputs, things like persons trained, recommendations made, and work products completed, should flow from these inputs. Outcomes continue the process. Hosts start to change their behavior as a result of inputs and through the resulting outputs. Some examples of outcomes are recommendations adopted, resources mobilized by hosts, and additional resources leveraged by volunteers. Outcomes set the stage and provide resources for real change—impacts. Impacts are the results of the behavior change from the adopted recommendations that we ultimately want to see from volunteer assignments. Impacts from F2F volunteer assignments include things like better performing organizations, better products and services, increasing sales and income, and improved land management.

Measuring organizational development: An objective for many F2F volunteer assignments is increased organizational capacity, which is undeniably difficult to measure. The Organizational Development Index (ODI) is an experimental impact indicator and one of only a few indicators of

capacity development. F2F piloted the ODI during the FY2014-18 F2F program. As an index, the ODI measures various elements of organizational capacity and combines them into a single score. An example of the ODI form is found in [Annex L](#).

The ODI allows F2F implementers to capture host organizational capacity over time. Data is collected by field staff before and/or during the first volunteer assignment and during impact assessment. Hosts are rated on five organizational capacity categories: governance, management, human resources, financial management and sustainability. Each criterion contains sub-elements on which hosts are rated. ODI scores are not objectively good or bad. The utility of the ODI comes from the degree of change in the host's score from baseline to impact assessment. The ODI is designed to provide meaningful scores for planning and assessing progress for a wide range of host types.

Monitoring success of individual assignments: Monitoring host satisfaction with individual assignments and completion of the SOW is usually done informally by local staff. Interviews or surveys of host satisfaction can be useful to improve programs. [Annex O](#) contains a simple survey form used by FAVACA.

Training on F2F M&E: In 2015, F2F implementing partners and USAID F2F staff collaborated to develop a digital seven-module training program covering F2F standard performance and impact monitoring indicators. These [modules are available online](#).³² Modules emphasize the development hypothesis underlying F2F volunteer assignments; indicator definitions; data collection; and reporting requirements unique to F2F. Such resources for training are essential, as staff turnover at home offices and in country offices is not uncommon and it is essential that staff understand and apply common definitions and procedures in collection of M&E data.

Managing F2F M&E systems: USAID's F2F program monitoring is based on systems F2F's implementing agencies have developed to monitor program activities and track results. Although each implementing partner's system is unique, there are similarities by necessity, as all programs report on progress to USAID in a common format for similar objectives. All implementers use standard F2F performance and impact indicators, in addition to any custom indicators specific to individual subsector projects (see [Sections 2.2](#) and [2.3](#)). The following descriptions of ACDI/VOCA's, Winrock's, CNFA's and Land O'Lakes' F2F program M&E systems illustrate the different systems in use.

ACDI/VOCA: ACDI/VOCA's Project Reporting, Information, Monitoring and Evaluation System (PRIME) monitors performance and impact of volunteer programs at various levels and provides information necessary to manage program activities. The M&E system is implemented in three stages at the time of: (1) SOW development (including host organization profile and base-line surveys), (2) the volunteer assignment, and (3) a field survey conducted 3 – 12 months after assignment completion. The system tracks and reports on information by type of organization, location, and demographic. The system also tracks enterprise, organization, and financial institution performance by aggregating quantitative information on sales, employment, productivity, costs, firms' adoption of management and quality assurance practices, new products and/or services offered, and the amount of rural loans. This data enables program staff and hosts to measure program impact through analysis of financial performance, increases in production and processing, introduction of new/improved products, improved management expertise, adoption of quality assurance practices, and improved loan portfolio performance.

³² http://farmer-to-farmer.org/resources?search_api_views_fulltext_1=Farmer+to+Farmer+Training+Session&field_audience=9&field_sectors=All&field_tags=267

STANDARD PERFORMANCE AND IMPACT INDICATORS FOR THE F2F PROGRAM (FY2014-18)			
Inputs	Outputs	Outcomes	Impacts (baseline and follow up collected)
Number of Volunteer Assignments <ul style="list-style-type: none"> • Name • Gender • State of Residence • Occupation • Race/Ethnicity • Prior F2F Service Number of Volunteer Scopes of Work <ul style="list-style-type: none"> • Country • Country F2F Project Number of Days of Volunteer Service (includes estimated value of volunteer services leveraged) Type of Volunteer Assistance <ul style="list-style-type: none"> • Technology Transfer • Organizational Development • Business/Enterprise Development • Financial Services • Environmental Conservation • Administrative Commodity Chain Activity <ul style="list-style-type: none"> • Information and Input Support Services • On Farm Production • Processing • Marketing Value of Host Contributions (US\$)	Number Persons Trained (gender disaggregated) Number of Persons Directly Assisted (gender disaggregated) Number of Volunteer Recommendations <ul style="list-style-type: none"> • Economic • Organizational • Environmental • Financial Number of Host Organizations Assisted <ul style="list-style-type: none"> • Name • Country • Country F2F Project • Type (cooperative/ association, individual private farmer, other private enterprise, NGO, education institution, rural financial institution, public sector agency) • Gender (male, female, joint, not applicable) Number of Press Releases Number of Media Events by Implementers and Volunteers Number of Group Presentations by Implementers and Volunteers	Value of Resources Mobilized by Host (US\$) Number of Volunteer Recommendations Adopted <ul style="list-style-type: none"> • Economic • Organizational • Environmental • Financial Value of Resources Leveraged by Volunteers in the US (US\$)	Economic: Area of Potential Production Influence (ha) Value of Annual Gross Sales (Revenue) (US\$) Annual Net Income (US\$) Area under Improved Production Technology (ha)
			Organizational capacity: Number of Potential Beneficiaries <ul style="list-style-type: none"> • Members/Owners • Employees • Clients/Suppliers • Family Members Number of Beneficiaries <ul style="list-style-type: none"> • Members/Owners • Employees • Clients/Suppliers • Family Members Organizational Development Index <ul style="list-style-type: none"> • Governance • Management • Human Resources • Financial Management • Sustainability Number of New or Improved Products and/or Services
			Financial services: Value of Rural/Agricultural Lending (US\$) Number of Rural/Agricultural Loans
			Environmental: Area of Potential Environmental/NRM Influence (ha) Area under Improved Environmental/NRM (ha)

The PRIME database enables the F2F program to easily report to USAID by tracking the standard F2F program indicators and generating reports in a format for the USAID F2F standard reporting tables. While the system serves primarily as an M&E tool, it is also an effective project management tool. Weekly reports are generated by the M&E Coordinator and circulated to program field staff to monitor progress in attaining F2F program goals for the current fiscal year. This enables the program managers to track recruitment efforts, maintain an accurate account of each organization's level of effort, and track progress by subsector, type of organization, and geographic focus.

The PRIME database completes a baseline profile for each host using five standard host profile forms created for producers, processors, goods and service providers, financial institutions and associations/cooperatives. The appropriate form for each host profile captures the host contact information, financial information, obstacles to profitability and baseline data (including production unit, number of units, cost per unit, product unit, total yield, gross sales, total expenses and net revenue). This baseline is attached to the volunteer's SOW and serves as a reference point for the volunteer prior to arrival.

After completion of an assignment, the volunteer and program staff determine the most appropriate time to conduct an evaluation of the host. Evaluations occur 3-12 months after completion of the volunteer assignment and are conducted either by telephone or in person. F2F staff then complete an evaluation survey form and updates the host organization profile spreadsheet. The survey form records which volunteer recommendations have been implemented by the host, the indicators that have been impacted and the justification for this claim, resources mobilized by the host, employment generation, and host staff participation in additional training programs.

Results of the host evaluation survey and the updated host profile serve as the basis for determining which F2F program indicators have been impacted and enable program staff to quantify changes experienced by the host during the evaluation period (i.e., increases in production, reduction in cost of production, increase in sales, increase in net revenue, etc.). Data from updated host profiles are entered into the PRIME database and the survey forms are attached. The indicators impacted by the assignment are also entered in the database. ACIDI/VOCA is then able to report to USAID on the number of hosts impacted for each indicator and provide quantifiable results attained by each host.

Winrock: Winrock uses a web-enabled database, which contains information about hosts, assignment activities and results. This decentralized system allows the F2F team to efficiently track and report activities and results at the country, regional and program levels and is also instrumental for program management by HQ and field staff. A "Partner Web Portal" allows Winrock partners to store and retrieve information relevant to volunteers they deploy.

Ex ante projections are based upon project analytical frameworks. Analysis conducted for each target sector includes a review of all the complementary inputs that are necessary to make volunteer technical assistance effective. Ongoing project monitoring and annual sector reviews are used to manage the project plans, update project analytical frameworks, and improve future decisions regarding target sectors, host selection and volunteer assignment design.

To manage project activities and report on indicators effectively, field staff remain in close contact with hosts. A formal follow-up impact survey is conducted 6-12 months after each assignment. In most cases, hosts receive multiple volunteers and additional impact surveys are conducted with key hosts throughout the life of project. In addition to this ongoing monitoring, Winrock has procedures to monitor and analyze sector-level results.

Baseline data is collected at both the host and sector levels. Baseline data for individual hosts is

collected in a SOW host profile that includes detailed information about the host's production, services, membership and incomes. This enables field staff to assess changes after volunteer assignments. This information also informs volunteers about the host's size and capacity. F2F also draws on existing sources of sector data for baseline and annual monitoring. These include studies from donors, government statistics and surveys by F2F partner organizations. In some cases, volunteers may conduct baseline surveys as part of their assignment.

CNFA: CNFA uses a custom-designed Integrated Project Design and Evaluation System (IPDES) to develop, monitor and evaluate F2F projects. IPDES provides a framework for: (1) analyzing host needs and the volunteer training that can best help them, (2) projecting the extent of impact that can be expected from volunteer training, and (3) monitoring and evaluating whether impact is achieved. Its primary goal is to ensure that desired results are defined explicitly as part of the approval process for each F2F project and that progress toward those results is monitored and assessed regularly as volunteer assignments occur. IPDES prescribes completion by field staff of a series of interrelated reports on each F2F project, outlined below.

A *Host Profile (HP)*, prepared as part of the project development process, records key data about the host related to the proposed F2F training and desired impacts. This serves as a baseline for evaluation of project progress. Data must be verifiable (not informal or oral), drawn from objective sources such as host activity reports, financial records or sales data. To economize on staff time and cost, F2F relies as much as possible on data collected by the hosts themselves and actively promotes data collection as part of host capacity building.

A *Host Strategy (HS)* draws on the HP to identify the needs of the host, propose volunteer assignments to respond to those needs, describe how the proposed training will improve the host's situation, and predict how many people will benefit in various ways as a result of the training. No volunteer training occurs until the HS has been reviewed and approved by CNFA headquarters.

Scopes of Work (SOWs) for each volunteer assignment lay out in detail what each volunteer is to do and the impacts that are expected to flow from that assignment.

Volunteer *Trip Reports* and notes from volunteer debriefings confirm the extent to which assignment objectives were achieved and predictions of impact remain valid. For each assignment a *Trip Report*, a *Training Beneficiary Report* and *Debriefing Notes* are completed.

Land O'Lakes International Development: Land O'Lakes uses the Integrated Monitoring Performance Assessment Cloud-based Tracking System (IMPACTS). IMPACTS is a custom-designed, information management system for storing monitoring and evaluation data and generating both internal reports and external indicator tables for program reporting.

As IMPACTS is cloud-based, it is accessible from the US and all field locations. Data on volunteers and program outreach are entered into IMPACTS and managed by the US-based volunteer recruiters. Data relating to hosts, including baseline and impact data, is collected during field visits and entered into IMPACTS by in-country M&E Specialists. Program management uses IMPACTS to generate reports to manage the workflow of programming and monitor results, informing planning and course corrections.

The M&E Specialists in-country train volunteers to keep track of training sessions, attendance and number and type of recommendations they provide to hosts. Volunteers are taught to record this information in a standardized way. Baseline data on hosts are corroborated with the volunteer at the end of the assignment. Host organizations are trained by the M&E Specialists to keep record of income and expenses, beneficiaries and impacts related to their interventions. Since tracking impact indicators such as increases in sales and profits attributable to volunteer work can be difficult in the absence of sophisticated financial systems, the M&E Specialist

develops formats and guidelines to make reporting easier and standardized for the hosts.

Six months to one year following the closure of each assignment, the M&E Specialist in each country schedules a follow-up meeting with assisted hosts to collect outcome and impact indicator data. During those follow-up field visits, the M&E Specialist examines evidence on implementation of recommendations and tries to attribute sales, income and other changes to the project intervention.

All assignment SOWs list desired objectives. Each volunteer explains in her final report how and why each objective was or was not completed.

Key recommendations

- ◆ Identify relevant and practical performance and impact indicators for each volunteer subsector project area, with indicators covering inputs, outputs, outcomes and impacts. Use standard indicators where appropriate and develop custom indicators suited to special circumstances and objectives where necessary.
- ◆ Provide uniform operational definitions for units of measure, such as assignments, hosts and beneficiaries.
- ◆ Maintain data electronically. Consider developing a computerized database or management information system to assist in managing and reporting on the volunteer program, but recognize the cost and complexity as well as the utility inherent in most of such systems.
- ◆ Conduct a baseline indicator assessment before beginning work with each host and set targets for expected outcomes and impacts. Subsector-level baseline data also should be conducted, when feasible. Finalize initial subsector-level performance and impact targets in consultation with partners and donors.
- ◆ Disaggregate and track volunteer assignments and results by subsector project area and host.
- ◆ Collect organizational capacity indicator data for all hosts; even if organizational strengthening is not a key objective it is often an outcome of working with volunteers and program field staff.
- ◆ Review aggregate subsector results compared to targets established during the initial planning phase. Adjust subsector targets annually in consultation with donors and partners based on this analysis of results to date.
- ◆ Develop monitoring and evaluation systems during the planning process and make systems operational early in program implementation.

5.2 REPORTING ON VOLUNTEER PROGRAMS

Program reporting involves summarizing activities and accomplishments to share the implementer's experience with others. In essence, it involves telling the story of what has happened and how it has impacted participants and target beneficiaries. Program reporting draws heavily on M&E systems and self-evaluation, but this narrative form goes further in analyzing why programs have or have not resulted in impacts as expected.

Why is reporting on volunteer programs important?

Program reports help donors ensure that their funds are used effectively. Reports also are used as a marketing instrument for the volunteer program implementing agencies. Donors like to hear success stories, but also reporting on problems and shortfalls in achievements helps to focus on collaborative efforts to overcome problems and improve implementation. Reports on successful volunteer placements help attract new volunteers and generate interest among existing and potential host organizations for additional volunteer assignments. Reports also generate interest and support for new programs and country participation among donors. Reports provide a record of program activities and an opportunity to learn from past performance and improve future performance.

Issues in reporting on volunteer programs

Frequency of reporting: The F2F program once required quarterly reporting, and some volunteer programs have even required monthly reports. In the FY2009-13 and FY14-18 F2F Programs, implementers produce a Semi-Annual and an Annual Progress Report with an Annual Work Plan for the next year. USAID and implementing partners have found that this is adequate to monitor progress and does not overburden program staff.

Impact reporting: Although reporting on volunteer activities is straightforward, reporting on the impacts of those activities is much more challenging. Impacts accrue across many hosts and subsectors, complicating the data collection process. F2F programs have found that some impacts can be observed and documented within six months of a volunteer's assignment with a host. Many other innovations take longer to implement and generate impacts, and some may be tried and later discarded for one reason or another. Thus, deciding when it is reasonable to begin reporting on impact from a volunteer program depends on the activities of the specific program. The F2F Program requires impact reporting only at mid-term (after three years) and at the end of the program (after five years).

Practices in reporting on volunteer programs

Volunteer program reports should provide a succinct analytical assessment of progress against objectives and detail on experience and progress in each subsector project and country of operation. In addition, F2F reports include quantitative data on performance and impact indicators. F2F reports assess trends and issues within each subsector project of activity, as well as reporting on individual volunteer assignments, plans and host experiences.

Volunteer program reporting is, to a large extent, based on individual volunteer reports and progress updates from hosts, with identification and analysis of trends by field and headquarters staff of the implementing agency. These serve as a basis for tracking program indicators and understanding the nature and direction of changes in a subsector. Examples of volunteer

assignment reports are found in [Annex I](#). The box below outlines the annual report format used in the FY2014-18 F2F Programs.

F2F ANNUAL REPORT OUTLINE FOR FY2014-18 PROGRAM (10-12 pages)

1. Summary of experience with program implementation
2. Summary of implementation experience for each country F2F project (suggested ½ page each)
3. Highlighting of any major impacts or accomplishments over the reporting period
4. Summary of collaboration with Peace Corps, USAID Innovation Labs or other notable partnership arrangements
5. Discussion of any major implementation problems and/or deviations from expectations for performance indicators
6. Planned activities for the next six months
7. Required compliance statements: M&E, Recruitment, PERSUAP
8. Annexes:
 - a. Volunteer assignment summary list
 - b. PERSUAP reporting tables
 - c. Success stories (1-3, with photos)
 - d. Standard F2F performance and impact indicator data tables
 - e. Custom indicator tables (if applicable)
 - f. Associate Award tables (if applicable)

Format:

- Extensive narrative is not required
- Report should be a single document (PDF preferred), with consistent pagination and all attachments incorporated
- In addition to the single report document, the following components of the report should also be sent as separate files:
 - Standard F2F Performance and Impact Indicator Data Tables –Excel files
 - Volunteer assignment summary lists – Word files
 - F2F Stories (Success Stories, Volunteer Stories, Host Stories) – Word files, with photos also attached separately in appropriate file types

Success stories provide a balance to the quantitative data and analysis of subsector trends. These are a more interesting and personalized description of what the programs do and accomplish, as illustrated by the story of a particular host, assignment or community. Success stories can be either comprehensive, focusing on broad impacts over entire regions or subsectors within a country, or they can tell a single story of a volunteer's or host's success. They are often the most effective piece of public relations that a volunteer program can generate. An example of a story highlighting one volunteer's achievement was presented in a USAID ceremony honoring volunteer service programs (see box on next page).

The quantitative performance and impact indicator data reporting format used for the F2F program is found in [Annex K](#).

SUCCESS STORY: DIETARY DIVERSITY AND IMPROVED NUTRITION FOR TANZANIAN FARMERS AND THEIR FAMILIES

Challenge: In rural Tanzania, protein can be an expensive luxury that's difficult to obtain. For both humans and animal feed, protein-rich crops are perpetually in high demand. Many farmers refer to soy beans as "the meat of the field"; however, farmers often don't consume their own soy produce, because they simply didn't know how to process the soybean for household consumption.

Initiative: The F2F program implemented by Catholic Relief Services worked closely with a host group called Women's Poverty Alleviation in Tanzania (WOPATA) to draft a SOW on household soybean processing. In July 2015, US volunteer Kelly Higgins began her three-week assignment with WOPATA farmers in Msimba village. The objective was to teach household soy processing to increase consumption, thereby diversifying their diet and combating malnutrition.

Kelly, a food scientist from Purdue University, taught the farmers to make soy milk with local materials so it was digestible and safe. The group also experimented with tofu, soy yogurt and a soy drink, mixing the products with sugar, banana and vanilla to make them more palatable. Kelly taught the participants how to eat soy together with citrus fruits and leafy greens to increase the absorption of iron from the soy. Making soy milk produces soymeal as a byproduct, which can be mixed with other flours to fortify traditional Tanzanian foods like ugali, mandazi, and chapati.

Results: The most exciting day was the taste-testing, when children, friends and relatives came. Most responded favorably to the soymilk: one woman brought some home for her husband to taste, only to find her son had drunk it all before her husband came home from the fields! Kelly's incorporation of new foods was in a culturally appropriate context and is therefore more likely to be adopted by the participants.

Key recommendations

- ◆ Combine quantitative and qualitative reporting on performance and impact.
- ◆ Focus reports on sub-sector-, country- and program-level analysis, rather than detailing individual hosts or assignments.
- ◆ Use a limited number of meaningful indicators to report on overall program performance, including people level indicators on numbers of beneficiaries and economic indicators for level of impact obtained.
- ◆ Complement quantitative indicators with success stories and case studies to provide a human face to what volunteers really do and what they can accomplish.
- ◆ Incorporate objective analysis of what has and has not worked in the volunteer program and how problems are to be addressed. Continue such analysis of activities and impacts throughout the life of the project to make adjustments to improve efficiencies and effectiveness of volunteer resources.
- ◆ Identify and use existing sector assessments and sector data for impact monitoring wherever possible, to avoid duplication of effort. Use volunteers and field staff to conduct limited baseline and follow-up annual sector assessments in cases where adequate data does not exist from other sources.

5.3 VOLUNTEER PROGRAM EVALUATION

Evaluations are systematic analytical efforts planned and conducted in response to specific management questions about assistance programs or activities. Unlike *performance monitoring*, which is ongoing, evaluations are conducted only when needed. Evaluations often focus on why results are or are not being achieved and may address issues of relevance, effectiveness, efficiency, impact or sustainability. Good evaluations provide management with lessons and recommendations for adjustments in program strategies or activities.

Issues in evaluating volunteer programs

Level of evaluation: Volunteer programs can be evaluated at the level of: (1) the overall program and its efficiency and effectiveness; (2) the country program; (3) the subsector project; (4) the host; or (5) the individual volunteer assignment. To some extent, evaluation at the higher levels also requires evaluation of the activities, performance and impacts at the lower levels.

Evaluations of volunteers/assignments: Each implementing organization has developed its own methods of assessing the quality and impact of volunteer assignments. Evaluating the performance of individual volunteers themselves requires some finesse. As volunteers by nature offer their specialized services free of charge, a publicized negative performance evaluation has the potential to be a public relations disaster, damaging future recruitment efforts and perhaps work with hosts. However, regular performance monitoring by implementers, the management processes followed both by implementers and USAID and communication among implementing organizations usually provides satisfactory evaluations of volunteers.

To some extent, evaluation of a volunteer assignment is covered by the periodic evaluations of the host organization that received the volunteer. These host assessments provide up-to-date client information on the host and ensure that program activities are evaluated for effectiveness. Individual assignment stories are often cited in program wide evaluations as well, serving to highlight the successes of the program that cannot be discerned from aggregated impact tables and overarching analyses of spread of impact.

Cost issues: Surveys of randomly or purposefully selected hosts can be a more cost efficient means of assessing impact than attempting to complete a census of all hosts. When using a sample survey, it is important to state the means of sampling clearly. Any appearance of attempting to pass off the most successful hosts or projects as representative of all hosts is likely to damage a program's credibility.

Practices in evaluating volunteer programs

Subsector project level: Evaluations can be useful to determine how effective volunteers are in generating impacts in particular subsectors. Evaluations provide an opportunity for an in-depth look at trends and opportunities within the subsector and can help to reorient activities, as needed. Implementing agencies routinely collect the impact data needed for evaluation of subsector work.

F2F program implementers occasionally commission internal evaluations of their programs to assess their own performance and management needs. These may use the agencies' own staff or external consultants.

The chart below derived from an ACDI/VOCA survey in the Caucasus region is an example of indicators that evaluate the impacts of a program and not just its outputs.

INCOME IMPACTS OF DIFFERENT VOLUNTEER ASSIGNMENTS						
Production Assignment	Baseline Sales	Surveyed Sales	% Change	Baseline Revenue	Surveyed Revenue	% Change
Farm Management	\$10,800	\$12,000	11%	\$4,800	\$5,000	4%
Residue Management	\$1,080	\$1,440	33%	\$230	\$390	70%
Land Erosion Control	\$650	\$990	52%	\$280	\$540	93%
Bean Production	\$1,500	\$1,700	13%	\$1,200	\$1,340	12%
Soil Preparation/Wheat Production	\$20,556	\$50,000	143%	\$13,106	\$30,050	129%
Soil Preparation/Wheat Production	\$5,139	\$15,360	199%	\$3,206	\$9,510	197%

Program level: USAID has formally evaluated the F2F program at the larger, program-wide level every five years since 1985. USAID evaluations seek an independent assessment of the program by outside consultants. Program funds are set aside in advance, and the main issues to be addressed and geographic areas of concentration are outlined in a Scope of Work prepared by analyzing progress reports and discussing program issues with partners, evaluators and USAID management staff.

Key findings from the F2F program-wide evaluations are available on the Development Experience Clearinghouse (DEC), the largest online resource for USAID-funded technical and program documentation.

USAID provides guidance for performing program evaluations in a series of publications entitled “Performance Monitoring and Evaluation TIPS” produced by the USAID Center for Development Information and Evaluation. These publications also are available on the DEC and the USAID website.

Key recommendations

- ◆ Internal evaluations are useful to improve management operations, but independent, external evaluations are necessary to have greater credibility.
- ◆ Monitoring and evaluation systems should be developed during the planning process and made operational early in program implementation.
- ◆ Volunteer program evaluations need to be highly participatory, involving consultations with implementing agency staff, volunteers, hosts, partner organizations and others familiar with work in the subsectors in which the program is working.
- ◆ Evaluations often can be structured to address specific management issues of current importance to the program.
- ◆ A combination of independent and self-evaluation methodologies work well and can be usefully combined in an overall evaluation plan for a program.
- ◆ Cost considerations are a factor in planning evaluations. Survey sampling can be cost effective for performing assessments of program impacts, but methodologies must be well-documented and reported.
- ◆ Assessing each individual assignment allows a program to update information on hosts receiving multiple volunteers, providing a better picture of impact over time.

SECTION 6: ANNEXES

This Section includes examples of project documents used by the F2F implementing partners in the FY2014-18 program. These examples provide only a small, illustrative sample of the variety of documents and systems used by the F2F community of practice to plan, implement, monitor and evaluate the F2F Program. They are intended to provide an overview and starting point for developing systems and practice for international volunteer programs. These annexes include:

- [Annex A: Examples of Country F2F Project Descriptions](#)
- [Annex B: Example of CRS Host Selection Criteria](#)
- [Annex C: CNFA/Malawi - Host Strategy](#)
- [Annex D: Winrock Checklist for F2F Assignment Implementation](#)
- [Annex E: Examples of F2F Volunteer Assignment Scopes of Work](#)
- [Annex F: Volunteer Database Information](#)
- [Annex G: Orientation Materials Examples](#)
- [Annex H: Winrock Post-Assignment Call Debrief Checklist with Volunteers](#)
- [Annex I: Examples of Volunteer Final Reports](#)
- [Annex J: Public Outreach Materials—Partners of the Americas](#)
- [Annex K: F2F Standard Performance and Impact Indicator Reporting Tables for the FY14-18 Program](#)
- [Annex L: F2F Organizational Development Index](#)
- [Annex M: Role of Minority Based Partner Organizations in F2F – Partners of the Americas](#)
- [Annex N: Local Partner MOU under CNFA Angola F2F Project](#)
- [Annex O: FAVACA JSFE Host Organization Survey](#)

ANNEX A: EXAMPLES OF COUNTRY F2F PROJECT DESCRIPTIONS

A.1: Winrock/Bangladesh Agricultural Education & Training Project³³

1. Objective

The objective of the Bangladesh Agricultural Education and Training (AET) Country F2F Project is to strengthen the capacity of public and private AET institutions³⁴ to provide relevant training, applied research, and service learning³⁵ opportunities.

2. General description of sub-sector targeted for assistance and rationale

Winrock proposes a demand-driven Asia Farmer-to-Farmer (Asia F2F) program to strengthen the capacity of institutions that provide AET in Bangladesh. Our strategy builds on knowledge gained from USAID, USDA, and other donor-supported projects and is grounded in AET global best practices.³⁶ We will strengthen formal and informal AET delivery to disseminate agriculture technologies and innovations, focusing particularly on Bangladesh's priority, high-value sub-sectors of aquaculture, livestock, and horticulture. Asia F2F will strengthen AET institutions by improving the skills and knowledge of at least 1,500 AET professionals, who in turn will reach at least 75,000 other students, farmers, and entrepreneurs with improved agricultural technologies and practices. By working with education institutions, Asia F2F will enable departments and faculty to incorporate new knowledge and skills into their teaching and transform the next generation of agriculture professionals, developing a critical mass who will promote sustained and broad-based change.

Skilled agricultural professionals are a critical link between research and technology development and adoption by rural producers and entrepreneurs. For example, the Bangladesh Rice Research Institute "has developed 55 new rice varieties, and BARI [Bangladesh Agricultural Research Institute] has developed hundreds of varieties of other crops. However, farmer adoption of these varieties has been extremely limited, especially by small and marginal householders and landless sharecroppers."³⁷ Educators, researchers, and extensionists need relevant skills to maximize the effectiveness of limited agriculture sector funding. Asia F2F will strengthen capacities of staff and students from various types of AET institutions: public and private universities, public extension services, and NGOs and agribusiness extension providers.

F2F's AET Project will address sectors and topics that are prioritized by USAID/Bangladesh's Feed the Future Strategy:³⁸

- Technology adoption to increase productivity in varied ecosystems for crop, livestock, fisheries, and nutrition

³³ Implemented by Winrock International, Submitted to USAID, November 27, 2013.

³⁴ For F2F purposes, agricultural education and training covers public and private sector education and training programs provided to those who work in and benefit from agriculture and rural development activities.

³⁵ Winrock F2F defines service learning as a method of learning that combines formal instruction with the practical application of classroom material through research, field work, internships, or on-the-job skills training.

³⁶ USAID. 2011. *Building the Base for Global Food Security – Agricultural Education and Training*.

³⁷ USAID. 2011. *Transformation of Agricultural Research, Education and Extension In Bangladesh*, p. 6.

³⁸ see Farmer-to-Farmer RFA p. 62 and <http://www.feedthefuture.gov/sites/default/files/country/strategies/files/BangladeshFTFMulti-YearStrategy.pdf>.

- Agricultural input supply
- Fisheries and aquaculture development
- Improved smallholder access to markets, agro-business, agro-processing, and value addition
- Food safety and community based activities for improved nutrition
- Livestock development, especially focus on weak delivery systems for veterinary services and poor husbandry practices
- Intensifying home gardening, high value crops, horticulture and floriculture
- Climate change and impact on land use

F2F will complement USAID/Bangladesh programs by: (a) aligning with USAID food security programs; (b) working in USAID priority subsectors and geographic areas in food security activities; and (c) working with US Government food aid activities.

Educational institutions in Bangladesh offer academic degrees in agriculture (crop science), fisheries including aquaculture, veterinary science, and animal husbandry.³⁹ Nine public universities offer academic degrees in agriculture, twelve offer fisheries degrees, and eight offer veterinary/animal husbandry degrees. Among private institutions, the International University of Business, Agriculture and Technology (IUBAT) offers an agriculture degree with coursework in crops, livestock, and aquaculture; another private college offers BS and MS degrees in fisheries. Most public universities offer undergraduate, MS, and PhD courses in agricultural sciences. Much of the university curricula is not well suited to current, priority needs of farmers and agribusinesses; in some cases, curricula has not been revised for decades.⁴⁰ Public and private universities are autonomous institutions and can develop or change their curricula without ministry approvals.

AET is also conducted by public extension services managed by the Department of Agriculture Extension (DAE), Department of Livestock Services (DLS), and Department of Fisheries (DOF). DAE is under the Ministry of Agriculture, while DOF and DLS are under the Ministry of Fisheries and Livestock. Thirteen Agricultural Training Institutes under DAE follow the same curriculum for a four-year diploma degree in agriculture. To train existing government staff, DAE uses the National Agricultural Training Academy, DOF uses the Fisheries Training Academy and three fisheries training centers, and DLS has the Officer Training Institute and three veterinary training institutes. To serve Bangladesh's more than 15 million farming households, DAE employs roughly 2,000 staff with agriculture degrees and 12,000 staff with training or education below the BS level. The DOF has approximately 1,100 staff (roughly 58% with fisheries education) and the DLS has 2,400 field officers. As a result, a small percentage of farmers receive public extension services; farmers without high quality extension services use the same practices used by their grandparents decades ago.

Consequently, many NGOs and agribusinesses have also stepped in to deliver AET directly to farmers and entrepreneurs. The technicians and sales agents that represent these organizations need to acquire knowledge and skills regarding pro-poor, low-input, and climate-resilient technologies and practices. Another important gap is the limited number of female extension staff. Given the significant productive role of female farmers, more female professionals are needed to increase the efficiency and profitability of small-scale and homestead farming, postharvest handling, and processing to achieve improved food security.

³⁹ Some institutions offer Veterinary and Animal Husbandry courses together.

⁴⁰ USAID. 2011. *Transformation of Agricultural Research, Education and Extension in Bangladesh*.

Strengthening the capacities of these different types of AET institutions to serve as a link between technology generation and farmers/agribusinesses can spur innovation at the producer level, foster more useful research programs, and create a more efficient horizontal spread of technologies to larger numbers of clients and organizations.

3. Description of the key problems/constraints to be addressed or opportunities to be exploited

Asia F2F will work with partners and hosts to address the following major AET constraints:

- Bangladesh's strategy for technology and extension benefits medium- and large-scale farmers far more than marginal farmers, who constitute about three-quarters of Bangladeshi farmers. Consequently, 50% of rural households cannot earn a living from their land.
- Agricultural education at the university level focuses more on basic sciences and less on field-level farming and production technologies or soft skills such as planning, communication, and gender sensitivity. Except for laboratory time, students spend little time devoted to practical learning, internships, or field experience. Also, university curricula and training are not adapted to different agro-ecological conditions.
- Women, who are half of the population and often serve as the primary farmer of a household, have significantly less access to extension services and production and market information.
- AET institutions need to invest more in research and education to help farmers to better use their families' homestead areas for agricultural production and value-added processing.
- As a result of the lack of coordination with stakeholders (such as agribusinesses and NGOs), universities and training institutes lack courses as well as updated content in existing courses to produce graduates with the knowledge and services needed by today's agriculture sector, such as agribusiness, market research and market planning, organizational development, and strategic business planning. Universities follow the same courses year after year without consulting agricultural employers and other stakeholders. Faculty lack opportunities to upgrade their skills.
- Graduates also lack some basic skills, such as needs assessment, planning, gender mainstreaming, and use of information and communication technologies (ICT) to improve extension communication (e.g., with illiterate farmers), production, and marketing.⁴¹
- AET institutions also lack funds for research and introducing new and improved services. Most AET professionals do not have experience in fund raising and grant writing.

In addition to these constraints, to improve food security (with a special focus on the southern region) major opportunities include:

- Asia F2F volunteers can introduce new education and training on low-cost/low-input, environmentally friendly technologies for small-scale home gardening, animal husbandry, and backyard aquaculture, which will help underserved rural women and poor farmers improve livelihoods and food security. Working with other USAID-funded projects, volunteers will also help public and private AET institutions develop improved methods to disseminate this knowledge to remote villages.
- Many private and social enterprises that sell feed, seed, agrochemicals, artificial insemination (AI) services, and other inputs have a sizeable number of field-level sales representatives working with small-scale and poor farmer-clients. Asia F2F can improve the

⁴¹ 2013. Report on the Status of ICT for Agricultural Extension in Bangladesh. MEAS ICT Support Project.

quality and service delivery of these companies that provide embedded extension services. For example, BRAC AI Enterprise has 2,700 AI technicians throughout the country, but AI benefits are only realized if the farmers practice proper cow and calf husbandry. Using AI technicians to educate farmers on proper animal husbandry will help technicians to sustain their AI operation and provide farmers with access to updated information and better extension support.

- Recognizing the demand from private farmers, NGOs, and agribusinesses, many AET institution faculty and administrators would like to improve their curricula and introduce new research techniques, teaching methods, and courses with assistance from external experts. F2F can help address this demand by fielding short-term US volunteers and also promoting longer-term institutional linkages between AET institutions in Bangladesh and the US.

4. Proposed F2F activities

a. How will volunteers be used?

During this five-year program, 50 volunteer trips will strengthen AET providers to improve their service delivery and establish stronger links between AET professionals and farmers, especially women and smallholders. In Year 1, Winrock proposes to field 15 volunteers strengthening AET in USAID/Bangladesh's priority topics. Of the many challenges listed above, F2F will target areas best served by volunteer technical assistance: (1) technology transfer and associated curricula development; (2) improved teaching and learning methods, such as practical/experiential learning, and research skills; and (3) organization strengthening. Focus areas (adapted to different agroecological zones) include: production and supply of quality inputs; improved aquaculture and fisheries development; livestock development with special emphasis on improving veterinary services and animal husbandry practices; agro-processing and value-added product development; food safety and nutrition; intensive home gardening, high-value horticulture for income and nutrition; and climate-resilient technologies and practices.

F2F volunteers will:

- Work with USAID, Feed the Future implementers, and AET institutions to assess and prioritize areas for F2F support based on opportunities and gaps in the target sub-sectors. Volunteers will help conduct labor market analyses where needed, and recommend volunteers and types of expertise needed for future support.
- Conduct technical assistance for curricula development to improve technical skills in production, resource management, postharvest handling, storage, and processing (focused on gaps in target value chains), information and communications technology applications for data/record management and information sharing, and farming as a business.
- Provide training and new knowledge regarding preparation of effective extension materials, especially for illiterate people, and innovative use of media for extension communication.
- Provide support to local institutions for PPP development and fundraising. Professionals from US universities/development organizations will conduct training on grant writing and PPP development and share ideas with local university faculties and professionals from development organizations about how they raise money to support the AET institutions.

b. What are the key country partners and their roles?

Country partners –including Feed the Future implementers, public and private education institutions, public technical agencies, and private agribusinesses – will support assessment and planning, host identification, in-country volunteer support, sustainability, and replication and spread of F2F training. Partners will also provide complementary support, such as linking hosts with broader AET networks and PPP development, and will receive volunteers to foster this. F2F will work with partners to widely disseminate and formalize changes and promote

sustainability.⁴² Table B-1 includes expected Partners.

Table B-1. Expected Country Partners

F2F Bangladesh Country Partners	
<ul style="list-style-type: none">• USAID Scaling up Aquaculture Production and Commercialization• WorldFish• USAID Climate-Resilient Ecosystems and Livelihoods• USAID Cereal Systems Initiative for South Asia• USAID Agriculture Extension Project• USDA Rural Enterprise for Alleviating Poverty II	<ul style="list-style-type: none">• Other anticipated USAID Projects, e.g., Agriculture Value Chain Strengthening• BRAC University• ACI Agribusiness• Ejab Group• Department of Youth Development, Min. of Youth• DAE, DOF, DLS

c. What are likely to be target hosts?

Over the five year program, F2F will work with at least 12 education institutions and three public sector technical agencies. Winrock and volunteers will consult with vested stakeholders (including ministries of agriculture/livestock/fisheries, AET institutions, and candidate hosts) to identify AET institutions with the institutional will, ongoing reform efforts,⁴³ and potential to accelerate dissemination of innovations through volunteer assistance. We will also coordinate host selection and planning with Feed the Future priority value chains (see list of priorities from USAID/Bangladesh on p. 1-2 of this plan).

F2F will prioritize hosts that currently have widespread AET service delivery in the priority sub-sectors (aquaculture/fisheries, livestock, and horticulture). Hosts will play an active role in developing scopes of work (SOWs), implementing volunteer recommendations, contributing staff, students and resources toward the assignment objectives, and sharing information. F2F will engage Feed the Future implementing partners and other relevant stakeholders to leverage complementary support to enable hosts to use volunteer recommendations. Expected hosts are included in Table B-2.

Table B-2. Expected Country Hosts

F2F Bangladesh Country Hosts	
<ul style="list-style-type: none">• IUBAT• Patuakhali Science and Technology University• Jessore Science and Technology University• Khulna University• Sher-e-Bangla Agriculture University• Nobo Jibon Program	<ul style="list-style-type: none">• Dhaka University• World Vision Bangladesh• BRAC Artificial Insemination Enterprise• Ejab Group• DOF, DLS, DAE• Fisheries Training Academy, Department of Fisheries

d. How can volunteer recommendations be shared broadly to maximize impacts?

To maximize the assignment impact, in addition to the collaboration mentioned above, F2F will also engage with existing networks in Bangladesh, such as the Fisheries Research Forum, Market Development Forum, and other relevant associations. Based on past experience, Winrock will share volunteer recommendations using the following strategies:

- Work with partners and hosts to develop action plans for information dissemination through their networks and web portals.
- Assist partners and hosts to link with ICT platforms through which they can document their experiences and share successful models and outcomes.

⁴²McGuire, Charles. 2011. *Building the Base for Global Food Security-Agricultural Education and Training*, Weidemann Associates & USAID, Washington, DC. The report describes the pitfalls of not institutionalizing organizational change.

⁴³Multiple recent analyses of AET globally (including the two previous citations) stress the success factor of focusing AET interventions on those institutions with demonstrated political will and ongoing reform efforts.

- Organize seminars after the end of relevant assignments to share the accomplishments and volunteer recommendations. Interested farmers, agribusinesses, local experts, development professionals, donor representatives, and media will be invited. The media coverage will help further disseminate F2F activities and US assistance.
- Engage volunteers to help prepare extension materials to share with all stakeholders.
- Prepare success stories and articles to share with audiences in print and electronic form through email, websites, newsletters, journals, and magazines.
- Organize training of trainers to spread volunteer recommendations with other beneficiaries.
- Participate in USAID America Week and other development exhibitions/fairs to disseminate F2F volunteer materials and allow local people to learn about US citizens' support.
- Prepare short videos and post on YouTube to disseminate key elements of volunteer training.

5. **Any key feasibility issues (econ./fin., institutional, env., social, technical)**

Following are key feasibility issues to sustainably improve Bangladesh's AET and Winrock F2F's approach to address these issues:

1. **Lack of funding to support AET:** F2F volunteers will provide technical assistance to improve the planning and use of scarce resources and to mobilize new resources, particularly from the private sector.
2. **Inadequate or unsupportive incentive structures prevent AET professionals from adopting improved teaching methods and curriculum:** To achieve sustainable impacts, F2F will work with hosts and change agents that have demonstrated the will and ability to implement institutional changes. Hosts and F2F staff will consult relevant stakeholders while developing proposed scopes of work to help ensure that the enabling environment and necessary complementary resources will be available to implement expected volunteer recommendations regarding improved teaching methods and curriculum. Winrock will also address gender equity, which is essential to improve the effectiveness of AET.
3. **Lack of coordination and communication among various stakeholders** (different ministries and departments, AET institutions, research institutions, and employers): Hosts will be selected based on evidence of previous collaboration and commitment to share information. Volunteer assignments will be designed to foster improved linkages (e.g., where appropriate one volunteer will work with multiple institutions during a trip).

Fifty Farmer-to-Farmer volunteers will directly train at least 1,500 professionals, students, and lead farmers at a cost of approximately \$820 per direct beneficiary. However, through training of trainers and improved curriculum and services, the 15 or more participating AET institutions will reach at least 75,000 students, farmers, and entrepreneurs with improved technologies, which reduces the cost per beneficiary to an estimated \$16 per person.

6. **Other resources available and/or needed to accomplish desired objectives**

As described above, program success will depend on effective collaboration with existing USAID projects, local government institutions, and the private sector. One of the ways to create win-win collaboration is to focus volunteer assistance on high priority sub-sectors, such as aquaculture, livestock, and horticulture and engage the institutions, projects, and companies that are most interested in that particular sub-sector, beginning with the initial assessments and work planning. F2F will continue to work with hosts that have some complementary resources to achieve the desired objectives because Winrock has learned that results are more likely to be sustained if the beneficiaries self-invest.

7. Logframe

Narrative Summary	Key Performance Indicators	Source of Data	Critical Assumptions
<p>Impact:</p> <p>Purpose: Strengthen the capacity of public and private AET institutions to provide relevant training, applied research and service learning opportunities</p> <p>Primary Goal: Rapid, sustained, and broad-based economic growth in the agricultural sector</p> <p>Secondary Goal: Increase the American public's understanding of international development issues and programs and international understanding of the US and US development programs</p>	<p>At least 15 AET hosts develop actionable and costed long-term AET institutional improvement plans and are implementing the plans.</p> <p>F2F will work with participating AET hosts to determine if additional impact indicators are cross-cutting and thus feasible to collect for the program as a whole.</p>	<ul style="list-style-type: none"> • Impact surveys • Partner reports • Case studies 	<ul style="list-style-type: none"> • Stable public sector funding of formal AET institutions • Political stability • No large-scale natural disasters • Ability of hosts to implement volunteer recommendations • Stable energy costs
<p>Outcomes/Objectives:</p> <p>1. Agriculture sector professionals perform their jobs more effectively</p> <p>2. University students and professionals conduct relevant applied research</p>	<p>1a. Participating hosts, partners and AET professionals reach at least 75,000 students, farmers and entrepreneurs with improved technologies through spread effect</p> <p>1b. at least 50 innovations, technologies and practices disseminated by AET institutions</p> <p>2. Private sector demonstrates support for relevant research and training by contributing at least \$100,000 for AET activities</p>	<ul style="list-style-type: none"> • Impact surveys • Partner reports • Case studies • Comparison against baseline data • Outreach surveys • Participant Lists • Media Distribution/ • Audience figures 	<p>Political, health and security environment stable enough to field volunteers</p>

Narrative Summary	Key Performance Indicators	Source of Data	Critical Assumptions
3. Improve US and local public outreach through innovative use of media and ICTs	3a. At least 5,000 US citizens learn about USAID F2F Program through volunteer and F2F staff outreach 3b. At least 200,000 Bangladeshis learn about USAID F2F Program through national newspapers, radio and television broadcasts		Media will run the stories; Volunteers invited to address groups

Narrative Summary	Key Performance Indicators	Source of Data	Critical Assumptions
<p>Outputs:</p> <p>1. AET institutions have strengthened management capacity, improved training methodologies, cutting edge technologies and research opportunities to offer students and professionals</p> <p>2. AET institutions provide students and professionals relevant training that responds to the needs of farmers and agribusinesses</p> <p>3. AETs support relevant applied research and participate in networks</p> <p>4. Increase use of volunteers to support US and local public outreach</p>	<p>1a. 12 public and private AET institutions offering improved courses and new practical learning opportunities</p> <p>1b. 3 public sector technical agencies offering new in-service training to existing employees</p> <p>2. 1,500 students and professionals (target of 50% female) trained in new technologies and practices</p> <p>3. at least five public-private partnerships established to support AET</p> <p>4. At least 100 media events relevant to Bangladesh AET Project, such as internet-based outreach activities, newspaper articles, radio or television news coverage, conducted by Winrock, F2F volunteers, hosts, and partners</p>	<ul style="list-style-type: none"> • Impact survey reports • Host/ partner records • Case studies • Outreach surveys 	<ul style="list-style-type: none"> • Hosts decision making • Hosts effectively using volunteer services • Effective partner support
<p>Inputs</p> <p>Volunteer assignments on topics such as labor market analyses, institutional assessments and planning, governance, resource mobilization, curriculum development, improved technologies, new teaching methods, practical learning, and improved research</p>	<p>50 volunteers (at least 50% female; 850 volunteer days) provide training and technical assistance to address topics</p>	<p>MIS Volunteer debrief forms End of assignment reports</p>	<p>Availability of qualified volunteers; ability to recruit female and new volunteers in target topics</p>

A.2: ACDI/VOCA/Kyrgyzstan Rural Enterprises Project

Objective

The ACDI/VOCA Farmer-to-Farmer (F2F) rural enterprises country project is aimed at improving systems, processing practices, quality control of services, financial management, cash-flow analysis and strategic planning for agribusinesses. This goes in line with Kyrgyzstan's National Government Strategy of Agriculture Development 2020, which is currently undergoing the review. The overall goal of the Strategy is to achieve food security through increase in volume and efficiency of crop production and livestock breeding; improvement of water management in agriculture; development of the land market; development of processing sector; cooperative sector development; introduction of innovations and trade development, and also development of rural financial system. This is also consistent with the USAID development objective for Kyrgyzstan to promote sustained and equitable economic growth to achieve the goal of a more prosperous, open, inclusive and stable society in the Kyrgyz Republic.

General Description

Establishment of micro, small and medium enterprises in rural areas in Kyrgyzstan started with the privatization of state-owned assets, including land, in early 1990s. According to the last Kyrgyzstan' agricultural census of 2003 (next census planned for 2014), 1,13 million farm-based rural enterprises in agricultural production and/or processing have been registered. Among them about 0,9 million farm-based enterprises are subsistent. And only 164,000 farm-based enterprises have more than 1 ha arable land and 32,000 with more than 5 ha. Despite the relatively high number of registered rural enterprises, Kyrgyzstan's agriculture can only reach the potential to significantly increase economic opportunities in rural areas, and meet increasing demand from domestic and export markets through increased investment, improved services, management skills, and technological transfer. To address investment, access to financing is critical.

With many rural enterprises lacking experience in management, technical know-how, and better product quality and delivery, F2F rural enterprise activities will support regional trade of fruits and vegetables; encourage import substitution with food processors; and enhance input supply channels to increase productivity that allows profitable access to known domestic and regional markets.

Rural enterprise in Kyrgyzstan is also one of the main sources of the income for women as 40.4 percent of women involved in agriculture-related activities and 15 percent of them own farms. Through the USAID-funded Women's Leadership in SME project, ACDI/VOCA has also learned that the garments and tourism sub-sectors offer strong opportunities for F2F interventions as these are deemed competitive for Kyrgyzstan, had a large presence of women, and low barriers for entry and growth. More specifically, the industries offer promising market opportunities and the most significant growth potential for women-owned enterprises. Thus through the partnership with the WLSME project, we will target women-focused income generating activities in agriculture and non-agriculture, such as sawing, eco-tourism and textiles.

Problems/Identified Constraints

ACDI/VOCA identified the following **key problems of small rural enterprise in Kyrgyzstan**:

- **LACK OF INFRASTRUCTURE, TRANSPORTATION AND PROCESSING UNITS.** Product on-farm post-harvest handling and processing, consolidation and transportation are key hinders to rural enterprise growth. Demonstration of new or improved appropriate technologies at the right scale for the rural areas are needed to continue improving product quality

and handling, generating higher profits and providing incentives for re-investment.

- **LOW QUALITY OF PRODUCTS AND LACK OF PROCESSING FACILITIES.** The small rural enterprises produce poor quality products. This starts with poor quality of on-farm products, poor harvesting and post-harvest techniques. The lack of sorting and grading practices as well as low processing quality hinder small agricultural enterprise to enter local market independently. Linkages with processors are often inefficient, lack trust and financing mechanisms that provide incentives for better product quality.
- **WEAK BUSINESS MANAGEMENT AND PLANNING CAPACITY.** Many Kyrgyzstan rural enterprises have weak financial systems that limit their ability to manage operations and access credit. In addition, systems for strategic planning, assessing the business landscape, identifying opportunities and aligning resources in pursuit of opportunities are under developed and under-utilized.
- **LACK OF KNOWLEDGE, ESPECIALLY IN BUSINESS.** There is a continued lack of basic business education is another challenge. Inability to plan, understand the market environment and implement solid financial management practices (income statements, cash flow analysis, etc) .
- **POOR MARKETING.** The main problem for many enterprises, and especially for most food processing enterprises, is the lack of sales opportunities for their products. These are either do not meet the local demand due to quality or these are not able to compete with imported products while former markets disappeared and new market channels with consumers, who have lower purchasing power, have to be built up from scratch. Kyrgyzstan's geographical location also means that rural enterprises face tough competition, high transportation costs and need to understand which market they are trying to reach. Better informed industry associations are needed to meet these challenges and create the enabling environment for rural enterprise growth.

Proposed Activities and Interventions

F2F will work with rural enterprises to improve financial management and accounting systems, strategic planning, business plan development and product development to support the agricultural sector of Kyrgyzstan.

INSTITUTIONAL STRENGTHENING AND BETTER BUSINESS MANAGEMENT. F2F will build rural enterprise capacity in leadership, governance and business management, and will work alongside host organizations to improve their internal systems. Volunteers will help rural enterprises develop more complete business management systems and meet the recordkeeping and managerial requirements to achieve better operational capacity and efficiency.

IMPROVING MEMBERSHIP OUTREACH, MARKETING SKILLS AND PRIVATE SECTOR ALLIANCES. Volunteers will work with rural enterprises to strengthen their client outreach activities and ties to other value chain actors, such as end buyers and input suppliers. The emphasis will be on developing end-buyer linkages and the benefits of establishing exclusive distribution arrangements. Volunteers will also sensitize rural enterprises to the benefits of sourcing sustainable technical assistance (TA) provided by the end buyer. F2F will also help rural enterprises to access new opportunities by providing marketing advice and making them aware of marketing opportunities and market signals through tailored market-intelligence training. Volunteers will also work with industry associations to enable them provide outreach, marketing and other services for their members.

IMPROVING FOOD SAFETY, CONSISTENCY AND QUALITY. Volunteers will provide training to rural enterprises on compliance with market requirements and protocols for quality, traceability and

food safety. As appropriate, F2F volunteers will help organized farmers obtain certifications such as HACCP to improve quality control and uniformity of products based on end market requirements. Products grading, packaging and labeling according to local and regional market requirements will be incorporated.

Coordination and Key Partner Alliances

ACDI/VOCA will ensure coordination between the TA provided by volunteers and government extension agents and private companies' technical staff. This maximizes use of resources, avoids duplication of effort, and helps ensure sustainability. We will revise activities and volunteer assignments in response to challenges and changes to the situation on the ground and the Mission's input.

KEY PARTNERS AND THEIR ROLES. Table 1 below provides an illustrative list of partners that will provide subsector knowledge and information, production assistance, market intelligence and linkages, along with prospective and guidance on potential hosts.

Table 1. Targeted F2F Kyrgyzstan Partners

Organization/ Project	Type of Collaboration	Description and Rationale for Collaboration
Ministry of Agriculture	Sector needs identification, host identification	The government body responsible for the development of the agriculture sector. F2F will invite MOA extension staff to F2F trainings.
Council on Development of Business and Investments under the Government of the Kyrgyz republic	Sector needs identification, linkages, host identification	The consultative-deliberative body under the Government of the Kyrgyz Republic responsible for developing and preparing recommendations and suggestions to the President of the Kyrgyz Republic, Government of the Kyrgyz Republic and other state agencies concerning problems of improving the business environment and investment situation in the Kyrgyz Republic and implementing projects necessary to accelerate the social-economic development of the country.
WLSME / Bai Tushum Fund	Sector needs identification, host identification	Bai-Tushum contributes to the Kyrgyzstan economic development by providing access to credit to largely underserved rural small and micro businesses.
UNIFEM Economic Security of Rural Women project	Sector needs identification, host identification	Mission of the project is to support women's rights to economic resources through enhancing capacities of central and local authorities for rights-based, gender-responsive governance, and to empower rural women in exercising their rights to access essential social and economic infrastructure assets, including land.
Poverty Reduction Programme (2012-2016)	Sector needs identification, host identification	Poverty Reduction Program seeks to complement the efforts of the government and civil society in poverty alleviation by enhancing economic opportunities for vulnerable groups (women, youth and the poor), supporting income-generating activity and providing access to financial services. The program may recommend micro enterprises emerging as small, that need further technical assistance.

USAID Kyrgyz Agro-Input Enterprise Development Follow-On Project	Linkages, knowledge sharing, host identification	Project extends the impact of KAED on improving food security and rural incomes. The project is enhancing food security through expanded adoption of improved production technologies, value chain linkages and public-private partnerships (PPPs). KAED Follow-On has helped diffuse livestock sector capital investment under the Economic Development Fund III.
The Local Market Development Project (LMD) (Helvetas)	Linkages, knowledge sharing, host identification	The Local Market Development Project (LMD) promotes market linkages between small vegetable and fruit producers and domestic processing companies in Kyrgyzstan and Tajikistan. Through trainings from local service providers, the farmers improve the profitability of their production, reduce the use of chemical inputs and enhance the quality of their produce.

Target Hosts

Providing technical assistance to rural enterprises improves and strengthens their capacity to provide expert assistance to farmers and small rural producers. Key host selection criteria are based on the organizations' participation in agricultural education, their outreach, dependability, capacity to provide assistance to the program and to smallholders and their willingness to continue supporting smallholders after the program. ACDI/VOCA has identified the following organizations to host F2F volunteers:

- **Association of Fruit & Vegetable Processing Enterprises (AFVPE)** is a largest professional union of processing industry of Kyrgyzstan. It was founded in June 2003 and at this moment it unites 20 processing enterprises and one trade company. The industry **association** is a non-government, non-profit organization uniting legal entities on voluntary bases and on basis of common interests involved in production and processing of agricultural produce. Today AFVPE - is a highly organized professional organization, counting 19 production and trade enterprises in its ranks, which temporarily and permanently employ about 2000 people with a total turnover of approximately 53 million soms. Enterprises of the Association produce more than 20 different name products made from vegetables and fruits, and the range and quality of products is rising every year.
- **CJSC Ak-Jalga** is one of the main milk product producers from Issyk-Kul oblast of Kyrgyzstan. It has possibility to establish dry milk production jointly with Austrian partners under the Agreement between Kyrgyz Ministry of Finance and Austrian Ministry of Economy, Family and Youth, signed on 30 January 1995.
- **Agricultural Cooperative 'Alysh-Dan'** specialized in organic dry apricot production in Batken oblast. The cooperative was established in 2008. Currently it has 1,147 members, 126 out of them are bio farmers. "Alysh Dan" is the first cooperative working on organic apricot production and its packaging. The cooperative has the EU international standard from IMO.
- **JSC "EcoProduct Asia"** makes juice 'Organic' extracted from domestic fruits from the Issyk-Kul oblast, as well as from other regions of the Kyrgyz Republic. Company processing 16 tons of local apples per day using Austrian equipment at their factory in Shopokov village, half an hour from Bishkek and three hours from his main export market, Almaty, in Kazakhstan (about 20 percent of sales).

- **Farm “Bakyt”** specializes in crop production and animal husbandry. This farm needs technical assistance in sugar beet production and fish farming.

Table 2. Numbers and Types of Assignments Planned

	<u>Core Activity</u>	<u>Specific Trainings</u>	<u>Number of Assignments</u>
Allocate 32% of total assignments; distribute equally amongst TA/trainings	A. Improved Product Quality & Consistency, Food Safety	<ul style="list-style-type: none"> • Sell More for More • Improved grading & sorting • Improved packaging • Improved harvest & post-harvest techniques • Certification Training • Improved Processing technologies 	19
Allocate 32% of total assignments; distribute equally among specific TA/trainings	B. Improved Marketing & Value chain Linkages	<ul style="list-style-type: none"> • Consumer evaluations & product development • End-market Analysis • Collecting and using market information • Improved client services • Marketing 	19
Allocate 36% of total assignments; distribute equally among specific TA/trainings	C. Institutional Strengthening & Better Business Management	<ul style="list-style-type: none"> • Business planning • Diversification of services • Financial analysis and mechanisms for small farmers • Cooperative Governance, Leadership & Accountability • Contract farming and provision of services by the private sector 	22
Total			60

How Volunteer Recommendations Can Be Shared Broadly to Maximize Impact

Linking F2F assignments across the region through a unified program management structure and overall program strategy will ensure broad impact of volunteer assignments. Regional program implementation will encourage implementation of “piggyback” assignments with Tajikistan, sharing of information and exchange of training materials. This will contribute to the creation of valuable linkages among the countries and will significantly reduce costs. Sharing experiences and lessons from previous programs across various regions will further integrate smallholder producers.

Target Beneficiaries (Farmers and Consumers, Both Direct and Indirect)

The project activities will cover entire country. We will strive to have at least 40 percent of direct women beneficiaries.

Monitoring and Evaluation Plan

INDICATORS/PROXIES. Within the established M&E Performance Monitoring Plan, we will use input indicators that measure levels of recruitment, output indicators that measure levels of host engagement, outcome indicators to evaluate results and impact indicators to monitor and evaluate program direct and indirect impact. Please see below table 4 for indicator targets.

DATA COLLECTION. ACDI/VOCA's in-house M&E specialist leads the organization's overall M&E strategy and is responsible for providing support, oversight and quality assurance for the F2F M&E and reporting system. Field staff is responsible for data collection, management (including input into ACDI/VOCA's PRIME data management system) and analysis, and for producing progress reports that include both qualitative and quantitative results. Our field teams will collect sound baseline information in the subsector or industry identified with individual F2F host organizations. The regional M&E manager will review all country reports and raise any questions regarding data quality. Field offices will submit reports to headquarters for multiple layers of review.

Table 4. Kyrgyzstan Agricultural Education Logical Framework

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objective (Impact)	Contribute to improvement of financial management and accounting systems, strategic planning, business plan development and product development to support agricultural sector of Kyrgyzstan	<ul style="list-style-type: none"> - \$84,890 in net income - \$339,560 in gross sales - TBD hosts achieving development objectives (indicator definition pending) - 440 ha under improved production technology 	Ministry of Agriculture Donor reports Special studies and reports	The enabling environment including government policy and available infrastructure Donor organizations continue supporting vocational education system Applicability/sustainability of volunteer recommendations
Outcomes (Project Purpose)	Provide technical assistance to improve economic situation in Kyrgyzstan	<ul style="list-style-type: none"> - 45 hosts adopting volunteer recommendations - 1,127 beneficiaries associated with hosts 	National statistics and reports; ACDI/VOCA MIS records, assessments and evaluations	Required complementary markets, inputs and services available
Outputs (Expected Results)	<ul style="list-style-type: none"> -Improved product quality& consistency -Improved processing technologies -Improved marketing and national and international market penetration -Improved food safety 	<ul style="list-style-type: none"> - 20 cooperatives and associations, 20 individual private farms, 20 other private enterprises - 702 male and 378 female participants in formal training - 1121 male & 846 female on-the-job training - 180 volunteer recommendations received - Number of public outreach activities needs TDB 	ACDI/VOCA MIS PRIME records, assessments and evaluations	Key host organizations that can effectively use volunteer services are identified
Inputs (Activities)	<ul style="list-style-type: none"> -Identification of hosts -Volunteer recruitment -Development of 	<ul style="list-style-type: none"> -60 hosts assisted - 60 volunteer assignments - 1263 volunteer days 	ACDI/VOCA MISPRIME records, assessments and evaluations	There is timely recruitment of appropriate volunteers

	SOWs	<p>completed</p> <ul style="list-style-type: none"> - Volunteer professional time valued of \$ 594 583 - Value of resources mobilized by host (TBD) - Total host contributions in amount of \$18 000 - Volunteer assistance assignments - Commodity chain activities for on-farm production, processing and marketing 		
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ANNEX B: EXAMPLE OF CRS HOST SELECTION CRITERIA

Application of the host selection criteria to the ADCS-Mekele Branch Office - Food Security Project

Critical control point		Score (Marks from 1-3) 3 being the best scenario		
		1	2	3
1.	Legally registered/Recognized by the local administration			*
2.	Have partnership experience (e.g. USAID FTF)			*
3.	Working on target commodity and service subsector			*
4.	Identify and clearly state their technical assistance needs		*	
5.	Ability to absorb, utilize and disseminate volunteer recommendations		*	
6.	Contribute resources for fielding volunteers including in-kind contribution	*		
7.	Has women as primary decision makers	*		
8.	Has large number of beneficiaries (Target 160)			*
9.	Targeting at least 52% women beneficiaries	*		
10.	Is in the build market segment		*	
11.	Market oriented cooperatives, CBOs	*		
12.	Good governance/operate using democratic principles			*
13.	Geographical locations as contextually appropriate		*	
14.	Security considerations			*
15.	Proximity to other hosts and basic services		*	
16.	Large potential influence on productivity			*
17.	Large potential influence on environmental/Natural resource			*
18.	Willing to collaborate with other hosts		*	
Sum		4	12	24
Average point			2.22	

ANNEX C: CNFA/MALAWI – HOST STRATEGY

Host Organization: Mpamba Fruit Juice Producers Cooperative

Location: Nkhata Bay

Date Began Working with Host: March, 2015

Prepared By: Mpamba executive committee and Brenda Master

Date Submitted: March, 2015

Host Overview and Background:

Type of organization:	Cooperative
What products/services does the host offer:	The host's main product is fruit juice from Mangoes, Oranges, Tangerines, Pineapples and Baobab.
Please discuss the host's inputs (fertilizers, financing, insurance, etc.) or raw materials (if the host is a processor) and suppliers:	The host has a factory where fruits such as Mangoes, Oranges, Tangerines, Pineapples and Baobab are processed into juice. The fruits are purchased from cooperative member's individual orchards but when the local supplies ran low, the Cooperative buys from Kazeze's farm in Mzuzu. Other supplements to the processing of juice (citric acid, sodium benzoate and food color) are sourced from either OG Issa in Blantyre or Game Stores in Lilongwe. The host also buys bottles and sealing paper from Polypack and OG Issa/Game Stores respectively.
Please discuss the host's primary market:	The host's main market is Butterfly lodge in Nkhata Bay and Tutla's Supermarket in Mzuzu. The community households and people from other areas also buy juice from the host
Please discuss the users or beneficiaries of the host's products/services:	The users of the host's products are the community members. The cooperative members get the profits of the juice sales. However Tutla's Supermarket and Butterfly lodge also benefit as they will also make profits upon resell to final consumers.
How will assisting this host support the value chain, local markets, local community, etc:	The host lacks the skills on the best practices for fruit juice processing hence the juice produced has a shelf life of only one week. They would like to be trained on how they can increase the shelf life of their product.
Why is the host interested in CNFA assistance:	The host is interested because they believe that the trainings from CNFA through the Farmer to Farmer program will provide them with the relevant expertise that will help their business improve in terms of fruit juice production and management in general.
Additional comments:	

Anticipated Assignments and Objectives:

Assignment	Dates	Objectives and Anticipated Impact
Fruit Juice processing	May, 2015	<ul style="list-style-type: none"> • Provide training on fruit processing procedures to improve shelf life • Advise on the set up of the factory and machinery for better quality control

Marketing	July, 2015	<ul style="list-style-type: none"> • To develop a strategic marketing plan • To develop strategies for identifying potential buyers and price negotiations • Train host on management of marketing information in order to make management decisions
Financial and Business Management	September, 2015	<ul style="list-style-type: none"> • Sustain an efficient business management structure • Develop and maintain an efficient accounting/ record keeping system • Have an effective business team • Have a practical business plan

Attachment: Host Profile

ANNEX D: WINROCK CHECKLIST FOR F2F ASSIGNMENT IMPLEMENTATION

A. Selection of host and writing Scope of Work (SOW)

1. Identify and select the host organizations
2. Identify problems of the host and write scope of work using standard SOW format
3. Send the SOW to the host/s for their review and correction
4. Send the final SOW to WI Headquarters for entering into ProMIS and searching volunteer

B. Preparation of emergency contact list

Prepare emergency contact list, which should have the following information:

Sl. #	Name	Address	Telephone Number
1.	WI HQ staff- name with title		
2.	Local office staff- name with title		
3.	Local USAID Mission contact person		
4.	Nearest police station		
5.	Nearest fire station		
6.	Nearest good hospital		
7.	Renowned doctor		
8.	Good hotel, restaurant, shopping mall		

C. Volunteer selection and necessary arrangements for travel

1. Collect volunteers' CV from WI HQ and share it with the host
2. Inform HQ about confirmation of the volunteer
3. Send volunteer's invitation letter
4. Collect itinerary of the volunteer from WI HQ
5. Send budget information
6. Inform host to arrange transport, accommodation, food and field program for the volunteer
7. Book hotel room for the volunteer

D. Welcoming Volunteer

1. Welcome and receive the volunteer at the airport and take to hotel
2. Provide mobile with charger, business card and emergency contact list at the airport
3. Inform the host about arrival of the volunteer and arrange meeting
4. Inform WI Head Quarters about volunteer's arrival
5. Reconfirm with the host for transport, accommodation and food at the working site
6. Bring the volunteer to office and discuss about the assignment
7. Help the volunteer with basic needs such as money change, food, water etc.
8. Aware the volunteer about hygiene and safety/security
9. Finalize/revise the program schedule
10. Brief the volunteer on social and cultural aspects
11. Provide information to the volunteer about good restaurant, shopping places etc.
12. Share end of the assignment reporting format with the volunteer

E. Handling emergency situation:

1. If there is any unwanted situation like robbery, passport missing etc. inform local USAID Mission, police station, and WI HQ
2. If there is any health problem/accident take the volunteer to the hospital immediately and inform WI HQ and local USAID Mission
3. If there is any strike no outside movement, stay in the hotel and work in computer

F. Assignment implementation in the field

1. Arrange meeting between the host and volunteer
2. Follow up with the host regarding transport, lodging, training arrangement, field visit and interpreter
3. Assist the volunteer to prepare training module/materials/photocopying resource materials
4. Take the volunteer to the field as agreed with the host
5. Stay with the volunteer during field visits
6. Take some oral saline packet, biscuits, water bottles, tissue box etc. during field visit
7. Complete/validate baseline information of the host with help of the volunteer
8. Take the volunteer to hotel after the end of the assignment
9. Arrange debriefing meeting with the host and USAID Mission
10. Assist the volunteer to write end of the assignment report with consolidated recommendations
11. Collect the end of the assignment report from the volunteer

G. Arrangement of volunteer departure

1. Assist the volunteer for departure from the hotel
2. Take the volunteer to the airport
3. Collect mobile with charger and other WI properties (if given) from the volunteer before (S)he starts for home
4. Inform WI HQ about volunteer's departure news
5. Send the End-of-Assignment report, baseline sheet, ODI and debriefing form to WI HQ.

ANNEX E: EXAMPLES OF F2F VOLUNTEER ASSIGNMENT SCOPES OF WORK

E.1 – CNFA/Malawi Horticulture Scope of Work

Date of Submission: 5th April, 2016

Host Organization: Mpamba Fruit Juice Producers Cooperative

Assignment Location: Nkhata Bay

Scope Developed By: Innocent Ngolomi

Assignment PERSUAP Type: 4

Assignment Title	Dates	Objectives
Marketing, Accounting and Costing	July/August, 2016	<ul style="list-style-type: none">• Develop strategies for identifying potential buyers and price negotiations• Training on marketing information management and decision making based on marketing information• Develop pricing/costing system• Develop and maintain a basic but efficient accounting

I. Desired Qualifications of Volunteer

- Experience in accounting and costing for developing cooperative enterprise
- Extensive experience in working with rural agricultural cooperatives/associations
- Experience and knowledge of marketing processed agricultural products
- Background in small scale marketing
- Experience leading training sessions with adult learners with varying degrees of comprehension and potential illiteracy
- Prior experience working with agribusinesses or farmers in Africa strongly preferred
- Must be citizen or permanent resident of the US

II. Background

Mpamba Fruit Juice Producers' Cooperative is a group of 22 farmers who process different fruits such as mango, orange, tangerines, baobab and pineapple into juice. Mpamba Fruit Juice Producers' Cooperative started in 2001 when the local agriculture office initiated different programs focusing on irrigation and livestock. The cooperative owns an electric and manually operated fruit juice processing machines. Initially, the group was struggling to produce high quality fruit juice. Their fruit juice had a shelf life of just one week without refrigeration, compared to other fruit juices in the chain stores that will stay good for months without refrigeration.

In 2015, the group benefited from Farmer-to-Farmer volunteer who trained them in fruit juice

processing. The training resulted in an improvement in shelf life and quality of their juices.

III. Issue Description

Mpamba Fruit Juice Producers Cooperative, mostly sell their fruit juice through both formal markets such as hotels and restaurants and informal markets, such as local vendors and to households. Since the establishment of their business, Mpamba group has never been trained in marketing, accounting and costing to manage their business effectively. The lack of expertise in these areas makes it difficult to track the production costs, operating costs and pricing of the product price in order to know which product is the most profitable. The group is seeking volunteer technical expertise through the Farmer-to-Farmer program to train them on accounting, costing and marketing.

IV. Deliverables

- Training beneficiary report
- Trip report
- Participants list
 - CNFA's Training Beneficiaries Report, Trip Report and Participant list. These documents must be completed no later than a week after assignment and preferably before the last day on assignment.

V. Desired Outputs / Outcomes

Desired Outcomes	Desired Impacts
<ul style="list-style-type: none"> • Improve accounting and costing system • Improve marketing skills at both individual and cooperative level 	<ul style="list-style-type: none"> • Increase in total sales and profits of the business • Efficient accounting/ costing system developed and sustained

VI. Itinerary for assignment – Marketing, accounting and costing

Day	Activity
Day 1	<p>Pick up volunteer at Kamuzu International Airport</p> <p>Give welcome packet to volunteer</p> <p>Volunteer exchanges money and purchases items that s/he might need</p> <p>Volunteer checks in at Cluny lodge (Booking already done by field staff)</p>
Day 2	<p>Volunteer is picked up from Cluny Lodge and is brought to CNFA offices</p> <p>Briefing is conducted by field staff, Volunteer is given an overview of the assignment at CNFA offices</p> <p>CNFA coordinator escorts volunteer to Nkhata Bay, approximately a six hour drive.</p> <p>Volunteer checks in at Njaya Lodge.</p>

Day 3	<p>Volunteer is welcomed and introduced to Mpamba Fruit Juice Producers Cooperative</p> <p>Volunteer shares notes with Mpamba. The aim of this is for the volunteer to have a clear understanding of what Mpamba does and what they want. Then make any initial suggestions for modifications to the assignment, if applicable.</p> <p>Volunteer is oriented on how Mpamba Fruit Juice Producers Cooperative operates, its objectives, values, missions, suppliers, accounting and costing system, potential markets, constraints/problems and methods of approach in dealing with those problems.</p>
Day 4	<p>Volunteer evaluates the understanding of the participants on what accounting and record/costing is</p> <p>Volunteer discusses with the group the advantages of accounting and costing</p> <p>Volunteer outlines the basic systems of business accounting and pricing strategies and how to apply that to their business</p>
Day 5 and 6	<p>Train the host how to prepare income statements</p> <p>Train the host how to determine prices of a processed product (juice) in different packages</p> <p>Volunteer demonstrate how profits and losses are calculated in a business</p>
Day 7	A volunteer gives a comprehensive summary on accounting and costing
Day 8	<p>Volunteer transitions the lesson into marketing of their product</p> <p>Volunteer evaluates the understanding of the participants on what marketing and a marketing plan is.</p>
Day 9	<p>Volunteer outlines the basic structure of a marketing plan and how to apply the marketing mix to their business.</p> <p>Volunteer discusses with the cooperative members on the various market outlets available at present (SWOT)</p>
Day 10	<p>Volunteer discuss market analysis techniques for the cooperative as they scan the business environment for opportunities to target</p> <p>Tour the local markets to view the general characteristics and requirements of the market.</p> <p><i>If possible help Mpamba talk to viable buyers</i></p>
Day 11	Volunteer summarizes entire assignment and presents recommendations to the cooperative and a to-do list for the next few weeks/months
Day 12	<p>Volunteer checks out of Njaya Lodge</p> <p>F2F coordinator conducts a debriefing at host level.</p> <p>Volunteer travels back to Lilongwe with the coordinator</p> <p>Volunteer checks in at Cluny Lodge in Lilongwe</p>
Day 13	<p>Volunteer is picked up by CNFA driver from Cluny Lodge to the CNFA offices for a debriefing meeting in the morning.</p> <p>Volunteer finishes off and submits trip reports and other debriefing documents.</p>
Day 14	Volunteer is picked up from Cluny Lodge and escorted to Kamuzu International Airport

IV. Volunteer Preparation:

The month of July is usually cool in Malawi; volunteers are encouraged to bring warm clothes. Please reference the country book for Malawi to get temperature information.

CNFA-F2F assignments require some pre-departure preparation by the volunteer, since time in country is limited. Please consult with your CNFA HQ coordinator or field staff for any information or assistance you need to properly prepare for your assignment. Needed materials can be discussed with in-country staff, via e-mail, prior to departure.

CNFA will work with the volunteer to ensure training materials are available where possible, please be in touch with the country director and/or program coordinator regarding the availability of specific training materials.

For specific medical and packing recommendations, please see the CNFA Country Briefing Manual, CNFA F2F Volunteer Manual, and medical information sheet. It is encourage that you do some climate research for proper packing. Due to a diversity of climatic zones in country, we advise that volunteers look up a 10 day forecast for the closest city in the region of your assignment and plan accordingly.

Accommodations:

While in Lilongwe, volunteers stay at the Cluny Lodge. The lodge is located near the center of the city and it is near the CNFA office, about 10 minutes by car. The lodge is owned and operated by two expatriates from Zimbabwe who also live on the premises.

Cluny Lodge offers modest accommodation and are equipped with all modern amenities including 24 hour internet, for a fee. Website: www.Clunylodge.net

Cluny Lodge reviews: http://www.tripadvisor.com/Hotel_Review-g293811-d1173106-Reviews-Cluny_Lodge-Lilongwe.html

While in Nkhata Bay, the volunteer will stay at Njaya Lodge on the shore of Lake Malawi. The lodge is modern and clean.

Hotel website www.njyalodge.com

IV. Outreach:

CNFA requests each volunteer to complete outreach activities after returning from an assignment. Volunteer outreach helps foster cultural understanding and spreads the word about US international development efforts. Outreach activities include any conversations you have about your project, newspaper articles, presentations, social media posts, or other events. Please keep this in mind during your project, and ensure that you are taking notes to correspond with photographs, meetings, or notable activities. Your Washington DC coordinator will follow up with you both during debriefing and again several months after your assignment is completed to get an update of your outreach efforts.

V. Additional Information

Country Office Address
Evelyn Court Unit 1, Area 13/80 P.O Box 31160, Lilongwe 3, Malawi
Country Contacts

Rodrick Chirambo, Country Director Farmer-to-Farmer Program Malawi 00 265 (0) 1 770 229 [office tel.] 000 265 (0) 888 855 258 [mobile] rchirambo@cnfamw.org	Mwayi Sinda , Program Coordinator Farmer-to-Farmer Program Malawi 00 265 (0) 1 770 209 [office tel.] 000 265 (0) 995 483 034[mobile] msinda@cnfamw.org
Host Organization	
Host Name: Mpamba Fruit Juice Producers Cooperative	
Host Address: C/O World Vision, P.O.Box 610, Mzuzu	
Host Contact: Melina Phiri, Mr.Chiziwa	
Contact Email:N/A	
Contact Phone Number: Melina Phiri	0888 192 969
Mr.Chiziwa	0884 325 829
Host Gender: Joint	
Host Website if Applicable: N/A	
Previous Volunteers who Visited the Host (access to documents from the assignments listed below is available by contacting the Program Officer in DC)	
Volunteer Name: XXXXXX	
Assignment Name: Fruit Juice Processing	
Year Visited: 2015	
Volunteer Email: XXXXXXXX	
Assignment Logistics	
Hotel Name: Njaya lodge	
Hotel Location: Nkhata Bay	
Hotel Website: www.njayalodge.com	
Level of Exertion (please make note of any assignment characteristics for consideration, long walking required, steep climbs, etc)	

Annex – Site Photos (photo of the crop fields, surrounding landscape, key infrastructure, accommodation)

E.2 – ACDI/VOCA/Ghana Group Dynamics and Organizational Strengthening Scope of Work

I. Assignment Information:

- a. **Assignment #:** FIELD#: GHA-FY15-094 **HQ#:**
- b. **Assignment Title:** Group Dynamics and Organizational Strengthening
- c. **Country Project Plan:** Staple Crops
- d. **Project Location:** Nsikaa **Country:** Ghana **Region:** West Africa

Asante Akim North district with its capital Agogo is situated at the Eastern part of the Ashanti region. It is one of the 30 districts in the Ashanti region of Ghana. Its eastern boarder forms part of the regional boundary dividing the Ashanti and Eastern Regions. Agriculture dominates all the other sectors of the economy in terms of employment and employs about 68.2% of the population. The agricultural sector is made up of both crop production and livestock rearing. The district lies within the semi-equatorial belt characterised by double rainfall, with the majority occurring in July and November. The first rainy season is from May to July and the second spans from September to November. The vegetation is mostly semi-deciduous forest comprising open forest. The rich soil supports cereals, oil palm, cassava, plantain, cocoa and vegetables. Visit (www.ghanadistricts.com) for further information.

- d. **Submission Date of SOW:** December 8, 2015
- e. **Summary of Assignment:**

The Nsikaa Cocoa and Crop Farmers' Association (NCCFA) is an association of maize and rice farmers at Nsikaa, a community located in the Asante Akim North district of the Ashanti region of Ghana. The association was established in 2010 and registered with the Department of Cooperatives on June 2013 with the assistance of the Ministry of Food and Agriculture (MoFA). Maize and rice are the main crops the association members cultivate. The association which started with 21 members, currently has 100 members including nine executives. Two of the executives are women. The group relies on the Ministry of Food and Agriculture (MOFA) for technical support and other services such as inputs and market linkages. Despite support from MOFA, the leaders and members of the association seek to upgrade their skills on association management, record keeping, group dynamics, leadership roles and duties. They are also interested in streamlining their operations to meet the needs of the members. NCCFA is thus requesting F2F volunteer assistance for the support listed above. This skills transfer will enable the leaders to run the association more efficiently, improve upon their membership, and help them to render efficient services to their members.

- f. **Starting-Ending date of the Assignment:** Start: January 2016
End: 2 weeks after start date

g. Type of Host Organization: Cooperatives and Association

Sub - categories:

1. **Subtype:** Agribusiness
2. **Sector:** Staple
3. **Sub - Sector:** Maize
4. **Legal Status:** Association
5. **Type of Volunteer Service:** Organizational Development
6. **Commodity Chain Activity:** On Farm Production
7. **Previous F2F Assignment:** No

II. Description of Volunteer Assignment:

a. Problem Statement:

The Nsikaa Cocoa and Crop Farmers' Association (NCCFA) has received training on good agronomic practices from MOFA but very little training on group dynamics and organizational strengthening, and record keeping. The association therefore face some challenges in this area. Additionally, the leaders are not very clear on their various responsibilities and roles. To strengthen the association and its operations and increase membership, the leadership request volunteer assistance on group strengthening and organizational management, record keeping and leadership training on roles and responsibilities. The training received through the volunteer assignment will help streamline the operations of NCCFA and enable the leaders to run the association more efficiently and provide improved services to its members.

b. Objectives of the Assignment:

- i. Identify the strengths and weaknesses of NCCFA and train on group dynamics and organizational strengthening
- ii. Train NCCFA leaders on their roles and responsibilities, team work and how to function as a business entity
- iii. Train leaders and members on record keeping and its importance
- iv. Work with the leaders to develop a strategy to increase their membership

c. Assignment Tasks

1) Before leaving the U.S:

- ACDI/VOCA F2F staff design assignments with the assumption of some pre-departure preparation by the volunteer. Actual preparation time will vary, based on the experience of the volunteer, as well as access to information or training resources of the volunteer. ACDI/VOCA relies on the volunteer to assess the tasks outlined in this SOW and to make his or her own judgment about how much and what kind of preparation is needed prior to arriving in Ghana.
- The use of videos, PowerPoint presentations and hands-on activities to emphasize

main points is strongly recommended during the assignment. These should be prepared, as much as possible, in advance of the assignment.

*Please note that if the volunteer identifies any specific materials necessary for the implementation of the assignment, he/she must first receive approval from ACDI/VOCA HQ prior to departure

2) In-country activities and tasks:

- Meet with MoFA to understand their intervention for the association
- Meet with the leaders and members of NCCFA to have a better understanding of the challenges facing the association
- Review the activities of the association to identify weaknesses within the group
- Embark on farm visits to a few selected member farms to understand their farm operations
- Draw up a training plan for the leaders on the assignment objectives
- Train the members and leadership of the association on essential cooperative issues/topics including effective leadership and team working, functioning as a business entity, good record keeping, group dynamics, financial management etc.

3) Deliverables:

A detailed final report containing observations made, training and other capacity building recommendations for improvement and growth by the group **which should be finalized and submitted on the last day of the assignment.**

4) Post Assignment:

- a. Continue as far as possible to communicate with the leadership of NCCFA on any unfinished business that needs further research on the part of the volunteer while back in the home country.
- b. **Outreach.** Upon return to the United States, the volunteer will communicate his/her Farmer-to-Farmer Program experience to the community. Such outreach activities may include talks at groups such as business, religious, educator's groups. Some volunteers have been interviewed on local television or radios and others have published articles in their home-town newspapers. At least two outreach events upon returning to the United States are requested, and the results should be communicated to Katherine Carwile KCarwile@acdivoca.org; Lisa Artuso; LArtuso@acdivoca.org; Mina Lassey MLassey@acdivocaghana.org; and Frank Larbi; flarbi@acdivocaghana.org

III. Indicators for the Evaluation of Impact:

i. Short term:

- Leaders understand their individual roles and responsibilities within the association
- Increased participation of members in activities organised by the leaders of the association
- The association establishes a record keeping system

ii. Long term: NCCFA leaders able to manage the association professionally, and also

develop additional services to members. A higher ODI score after 30 months due to their ability to implement volunteer recommendations.

IV. Volunteer Qualifications and Priorities:

- **Technical Experience:** The volunteer should have at least five years of experience and knowledge in developing farmer-based organizations and cooperative or associations in developing countries. He/she should be able to use the computer efficiently in preparing reports etc. without the assistance of others.
- a. **Writing Skills:** Volunteer should have good report writing skill and with experience in training and transferring hands-on knowledge to adult farmers.
- b. **Country Experience:** Previous working experience in a rural setting of a West Africa or an African country is not essential but an advantage. The volunteer should have the ability to relate to farmers, encourage dialogue of ideas, and collaboratively develop with them their plans. He/she should have an aptitude for working patiently with farmers. **The volunteer should also have an appreciation of living in rural setting since this assignment is rural based.**

V. Availability for Assignment Timing:

January 2016 for approximately 2 weeks.

VI. HOST ORGANIZATION

Name: Nsikaa Cocoa and Crop Farmers' Association (NCCFA)

Coordinator: Ofosu Duodu (MoFA - AEA)

Primary Contact: Kennedy Owusu Amofa (Secretary)

Secondary Contact: S.K Kwakye (Chairman)

Address: P.O. Box 124, Konongo

Telephone: +233 0543433075/244011865

Email: kwameduodu2010@yahoo.com

Assignment Background:

The Farmer-to-Farmer (F2F) Program promotes sustainable economic growth, food security, and agricultural development worldwide. Volunteer technical assistance from US farmers, agribusinesses, cooperatives, and universities helps developing countries to improve productivity, access new markets, and conserve environmental and natural resources. F2F volunteers work with farmers, producer groups, rural businesses, and service providers to develop local capacity necessary to increase food production and rural incomes, expand economic growth, and address environmental and natural resource management challenges. This people-to-people exchange promotes international goodwill, understanding of US foreign assistance programs, and private involvement in development activities.

The assignment is in line with the goal of the Ghana Farmer-to-Farmer (F2F) staple crop strategy, which is to promote sustainable economic growth in the subsector through technical assignments that will result in an increase of farmers' incomes through improved productivity of their cereals and legumes. Staple crops are predominantly grown by smallholder farmers similar to the 100 members of the NCCFA who will benefit from this assignment. Farm holdings of NCCFA farmers are two acres in size and farmers employ traditional farming systems. Maize and rice is the target commodity in this assignment, which is produced predominantly in the Asante Akim district of the Ashanti region of Ghana. Strengthening this association will help boost the production in the area and increase the incomes of the farmers to improve their livelihoods.

VI. Beneficiaries:

- a. Direct beneficiaries: Female: 48
- b. Direct beneficiaries: Male: 52
- c. Indirect beneficiaries: Female: 92
- d. Indirect beneficiaries: Male: 104

VI. Expected Outcomes

a. Expected Results/Impact:

At the end of the assignment, it is expected that the members and leaders of NCCFA would have been strengthened and equipped to function as strong association by adopting volunteer recommendations.

b. Assignment Results/Impact as linked to overall Project Objectives:

This assignment will contribute to increasing agricultural sector productivity and profitability and will also be directly in line with the objective of the Ghana Staple Crop subsector of increasing incomes of smallholders by addressing constraints to increased productivity and strengthening of sector's institutions.

c. USAID regional objectives:

The assignment will contribute to the USAID regional objective of helping to increase the incomes of Ghanaian farmers with services of highly qualified American volunteers. A successful assignment by the volunteer will therefore also contribute to improving the image of US abroad.

VIII. Resources to be contributed by the host

- | | | |
|----------------------------|----------------|-------------|
| i. Interpreter/Translator: | 8 days at site | Cost: \$170 |
|----------------------------|----------------|-------------|

IX. Assignment Logistics

The assignment will be implemented at Nsikaa, located in the Asante Akim district of the Ashanti Region of Ghana. An ACDI/VOCA driver will meet the volunteer at the Kotoka International airport in Accra, Ghana and check him/her into a hotel in Accra. **Lodging at the**

hotel in Accra will be paid for out of the A/V Accra office. ATMs (Visa Card) are fairly reliable in most parts of Ghana. It is however advisable for the volunteer to come with cash to avoid some of the difficulties related to types of service available. Please bring newer bills in \$100 or \$50 denominations as they hold better value locally and are easier to convert.

The volunteer will travel to Nsikaa by road (approximately 4 hours from Accra). The orientation will be held in Nsikaa on the first day of arrival with the NCCFA.

The volunteer will lodge at a Hotel in Agogo and travel to assignment location (approximately 45minutes). The hotel has air-conditioning as well as a restaurant but has no internet facility. The volunteer will be given an internet modem from the A/V office in Accra to use for the assignment. **Please note that the ACDI/VOCA Ghana office has no extra laptops to lend. It is advisable for volunteers to come with their own laptops should they feel that it is necessary for their assignment. Training materials such as markers and flip charts will be made available to volunteers as requested and available. Also note that all volunteers who intend to embark on tours outside of their assignment areas will have to make provisions to pay for the cost of tour guides and transportation. The ACDI/VOCA office will assist in getting the volunteer the safe vehicle to rent.**

The volunteer will be advanced funds to cover his or her M&IE and accommodation and the host will suggest and facilitate meal options for the volunteer as necessary.

At the end of the assignment, the volunteer will travel from Nsikaa to Accra and lodge at the Royal Richester hotel in Accra.

An ACDI/VOCA driver will pick the volunteer up from the hotel in Accra and take him or her to the airport in Accra on the day of departure to the US.

X. Assignment Schedule

- | | |
|------------------|---|
| Day 1: | Arrival in Accra, check-in to hotel, exchange money , receive cell phone, meet staff at ACDI/VOCA's office in Accra for a briefing |
| Day 2 | Travel to Agogo, check-in to hotel |
| Day 3: | Travel to Nsikaa, orientation and familiarization with host |
| Days 4-11 | Work with the host, meet members of NCCFA, MoFA staff, draw training plan and discuss with executives, begin the training |
| Day 12 | Debriefing of volunteer on work-done, observations and recommendations and travel to Accra |
| Day 13 | Go to ACDI/VOCA's office in Accra for debriefing and to finalize the write-up of the final report |
| Day 14 | Depart Ghana |

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APPENDIX 1: The Farmer to Farmer Program

The Farmer-to-Farmer (F2F) Program promotes sustainable economic growth, food security, and agricultural development worldwide. Volunteer technical assistance from US farmers, agribusinesses, cooperatives, and universities helps developing countries to improve productivity, access new markets, and conserve environmental and natural resources. F2F volunteers work with farmers, producer groups, rural businesses, and service providers to develop local capacity necessary to increase food production and rural incomes, expand economic growth, and address environmental and natural resource management challenges. This people-to-people exchange promotes international goodwill, understanding of US foreign assistance programs, and private involvement in development activities.

The F2F Program has the following *strengths*;

- ⇒ Quality, cost effective technical assistance from practical, experienced specialists
- ⇒ Capacity development and technology transfer in focused value chain or sector support area
- ⇒ Citizen diplomacy that establishes long term relations, promotes goodwill, and raises understanding of international development issues.

Worldwide, Farmer-to-farmer program is implemented by eight organizations including ACDIVOCA which implements programs in the West Africa and Europe/Caucasus/Central Asia regions. The F2F program has operated for over twenty years. Volunteer assignments have been quite diverse, assisting different types of host institutions to address a multitude of issues. The vast majority of assignments have had economic objectives, focusing on improving the productivity and competitiveness of agricultural producers, agribusinesses and cooperatives. F2F is funded from the US Farm Bill and allows for work on a broad range of objectives within the agricultural sector. While being demand-driven, volunteer assignments are usually programmed for work in a specific agricultural sub-sector-a commodity value chain (e.g., horticulture, dairy, etc.) or a sector support service (e.g., extension, marketing, financing, input supply, etc.). Volunteer assistance is effectively restricted to demand from within the sub-sector. Even though economic objectives predominate, other objectives are possible. These may include: environmental, social or organizational objectives. Technical assistance is market oriented in order to help farmers respond to market needs in terms of product quality and production timing and volume.

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APPENDIX II: Profile of Christian Cooperative Farmers' Association (CCFA)

The Nsikaa Cocoa and Crop Farmers' Association (NCCFA) is an association of maize and rice farmers located at Nsikaa, a community located in the Asante Akim North district of the Ashanti region of Ghana. The association was established in 2010 and registered with the Department of Cooperative on June 2013 with the assistance of the Ministry of Food and Agriculture (MoFA). Members of NCCFA cultivates mainly maize and rice. The group started with 21

members but currently has 100 members including nine executives who manage the association. Two of the executives are women. The group works with the Ministry of Food and Agriculture (MOFA) for technical support and other services. NCCFA has account with Asokore Rural Bank and Opportunity International Savings and Loans

Vision:

NCCFA's vision is to be a strong farmers' organization that is self-sufficient, self-reliant and able to sustain family life in the rural communities.

Mission:

The mission of the group is to empower members through training in good agricultural practices, knowledge and skills to improve their agribusiness activities and effectively market their produce.

Group's Available logistics:

The association has no office of their own but use the premises of member's house for their meetings.

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APPENDIX III: Description of Ghana and Local Culture

Population:	About 24 million
Major religion:	Christianity (approximately 70%) and Islam (Approximately 15%)
Capital city:	Accra (also largest city)
Legal system:	Constitutional presidential republic
Main languages:	English (official), Twi, Fante, Ga, Ewe, Hausa and Dagbani
Time:	GMT
Electricity:	220 volts, 50 Hz. Flat three-pronged and round plugs are standard.
Currency:	The Ghana Cedi (GHS), divided into 100 Ghana pesewas.
International dialing code:	+233
Emergency numbers:	191 (police), 192 or 999 (fire), 193 (ambulance)
Internet TLD:	gh
Drives on the:	Right

Major Holidays: The major holidays in Ghana for 2015 are shown in the Table below;

Date	Holiday
Thursday, 1 st January, 2015	New Year Day
Friday, 6 th March 2015	Independence Day
Friday, 3 rd April, 2015	Good Friday

Monday, 6 th April 2015	Easter Monday
Friday, 1 st May 2015	May Day
Monday, 25 th May 2015	Africa Day
Wednesday, 1 st July 2015	Republic Day
Monday, 20 th July 2015	Eid-al- Fitr
Monday, 21 st September 2015	Founders day
Wednesday, 23 rd ber, 2015	Eid-al-Adha
Friday, 4 th December 2015	Farmers' Day
Friday 25 th December, 2015	Christmas Day
Saturday, 26 th December, 2015	Boxing Day

Typical Working Hours: The official working period in Ghana is Monday to Friday, from 8.30a.m – 5.30pm with a one-hour lunch break from 12.30pm – 1.30pm. Saturdays and Sundays are free week-end days. Weddings, funerals and similar social activities are held over the week-ends. Unfortunately, punctuality is not a strict concept and a meeting set for 9am might happen up to one-hour later! This is an aspect of life that can un-ruffle a first time time-conscious volunteer.

Greetings: No matter where you are in the country, Ghanaians are openly friendly and commonly approach a stranger to start a conversation. “Akwaaba”, “Amaraaba”, “Woezor” all mean “Welcome to Ghana! This will normally be followed by “I want to take you as a friend”. Volunteers will also find that a common greeting or cheer is “*Obron!*” which translates as “white person” or “foreigner”. There is no offence meant and it is usually followed by a warm welcome or childish smile.

Clothing: In general there is no dress code to abide by in the cities and big towns. The dress code for most places and offices is formal but a few others including banks require dressing up in full suit and tie for work and corporate events, cocktails and receptions. Even though women are encouraged not to wear shorts or short skirts this notion is becoming more and truer in villages. Black and red colored attire is usually for mourning.

Business Etiquette/Cultural Tips: English is the official language in Ghana, though there are over 50 local languages. Twi is the most widely spoken local language and many phrases are quite easy to learn. Volunteers who try their tongue at locally spoken language will find that the response by the locals is well worth the effort. There are a few specifics in cultural etiquette that are imperative to know but the under-listed are general ones that cut across locations:

- Extending an invitation to someone in Ghana insinuates you are paying.
- When greeting a group of people, handshakes go from right to left.
- It is expected that any visitor is offered a glass of water as a common courtesy.

- Vigorous drumming and dancing characterizes both happy and sad occasions and dominant dress colors are the easiest way to differentiate between them.

Tipping in Restaurants: Tipping is not expected. A few cedis for taxi drivers, porters and tour guides is appropriate, but tipping in restaurants is not common.

Agriculture:

About 136,000 km² of Ghana's land, covering approximately 57 percent of the country's total land area of 238,539 km² is classified as "agricultural land area" out of which 58,000 km² (24.4 percent) is under cultivation and 11,000 hectares under irrigation. About 60 percent of all farms in the country are less than 1.2 hectares, 25 percent are between 1.2 to 2.0 hectares with a mere 15 percent above 2.0 hectares, and the mean farm size is less than 1.6 hectares. Small and medium size farms of up to 10.0 hectares account for 95 percent of the cultivated land (SRID, 2001).

Ghana's farming systems vary with agro-ecological zones. However, certain general features are discernible throughout the country. The bush fallow system prevails wherever there is ample land to permit a plot to be rested enough to recoup its fertility after one to three years' cultivation. Staple crops are often mixed-cropped while cash crops are usually mono-cropped. In the forest zone, tree crops are significant with cocoa, oil palm, coffee and rubber being of particular importance. The food crops in this area are mainly inter-cropped mixtures of maize, plantain, cocoyam and cassava. The middle belt is characterized by mixed or sole cropping of maize, legumes, cocoyam or yam, with tobacco and cotton being the predominant cash crops. Cotton and tobacco are also important in the northern sector, where the food crops are mainly sorghum, maize, millet, cowpeas, groundnuts and yam. Rice is important in all the zones. Although the majority of rural households keep some sort of livestock, livestock farming is adjunct to crop farming. Poultry predominates in the south, while cattle production is concentrated in the Savannah zones. Sheep and goat production is generally widespread throughout the count.

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APPENDIX IV

Overseas Office Contact Information:

ACDI/VOCA - Ghana

Office Address: Space B7/11, A&C Business Plaza, East Legon
P.O. Box KD 138, Kanda-Accra, Ghana
Telephone: (233) 302 520231/2

ACDI/VOCA- Ghana Volunteer Program team and their Contacts:

1. Mina Lassey, Country Director

Email: mlassey@acdivocaghana.org
Tel: 233-544341918

2. Frank Larbi, Project Officer
Email: flarbi@acdivocaghana.org
Tel: 233-249 718032
3. Cornelia Afranie Boachie, Program Assistant
Email: cnkodjo@acdivocaghana.org
Tel: 233- 0262 962 363

ACDI/VOCA-Washington D.C Contacts

1. Diana Shipman, Recruiter
Volunteer Program
Tel: (202) 469-6182
E-mail: DShipman@acdivoca.org
2. Katherine Carwile, Recruitment Assistant
Phone: +1 202-469-6218
Fax: +1 202-469-6257
Email: KCarwile@acdivoca.org
3. Lisa Artuso, Project Coordinator
Tel: (202) 469-6054
E-mail: LArtuso@acdivoca.org

E.3: Land O'Lakes/Lebanon F2F: Marketing Strategy Scope of Work

I. ASSIGNMENT INFORMATION

A. Assignment Number	L-057
B. Duration	15 Days
C. Location	
Country	Lebanon
Region(s)	Tyre, South Lebanon
D. Submission Date of SOW	August 27, 2015
E. PERSUAP Type*	3
F. Proposed Start Date	ASAP

II. DESCRIPTION OF VOLUNTEER ASSIGNMENT

A. Problem Statement

The host organization is a Lebanese non-profit making, apolitical and non-denominational NGO working mainly in South Lebanon. After the support of the public and private sector since it was established, the host designs and delivers environmentally-friendly projects meeting the needs of the local community. The agriculture center of the host organization is currently producing compost in order to be used as an environmentally friendly “fertilizer” for crops. Few farmers have a good understanding on the importance of using compost for their agriculture production, which explains the low demand on such product. Thus the host organization is requesting a volunteer consultant to help them in developing a marketing strategy that will highlight the importance of using compost which will improve its marketability.

B. Scope

The agriculture center of the host organization is providing agriculture services for the farmers in the region such as extension services, trainings, etc. In 2006, they started producing “Compost” mainly from banana trees wastes, to be sold to farmers due to its high benefits in agriculture such as:

- Increase soil water holding capacity and reduce runoff
- Beneficial micro-organisms to improve soil quality
- Addition of humus and organic matter
- Improve soil tilth

Unfortunately, these benefits are not fully disseminated to farmers who still don't fully understand its importance. As such, the host organization is in need for a marketing plan that will highlight the benefits of using compost which will help in increasing its marketability along with better agriculture production.

Thus the host organization is requesting a volunteer expert in marketing with a background in agriculture and compost in order to assist the host in creating a successful marketing plan, for their locally produced compost.

C. Objectives of the Assignment

The objective of the assignment is to:

- Create a marketing strategy for compost production
- Provide ideas to educate farmers on the benefit of using this product

D. Host Profile

The Association for the Development of Rural Capacities (ADR) is a Lebanese non-profit making, apolitical and non-denominational NGO working mainly in South Lebanon.

ADR's mission is to help and empower disadvantaged people through social and economic development projects. As such, ADR plans and delivers projects tailored to the expectations and needs of local residents. The main areas of activity are in developing human resources, boosting economic capacity and supporting civil society organizations.

Thanks to the constant support from the public and private sector since it was established, ADR designs and delivers environmentally-friendly projects meeting the needs of local communities through four main programs:

- Micro-credit
- Sustainable agriculture
- Vocational training
- Social development and Decentralized Cooperation

E. Assignment Tasks

1. US-based. The volunteer is encouraged to bring any media or training materials such as manuals, journals, literature, DVD/video that will serve as good resource materials for training and for the library of the host organizations and Land O'Lakes office in Lebanon.
2. In-country activities/tasks. The volunteer will complete the following activities in-country:
 - a. Attend orientation meeting at Land O'Lakes Beirut Office;
 - b. Meet with the host organization for an overview of the constraints being faced
 - c. Visit the host organization composting site to check the product
 - d. Visit farmers in the region and agriculture input supplier if needed to become familiar with the available agriculture inputs and current agriculture situation
 - e. Work with the host organization on setting up a marketing plan for the produced compost
 - f. Provide recommendations to the F2F Program staff on potential follow-up assignment with the hosts
 - g. Write a final report summarizing observations and recommendations, as well as follow-up plans. The final report is discussed in the section on deliverables below.
 - h. Attend a debriefing session with F2F Lebanon Country Director and host organization staff members to provide feedback and discuss the recommended future plans to follow up on volunteer recommendations and capture impact.
3. Deliverables. Each volunteer must submit a Final Report to the F2F Program, which includes the following sections:
 - a. A summary of tasks and observations from site visits
 - b. A list of 5-7 specific and actionable recommendations for the host organization(s): The recommendations are very important to the program as we use

them to track host adoption of recommendations and the impact on hosts' farms and businesses. These recommendations will be reviewed during the debriefing session with country staff at the end of the assignment and the volunteer may make revisions to them in their Final Report

c. A section listing the assignment objectives above and how they were met or why they were not met

F. Outreach

Upon return to the United States, the volunteer is requested to communicate his or her F2F experience. Outlets to share the volunteer experience include home groups (e.g., civic and religious groups, professional associations, etc.), workplace presentations, local newspapers, community or workplace newsletters, personal blogs and social media sites. It is important to give recognition to USAID for funding F2F. At least two outreach events are requested and should be communicated to Sadie Paschke at spaschke@landolakes.com and Diane Bruns at dmburns@landolakes.com. Volunteers will receive occasional surveys requesting information about completed outreach activities during each period.

G. Indicators for the Evaluation of the Impact

1. New or improved products and services
2. Organizational development index
3. Number of beneficiaries

H. Volunteer Qualifications:

The recruited volunteer is expected to have the following skills and qualifications:

- Educational Background: Have a degree in Marketing
- More than 10 years of practical knowledge and experience in marketing agricultural product, focusing on compost (highly preferred)
- Training Skills, including training in group settings.
- Good writing and computer skills
- Sufficiently physically fit, with appropriate medical clearance.
- Familiar with conducting trainings through translators/interpreters

I. Anticipated Assignment Schedule

Date	
Day 1	Depart USA
Day 2	Arrival and pick-up from Rafic Hariri International Airport in Beirut. Transfer to Jal el Dib Region
Day 3	Orientation at F2F Lebanon office in Jal el dib and then the volunteer expert is taken to South Lebanon to meet the host
Day 4	Field visit to the host composting site
Day 5-6	Field visit to farmers and input suppliers for an overview on the agriculture situation
Day 7-12	Work with the host organization on developing the market strategy
Day 13	Presentation of the marketing strategy to the host staff

Day 14	Report Preparation Day, complete with specific and actionable recommendations for the host. Final debriefing session with F2F team
Day 15	Depart to USA

J. Host Contact Information

Host Name	Association for the Development of Rural capacities
Type of Organization	NGO
Primary Contact	Hiba Fawaz
Address	Tyre, Carthage street, Ezzeddine Building, 1st floor
Tel./Mobile	+961 3 542170
E-mail	hiba.fawaz@adr.org.lb
Website	

The host will be glad to communicate with the volunteer ahead of time to better organize the training schedule and other possible pending issues and training requirements. Our new F2F Mentor Cloud platform is a great space for collaboration. All volunteers will be invited to this network.

III. BENEFICIARIES

- A. Number of Direct Female Beneficiaries: 10
- B. Number of Direct Male Beneficiaries: 20
- C. Number of Indirect Female Beneficiaries: 50
- D. Number of Indirect Male Beneficiaries: 100

IV. EXPECTED OUTCOMES

By the end of this assignment, we anticipate the following outcomes:

- A. New marketing strategy developed
- B. Promotional ideas generated
- C. Improved host organization compost sales

V. RESOURCES TO BE CONTRIBUTED BY THE HOST ORGANIZATION

- | | | | |
|--------------------|---------|------------------|-----------|
| A. Drivers: | 10 days | Estimated Value: | \$300.00 |
| B. Interpreter: | 10 days | Estimated Value: | \$3500.00 |
| C. Lodging: | 0 days | Estimated Value: | \$0.00 |
| D. Meals: | 5 days | Estimated Value: | \$60.00 |
| E. Transportation: | 10 days | Estimated Value: | \$300.00 |

VI. FINANCIAL INFORMATION

- | | | | |
|-----------------|--------------------------|-------|--------|
| A. Lodging: | 3 days in Beirut | Cost: | \$300 |
| | 11 days in South Lebanon | Cost: | \$1100 |
| B. M&IE: | 15 | Cost: | \$840 |
| C. Interpreter: | 0 days | Cost: | \$0 |

VII. ASSIGNMENT LOGISTICS

- A. Lodging

Beirut Hotels: we have several 4 stars hotel choices, depending on the availability, all of which contain single or double beds with a private bathroom, Internet, and laundry services. Breakfast is provided.

South Lebanon Hotels: we have limited 4 stars hotel choices, depending on the location, and all of which are single or double bed rooms with private bathroom, with internet, and laundry services. Breakfast is provided.

A. Transportation

During Office hours, Land O'Lakes driver will pick up the volunteer upon his/her arrival at the Beirut airport, otherwise a Taxi from the hotel will be booked and waiting for the volunteer to transfer him/her to the hotel. The volunteer will be visiting the field by the host organization vehicles and will be staying at hotels, or guest houses.

B. Materials Needed for the Assignment

The volunteer can bring whatever materials needed for the implementation of the assignment. Expenses incurred for materials which are not donated to the project as match, must be pre-authorized by the Project Coordinator in order to be a reimbursable expense.

VIII. F2F MENA PROJECT DESCRIPTION

The Middle East and North Africa (MENA) economies depend heavily on agricultural production, processing, and associated industries. Although many of the countries in the region have optimal growing conditions, the region as a whole imports most of its food. With a strategic focus and the right technical assistance, MENA farmers can leverage favorable agro-climatic conditions, physical proximity to key markets, and counter-seasonal production potential to reach higher value export markets, increase domestic market share, and boost their profits.

To ensure that safer foods reach markets in Lebanon, Land O'Lakes International Development is leading a five-year, \$8 million Farmer-to-Farmer (F2F) program. This program is active in Lebanon and Egypt. In partnership with the International Executive Service Corps (IESC), Land O'Lakes will mobilize 190 volunteers to complete 270 assignments, which will be specifically designed to enhance food safety and quality, and increase access to rural finance. F2F MENA will directly assist nearly 10,150 beneficiaries across the region. Funded by USAID, F2F initiatives generate rapid, sustained and broad-based economic growth in the agricultural sector. These programs also promote international goodwill, an understanding of US foreign assistance programs, and private involvement in development activities.

Since 1987, Land O'Lakes has sent more than 1,300 US highly-qualified volunteers—including nearly 150 of our own staff and cooperative members — on people-to-people exchanges in 27 countries. As a quality-driven food company, Land O'Lakes is uniquely positioned to drive improvements in food safety and quality assurance by offering a broad range of agricultural technical expertise on a voluntary basis, including improved agri-business management, environmental conservation, improved policy and regulatory regimes, and production and post-harvest activities.

*Persuap Types:

- **Type 1:** The volunteers will likely be required to provide recommendations for specific pesticides (AIs and/or products).
- **Type 2:** The volunteers may encounter issues involving pesticide storage,

disposal, application, safe use, etc. and may have opportunities to provide information and advice on safe use of pesticides. But they would not be expected to provide recommendations for specific pesticides.

- **Type 3:** For volunteers whose tasks typically would not involve pesticides, such as those volunteers involved with institutional strengthening, business plan development, training in financial management, etc.

- **Type 4:** For volunteers who will be working directly on another USAID project. These volunteers will be covered by that project's PERSUAP or IEE and depending on the assignment, may be expected to provide recommendations for specific pesticides.

Reference: *Farmer to Farmer programmatic PERSUAP – Pesticide evaluation report and safer use action plan, December 2013)*

ANNEX F: VOLUNTEER DATABASE INFORMATION

Information in individual implementing organization volunteer databases varies. The following table was used by F2F implementing partners as the common database for individuals wishing to register interest with all implementing partners. Following submission of this data, the individual implementers would likely follow up to obtain more details, as may be required.

Information for Common Registry of Interest in F2F Volunteer Program Service Opportunities

Name:	
Gender: (Mr. / Ms.)	
Address:	
Telephone No:	
Cell phone No. (if any)	
Email address (if any):	
Citizenship:	
If not a US citizen, are you a permanent resident?	
Place of Birth:	
Date of birth:	
Education highest degree obtained:	
Field of study for highest degree:	
Other major training/education:	
Principle occupation:	
Current employer:	
Work experience (brief summary):	
Special skills (brief summary):	
Language skills:	
Overseas experience (countries and work experience):	
Availability – Time period:	
Availability – Maximum duration of assignment	
Availability – Country or region preference	

ANNEX G: ORIENTATION MATERIALS EXAMPLES

G.1: Land O'Lakes Briefing Book Table of Contents for MENA F2F Program

Scope of Work
Briefing Notes
USAID Environmental Guidelines
Contact List
Doctor's Statement
Medical Evacuation Insurance
Map
Hotel Information
Per Diem Information
Contact List & Phone Information
Expense Report
Final Report Format
Country Info/Security/Travel Tips
Public Outreach Resources
Miscellaneous

G.2: ACDI/VOCA Ghana Orientation Materials

Assignment Logistics

The assignment will be implemented in Tamale, located in the Northern region of Ghana. An ACDI/VOCA driver will meet the volunteer at the Kotoka International airport in Accra, Ghana and check him/her into a hotel in Accra. **Lodging at the hotel in Accra will be paid for out of the A/V Accra office. ATMs (Visa Card) are fairly reliable in most parts of Ghana. It is however advisable for the volunteer to come with cash to avoid some of the difficulties related to types of service available. Please bring newer bills in \$100 or \$50 denominations as they hold better value locally and are easier to convert.**

The volunteer will travel to Tamale by air and the orientation will be held in Tamale on the first day of arrival with YEMFU.

The volunteer will lodge at a hotel in Tamale. The hotel has air-conditioning and a restaurant. The volunteer will be given an internet modem from the A/V office in Accra to use for the assignment. **Please note that the ACDI/VOCA Ghana office has no extra laptops to lend. It is advisable for volunteers to come with their own laptops should they feel that it is necessary for their assignment. Training materials such as markers and flip charts will be made available to volunteers as requested and available. Also note that all volunteers who intend to embark on tours outside of their assignment areas will have to make provisions to pay for the cost of tour guides and transportation. The ACDI/VOCA office will assist in getting the volunteer the safe vehicle to rent.**

The volunteer will be advanced funds to cover his or her M&IE and accommodation and the host will suggest and facilitate meal options for the volunteer as necessary.

At the end of the assignment, the volunteer will travel from Tamale to Accra and lodge at the Royal Richester hotel in Accra.

An ACDI/VOCA driver will pick the volunteer up from the hotel in Accra and take him or her to the airport in Accra on the day of departure to the US.

Assignment Schedule

Day 1: Arrival in Accra, check-in to hotel, **exchange money**, receive cell phone, meet staff at ACDI/VOCA's office in Accra for a briefing

Day 2 Travel to Tamale

Day 3: Orientation and familiarization with host

Days 4-10 Work with the host, meet members of YEMFU, PAS staff, draw and implement training plan and with leaders

- Day 11** Debriefing of volunteer on work-done, observations and recommendations
- Day 12** Travel to Accra
- Day 13** Go to ACDI/VOCA's office in Accra for debriefing and to finalize the write-up of the final report
- Day 14** Depart Ghana

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APPENDIX 1: The Farmer to Farmer Program

The Farmer-to-Farmer (F2F) Program promotes sustainable economic growth, food security, and agricultural development worldwide. Volunteer technical assistance from US farmers, agribusinesses, cooperatives, and universities helps developing countries to improve productivity, access new markets, and conserve environmental and natural resources. F2F volunteers work with farmers, producer groups, rural businesses, and service providers to develop local capacity necessary to increase food production and rural incomes, expand economic growth, and address environmental and natural resource management challenges. This people-to-people exchange promotes international goodwill, understanding of US foreign assistance programs, and private involvement in development activities.

The F2F Program has the following ***strengths***;

Quality, cost effective technical assistance from practical, experienced specialists
Capacity development and technology transfer in focused value chain or sector support area
Citizen diplomacy that establishes long term relations, promotes goodwill, and raises understanding of international development issues.

Worldwide, Farmer-to-farmer program is implemented by eight organisations including ACDIVOCA which implements programs in the West Africa and Europe/Caucasus/Central Asia regions. The F2F program has operated for over twenty years. Volunteer assignments have been quite diverse, assisting different types of host institutions to address a multitude of issues. The vast majority of assignments have had economic objectives, focusing on improving the productivity and competitiveness of agricultural producers, agribusinesses and cooperatives. F2F is funded from the US Farm Bill and allows for work on a broad range of objectives within the agricultural sector. While being demand-driven, volunteer assignments are usually programmed for work in a specific agricultural sub-sector-a commodity value chain (e.g., horticulture, dairy, etc.) or a sector support service (e.g., extension, marketing, financing, input supply, etc.). Volunteer assistance is effectively restricted to demand from within the sub-sector. Even though economic objectives predominate, other objectives are possible. These may include: environmental, social or organizational objectives. Technical assistance is market oriented in order to help farmers respond to market needs in terms of product quality and production timing and volume.

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APPENDIX II: Profile of Yemyoliya Food Farming and Marketing Union (YEMFU)

The Yemyoliya Food Farming and Marketing Union (YEFMU) is an association of farmers based in the Tamale Municipal of the Northern region of Ghana. The association was formed in 2008 with the assistance of Association of Church Based Development (ACDEP) NGO. This was done during the implementation of the Farmer Production and Marketing Program funded by Interchurch Cooperative Development Cooperation (ICCO). YEMFU was registered with the department of cooperatives in 2009. The association currently has 2,500 members located in 60 communities of which 54 percent are women. Members of the association cultivate mainly maize and soybean as their major crops. The farmers cultivate under rain-fed conditions on an average of two acres of farmland per member. YMFU has 11 representatives from the total membership who constitute the secondary farmer based organization (SFBO). The SFBO is the managerial body that manages and coordinates the activities of the entire cooperative. YEMFU has five main committees which assist with the management of the organization. These committees are production, marketing, credit, monitoring, advocacy and education/training committee. Five members each are selected from the SFBO to form the various committees. These committees facilitate the provision of services such as agronomic trainings and technology transfer, marketing of member's produce and credit from the financial institutions. The activities of YEMFU are currently coordinated by Presbyterian Agricultural Service, a local NGO implementing the FOAVAC project funded by Alliance for Green Revolution in Africa (AGRA). The project has set up an office for the association and engaged the services of a manager stationed in the community to assist the association. The FOAVAC project employs and pays the managers for the associations. The manager is responsible for working with the leaders of the groups to manage the association, provide mentoring and coaching to the leaders. The long term plan is for the associations to maintain the managers or employ managers of similar capacity as the groups become sustainable in terms of revenue generation to pay them to continuously provide managerial and administrative support.

Vision: YEMFU's vision is to be a strong farmers' organization that is self-sufficient, self-reliant and able to sustain family life in the rural communities.

Mission: The mission of the group is to empower members through training in good agricultural practices, knowledge and skills to improve their agribusiness activities.

Marketing: The association sells their produce together. The main client for the YEMFU is Savannah Marketing Company Limited (SFMC) and Gundaa Produce Enterprise.

Bank: YEMFU generates income through the marketing activities and membership dues to run the association. TFA operate a savings account with Bonzali Rural Bank.

Group's Available logistics: The cooperative has an office of their own and a manager who manages the office. The office has a computer and printer. YEMFU also has a weighing scale, stitching machine, tarpaulin and warehouse.

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APPENDIX III: Description of Ghana and Local Culture

Population:	About 24 million
Major religion:	Christianity (approximately 70%) and Islam (Approximately 15%)
Capital city:	Accra (also largest city)
Legal system:	Constitutional presidential republic
Main languages:	English (official), Twi, Fante, Ga, Ewe, Hausa and Dagbani
Time:	GMT
Electricity:	220 volts, 50 Hz. Flat three-pronged and round plugs are standard.
Currency:	The Ghana Cedi (GHS), divided into 100 Ghana pesewas.
International dialing code:	+233
Emergency numbers:	191 (police), 192 or 999 (fire), 193 (ambulance)
Internet TLD:	gh
Drives on the:	Right

Major Holidays: The major holidays in Ghana for 2015 are shown in the Table below;

Date	Holiday
Thursday, 1 st January, 2015	New Year Day
Friday, 6 th March 2015	Independence Day
Friday, 3 rd April, 2015	Good Friday
Monday, 6 th April 2015	Easter Monday
Friday, 1 st May 2015	May Day
Monday, 25 th May 2015	Africa Day
Wednesday, 1 st July 2015	Republic Day
Monday, 20 th July 2015	Eid-al- Fitr
Monday, 21 st September 2015	Founders day
Wednesday, 23 rd ber, 2015	Eid-al-Adha
Friday, 4 th December 2015	Farmers' Day
Friday 25 th December, 2015	Christmas Day
Saturday, 26 th December, 2015	Boxing Day

Typical Working Hours: The official working period in Ghana is Monday to Friday, from 8.30a.m – 5.30pm with a one-hour lunch break from 12.30pm – 1.30pm. Saturdays and Sundays are free week-end days. Weddings, funerals and similar social activities are held over the week-ends. Unfortunately, punctuality is not a strict concept and a meeting set for 9am might happen up to one-hour later! This is an aspect of life that can un-ruffle a first time time-conscious volunteer.

Greetings: No matter where you are in the country, Ghanaians are openly friendly and commonly approach a stranger to start a conversation. “Akwaaba”, “Amaraaba”, “Woezor” all mean “Welcome to Ghana! This will normally be followed by “I want to take you as a friend”. Volunteers will also find that a common greeting or cheer is “*Obroni!*” which translates as “white person” or “foreigner”. There is no offence meant and it is usually followed by a warm welcome or childish smile.

Clothing: In general there is no dress code to abide by in the cities and big towns. The dress code for most places and offices is formal but a few others including banks require dressing up in full suit and tie for work and corporate events, cocktails and receptions. Even though women are encouraged not to wear shorts or short skirts this notion is becoming more and truer in villages. Black and red colored attire is usually for mourning.

Business Etiquette/Cultural Tips: English is the official language in Ghana, though there are over 50 local languages. Twi is the most widely spoken local language and many phrases are quite easy to learn. Volunteers who try their tongue at locally spoken language will find that the response by the locals is well worth the effort. There are a few specifics in cultural etiquette that are imperative to know but the under-listed are general ones that cut across locations:

- Extending an invitation to someone in Ghana insinuates you are paying.
- When greeting a group of people, handshakes go from right to left.
- It is expected that any visitor is offered a glass of water as a common courtesy.
- Vigorous drumming and dancing characterizes both happy and sad occasions and dominant dress colors are the easiest way to differentiate between them.

Tipping in Restaurants: **Tipping** is not expected. A few cedis for taxi drivers, porters and tour guides is appropriate, but tipping in restaurants is not common.

Agriculture:

About 136,000 km² of Ghana's land, covering approximately 57 percent of the country's total land area of 238,539 km² is classified as “agricultural land area” out of which 58,000 km² (24.4 percent) is under cultivation and 11,000 hectares under irrigation. About 60 percent of all farms in the country are less than 1.2 hectares, 25 percent are between 1.2 to 2.0 hectares with a mere 15 percent above 2.0 hectares, and the mean farm size is less than 1.6 hectares. Small and medium size farms of up to 10.0 hectares account for 95 percent of the cultivated land (SRID, 2001).

Ghana's farming systems vary with agro-ecological zones. However, certain general features are discernible throughout the country. The bush fallow system prevails wherever there is ample land to permit a plot to be rested enough to recoup its fertility after one to three years' cultivation. Staple crops are often mixed-cropped while cash crops are usually mono-cropped. In the forest zone, tree crops are significant with cocoa, oil palm, coffee and rubber being of particular importance. The food crops in this area are mainly inter-cropped mixtures of maize, plantain, cocoyam and cassava. The middle belt is characterized by mixed or sole cropping of maize, legumes, cocoyam or yam, with tobacco and cotton being the predominant cash crops.

Cotton and tobacco are also important in the northern sector, where the food crops are mainly sorghum, maize, millet, cowpeas, groundnuts and yam. Rice is important in all the zones. Although the majority of rural households keep some sort of livestock, livestock farming is adjunct to crop farming. Poultry predominates in the south, while cattle production is concentrated in the Savannah zones. Sheep and goat production is generally widespread throughout the count.

ANNEX H: WINROCK POST-ASSIGNMENT CALL DEBRIEF CHECKLIST WITH VOLUNTEERS

1. Completed End-of-Assignment Report and thank you letter in field?
 - a. Any follow-up questions?
 - b. Look at their End-of-Assignment report to see how many female participants are listed; Given X women participated, who were they (owners, farmers, workers, etc.)? Did the women participate (e.g. by asking questions?) Do they have suggestions for how to make sure that women and men benefit equitably from F2F?
2. Expense report- do you have any questions? When are you able to send that to me?
3. Outreach activity?
4. Photos? Can you send me 5 of your favorite?
5. Logistics? How did everything go with the flights/hotels? How did everything go in-country?
6. Did you have the right balance of volunteer work and rest? (Try to gauge if the workload matched their interest/stamina or if we scheduled too much/too little work for them; also did we use their time effectively? If not, how can we improve?)
7. **Did the SOW and other info give them a good picture of who they would be working with and the skill/knowledge level of participants? If not, what other info would have been helpful? How can we improve?**
8. **Did they review previous End-of-Assignment reports and if so, was this helpful? Would they have liked to speak with a previous volunteer as well?**
9. Any pre-departure materials or information that you would have liked before your trip?
10. Any advice for improving future assignments/working with the host?
11. Survey- remind to fill out so that we can continually improve our assignments
12. Was Per diem level adequate?
13. Did you meet with USAID staff? If so, what were key points or questions in the discussion?
14. **In their training and technical assistance, what types of activities do they think were most effective? Why?**
15. Potential Outreach Questions to Ask-
 - a. What are your overall thoughts of the assignment/trip?
 - b. What were your impressions of the host & country? What stood out most to you?
 - c. What was the highlight of your assignment/trip?
 - d. Did you see any evidence of immediate changes or impacts with the host?
 - e. What are your hopes for this host? Do you intend to stay in touch with the host?
 - f. How will you share your experience with others, now that you are back in the US?
 - g. Would you be interested in volunteering with Winrock in the future?
16. Are they comfortable if we raise the issues in a sensitive way so we can improve our future planning? (Volunteers may feel their feedback is confidential, so we clarify before raising specific points.

ANNEX I: EXAMPLES OF VOLUNTEER FINAL REPORTS

1.1 – CRS/East Africa F2F Final Report - Taabu Integrated Cooperative Society

1.1 Assignment information

- a) Volunteer Name: **XXXXXXX**
- b) Host Organization: Taabu Integrated Cooperative Society
- c) Assignment: UG 70
- d) Dates of Assignment: 05/03/16-29/03/16
- e) Number of days worked 21

All results below were carried out in the five sites visited in the Buyaga area

1.2.1 Objective 1 in your SOW: Compost Demonstration using local materials

a) Progress with the objective

Five sites were visited and the importance, use, and creation of compost were discussed. We also covered the creation and use of compost tea. The next day each group brought materials from their farms and we made a compost pile as a group

b) Expected impacts/results

Farmers understand the importance of adding compost to their fields and best of all it is free. Farmers showed engagement and a desire to apply to their farms.

1.2.2 Objective 2 in your SOW: Use of intercropping

a) Progress with the objective

Using beans as a nitrogen source, farmers understand its utility. Farmers were shown nitrogen fixation on the roots. The current practice is to harvest by pulling out the plant and processing at the home. They are committed to leaving the roots in the ground and planting beans near other crops.

b) Expected impacts/results

Leave bean roots in the soil

1.2.3 Objective 3 in your SOW: Use of chemical fertilizers

a) Progress with the objective

Fertilizer requirements of beans and maize were covered. We discussed the appropriate amounts and application timing. We covered soil pH and its effect on crops. I demonstrated the measurement and the measured farmers soil pH the second day when they brought samples to the session. We also covered visual deficiency symptoms and corrective action.

b) Expected impacts/results

Better yields by applying fertilizers at the proper time and amount

1.2.4 Objective 4 in your SOW: Introduce minimum tillage

a) Progress with the objective

Minimum tillage was discussed and demonstrated for maize and beans. Two key points were to minimize erosion and maximize soil biological activity. The two methods discussed were using roundup and hoeing to control weeds. We laid out a 100 m2 test area. Planting holes were made using a hoe and a pointed stick. I also demonstrated the spacing for maize/bean intercropping.

c) Expected impacts/results

Many farmers were skeptical as expected. The adopters of this practice are the ones that complained about the price of plowing or hand dug their plots

1.2.5 Objective 5 in your SOW: Create awareness of other soil erosion control measures

a) Progress with the objective

This objective was discussed only with the trainers (there was not enough time/participant energy to cover this with all five farmer groups). Using local grasses and channels to reduce the flow of water across fields was covered. Most farms are located in fairly flat areas and the problem seems to occur during heavy rains where water from the surrounding mountains inundates the area. I was told that years prior the people in the mountains were required to maintain channels to slow the water moving to the flat areas. This practiced stopped decades ago.

b) Expected impacts/results

Trainers can advise members for proper action

1.3 Action Plan

Recommendation	Specific Action	Responsible person	By when
1.Compost (Continue to make compost and apply to their farms)	5 compost piles per group	TOTs, VA, Farmers	May/June 2016
2.Minimum Tillage (Each of the farmers from the 5 groups allocate land for minimum tillage demonstration)	5 farmers per group 1/4 to ½ acre	TOTs, VA, Farmers	April/May 2016
3.Increase soil fertility (Continue with harvest practices demonstrated during the training)	Cut bean stem to keep N in soil 50% of farm area	TOTs, VA, Farmers	June/July 2016
4. Finalize the manual and translate to local language and continue to use it for further trainings	Finalize manual	Simon/Florence	April 7 2016 (follow up with the group to have the manual ready as agreed)

1.4 Number of people Assisted

- a) Through formal training : 0
- b) Through direct technical assistance: 493
- c) Out of these above, number of host staffs 0
- d) Training/assistance by field

Category	Total	Males	Females
Members/ owners	493	214	279
Employees			
Clients/ Suppliers			
Family Members			
Total	493	214	279

1.5 Gender

- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How?

There were male and female political leaders and farmers. Both male and female farmers asked questions and participated in demonstrations.

- b) How might CRS or the host organization improve opportunities for the women in this host or host community? The participation of the women was pretty good, the volunteer suggested some practices adopted back in the USA (having some people to take care of the children as the women attend sessions)

1.6 Value of volunteer contribution in \$ **1233.75**

- a. Hours volunteer spent preparing for assignment: 21 Hours
b. Estimated value of all material contributions volunteer contributed to host during assignment 0

1.7 Value of hosts' contribution in \$ **765.63**

- a) Meals: 0
b) Transportation for participants: \$ 366.82
c) Lodging
d) Translation: \$ 208.33
e) Other (Specify): Training venue : \$ 71.43, Farmer mobilization: \$ 119.05

1.8 Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it. None

1.9 Recommendations for CRS:

Tabu is a dedicated, organized group that was a pleasure to work with. They have a great ability to mobilize farmers and seem to truly care about their members and those outside of their membership.

During the sessions there were questions about pest control on maize, beans, coffee and seed selection. There is an agronomist position being developed and I recommend that the volunteer study and address seed selection. For the future, an IPM volunteer will be useful for the farmers.

1.10 Press Release

FOR IMMEDIATE RELEASE

CONTACT: XXXXXX

Kaneohe Area Volunteer Travels to UGANDA to Share Skills with Local Farmers

Farmer to Farmer program promotes economic growth and

Agricultural development in East Africa

XXXXXX a farmer from **Kaneohe, HI** travelled to **Uganda** for **3** weeks to share his technical skills and expertise with local farmers. His assignment is part of Catholic Relief Services' Farmer-to-Farmer (FTF) program that promotes economic growth, food security, and agricultural development in East Africa.

“THIS WAS A GREAT EXPERIENCE WORKING WITH SMALL FARMERS TO HELP THEM SOLVE ON FARM PROBLEMS. THEY WERE WELCOMING AND APPRECIATIVE OF MY ASSISTANCE. BESIDES, WHERE ELSE CAN YOU PREACH SOIL FROM THE PULPIT,” said XXXX.

Funded by the US Agency for International Development (USAID), the five-year program matches the technical assistance of US farmers, agribusinesses, cooperatives, and universities to help farmers in developing countries improve agricultural productivity, access new markets, and increase their incomes.

In **Uganda**, XXXX worked with **Tabu Integrated Cooperative Society** in **on farm production** training and giving technical assistance to **farmers** to enable them to **reduce soil erosion and enhance soil fertility**. Up to 493 beneficiaries were reached.

XXXX's volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in Ethiopia, Tanzania, Kenya and Uganda. This is the first time CRS has been involved in the 28-year-old Farmer-to-Farmer Program funded by the US Government.

CRS is partnering with five US institutions to tap into the rich diversity of the US agriculture community: the National Catholic Rural Life Conference, Foods Resource Bank, National Association of Agricultural Educators, American Agri-Women, and the University of Illinois' College of Agricultural, Consumer and Environmental Sciences.

The US volunteers will travel to East Africa for anywhere from one to six weeks, their expenses covered by USAID.

“One thing we are certain of is that this program will be beneficial not just to the farmers in East Africa, but also to the volunteers from America,” said Bruce White, CRS' director for the program. “It's going to make the world a little bit smaller for everyone involved.”

For more information, visit farmertofarmer.crs.org

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Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. The agency alleviates suffering and provides assistance to people in need in nearly 100 countries, without regard to race, religion or nationality. For more information, please visit crs.org or crsespanol.org.

1.2 – Winrock/Asia F2F End of Assignment Report - Strengthening Pedagogical Skills of Young Teachers

Volunteer name: XXXXXXXX

Assignment dates: January 2 – 13, 2015 (including travel time- arrival only)

Name of host: Sylhet Agricultural University

Assignment Number: BAN375 – Strengthening Pedagogical Skills of the Young Teachers

Number of Persons Directly Assisted:

Female: 09

Male: 30

Youth: 33

Number of Persons Trained:

Female: 08

Male: 23

Youth: 31

1. Objectives:

The objectives of the assignment were to:

Strengthen the pedagogical capacity of novice faculty.

Develop effective teaching tools and methodologies.

Develop effective strategies and techniques to evaluate students' performance.

2. Activities and assistance:

This activity started in USA with the announcement to train young university instructors in best and appropriate agricultural education practices. With 15 years of teacher education experience from South Africa, as well as my USA and other international locations education and experiences in both secondary and tertiary educational systems I gathered the needed resources and created the below agenda for the training in Bangladesh. The educational system of Bangladesh very closely matches with the South Africa for which I have ample experience and practice.

Following are topics chosen for the workshop in Sylhet.

1. Philosophy and Scope of Agricultural Education

Participants will understand the components of a good agricultural education program and what components should be included in an effective learning course of studies.

2. Introduction to Syllabus Planning and Understanding the Relationship of Curriculum and Instruction

Participants will engage in a discussion of the reasons for using a course syllabus and specific planning guidelines that can incorporate a variety of teaching methods and use of technology.

3. Teaching Planning

Learning Objectives will be emphasized using the ABCD method.

Principles of teaching and learning are presented and explained. The heart of instruction is the

teacher and they are primarily responsible for the learning activities taking place in the classroom and laboratory that in the final analysis, determine the educational value of learning activities. Student motivation and interest will be discussed along with techniques for gaining and maintaining student interest.

4. Teaching Methods

Group and Individual Teaching Methods. Participants will be exposed to six methods of group instruction including lecture, discussion, demonstration, role play, field trip and resource person. Also four individual learning methods will be addressed.

5. Evaluating Student Performance

Assigning grades is one of the most difficult and emotion-laden tasks for an instructor. It is also a task for which instructors have had little professional preparation. Several methods of evaluating student performance and assigning course grades are discussed. A variety of factors and assessment techniques to be considered in assigning grades is presented.

6. Laboratory Teaching

Agricultural Instruction must include time spent doing practical work in laboratories, both inside and out. Various Methods and Techniques will be discussed to be an effective instructor outside the classroom.

7. Lesson Planning

Lesson plans are essential to keeping teaching on a clear path. You will learn how to create a lesson plan and include all the components of a good lesson. Once you make these documents, you should store them, revise them and refer to them if/when you teach the class in future.

8. Classroom Management

Maintaining a good class atmosphere for learning is a delicate balance. This session offers valuable tips for having an environment in the classroom that provides a good teaching and learning.

9. Communications Style and Personal Development

Temperament tests and knowing your learning and communications style will help improve your personal development and leadership in the teaching profession.

Thirty one participants from six faculties were trained: Faculties of 1. Veterinary and Animal Science, 2. Fisheries, 3. Agriculture, 4. Agricultural Economics & Business Studies, 5. Agricultural Engineering and 6. Biotechnology & Genetic Engineering. Eight of these participants were female. The male participants were 23 and all of them were in the category of Youth (35 years and under). Each faculty selected five candidates who had two years or less experience in teaching at university level. The training lasted five days, meeting for four hours each morning from Tuesday, 07 January to Sunday, 11 January 2015. The meetings started at 09:00 and ended at 13:00 most days. Consistent electricity was available and a multimedia projector was available for giving PowerPoint and other types of group presentations from laptops.

Met with Sylhet Agricultural University representatives to have a clear idea about the existing situation, teaching practices, problems, and training expectations of the host.

Conducted a 5-day training on 'Strengthening Pedagogical Skills', which includes:

Class room-based training on common topics for all participants

Small group training for selective topics

Individual training for selective topics

The program concluded at noon on January 11, 2015 with a small ceremony. There were speeches given by participants as well as two departmental chairmen. Certificates were handed out and the participants funded a very nice catered meal. Photographs were taken outside the Faculty building.

3. Significant recommendations:

3.1 Instructors who have received the training should continue to use **Course Syllabi** that they create from the Course Outlines. These instructors created documents to provide students with a clear guideline for the course and the expectations of the students. They should share with other instructors how to create them. Each department should require syllabi to be created for each class for record keeping purposes and a contractual agreement between students and instructors.

3.2 Instructors should continue the practice of creating **Lesson Plans** for each lecture class that they conduct. These plans can then be filed in a loose-leaf notebook and made accessible for future classes of the same course by the instructor as well as any new instructor who teaches that class. This notebook should also contain the assessment documents, e.g. tests, quizzes, exams with their accompanying answer keys.

3.3 Instructors should create lesson plans for each **class and laboratory session**. These note plans will be combined and made into an instructors manual for the instructor and future instructors of the class. All forms of assessment e.g. tests, exams, etc., along with their respective answer keys, should be a part of this instructor manual.

3.4 Administration should consider the educational needs and ongoing training of its instructional staff. The Human Resources office should seek to provide ongoing training for all instructional and ancillary staff in the university. Perhaps going so far as to organize an **institute for young instruction training** in best teaching practices at university level. This could be offered for all of Bangladesh University instructors. SAU could be a magnet for such training serving the whole country.

3.5 Administration should seek to locate and acquire a **field and land laboratory (university farm)** so that best agricultural practices can be an integral part of university instruction.

3.6 Administration is advised to offer a **Leadership and Personal Development workshop** for instruction staff who can then organize and establish **student leadership groups** within each faculty. These student leadership groups will receive ongoing training and instruction in leadership and personal development suitable for developing the highest level and leadership in agricultural development in Bangladesh.

3.7 The University should enact a **Service Learning** program. Internships can serve to provide Supervised Agricultural Education (SAE) opportunities. However, not all students will find opportunity to obtain internships. As an alternative to internships, the university should provide Service Learning opportunities. This can be presented through the implementation of faculty student leadership groups.

4. Improvements or impacts:

At the start of the workshop a PRE evaluation questionnaire was completed by each participant (27). At the conclusion of the workshop, just prior to the certificate issuing ceremony POST evaluation questionnaire was completed by 24 participants. Evaluation results of PRE-training and POST-training workshop are found in Appendix A and B, respectively. It indicates the positive results of the training although a few were slightly negative in their responses.

Overall the participants have responded with very positive feedback. During the workshop, time was given to get personal feedback for the products, syllabi and lesson plans. This was very well appreciated by the participants. Also, participants submitted documents created as a result of the workshop via email and the trainer responded with quick feedback.

5. Future impacts:

The participants were challenged to make and use syllabi in all their classes. In this workshop they created one class syllabus each. It is hoped that they will continue this procedure for all classes, upgrading older ones each semester. See Appendix C.

Lesson plans were also introduced and a format provided for creating lesson plans for each day. In the Appendix D the format is provided. These two initiatives should be looked at in a few months' time when a follow up visit is conducted.

Thirdly, it would be good to request if the University faculties are interested in training for **Student Leadership Groups** and **Service Learning Activities** that enhance student agricultural practice and community service projects. Training can include leadership, personal development, goal setting, service learning activities and other topics suitable for practical university learning.

6. Recommendations for follow-up activities:

A **follow-up training** is necessary to introduce and implement the recommendation of **Service Learning** program.

Follow-up activities should include determining if the two planning activities are being followed: syllabus development and lesson planning. Also an assessment to see if teaching methods have broadened to include the recommended methods, lecture, discussion, demonstration, role play, field trip and resource person. Laboratory teaching activities should be looked into to see if and how laboratory learning is being conducted as a result of the workshop. Finally, classroom management. A questionnaire of the participants can determine if the classroom is being better managed subsequent to the workshop.

Other follow-up activities will be to conduct a workshop on field and laboratory strategies. Microteaching should be a part of the exercise where participants plan and present a portion of a lesson and it is recorded for them to see themselves. In this way better refinement of teaching can result through self-reflection.

The host has also requested a workshop on research methods and writing activities. These are very suitable for this group of young professionals and I heartily endorse the request.

7. Personal impact:

I prepared what I felt was a suitable presentation for the short duration allowed. The topic I really wanted to include was on personal development and the determining of self-temperament. It is a very revealing exercise and helps each professional to develop their own career.

I was very happy to be assigned to Sylhet Agricultural University because it is the area I was unable to visit when I conducted agricultural education research in 1994. I was very pleased to see the quality and scope of development in Sylhet and the caliber of young professionals at the university. Their language skills and professional standard are very high and it made my task not only easy but pleasant.

I would enjoy returning to this university again to offer more training if there was a specific request, especially with regard to Youth Leadership training and Service Learning programming.

All in all the activity of BAN375 was an enriching and much appreciated opportunity. Many thanks to Winrock International for organizing this Farmer-to-Farmer Volunteer outreach.

8. Outreach:

My time in country has been extremely full of planning and adjusting training materials. I have posted various pictures and my favorable impressions about Bangladesh on Facebook over the entire duration of my stay in Sylhet. I intend to organize my pictures when I have completed my assignments here and will continue to be friends with participants over email and Facebook connections. I am also writing a blog for Winrock's Volunteer blog site.

9. Personal letter to your host:

Please see the attachment.

FOR WINROCK STAFF USE ONLY:

Host Name: Sylhet Agricultural University

Total # of Organizational Recommendations: 4

Volunteer Recommendations - Organizational:

- Instructors should continue to use Course Syllabi that they create from the Course Outlines and train other instructors how to create them. Each department should create syllabi for each class for record keeping purposes and a contractual agreement between students and instructors.
- Instructors should practice creating Lesson Plans for each lecture class and laboratory session. This notebook should also contain the assessment documents, e.g. tests, quizzes, exams with their accompanying answer keys.
- Administration should consider the educational needs and ongoing training of its instructional staff and organize other required trainings.
- Administration should organize an institute for young instruction training for best teaching practices at university level, and seek to locate and acquire a field and land laboratory (university farm) so that best agricultural practices can be an integral part of university instruction.

Names of people contacted during assignment:

Winrock International:

- Robyn McGuckin, Senior Vice-President of Programs
- Chris Kopp, Director, Forestry and Natural Resource Management
- S.N. Choudhury, Chief of Party , REAP II
- Dr. Md. Shamsul Kabir, Asia F2F Regional Director
- Zohora Farzana Ahmed Bipasha, Project Management & Communication Specialist, Asia F2F Program
- Kh. Mazhabuddin Pallob, Regional Manager, Asia F2F Program
- Biswajit Kumar Sarkar, Monitoring and Evaluation Specialist, Asia F2F Program
- Joseph Das, Junior Accounts and Logistics Officer
- Michael Stephen Embrey, Winrock F2F Volunteer (BAN334)

Appendix A

PRE-Training Evaluation Form

Date: 07 January 2015

Participant's Name: Sylhet Agricultural University Young Teachers (31)

Job title/occupation University Instructors

This questionnaire can be used before the commencement of trainings to ascertain participant's interest and capacity.

Please write down the name of the training you are about to participate in?

Strengthening Pedagogical Skills of Young Teachers

Why are you attending this course/undertaking this training? (Please tick a box).

My supervisor recommended that I do	6
It is a requirement of my job	15
I requested to	4

I am very much interested to improve my skills in teaching

To develop my teaching skill

For my student as well as for education arena

Personal skill development

What is your most important aim in doing this training?

To know advanced teaching techniques and methods

To know the advanced teaching method and technique

To develop my teaching skills

To be a good teacher and well skilled in teaching

To improve my teaching quality

I want to prove my teaching methodology

To make my class fruitful to the students the pedagogical training must be necessary

To develop my teaching skill which will help our students and my career

To develop my teaching technique

My basic aim is to develop my skills and to learn effective teaching methods which will be appropriate for students of all categories

I think this training will be helpful in my teaching life and also benefitted my students as well as my university

To improve my personal skill in teaching and to become an excellent teacher

Improve own experience or knowledge about teaching

To enrich my teaching. Prepare a better course curriculum, know about different things related to job, like how to conduct classes, what should be the behavior of a teacher. Etc.

To increase my teaching abilities as well as to communicate with students

To know about the modern teaching process which make teaching process more understandable to the students

Learn about syllabus development, lesson planning, teaching methods, classroom management etc. and implement them in our disciplines

For better delivery of lecture in class room with high skill and technique

Strengthening pedagogical skills

To develop my teaching skill
To improve my teaching method
Can be able to learn an advanced knowledge regarding teaching which will develop my professional skills
To develop me teaching skills and quality to learn different ways to deliver class lecture and finally to provide best quality teaching to students
The most important aim in this training is to develop my teaching skill as well as for making a better teaching materials
To develop my teaching methods
To strength my pedagogic skill
Improve my teaching technique.

What do you hope to achieve from this training?

Basic improvement in way of learning
To achieve improved knowledge
To enhance our knowledge by learning improve teaching methods
From this training I hope to achieve a good knowledge for conducting a better class with my students and it will be more beneficial for the development of my teaching skills and also acquire more experience
I hope this training will enhance my teaching skill quality that will be very effective on my profession
I wish to learn a lot about proper teaching techniques from this training
Teaching method and personal skill development
Through this training I want to develop my teaching skill for the betterment of students
Improvement of my teaching method
I hope to learn teaching technique which will be beneficial for my teaching arena
Modern and effective teaching techniques so that I can provide it to my fellows
Hopefully I will achieve many techniques and use of teaching aids for my better lecture in class
Advance teaching method
I will be able to learn about the core knowledge of teaching research it will strengthen my pedagogical skills
I hope this training will be helpful to me about how to teach
I hope that after completing this training I will be able to deliver an excellent class to my students
This training will be very much helpful and from this training I think I will achieve my goal and provide better services
I expect I will be able to enrich my knowledge as well as my skills. I also hope I will learn how an effective syllabus will be prepared for learners
It will increase my teaching skill
I hope that I will be able to learn a good technique of teaching
After completion of this training may be I will be able to make my class fruitful and improve my skills and knowledge
I want to be more skilled in teaching students to make them understand lesson clearly
To be acquainted with the standard teaching method and to rectify myself
Advanced teaching strategies
Able to gain knowledge and skills
To achieve new teaching methods and improve teaching quality
Advanced methodologies and counting of teaching

Do you already have some knowledge on what you are about to be trained on? (Please tick)

No knowledge	3
Basic knowledge	22
Good knowledge	1

How do you feel about this training you are about to participate in? (Please tick a box.)

Enthusiastic	13
Fairly positive	14
Neutral	0
Resigned	0
Frustrated	0

Appendix B

POST-Training Evaluation Form

Date: **11 January 2015**

Name of Training: **Strengthening Pedagogical Skills of Young Teachers**

Location: **Sylhet Agricultural University, Tilagargh, Sylhet, Bangladesh**

Participant's job title/occupation: **Instructors with two years or less on University Teaching**

This questionnaire is to get feedback from each participant as to whether his/her training needs were met.

Your overall assessment of the training.

Excellent **15** Very good **7** Satisfactory **0** Poor **0** **2.68 out of 3**

General standard of presentations and training materials/field demonstrations.

Excellent **8** Very Good **13** Satisfactory **1** Poor **0** **2.32 out of 3**

E

It is very malleable training programme and very much effective for our career
I think the presenter gives his best what he knows and also supplied different teaching material which is very important for our career development

Field Oriented

VG

The trainer has ability to make our training more enjoyable than previous days
If our trainers took one or two classes of our students, then it will be more practical to us
Presentation and lectures of Dr. Dennis were Excellent
It will be more fruitful if there is any chance to classroom demonstration facilities
Some practical or field trip can be initiated
Standard of presentation was excellent but we have no opportunity for field demonstration
But there is no scope for field demonstrations
Field Trip should be included, White Board was also required
No Field demonstration
Because the training materials gives me a very good idea to develop myself as a teacher
Actually the standard of presentation is in between very good and excellent

To what extent did the training meet your needs?

Not at all 2 Partially 9 Completely 11

2.41 out of 3

Comments

C

Helps me to make a good syllabus and lesson plan

It was the first time I attended such a training and hopefully it will be helpful to develop my teaching methods

Maximum that I need

Conducting lecture and preparing course syllabus specially lesson plan is fully encourage me in this training

I think I will develop my teaching skills from this effective training

This training is very much important for developing oneself as a good teachers, instructor as well as it helps to gain more information about the course curriculum activities

P

I can grade the extent about 80%

Some training materials shown in this training session is not appropriate to our teaching policy

It's OK for the short time training program

If it should be for a month it will be helpful for us completely

It's a really good for us and also a short training but we are really enjoy it

I'm satisfied but will be more happy if I get another few days

Need more timing (One month can be preferred)

N

Because I have some experience about the training as before at GTI Mymensingh

Which sessions were of most value to you? Why?

Preparing Syllabus session because it will assist me to prepare my course syllabus practically
Session of teaching method, classroom management and personality development because I need improvement here.

It is very valuable training program to me. All sessions are same value for me.

The session teaching method were most value to me because from there session we acquire an important knowledge about how to teaching more effectively.

Both sessions were of most value because we learn very effectively from two sessions.

Preparing lesson plan and syllabus is the top most value in this program because it is completely encouraging for us to prepare our lesson plan.

Syllabus development and lesson planning

Session 1 Day 5 – Communication style and Personal Development because the way of own assessment was very new and effective to me.

Preparing course syllabus, making lesson plan, teaching methods and classroom management were of most important to me because it will help develop my teaching career.

The evaluation procedure through quiz. It was enjoyable. Syllabus making and lesson planning because it is first time to me that I know about how to prepare syllabus and lesson plan.

Lesson Plan.

Preparing Syllabi because we need proper syllabus for proper teaching.

Development of Syllabus (session 4) honestly speaking it is my first experience about preparing syllabus for a specific course.

Preparing a course syllabi. Now I am able to prepare my course syllabi.

Lesson plans because from here I understood about my lesson plans

Preparing Syllabi and Lesson plan. It will helps me to develop a standard syllabi which I will conduct my class properly.

Classroom management and preparing course outline. This is very much essential for me.

Syllabus making, preparing lesson plan, class management are most important session for me to develop my teaching skill.

Lesson planning, syllabus development. I had vague knowledge about these before the training. Now I can make it accurately.
Lesson planning session is most valuable to me as it teaches us to plan the lessons.
Lesson plan. It is necessary for class contact in new comer in teaching profession.

Which sessions were of least value to you? Why?

Prepare Syllabi. It is experience based activity in our country. In new comer it is not so necessary.
I think all the programs are very important to us.
Classroom management. It was least valued as the teaching environment in US and our country differ from each other. So it is sometimes difficult to employ all the ways of management to be followed.
All sessions were equally important.
All the sessions are equally valuable.
None. I enjoyed every session.
I think all the sessions were of great value. It was valuable session all of us.
Not at all because all sessions was informative for me. I learn many new things from all sessions of training period.
None, I enjoyed each session.
Prepare syllabi.
Classroom management because it depends on the exact situation of a class and we have to control it instantly.
Classroom Management because sometimes it depends on country and personality type
I think that all sessions were of most value to me because they were highly relevant to our profession.
Though every session was nice, but I think the laboratory teaching session should merge with any of other session.
There is no such session.
All the sessions are effective but I think conduct a lab class is lower value for me.
There were no sessions of least value to me.
Nothing at all because every sessions has its own importance which is applicable in our own practical life.
All sessions are important to improve our teaching skills.
Nothing at all. Every session was important for me.
Lesson Plan

Was there anything specific about the training that:

Prevented you from deriving maximum benefit from it?

Some of the participant was not sincere and making noise in class that disturbed me on paying attention.
Nothing at all.
As he is an American speaker some spelling is very difficult to understand me.
Field experience of conducting class with our students.
The training duration was short.
Not at all but sometime a little bit problem due to the American English of instructor, but he tried his best to deliver. As it's our lacking as we were not familiar with USA English.
Outside noise.
Only lecture based training so sometimes felt boring.
No (x2)
N/A (x3)

Practical field demonstration.

Yes, although it was a short-term training program.

It's a short term program.

This program is a short duration program.

As we are not fluent speaker of English, so sometimes in created problem to ask question.

Enabled you to derive maximum benefit from it?

Yes.

Though the trainer was a native English speaker, he tried his level best to communicate in a way that is easily acceptable for us.

Good presentation and approach.

Environment and delivering lectures are so well.

Preparing syllabi; Lesson plan. Teaching method, Quiz test for making every class enjoyable.

I think we can learn maximum benefit from it although it was a short-term program.

Shortage of time as I will be more benefitted if I get few more days.

The presentation and lecture strategies was very good.

NA. (x2)

Fluent, funny and energetic, interesting presentation of Dr. Dennis.

Lectures.

His expression, pronunciation were excellent.

PowerPoint presentation, Instructor body language specially.

Good presentation and coordination.

Preparing syllabus & course outline as well lesson plan.

Yes, I get lots of benefit from him because he try his level best to understand us.

Environment and delivering lectures are so well.

Presentation, easy accent of trainer and self-assessment test.

Any other comments you wish to make in relation to any aspect of the training?

Overall this training programme will help my teaching career.

We need more practical example in relation to teaching method and in Bangladesh.

Field trip should be added.

I feel very happy to be part of this training.

This type of training must be arranged for assessing our teaching methods.

I think it's a better way for training to us as well as its more effective to our young teachers.

Comparatively successful training.

Some rules should be applied to performer (participants) to be quieter.

I would like to participate such type of program again.

No.

I think it will be very helpful to us to develop our skill in teaching profession and I am highly appreciate and interest to attain such training in future.

It is very enjoyable and effective for us.

Need more practical resource based training.

It was just excellent. I think it is mandatory for all newly requested teachers for developing their skills.

Yes, time was too much short but it was really good program.

If the training provide practical field based or by field trip it will help us more.

Field trip should be added.

There is no field trip.

It will be better if any the training is provided practically.

In training program there should be honorarium and more refreshment.

When will be the best time for a follow up after this training?

Three months **8**

Six months **14**

Appendix C

COURSE SYLLABUS OUTLINE

COURSE NAME

No. of Credits

NAME OF University/Faculty/Department:

DATE:

INSTRUCTOR'S FULL NAME (S)

Contact Info: email:

mobile:

Course Description

Prerequisites:

Course Outline:

Learning Objectives

As a result of this class students will be able to:

Course Resources:

Textbooks:

Other Resources/Handouts/Class Notes

Course Strategy

Teaching Philosophy

Course Methodology

Grading Procedure

Test 1	%
Test 2	%
Assignment (?)	%
Final Exam	70%
Homework (?)	%
Class Participation	10%
TOTAL	100%

Note: The following may change at the instructor's discretion.

COURSE EXTRA NOTES

Academic Honesty

Conduct in the Classroom

Instructor's Biographical Information

Appendix D

Strengthening Pedagogical Skills of Teachers Lesson Plan Format

Preparatory Block:

CLASS _____ SCHOOL _____
TEACHER'S NAME _____ DATE: _____
UNIT (major topic or subject)
LESSON (specific subject being taught)
GOAL(S) (overall educational outcome)
REFERENCES AND RESOURCES (textbook and/or other manual)
SUPPLIES AND EQUIPMENT (materials, tools, etc. needed in the lesson)
TERMS (list of major terms needed in the lesson)
SAFETY (possible hazards or personal protection equipment needed)

Introductory Block

INTEREST APPROACH (motivation of students)
REVIEW OF PREVIOUS MATERIAL AND PRETEST (if any)

Content and Teaching-Learning Activities Block

SUMMARY OF CONTENT (outline of content summary by objective)	TEACHING-LEARNING ACTIVITIES (Suggested activities. Visuals, and demonstrations for the lesson)
1.	1.
1.1	1.1
1.2	1.2
1.2.1	1.2.1
1.2.2	1.2.2

Summary/Conclusion Block

Summary, Review and Reteaching (suggested approach in summarizing the content, reviewing content for each objective, and reteaching areas where students have failed to achieve the objectives adequately)
Application (suggestions on how students can apply the lesson content)
Evaluation (how student achievement will be assessed)
Test (sample written test for the lesson)
Test Answer Key (guide for scoring student responses on the test)

Resources Block

Presentation Materials (numbered by unit, lesson, and sequences in the plan)
Lab sheets (numbered by unit, lesson, and sequences in the plan; not needed if activity manual is used)

Appendix E

Strengthening Pedagogical Skills of Beginner Teachers University Faculty Instructors Workshop 07 – 11 January 2015

Day 1

09:00 AM to 1:00 PM

First Session

Philosophy and Scope of Agricultural Education

Participants will understand the components of a good agricultural education program and what components should be included in an effective learning course of studies.

Break

Second Session

Introduction to Syllabus Planning and Understanding the Relationship of Curriculum and Instruction

Participants will engage in a discussion of the reasons for using a course syllabus and specific planning guidelines that can incorporate a variety of teaching methods and use of technology.

Day 2

09:00 AM to 1:00 PM

First Session

Presentation of Syllabi

Teaching Methods Part 1

Learning Objectives

Principles of teaching and learning are presented and explained. The heart of instruction is the teacher and they are primarily responsible for the learning activities taking place in the classroom and laboratory that in the final analysis, determine the educational value of learning activities. Student motivation and interest will be discussed along with techniques for gaining and maintaining student interest

Break

Second Session

Teaching Methods Part 2

Group and Individual Teaching Methods

Day 3

09:00 am to 1:00 PM

First Session

Evaluating Student Performance

Assigning grades is one of the most difficult and emotion-laden tasks for an instructor. It is also a task for which instructors have had little professional preparation. Several methods of evaluating student performance and assigning course grades are discussed. A variety of factors and assessment techniques to be considered in assigning grades is presented.

Break

Second Session**Laboratory Teaching**

Agricultural Instruction must include time spent doing practical work in laboratories, both inside and out. Various Methods and Techniques will be discussed to be an effective instructor outside the classroom

Day 4**09:30 AM to 12:30 pm****First Session****Lesson Planning**

Lesson plans are essential to keeping teaching on a clear path. You will learn how to create a lesson plan and include all the components of a good lesson. Once you make these documents, you should store them, revise them and refer to them if/when you teach the class in future.

Break**Second Session****Classroom Management**

Maintaining a good class atmosphere for learning is a delicate balance. This session offers valuable tips for having an environment in the classroom that provides a good teaching and learning.

Day 5**10:00 AM to 1:00 PM****First Session****Communications Style and Personal Development**

Temperament tests and knowing your learning and communications style will help improve your personal development and leadership in the teaching profession.

Break**Second Session****Workshop Quiz****Certificate Award Ceremony****Lunch**



January 12, 2015

Vice-Chancellor
Sylhet Agricultural University
Tilagarh, Sylhet-3100,
Bangladesh

Dear Professor M. Golam Shahi Alam:

Thank you very much for the opportunity to work with you and your enthusiastic, diligent, and committed colleagues. I truly appreciated the great welcome, workshop activities, hospitality, and closing program at Sylhet Agricultural University (SAU). Your Department of Aquatic Resource Management Chairman, Dr. Mrityunjoy Kunda, was an excellent host and performed all his activities with utmost professionalism and thoroughness of action. I thank you for all the support provided to me personally, as a guest at your SAU facility, and professionally in conducting the training.

I wish to convey the suggestions in the End of Assignment report for continuing and growing the professionalism among young instructors at SAU:

Instructors who have received the training should continue to use Course Syllabi that they create from the Course Outlines.

Instructors should continue the practice of creating Lesson Plans for each lecture class and laboratory session that they conduct.

Administration should consider the educational needs and ongoing training of its instructional staff.

Administration should seek to local and acquire a field and land laboratory (university farm) so that best agricultural practices can be an integral part of university instruction.

Administration is advised to offer a Leadership and Personal Development workshop for instruction staff who can then organize and establish student leadership groups.

The University should enact a Service Learning program.

To conclude this letter, let me say that working with SAU left me with the impression that Bangladesh has a very bright future. I did not have an opportunity to get to know the older professionals at SAU, but it is obvious that SAU provides a high quality environment for instructors, and a high quality learning environment for students. Your example, and your encouragement are key to this, as is always the case for direction from senior leadership.

I look forward to keeping in touch with you and your colleagues and staff about your many interesting projects and any opportunities to provide contacts, linkages to information, and shared activities. These are more than welcome.

Very best wishes,

Dennis W. Eaton PhD
Agricultural Education Specialist and F2F Volunteer
Asia Farmer-to-Farmer Program

ANNEX J: PUBLIC OUTREACH MATERIALS—PARTNERS OF THE AMERICAS

Farmer-to-Farmer (F2F) volunteers come from many backgrounds and include farmers, extension agents, business people, and university affiliated faculty and staff. In general, these individuals are active and respected in their fields and communities. Therefore, they are the best advocates for US foreign assistance, as they give a face and personal stories of success to both USAID and non-profit organizations (NGOs). Through F2F volunteer public outreach, US communities learn about the hemisphere in a new way. Public outreach also emphasizes global dynamics and explains how such issues as international markets, food supply, and migration are all relevant to the life of the average US citizen. More than just helping to educate US citizens about the developing world, public outreach helps increase recruitment of F2F volunteers, garners support from the organizations the volunteers hail from, and raises public awareness of the role USAID plays in improving the quality of life in developing countries.

Some examples of F2F volunteer outreach activities include: group presentations to the local community or university members about their trips, newsletter articles or features in other publications, local news coverage, and posting activities on various social media outlets, such as blogs and Twitter. POA staff, both at HQ and in the field, have also been actively promoting the program through presentations, the distribution of press releases, and our website and F2F blog. POA provides up-to-date public outreach guidelines and press release templates to every F2f volunteer to help them engage in outreach activities.

In addition to the media coverage generated in the US, F2F is increasingly covered on local news outlets in Latin America and the Caribbean. This news coverage broadens the potential reach of the F2F program and helps promote USAID's public image throughout the hemisphere.

POA's experience has found that increased understanding and awareness of the benefits of international assistance leads directly to increased public support. POA encourages volunteers to initiate public outreach activities, provides tools and information on this topic to each F2F volunteer before he or she begins an in-country assignment, and assists in any way possible to insure that these development education efforts are successful.

Below are examples of POA's Social Media and Outreach Guidelines and a sample Volunteer Press Release.



Social Media and Outreach Guidelines

We depend on our F2F volunteers to help identify and participate in outreach opportunities. Public outreach increases awareness of the importance of U.S. international development work and the effectiveness of people-to-people programs. Please help us in our efforts to spread the word about the work we do, recruit new volunteers, and continue to build upon your valuable contribution to the F2F program and the mission of Partners of the Americas. Some things you can do:

BEFORE Your Assignment

- Follow Partners Agriculture and Food Security Team on social media and send us your handles so that we can stay in contact and share updates
 -  **Twitter:** @PartnersAgFood
 -  **Blog:** <http://farmertofarmer.blogspot.com/>
 -  **LinkedIn:** Ag and Food Partners of the Americas
- Send a press release to local news outlets. Please contact us to request a sample press release you can use.
- Read the **Farmer-to-Farmer blog:** The blog highlights the work of volunteers on a weekly or bi-weekly basis (<http://farmertofarmer.blogspot.com/>)

DURING Your Assignment

- Take lots of pictures from the field - see “Photo Tips” below
- Collect quotes from your participants and hosts about their impact/experience
- When you tweet, blog, or post on Facebook, tag AFS and Partners
 - Twitter Example:



- **Remember!** Articles and discussions should be tailored to your audience. Start with a quote, anecdote, or something to draw your reader in. Try to provide some context and a personal connection. Always be careful to be accurate and not to inflate.

AFTER Your Assignment

- **Write a blog entry!** Our blog helps connect volunteers, participants and others interested in learning about the program and provides a forum to stay updated on activities, projects, and assignments. We welcome you to share your thoughts, stories, photos, and comments on your Farmer-to-Farmer experience.



- **In Your Trip Report:** Include quotes from participants and focus on your individual experience in the “Personal Reflection” section. We often use excerpts from that section to share with different audiences.
- Send a follow-up press release to media outlets. Please send Partners copies of published, TV interviews, radio spots, or other publicity.
- Send us your pictures via email or on a CD or Thumbdrive to:
Farmer-to-Farmer
1424 K Street, NW, Suite 700
Washington DC 20005
- If you are updating a personal website or blog, make sure to include a link to the Partners website [<http://www.partners.net/agriculture-food-security>]
- Check for updates from your country and look out for more assignments!

What Types of Media Could I Contact?

- **Print:**
 - Community or university newspapers
 - Newsletters at professional organizations or places of employment
 - Minority community publications
 - Magazines
- **Radio:** News/Public Affairs, Talk Radio shows
- **TV:** Noon news, local talk shows, public affairs programming, editorials, community access channels, local cable news
- **Other:** Presentations to organizations or colleagues
- ***Remember!** Be sure that any media outreach identifies the Farmer-to-Farmer Program as implemented by Partners of the Americas and funded by the United States Agency for International Development (USAID)*

Photo Tips

- **What to Shoot:** Photos of crops, livestock, and facilities are nice, but action shots of the volunteer and beneficiaries engaged in an activity are preferable for media outreach.
- **Logos:** Be sure to take photos of yourself (in your F2F hat!), participants, and other Partners and F2F logos
- **Photo Quality:** Be sure digital photos meet a minimum resolution of 300 dpi

Blog Tips

- **Style:** Keep your blog posts clear and concise. Remember this is not the space for your trip report; this is simply a way to share your thoughts and experiences with fellow volunteers and interested readers. Keep the technical language to a minimum since blog posts are read by a variety of audiences.
- **Content:** Feel free to post in English or Spanish, whichever is most comfortable for you.
- **Photos:** Action shots are a great way to communicate your work! Please include names and descriptions of your photos.



PARTNERS of the AMERICAS
Connect • Serve • Change Lives



SAMPLE PRESS RELEASE

Contact Information:

Name: [Volunteer Name]

Date:

Tel:

E-mail:

This notice is to inform you of a unique experience I participated in while traveling to **Country** through the sponsorship of Partners of the Americas and the John Ogonowski and Doug Bereuter [Farmer-to-Farmer](#) Program. I believe my experience will be of interest to your local readers.

Project: [name of project/program]

What: On this volunteer assignment, [description of organization, assignment purpose and activities, and highlights]

When: **Dates of Assignment**

Where: **Location of Assignment**

How: The trip is sponsored by Partners of the Americas as part of the Farmer-to-Farmer (F2F) Program. Partners' F2F program improves economic opportunities in rural areas of Latin America and the Caribbean by increasing food production and distribution, promoting better farm and marketing operations, and conserving natural resources. The program is supported by Congress and funded by the U.S. Agency for International Development (USAID). Farmer-to-Farmer brings together agricultural professionals and practitioners from the U.S. and Latin America. Volunteers from the U.S. work with farmers and agribusiness owners in Haiti, the Dominican Republic, Nicaragua, Guatemala, and elsewhere to identify local needs and provide technical assistance to address them.

Sponsoring Organization Information: Founded in 1964, Partners of the Americas is a private, nonprofit, non-partisan organization with international offices in Washington, D.C. Our mission is to connect people and organizations across borders to serve and to change lives through lasting partnerships. We envision an interconnected hemisphere that maximizes social and economic potential and leverages the full diversity of the Americas. Partners has implemented the F2F Program for 24 years in 30 countries in Latin America, the Caribbean, and Africa.

Please visit www.partners.net for additional program information.

ANNEX K: F2F STANDARD PERFORMANCE AND IMPACT INDICATOR REPORTING TABLES FOR THE FY14-18 PROGRAM

K.1 - Table 1: Volunteer and Assignment Data - FY14-18

Volunteer Name	Sex ⁴⁴	State of Residence	Occupation Category ⁴⁵	Race/Ethnicity ⁴⁶	Prior F2F Service ⁴⁷	Number of Scopes of Work	Type of Volunteer Assistance ⁴⁸	Type of Commodity Chain Activities ⁴⁹	Country	Country F2F Project	Scope of Work Start Date	Scope of Work End Date	Number of Volunteer Days Completed	Value of Volunteer Time (US\$) ⁵⁰	Est. Value of Host Contribution (US\$)	Number of Persons Trained			Number of Persons Directly Assisted			Number of Volunteer Recommendations Made					Name of Host(s)
																Male	Female	Total	Male	Female	Total	Economic	Organizational	Environmental	Financial	Total	

⁴⁴ Coded - F = female and M = male.

⁴⁵ Coded - Cooperatives and Associations = C; Individual Private Farmers = F; Other Private Enterprises = P; Non-Profit, Public Interest NGOs = N; Public and Private Education Institutions = E; Rural Financial Institutions = R; Public Sector/Government Agency = G; Retired = T; or Student = S.

⁴⁶ Coded - Am = American Indian or Alaska Native, As = Asian, B/H = Black or African American/Hispanic, B/N = Black or African American/Not Hispanic, H = Native Hawaiian or Other Pacific Islander, W/H = White/Hispanic, W/N = White/Not Hispanic, O = Any Other Race, or D = decline to give race/ethnicity.

⁴⁷ Coded - Y = Yes, has gone on prior F2F assignment with any implementer and any program or N = No, has never served as an F2F volunteer before.

⁴⁸ Coded - Technology Transfer = T; Organizational Development = O; Business/Enterprise Development = E; Financial Services = F; Environmental Conservation = C; or Administrative = A.

⁴⁹ Coded - Information and Input Support Services (areas as extension services, input supplies, veterinary services) = S; On Farm Production = F; Processing (including primary and final product transformation, storage, transportation) = P; or Marketing (including branding, advertising, promotion, distribution, sales) = M.

⁵⁰ Valued at \$470 / day based on previously audited rate.

K.2 - Table 2: Host Data (Baseline)

						Potential Beneficiaries					Economic Indicators			Environmental Indicator	Financial Services Indicators		Organizational Indicator
Host	Country	Country F2F Project	Date of Baseline Assessment	Host Gender ⁵¹	Institution Type ⁵²	Members/Owners	Employees	Clients & Suppliers	Family Members	Total	Area of Potential Production Influence (ha)	Annual Gross Sales (Revenue) (US\$)	Annual Net Income (US\$)	Area Potentially under Improved Environmental/ Natural Resource Management (ha)	Annual Value of Rural/ Agricultural Lending (US\$)	Number of Rural/ Agricultural Loans Issued Annually	ODI Rating

⁵¹ Coded - Cooperatives and Associations = C; Individual Private Farmers = F; Other Private Enterprises = P; Non-Profit, Public Interest NGOs = N; Public and Private Education Institutions = E; Rural Financial Institutions = R; or Public Sector [government] Agencies = G.

⁵² Code - Female = F (Female-managed host organizations are those in which a woman or small group of women is the primary management decision-maker); Male = M (Male host organizations are those in which a man or small group of men is the primary management decision-maker); Joint = J (Joint-managed host organizations are those in which a few women and men share equally in making management decisions); Not applicable = N/A (Host gender is not applicable if decision-makers are housed outside of the host organization or for large and complex hosts (such as large NGOs, universities, government agencies). Note: This classification is being tested by F2F to determine whether it is useful and feasible.

K.3 - Table 3: Host Data (Outcomes/Impacts)

Host	Country	Country F2F Project	Date of Impact Assessment	Host Gender	Institution Type	Actual Beneficiaries					Economic Impacts			Environmental Impacts	Financial Service Impacts		Organizational Impacts		Value of Resources Mobilized by Host (US\$)	Number of Volunteer Recommendations Made					Number of Volunteer Recommendations Adopted				
						Members/Owners	Employees	Clients & Suppliers	Family Members	Total	Area under Improved Production Technology (ha)	Annual Gross Sales (Revenue) (US\$)	Annual Net Income (US\$)	Area under Improved Environmental/ Natural Resource Management (ha)	Annual Value of Rural/ Agricultural Lending (US\$)	Number of Rural/ Agricultural Loans Issued Annually	ODI Rating	Number of New or Improved Products and/or Services		Economic	Organizational	Environmental	Financial	Total	Economic	Organizational	Environmental	Financial	Total

K.4 - Table 4: Outreach and Leverage

Implementing Partner Name	Number of Press Releases	Number of Media Events	Number of Group Presentations	Total Number of Outreach Activities	Value of Resources Leveraged by Grantee and Volunteers in the US (US\$)

ANNEX L: F2F ORGANIZATIONAL DEVELOPMENT INDEX (FY14-18)

The FY14-18 F2F program is testing a simplified Organizational Development Index (ODI), designed as a tool for evaluating the **organizational capacity** development of Farmer-to-Farmer (F2F) hosts over time.⁵³ This tool is especially important for tracking the impacts of **organizational** assignments (as opposed to economic, financial, or environmental assignments). For hosts that do not have sales or income, this tool may be the most important way to determine status and progress before and after the F2F assignment.

F2F can have a significant impact on a host's organizational capacity in many different ways. Volunteers may work directly with hosts to develop their capacities (e.g., on organizational assignments). F2F staff may work with hosts directly on these capacities as well, for example in following up on assignments specifically focused on improved governance, management, HR, financial management, or sustainability. F2F staff and volunteers also model good business practices and expose hosts to international business norms and practices as they work with the hosts on other topics. Participating in the F2F scope of work development and M&E processes encourages hosts' planning and strategy development, as well as good record-keeping practices. As hosts adopt volunteer recommendations and improve in other capacity areas and as their activities develop, their needs for more complex organizational capacity should expand and become clearer as well.

The ODI tool serves to track these organizational capacity improvements, and also as a useful opportunity to discuss the host's capacity development goals, challenges and opportunities, as part of the assignment planning process. The ODI score is a useful measure of the host's baseline and organizational capacity development over time through F2F assistance, in an easily quantifiable way that allows comparison across different hosts; the assessment and action planning, however, is the critical point of the tool. It should be used with every host that receives F2F assistance.

The ODI evaluates host performance through rating sub-elements of five different organizational capacity categories. These ratings are then "rolled-up" to give the host a 0 to 4 score in each capacity category, and ultimately, a score on the host's organizational capacity as a whole. This stratified approach allows for easy identification of areas in which the host is struggling, facilitating targeted solutions. The organizational capacity categories include:

1. **Governance** – how well is the host organized
2. **Management** – how well does the host operate
3. **Human Resources** – how well does the host manage its human capital (members/workers)
4. **Financial Management** – how well does the host manage its finances/how financially healthy is the host
5. **Sustainability** – how well has the host prepared for the future

The simplified ODI is designed to facilitate information-gathering as part of the regular reporting

⁵³ The previous F2F Program (FY09-13) tested a Simplified OCAT (Organizational Capacity Assessment Tool) as a means of monitoring organizational capacity development. Implementing partners found this tool useful to assessing and engaging in discussions of host needs, but the tool was too subjective and too rigid to be useful in measuring change in capacity.

process and to be robust enough to be used across a wide range of host types. ODI interviews and ratings are conducted by F2F field staff, in collaboration with at least one host representative. It is important that the host representative(s) understand the different capacity categories and sub-elements, to ensure that they are able to share the most relevant information. Relevant volunteers may also participate or offer input and updates to ODI baselines and follow up scoring.

The initial rating is completed as part of the baseline information survey with the host, or during/immediately following the first volunteer assignment with the host. Follow-up ratings to determine change (presumed impact from F2F assistance) are conducted at regular intervals, after allowing a reasonable period for volunteer recommendations to be implemented and take effect. ODI scores are required as part of regular impact reporting, for F2F Program Mid-term Reports (October 2016) and Final Reports (September 2018).

F2F field staff should engage in conversation with the host representative(s) on each sub-element in the Scoring Sheet below, making sure that the sub-element is clearly understood before a rating is given. Each sub-element should be rated as part of a collaborative process between the host representative(s) and F2F field staff (and any relevant volunteers), although the final rating is determined by the field staff. Sub-elements which do not apply to the host should be rated “not applicable” (N/A), according to the specific “not applicable” criteria for that sub-element. Ratings should be justified in the conversation, with reference to the host’s documents or practices. A section for notes is included for each sub-element; this is not part of the official rating but may be helpful in explaining a rating or in follow up with the host.

Once the rating process is complete, F2F staff should add the two sub-element scores within each capacity category to compute the category’s average score. (Sub-elements that were rated “n/a” should not be included in the score averages.) The average score for each capacity category should be written in the rating column next to that category. Once all of the capacity areas have been scored, these five scores also should be averaged. This final averaged score should be written in the “Overall Score” section, next to “Organizational Capacity” at the top of the Scoring Sheet. This final number represents the host’s ODI score.

Farmer-to-Farmer Simplified Organizational Development Index
Name of Host Organization:
Date of Assessment:
Conducted by:

* Unless otherwise noted, “stakeholders” includes workers, members, investors, suppliers, clients, etc, as appropriate

** Please note: An N/A rating is different from a 0 rating. Sub-elements that receive an N/A rating should not be included in the calculations.

Organizational Capacity	Overall Score: _____
1. Governance:	_____
a. Mission & goals provide direction and are clearly understood 0. The host does not have defined mission or goals. 1. The host has a somewhat defined mission, but it may not reflect what the host is actually doing. Workers/members may not know or understand the mission or host goals. 2. The host has a defined mission or goals, which is understood and accepted by some workers/members. 3. The host has a defined mission or goals, which reflects what the host is actually doing.	_____

<p>The mission is understood and accepted by most workers/members.</p> <p>4. The host has a defined mission, which reflects what the host is actually doing. The mission is understood and accepted by most workers/members. It is reviewed and/or referenced regularly and updated as necessary.</p>	
<p>Notes:</p>	
<p>b. Planning is active & strategy is being pursued</p> <p>0. The host has no plans for continuing current activities or for growth.</p> <p>1. The host has vague plans for continuing current activities or for growth, but leadership cannot articulate steps to achieve them.</p> <p>2. The host has plans for continuing current activities or for growth, but these plans may not be clear to workers/members. Leadership has identified steps to achieve these plans, but they are not being pursued actively.</p> <p>3. The host has clear plans for continuing current activities or for growth; leadership has identified steps to achieve them; these steps are being planned or tentatively pursued.</p> <p>4. The host has clear plans for continuing current activities or for growth; leadership has identified clear steps to achieve them; these steps are being actively implemented. Workers/members are aware of these plans.</p>	<p>—</p>
<p>Notes:</p>	
<p>2. Management:</p>	<p>—</p>
<p>a. Leadership is clear & there are defined lines of authority</p> <p>N/A The host consists of only one person.</p> <p>0. There is no clear leadership authority within the host, OR the identified leader is absent for an extended period of time (without a clear backup).</p> <p>1. The host has one person who assumes leadership authority, but this role is not well defined or accepted, and decisions and management functions are not always carried out as needed.</p> <p>2. The host has some management structure with more than one person assuming leadership functions, but roles and responsibilities are not clearly defined and/or these functions do not meet the needs of the host.</p> <p>3. The host has a clear management structure, with well-defined roles and responsibilities for those in leadership positions. Decisions and management functions are carried out as needed, but the leader(s) are in need of additional training or support to adequately fulfill their roles.</p> <p>4. The host has a clear management structure, with well-defined roles and responsibilities for those in leadership positions. The leader(s) are well trained and equipped to carry out their role(s).</p>	<p>—</p>
<p>Notes:</p>	
<p>b. Standard operating procedures (may be formal or informal) are clear and are being followed</p> <p>0. The host has no guidelines/policies/procedures for its operations. (Each worker/member operates as s/he wishes.)</p> <p>1. The host has some guidelines/procedures, but they are not well defined and/or workers/members cannot articulate them.</p> <p>2. The host has some guidelines/procedures in place, and workers/members can articulate them. Guidelines/procedures have not been updated and may not be relevant to current operations.</p> <p>3. The host has up-to-date guidelines/policies/procedures relevant to current operations. Workers/members understand and can articulate them.</p> <p>4. The host has up-to-date policies and procedures. These are reviewed and updated regularly. Workers/members understand and can articulate them and are informed about reviews and updates.</p>	<p>—</p>
<p>Notes:</p>	

3. Human Resources:	<hr/>
<p>a. Membership is active (<i>for member-based hosts</i>)</p> <p>N/A. Host is not a membership organization.</p> <p>0. Members are not actively participating in any organized, collective activities. There is no structure to involve members in planning or encourage them to conduct business through the organization.</p> <p>1. The host has formal membership, but less than half of the members participate in collective activities with the host. OR, the host has formal membership, but there are no records to indicate how many members are active.</p> <p>2. The host has formal membership and maintains a list of members. Some members are involved in some planning and decision-making. About half of the members participate in collective activities with the organization.</p> <p>3. The host has formal membership and maintains records of members and member activities. Members are encouraged to participate in regular planning and decision-making activities, as well as payment of dues. More than half of the members participate actively and contribute dues to the host.</p> <p>4. The host has formal membership and maintains records of members and member activities. Most of the members participate actively, including in regular planning and decision-making activities and payment of dues.</p>	<hr/>
Notes:	
<p>b. Worker responsibility & accountability for performance are clear (<i>for non-member-based hosts</i>)</p> <p>N/A. The host consists of only one person.</p> <p>0. Workers are unpaid and do not have clear job responsibilities.</p> <p>1. Only some of the workers have defined job responsibilities. There is no clear plan or strategy for how labor is organized.</p> <p>2. Most of the workers have defined job responsibilities, but their responsibilities may not reflect what they are actually doing, and individuals are not held accountable for meeting those responsibilities.</p> <p>3. All workers have defined job responsibilities which match what they are actually doing. Job responsibilities and/or payment are not often reviewed or updated. There is some staffing plan or strategy, but it is not updated to reflect the current or future needs of the host.</p> <p>4. The host has an updated staffing plan. Workers have well-defined job descriptions that are reviewed regularly and updated as necessary to reflect their current roles. Workers' payments are adjusted as appropriate (e.g, based on good personal performance and/or business success).</p>	<hr/>
Notes:	
<p>c. Host has relevant expertise to create and deliver products/services</p> <p>0. The host does not have any workers/members with relevant or sufficient qualifications and experience to create and/or deliver its intended products/services.</p> <p>1. Few workers/members have relevant qualifications and experience to create and/or deliver the host's intended products/services. The host does not have sufficient technical capacity.</p> <p>2. Many workers/members have the necessary qualifications and experience to create and/or deliver the host's intended products/services, although more staff/members (numbers) may be needed and/or more in-depth technical capabilities may be required.</p> <p>3. Most workers /members have the necessary qualifications and experience to create and/or deliver the host's intended products/services. Some positions may require more in-depth technical capacity and/or additional workers/members are needed. The host has some capacity to train and/or bring on additional workers as needed.</p> <p>4. Workers/members have sufficient and relevant qualifications and experience to create and/or deliver the host's intended products/services. Few positions require more in-</p>	<hr/>

depth technical capacity, and the host has capacity to train workers/members as needed. The host is able to bring on short- and long-term assistance when necessary.	
Notes:	
4. Financial Management:	_____
<p>a. Financial accounting & reporting procedures and controls are in place and are being followed</p> <p>N/A. The host does not have any finances, OR finances are not managed internally.</p> <p>0. The host does not keep financial records.</p> <p>1. Some financial records are kept, but these are not organized or regularly reviewed. It may be unclear who should be responsible for keeping the financial records.</p> <p>2. Some financial records are kept, although they may be incomplete. The host has some procedures or makes attempts to keep the records organized and to review them periodically. At least one person clearly has been given responsibility for keeping the financial records.</p> <p>3. The host's financial records are mostly complete, organized and periodically reviewed. At least one person clearly has been given responsibility for keeping the financial records. There are written (or otherwise well-defined) procedures for keeping these records, although they may not always be followed.</p> <p>4. The host's financial records are complete, organized and regularly reviewed. At least one person is trained in record-keeping and clearly has been given responsibility for keeping the financial records. There are written (or otherwise well-defined) procedures for keeping these records, and these procedures are followed regularly.</p>	_____
Notes:	
<p>b. Records are accurate and inform business decisions</p> <p>N/A. The host does not have any finances, OR finances are not managed internally.</p> <p>0. The host does not attempt to keep records for revenues, expenses or costs.</p> <p>1. The host attempts to keep some records for revenues, expenses and/or costs, but not all three. Records are incomplete and/or not reviewed for accuracy.</p> <p>2. The host has records for revenues, expenses and costs. There is some attempt to review the records, but they still may be incomplete and/or inaccurate.</p> <p>3. The host has written (or otherwise well-defined) records for revenues, expenses and costs. The records are reviewed and corrected for accuracy.</p> <p>4. The host has written (or otherwise well-defined) records. The records are reviewed for accuracy and reconciled to bank statements or confirmed by an external source (external audit). The records are used to inform business decisions.</p>	_____
Notes:	
5. Sustainability:	_____
<p>a. Market/beneficiary needs and demand drive production & service delivery decisions</p> <p>0. The host has no concept of how market opportunity/demand or client needs should influence its product/service delivery decisions.</p> <p>1. The host produces products or prepares services with no or little attention to recipient/client need, market opportunity or demand.</p> <p>2. The host uses some research, market information, or discussion with buyers/clients when making product/service delivery decisions.</p> <p>3. Most decisions for products/services are made through research, market information, or detailed discussions with buyers/clients to respond to opportunity and/or demand.</p> <p>4. The host conducts market research and engages its buyers/clients regularly; the information gained is used to drive all product/service delivery decisions. The host regularly updates its product/service delivery strategy to respond to opportunity and/or demand.</p>	_____
Notes:	
b. Supportive external linkages are created and maintained	_____

<ul style="list-style-type: none"> 0. The host does not share information about its products/services with external stakeholders, including potential suppliers/buyers/clients/sources of funding. 1. The host shares some information about its products/services with some active stakeholders, including suppliers/buyers/clients/sources of funding. The host may have made arrangements with these stakeholders, but agreements are informal and subject to change. 2. The host regularly shares information about its products/services with some active or potential stakeholders, including suppliers/buyers/clients/sources of funding. The host has informal arrangements with some of these stakeholders, but no formal agreements. 3. The host has an active strategy to share information about its products/services with active or potential stakeholders, including suppliers/buyers/clients/sources of funding. The host has at least one formal agreement with a supplier/buyer/client/source of funding. 4. The host is actively engaged with a range of relevant stakeholders, including suppliers/buyers/clients/sources of funding. Leadership communicates decisions, plans and updates about its products/services to these stakeholders. The host has formal agreements with multiple suppliers/buyers/clients/sources of funding. 	
<p>Notes:</p>	

ANNEX M: ROLE OF MINORITY BASED PARTNER ORGANIZATIONS IN F2F – PARTNERS OF THE AMERICAS

For many years, Partners has worked with Minority Serving Institutions (MSIs) in the implementation of the *Farmer to Farmer* program and other programs. Partners has had informal collaboration with MSIs as well as formal mentoring and subcontracting agreements.

Some of the principle MSI collaborators on the *Farmer to Farmer* program have included: University of Arkansas at Pine Bluff, Texas A&M-Kingsville, Southern University and A&M College, Alcorn State University, Florida A&M University, the Federation of Southern Cooperatives, Tuskegee University and others. In addition, Partners has had connections with other organizations and umbrella groups, such as the HBCU Faculty Development Network, which organizes training events and conferences for faculty and staff of Historically Black Colleges and Universities, and MANRRS: The National Society for Minorities in Agriculture, Natural Resources and Related Sciences. Linkages such as these increase the ability of Partners and our consortium members to recruit a wide variety of volunteer experts.

Experience with Sub-grantees in 2003-2008 Program

Partners has had a variety of experiences with our major MSI sub-grantees under the 2003-2008 *Farmer to Farmer* Caribbean Basin Program. During the first two years of the *Farmer to Farmer* Program, the subcontracts were broadly structured and FAMU (an MSI) and FAVACA (an NGO) were to take part in a variety of activities, including the following: volunteer recruitment, monitoring and evaluation (including baseline sector data collection, sector analyses/reports, case studies and select other monitoring and evaluation reports) and program replication and dissemination (writing case studies, assisting with workshops and public outreach events, etc.). However, Partners found that this model was not effective. Although sub-contractors were involved to some extent in the volunteer recruitment, there was little interest or involvement in the other program areas. In addition, challenges due to staff turnover among sub-contractors, problems with timely submission of financial reports, as well as other factors meant that a great deal of staff time from the Director in Washington was spent working with the sub-contractors, to the detriment of other areas of program implementation.

In January 2006, new sub-contracts were negotiated and signed with FAMU and FAVACA. These contracts were streamlined, deliverable-based agreements with a focus on volunteer recruitment only, as this was the area of primary interest and capacity of the subcontractors. By making the subcontracts more focused, tied to specific deliverables (volunteers), and with a streamlined system for financial reports, this not only allowed the subcontractors to be more effective in program implementation but was also easier to manage for Partners. This modification also included adding a staff position (Program Officer) at Partners headquarters to assist with the work previously assigned to subcontractors. FAMU fielded 20 volunteers throughout the LOP and FAVACA fielded 11 volunteers.

An additional MSI sub-grantee on a task-order basis was University of Arkansas-Pine Bluff. UAPB was involved in specific areas, including baseline data collection, monitoring and evaluation, and volunteer recruitment.

ANNEX N: LOCAL PARTNER MOU UNDER CNFA ANGOLA F2F PROJECT

MEMORANDUM OF UNDERSTANDING	MEMORANDO DE ENTENDIMENTO
BETWEEN: Provincial Government of Zaire AND The NGO-CNFA (Farmer-to-Farmer)	Entre: O Governo Provincial do Zaire E A ONG-CNFA (Farmer-to-Farmer)
ABOUT PARTNERSHIP SKILLS TRAINING AND SKILLS IN AGRICULTURE IN THE EMERGING FARMER SECTOR.	SOBRE A PARCERIA DE FORMAÇÃO DE COMPETÊNCIAS E HABILIDADES NA AGRICULTURA, NO SECTOR CAMPONÊS.
APPROVED	Homologado
_____ ZAIRE PROVINCIAL GOVERNOR	_____ Governador Provincial do Zaire
(i)	(i)
For the purpose of this memorandum for technical assistance activities (training and capacity building) in order to build skills for production information, marketing, leadership and also access to credit. -----	Para o propósito deste memorando nas actividades de Assistência Técnica, Formação e Capacitação com o objectivo de criar competências sobre produção, informação, comercialização, liderança e conseqüentemente o acesso ao crédito. -----
(ii)	(ii)
The Provincial Directorate of Agriculture and Rural Development of Zaire (hereinafter PDARDZ) and CNFA - Farmer-to-Farmer (hereinafter CNFA F2F), will be responsible for facilitating and implementing the memorandum for the achievement of following objectives. ---- ---	A Direcção Provincial da Agricultura e Desenvolvimento Rural do Zaire (doravante denominado DPADRZ) e a ONG CNFA – Farmer to Farmer (doravante denominado CNFA), serão responsáveis pela facilitação e implementação do memorando para o alcance dos objectivos. -----
(iii)	(iii)
The PDARDZ and CNFA F2F respectively together are referred to as parts and: ----- The PDARDZ is the institutional coordination entity; CNFA F2F is the project implementation agency and is also responsible for the costs related to the implementation for the issues of technical assistance. -----	A DPADRZ e CNFA respectivamente em conjunto são referidos como partes e: ----- A DPADRZ , é a entidade facilitador da articulação institucional; A CNFA, é a entidade de implementação do projecto e também é responsável pelos custos relativos à implementação sobre a questão da assistência técnica. -----
Scope	Âmbito
This partnership is limited to the training of farmers (Associations Cooperatives and Singular) in the value chain for the production of horticulture (fruits and vegetables). ----- a) FRUITS: oranges, lemons, pineapples, bananas, ----- b) VEGETABLES: tomatoes, squash, eggplant,	O Programa de parceria circunscreve-se fundamentalmente na capacitação dos agricultores, (Associações, Cooperativas e Singulares)sobre a cadeia de valor na produção de fruto-horticultura (frutas e hortaliças). ----- a) Frutas: laranjas, limão, Abacaxis, banana;----- -----

<p>pepper, lettuce, carrots, garlic, onions, kale, cabbage, and serves; -----</p> <p>The following segments of the value chain which include: -----</p> <p>a) Primary production: -----</p> <ul style="list-style-type: none"> - Agricultural inputs, fertilizer, soil conservation, irrigation, greenhouses and mechanization; ----- - Post-harvest handling; ----- - Marketing of fruits and vegetables (market linkages / buyers). <p>b) training and situational training: -----</p> <ul style="list-style-type: none"> - Leadership, management and development of cooperatives; ----- - Strategic development and business plans; - Business and financial management; ----- <p>The parties express the following: -----</p>	<p>b) Hortaliças: tomate, abóbora, berinjelas, pimenta, alface, cenoura, alho, cebola, couve, repolho e, atende; -----</p> <p>Os seguintes segmentos da cadeia produtiva onde incluem: -----</p> <p>a) Produção primária: -----</p> <ul style="list-style-type: none"> - Insumos agrícolas, adubação, conservação dos solos, irrigação, estufas e mecanização; - Tratamento pós-colheita; ----- - Comercialização de frutas e legumes (ligações ao mercado/compradores). ----- <p>b) Formação e capacitação situacional: -----</p> <ul style="list-style-type: none"> - Liderança, gestão e desenvolvimento de cooperativas; ----- - Desenvolvimento estratégico e de planos de negócios; ----- - Gestão comercial e financeira; ----- <p>As partes expressam o seguinte: -----</p>
<p style="text-align: center;">Clause One</p> <p>This memorandum of understanding is between the Provincial Government of Zaire represented by (PDARDZ) and the CNFA F2F program, with the aim of promoting the development of skills and leadership through training and technical assistance for producers; -----</p>	<p style="text-align: center;">Cláusula Primeira</p> <p>Este memorando de parceria é celebrado entre o Governo Provincial do Zaire, representado pela (DPADRZ) e a ONG CNFA, com o objectivo de promover o desenvolvimento de competências e liderança através da capacitação e assistência técnica ao produtor; -----</p>
<p style="text-align: center;">Clause Two</p> <p>Whereas CNFA has extensive experience in this area and is implementing about 11 agricultural programs in Africa, Asia and countries of the former Soviet Union. In Angola CNFA has been implementing a similar program Farmer-to-Farmer program since 2009, in several provinces for training and technical assistance on agricultural skills through knowledgeable consultants and technicians from the USA. In Zaire Province, volunteers are working in the city of Soyo, but CNFA is in the process of initiating operation in Mbanza-Kongo to better serve all the municipalities of the Province;</p>	<p style="text-align: center;">Cláusula Segunda</p> <p>Considerando que a ONG, CNFA tem vasta experiência nesta área e está a implementar cerca de 11 programas agrícolas distribuídos em África, Ásia e países da ex. URSS. Em Angola tem vindo a executar programa similar de Agricultor para Agricultor, em diversas províncias no âmbito da capacitação e assistência técnica para a formação de habilidades no sector agrário através de consultores e técnicos de elevada idoneidade proveniente de Estados Unidos da América. Na Província do Zaire, estão instalados no Município do Soyo, mas que está em vias de implantarem-se em Mbanza-Kongo para melhor atender todos os Municípios da Província; -</p>
<p style="text-align: center;">Clause Three</p> <p>Whereas PDARDZ is the decentralized body of the Provincial Government of Zaire that directs and meets the land policy and sustainable development of family farming -----</p>	<p style="text-align: center;">Cláusula Terceira</p> <p>Considerando que a DPADRZ é o órgão desconcentrado do Governo Provincial do Zaire vocacionado e atende pela política agrária e desenvolvimento sustentável da agricultura familiar; --</p>
<p style="text-align: center;">Clause Four</p>	<p style="text-align: center;">Cláusula Quarta</p>

<p>Whereas responding to the challenges of stimulating production and economic growth for emerging farmers, CNFA seeks to leverage specialized knowledge in order to help develop solutions to respond to the critical problems of the emerging farmers in Zaire that, this is a mutual interest of both parties; ----- -----</p>	<p>Considerando que os desafios de estimular a produção e o crescimento econômico a partir dos elementos que concorrem para melhorar a inserção dos camponeses a ONG CNFA, procura mobilizar conhecimentos especializados para desenvolver uma parceria em apoio às respostas a dar aos problemas críticos dos camponeses no Zaire que, a partida dificulta em muito a produção sendo preocupação comum das partes; ----- -----</p>
<p style="text-align: center;">Clause Five</p> <p>Recognizing that the parties share similar vision and wish to cooperate in common areas with a view to enhancing the efficiency and effectiveness in the emerging farmer sector and improved performance; ----- -----</p> <p>So in common, reached an understanding on the following:</p> <p>- The parties state that the objectives of this Memorandum of Understanding are: ----</p> <p>1.For the Provincial Government: 1.1 - Facilitate the conditions for institutional coordination within the Province for the execution of the partnership; ----- 1.2 – The subject of this assistance is correctly identified by the areas of intervention with regard to the emerging farmer agricultural sector and others deemed important. ----- -- 1.3 - Support the CNFA logistics needs (accommodation and transport for volunteer consultants) ----- 1.4 - Facilitate CNFA in drawing up terms of reference for consultancies ----- 1.5 - Participate with CNFA to perform impact analyzes of assistance provided by the volunteer consultants for CNFA) .-----</p> <p>2. FOR CNFA: 2.1 - To coordinate the research for adequate resources and programs to be implemented ----- ----- 2.2 - Recruit qualified volunteer consultants from the United States of America; ----- 2.3 - Organize domestic travel from Luanda to M'Banza Congo and other municipalities of the Province .----- 2.4- To promote and implement initiatives for agriculture and rural development in the following areas: -----</p>	<p style="text-align: center;">Cláusula Quinta</p> <p>Reconhecendo que as partes compartilham visão similar e desejam cooperar em áreas comuns com o fito de reforçar a eficiência e a eficácia da produção no sector camponês com vista a melhorar o desempenho; -----</p> <p>Assim em comum, chegaram ao entendimento no seguinte:</p> <p>- As partes determinam que os objectivos deste memorando de entendimento são: -----</p> <p>1. Pelo Governo Provincial: 1.1 - Facilitar as condições pela articulação institucional na extensão da Província para a materialização da parceria; ----- 1.2 - Identificar corretamente às áreas de intervenção no tocante a agricultura do sector camponês e outros que julgados importantes sejam objecto desta assistência. ----- 1.3 – Apoiar a CNFA em termo de logística (Alojamento e transporte para os consultores----- ----- 1.4 – Facilitar a CNFA elaborar os termos de referencia para uma consultoria----- ----- 1.5 - Participar junto com a CNFA para realizar análises do impacto da assistência prestada pelos Consultores da CNFA.-----</p> <p>2. Pela CNFA: 2.1 - Coordenar a busca de recursos e programas adequados a implementar; ----- ----- 2.2 - Recrutar consultores qualificados a partir de Estados Unidos da América;----- 2.3 - Organizar as deslocações domésticas Luanda-M'Banza Congo e para os Municípios da Província.--- ----- 2.4 - Promover e executar as iniciativas no domínio agrícola e desenvolvimento rural nas áreas: ----- ----- a) Produção, Segurança Alimentar e Nutrição; ----</p>

a) Productivity, Food Security and Nutrition; b) Input supply and farm services; ----- c) Economic resilience and rapid recovery; -- d) Value chain development; ----- e) Volunteer technical assistance; ----- f) Access to Finance. -----	b) Qualidade dos Insumos e Serviços Agrícolas;--- c) Resiliência Económica e Rápida Recuperação; - d) Desenvolvimento da Cadeia de Valor; ----- e) Assistência Técnica prestada por Voluntários; - f) Acesso ao Crédito Financeiro. -----
<p style="text-align: center;">Clause Six</p> <p>Are Direct Partners The ADI / Zaire (Agrarian Development Institute), ADS (Agrarian Development Station NUAPA / Zaire (National Union of Angolan Peasants Associations), Provincial Directorate of Commerce, the Provincial Department of Transport. -----</p> <p>FINAL DISPOSITION This Memorandum of Understanding between CNFA F2F and PDARDZ comprises the understanding of the parties regarding the above subject matter. It lasts two years and will be signed in duplicate originals that will be in effect from the date of signature by both parties. ----- -----</p>	<p style="text-align: center;">Cláusula Sexta</p> <p>São Parceiros Directos O IDA/Zaire (Instituto de Desenvolvimento Agrário), EDAs (Estação de Desenvolvimento Agrário, UNACA/Zaire (União Nacional das Associações e Camponeses Angolanos), Direcção Provincial do Comércio, Direcção Provincial dos Transportes. ----- -----</p> <p>Disposição Final Este Memorando de entendimento sobre a Parceria compreende o entendimento das partes em relação ao assunto. Tem a duração de dois anos e será assinado em duas vias originais que entrará efetivamente em vigor a partir da data da assinatura pelas partes. -----</p>
<p>In testimony to the truth, being duly authorized representatives of the parties sign this Memorandum of Understanding.</p> <p>By the NGO – CNFA (Farmer to Farmer) Date _____ _____</p> <p>The Provincial Directorate of Agriculture Date _____ _____</p>	<p>Em testemunho da verdade, estando devidamente autorizados os representantes das partes, assinam este Memorando de Entendimento.</p> <p>Pela ONG – CNFA (Farmer to Farmer) Date _____ _____</p> <p>Pela Direcção Provincial da Agricultura Date _____ _____</p>

ANNEX O: FAVACA JSFE HOST ORGANIZATION SURVEY

To FAVACA Volunteers: In FAVACA and JSFE's continuous drive toward excellence and effectiveness in its programs we request your comments and opinions in regard to your request for assistance from us. The purpose of this survey is to assess the placement, effectiveness and sustainability of the volunteer consultants and trainings. Please return this survey within 30 days of the training/consultation.

Host Organization Name: _____
Location (City, Country): _____ Date(s) of Training: _____
Name of FAVACA Volunteer Consultant(s): _____
Training/Consultation name or description: _____

Please select ONE response for each statement. Scale: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree, N/A=Not Applicable

	1.	2.	3.	4.	5.
1. The training/consultation was responsive to our request for assistance.					
2. Our organization would use this consultant again.					
3. The volunteer consultant was experienced and knowledgeable in the topic.					
4. Our organization will require follow up/additional training and/or consultation to meet our need(s) defined in our request for assistance.					
5. Will you purchase goods or services from Florida as a result of this mission?					
6. The training/consultation was effective in meeting our organization's need(s).					
7. Our organization and/or the trainees understood and internalized specifics of the training/consultation.					
8. The volunteer consultant provided my organization with guidelines, institutional) or technical knowledge to continue initiatives post training.					
9. The training/consultation will leave a long-term impact on our organization.					
10. Our organization would request assistance from FAVACA again					

11. What specific changes did occur as a result of the training/technical assistance? (e.g. number of people trained, percentage increase in income or output, etc.):

12. One goal your organization would like to achieve in the next six months in regard to the training/consultation is:

13. In-kind: please indicate the estimated value you and your organization contributed to this consultant visit (e.g. value of local transportation, reduced-cost lodging, hospitality, staff time, materials, supplies, venue, etc.):

14. If training follow-up is needed, what type would it be?

15. List any radio, TV or newspaper coverage received during the training visit:

Radio/Television/Print_____

Station or Publication Title_____

Contact Person/Position _____

Phone_____

Date contacted _____

Enter link if story is available on the Internet_____

16. Will you purchase goods or services from Florida as a result of this mission? If yes, please enter the estimated value: \$_____USD

Please, list the goods or services that you would purchase: _____

17. Other Comments:
