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Commercial Farm Service Program (CFSP)

Third Quarterly Report
(April 1, 2013 – June 30, 2013)

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Commercial Farm Service Program (CFSP)

Third Quarterly Report

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Executive Summary

Over a two-year implementation period, the Commercial Farm Service Program (CFSP) will support the creation of six viable input supply Farm Service Centers (FSCs) in Oromia regional state, Ethiopia. This proven model will serve to support the input supply sector in Ethiopia by providing brand label, high quality inputs through safe and environmentally sound stores. Each FSC will provide smallholder farmers with quality inputs and services, customized to their production needs, all of which will be accompanied by expert agronomic and veterinary consultations and training. These locally-owned businesses will receive uniform branding; technical and business management training; and assistance with inventory management, marketing, and agriculture extension and outreach. CFSP will facilitate the creation of linkages, technology transfer and training with business owners and multinational input suppliers. In addition, a wholesale buying cooperative will be established to support inventory needs of FSCs. The FSCs will also support the output marketing efforts of smallholder farmers by providing direct links to buyers and market information for more informed business decisions.

During the current reporting period of April 1st to June 30th 2013, CFSP focused primarily on **developing finalized business proposals for each of the six FSCs**. The business proposals were unique to each FSC and included a project budget, implementation plan and milestone outline. Each grantee was given the opportunity to read and comment on the grant agreement documents which were then submitted to CNFA HQ for review before being submitted to USAID/Ethiopia for final approval. Following USAID/Ethiopia approval, CFSP staff prepared each grant agreement in both English and Afaan Oromo languages. The six selected CFSP grantees include: Alema Farms PLC (Bishoftu), Barite Agricultural Inputs Trader (Shashamane), Biftu Salale Farmers Cooperative Union (Fiche), Etafa Mekonnen Crops Trade (Nekemte), Gadissa Gobena Commercial Farm Products PLC (Ambo), and Raya Wakena Farmers Cooperative Union (Dodola). On June 4 2013, CFSP held a formal Grant Signing Ceremony that was attended by FSC grantees, USAID officials, GOE officials, private sector input suppliers and local media.

In addition to finalizing FSC business proposals and grant agreements, CFSP also worked on developing **procurement requests for FSC development, environmental mitigation measures, training materials, marketing and communication materials, and partnerships with complimentary programs and organizations**. CFSP submitted a draft PERSUAP to USAID for review and also conducted field visits to enforce environmental mitigation measures. As the FSCs moved towards and achieved the first milestone of construction, CFSP staff worked to prepare procurement requests with local vendors for shelving, signage, and FSC office supplies. For each procurement order invoices were collected, vendor selections were made in tandem with CNFA HQ, and work order agreements were developed. In preparation for next quarters training of FSC staff, technical, environmental and business management training modules and materials, which involve both classroom lectures and practical demonstrations, were prepared for final review.

Beyond procurements and training materials, CFSP staff also updated and developed a series of promotional documents including program brochure, program map and success stories. Also during this reporting period, a FSC Branding and Marking Plan was prepared in consultation with Ms. Jessie Lowry, CNFA Communications and Marketing Specialist. This plan outlines uniform branding and marking for all the FSCs and is designed to promote program visibility and enhance business traffic. In addition, the CFSP program website has now reached a fully functional stage with minor edits to be made next quarter before official launch. During this quarter CFSP has facilitated discussions regarding collaboration with complimentary programs and organizations that include CDI, iiCD and the USAID GRAD program.

During the next quarter CFSP expects to: deliver supplies such as shelves, signage, and office furniture to FSCs that have achieved construction milestones outlined in the grant agreements; assist FSCs to finalize technical and office support staffing; conduct technical, environmental and business trainings to all FSC staff; and host ribbon-cutting and official opening ceremonies for at least three of the six FSCs.

Project Goals & Objectives

The primary goal of CFSP is to improve smallholder productivity, food security and incomes through the development of sustainable, private sector driven agricultural input supply and service centers. CFSP also seek to demonstrate the viability of the FSC model as a platform for larger-scale public-private partnerships to expand Ethiopian smallholders' access to inputs, training, and services.

To achieve these goals, CFSP expects to meet the following objectives:

- Establish six locally (Ethiopian) owned, retail farm supply and service centers (FSCs) with inventories, training, services and output market linkages tailored to market demands in their areas.
- Create a wholesale buying cooperative owned by and dedicated to serving the inventory needs of the FSCs and linking them to national and international suppliers.
- Deliver uniform branding, business skills, technical/advisory capacity, quality standards, environmental and worker safety procedures among the network.
- Promote FSC-led farmer outreach activities, including training seminars, demonstration, and field days, to showcase the impacts of improved inputs and improve farmer production skills.

| CFSP Life of Program Activities | Update Provided In This Report |
|---|--------------------------------|
| Start-up and Management | |
| Outreach Campaign | |
| Evaluation Selection Design and Approval of FSC Grants | ✓ |
| Facility Construction Launch | ✓ |
| Retail Input and Farm Service Sales | |
| Business and Technical Training for FSC Employees | ✓ |
| Environmental Mitigation and Worker Safety | ✓ |
| Development of Wholesale Buying Cooperative | |
| Farmer Training | |
| Output Marketing | |
| Reporting, Monitoring and Evaluation | ✓ |

Activities & Achievements

All program activities and subsequent impacts can be seen in **Attachment 1: Indicator Table**.

Evaluation, Selection, Design and Approval of FSC Grants

Following a broad outreach campaign to publicize the program and explain the application, evaluation and selection process to potential applicants, CNFA selected its 6 locations through a competitive application process. The evaluation and selection process occurred after the grant submission deadline and consisted of two review sessions where applications were scored by a team of CFSP staff that included the DCOP, Finance Specialist, Outreach/Training Specialist and Environmental Specialist. Applications were scored independently by each reviewer using an evaluation form that was linked directly to the questions in the application form and allocated points for the quality of information provided. As seen in **Attachment 2: Applicant Evaluation Results**, once an application was scored by all reviewers, the reviewers met, discussed the applications and their scores, and arrived at a *consensus score* for each application. Final individual scores were combined and divided by four, making the

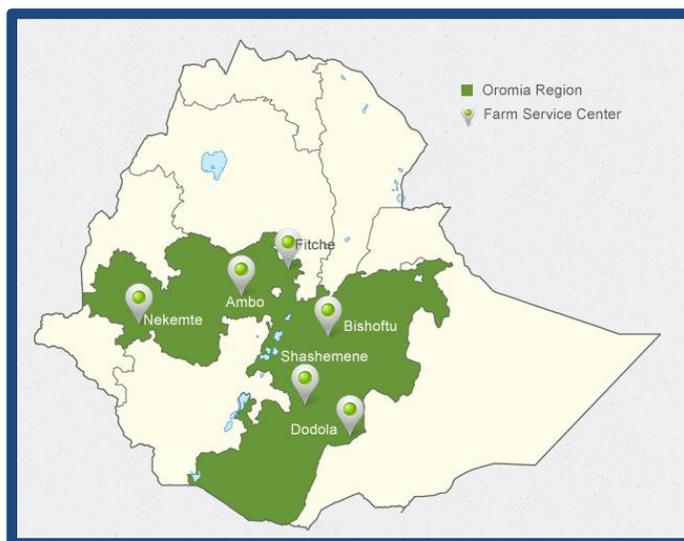
consensus score the average of individual scores. Preferential consideration was given to applications submitted by women, that demonstrated a particular benefit to women, and that were among the GoE's 83 priority development woredas. The evaluation form consisted of three core review areas as described below:

- **Corporate Capability (30 pts.)** including: the applicant's professional staff (8/30), organizational experience (10/30), and financial status (12/30).
- **Project Goals and Business Strategy (35 pts.)** including: project goal (6/35), market analysis (6/35), relationships with suppliers (3/35), operational plan (8/35), and project budget (8/35).
- **Project Impacts (35 pts.)** including: pro-forma financials (18/35), and beneficiaries (17/35).

Following these two review sessions, the highest scoring applicants were given priority in receiving site visits by CFSP staff. CFSP staff conducted a total of nine site visits, which verified the information provided in the applications, evaluated the proposed FSC location which included an initial environmental assessment and an initial local market survey aimed to verify local demand and appropriately tailor FSC design.

After close evaluation, six grantees were selected based on high evaluation scores and successful site visits. Of these six, one is a woman-owned enterprise, two are owned by cooperative unions, and three are owned by private entrepreneurs. The six selected CFSP grantees include:

- Bishoftu – Alema Farms PLC
- Shashamane – Barite Agricultural Inputs Trader
- Fiche – Biftu Salale Farmers Cooperative Union
- Nekemte – Etafa Mekonnen Crops Trade
- Ambo – Gadissa Gobena Commercial Farm Products PLC
- Dodola – Raya Wakena Farmers Cooperative Union



Following grantee selection, CFSP staff worked with each grantee to design a business plan for each FSC. Each business plan outlined the grantee qualifications, the target market, the budgetary and matching investments, and programmatic and financial milestones/targets. Final business plans were submitted in English for the review by the CFSP COP and CNFA HQ. Following a round of clarifications, final business proposals were then sent to CFSP'S USAID AOTR for "no objection." Each grantee received no objection from USAID and then resulted in CFSP working to develop grant agreements in both English and Afaan Oromo for review and approval from both CNFA HQ and USAID. As described in **Attachment 3: Success Stories**, FSC grant agreements were signed by both grantees and a USAID Senior Representative in a Grant Signing Ceremony held on June 4 2013 at Jupiter Hotel in Addis Ababa, Ethiopia.

Facility Construction and Launch

Upon FSC business plan approval and grant agreement finalization, CNFA worked with grantees to identify the necessary facility construction and/or renovation steps. Design plans included in the approved business plans served as a reference point for determining the layout of each FSC. Subsequent site visits

to each location also guided modifications in construction plans. It was conveyed clearly to grantees that, while floor plans may differ, each FSC will include: a showroom for crop inputs; a showroom for veterinary inputs; storage facilities for seeds, fertilizer and plant protection products (separate); offices for FSC management accounting and technical staff; and a training room where printed reference materials will be on display and where seminars will be conducted for FSC clients. To ensure uniformity, grantees were made aware that all FSC facilities are to be similar in physical size (averaging 100-150 square meters) and will have identical color schemes, branding, shelving, signage and promotional materials. As seen in **Attachment 4: Site Visit Documentation**, site visits confirmed that during this quarter, five of the six grantees have launched construction or renovation activities.

Business and Technical Training for FSC Employees

To ensure the sustainability of the FSC enterprises, CFSP will provide training to develop the business and technical capacities of all FSC staff members. Such capacity building schemes will increase the knowledge of the staff members and enable them support small-holder farmers more effectively and efficiently. To achieve the goals of improved enterprise development and food security of farmers, CFSP shall provide both technical and business management trainings to the FSCs owners, staff and local GOE Development Agents. It is anticipated that both Business Management Training (BMT) and Technical Training will take place next quarter.

During this reporting period, the following BMT modules have been adapted from CNFA's Zimbabwe Agricultural Market Development Trust by CFSP staff to fit local context to ensure a high standard of financial management, business planning, inventory management and marketing capability among the professional staff of the Ethiopian FSC enterprises. The following business management modules that were tailored include: Managing Working Capital; Inventory Management; Sales and Marketing; and Basic Financial Record Keeping. The module on **Managing Working Capital** is designed to equip FSC staff with the skills to manage their cash flow and prevent the shortage of working capital needed to manage the FSC business. The module on **Inventory Management** will train FSC staff in a number of stock management techniques including customer preference, profitability of stock inventories, restocking and proper use of working capital. The module on **Sales and Marketing** will enable business owners to fully exploit their sales potential, to claim a better market share in regards to agricultural inputs, and enhance their ability to face changing market conditions such as increased competition or changes in demand. The module on **Basic Financial Record Keeping** will equip FSC staff with the ability to keep basic financial records of their transactions and will also train FSC staffs on how to use these skills in data collection on a quarterly and/or annual basis to assess the strengths, weaknesses and opportunities for the business.

In addition to preparing BMT modules, CFSP staff also worked during this reporting period to design the Technical Training modules. Next quarter, FSC agronomists and veterinarians will receive updated technical training that will equip them to be more effective and pro-active in conducting farmer outreach activities such as field days, demonstration plots, seminars and in-store consultations. CFSP staff developed three technical training modules that include: Pesticide Applicators Training; Integrated Pest Management (IPM); and Crop Specific Trainings. The module on **Pesticide Applicators Training** will address the existing gap in farmers' knowledge and their low level awareness in relation to usage of agricultural inputs. Special attention will be given to safe handling and use of plant protection products, proper storage and application of agrochemicals and usage of personal protective equipment (PPE). The module on **Integrated Pest Management** will address the significant positive effect of integrating the different cultural, physical and biological pest control approaches into one coherent and compatible tactic to effectively keep pest population below economic threshold level and minimize undue reliance on chemical control thus minimizing the likely danger of the latter to humans and the environment. The module on **Crop Specific Trainings** will cater to the major types of crops grown in each FSC area and will impart knowledge on all agronomic and plant protection facets including variety selection, land preparation, sowing time and method, seeding rate, fertilizer application rate/time/method, major pests

and their control methods, crop rotation, intercropping, harvesting and postharvest handling of major crops grown around the FSCs.

CFSP technical training will make it a priority to include GoE extension agents and development agents in this training, to multiply the impact of improved agricultural consultancy training. Classroom lectures and practical demonstration methods will be used for Training of Trainers (ToT) and will be organized at one central location for the first two modules. The Crop Specific Training module will be provided at each individual FSC location. CFSP Technical Training materials have been compiled making reference to best practices developed by the GOE Ministry of Agriculture, the National and regional Agriculture Research Institutes/Universities, and other CNFA technical training materials from different countries. CFSP Training materials will be translated into Afaan Oromo while other reference materials will be translated into Amharic and English. All materials will be kept in a library embedded with FSC Training Rooms and will serve as a guide for FSC staff to conduct farmers' training and regular consultation to smallholder farmers and FSC customers.

In conjunction with the technical trainings outlined above, two environment-related training modules have been prepared on: **Environmental Compliance** and **Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP)**. These trainings outline the importance of responsible input business and code of conducts to be followed while also imparting knowledge about national and international (especially USEPA) standards to be adopted and followed in the use and handling of plant protection products.

Environmental Mitigation and Worker Safety

To ensure environmental compliance with all USAID and Ethiopian Government's rules and regulations, CFSP has completed a series of activities during this reporting period that include: the submission of a draft Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP), the submission of six Environmental Review Reports (ERRs), the creation of a template Environmental Mitigation, Monitoring Plan (EMMP), the creation of a template Environmental Monitoring and Mitigation Report (EMMR) and incorporation of environmental mitigation into all FSC site visits.

During this reporting period, and following a review by CNFA HQ, CFSP submitted a **draft Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP)** document to USAID for review and approval. While the draft PERSUAP is under review by USAID staff in Ethiopia and Washington D.C., an initial discussion was held about possible overarching comments and edits. This discussion included CFSP's USAID AOTR, USAID/Ethiopia's MEO, CFSP COP, CFSP Program Officer and the CFSP Environmental Specialist. While the MEO mentioned that he was very much impressed with the scope and breadth of the submitted PERSUAP, he requested that the final version be significantly shorter. The authors agreed to incorporate comments from the MEO and once comments are incorporated, the revised PERSUAP will be reviewed by the Regional Bureau Environment Specialist and any additional USAID personnel before final approval. CFSP anticipates receiving comments from USAID/Ethiopia's MEO and USAID/Washington by mid-August, after which revisions will be made in a timely manner.

In addition to the submission of a draft PERSUAP, the CFSP Environmental Specialist also conducted **Environmental Review Reports (ERRs) for each FSC**. All six EERs were submitted for approval to USAID and categorized the activities of the project as having either a) very low risk, b) no significant adverse impacts or c) no significant adverse impacts, and given specified mitigation and monitoring plans for each category. ERR recommended mitigation plans were set for activities categorized as negative determinations with conditions and a **template Environmental Mitigation and Monitoring Plan (EMMP)** was prepared to address these activities with potential negative impacts. The template EMMP for each FSC was annexed to the respective grant agreements. In addition to the agreed EMMP, an **Environmental Monitoring and Mitigation Report (EMMR) template** was supplied to each FSC for reporting as per the timeline given in the EMMP.

In addition to the aforementioned environmental reporting measures, the CFSP Environmental Specialist is also diligently following up with FSC owners during the construction and renovation phase to ensure compliance with environmental mitigation measures outlined in the final business plans. Such measures include, but are not limited to, proper drainage, ventilation, storage, sanitation facilities and etc.

Reporting, Monitoring and Evaluation

CFSP has hired Ms. Aresema Berhanu as the summer Monitoring & Evaluation Intern for the months of June and July 2013. Under the guidance of Mr. Hailu Gudeta, CFSP Training and Outreach Specialist, Ms. Berhanu has been responsible for supporting the design, data collection, and data analysis for the CFSP baseline survey. Conducted throughout June in three of the six FSC locations – Ambo, Dodola, and Shashamane – the baseline survey reached a total of 80 farmers. In Ambo, 25 farmers were interviewed from five peasant associations: AwaroKora, GosuKora, KisoseOdoLiban, SankaleFaris; and UkoKorke. In Doddola, 29 farmers were interviewed from the Barisa, Danaba, Edo, Ganata, TuluAlawanso; and WirtuKachama peasant associations. And finally, in Shashamane, 26 farmers were interviewed from four peasant associations: Alelu Ilu, BuchanaDanaba, ButeFilicha; and MajaDama.

The survey aimed to provide information on the crop productivity, agricultural input usage and farming skills of farmers over the past two cropping seasons. The survey asked farmers to state their crop productivity and how much fertilizer, improved seed and pesticides they used for each crop season, whilst also asking them to give their opinions on the quality of these agricultural inputs. Furthermore, this survey sought to test the agricultural knowledge of the farmers by requiring information on how much, if any, agricultural training they have received in the past two years. This topic was complimented by a section in which they, themselves, provided an estimation of how good their own skills were in relation to different farming activities.

With this objective in mind, farmers were reached through organized meetings, while at other times through house-to-house meetings. Whilst no major challenges were faced during the process, minor limitations existed. For example, the period during which the interviews were conducted is a busy time for farmers in the selected regions, which made approaching and securing farmers for the duration of the interview difficult. Furthermore, bias may have existed in many forms in the final results as farmers either over or under- estimated their own productivity and skills.

With all considered, the CFSP baseline surveys were conducted in the hopes of measuring the impact of the program on farmers by collecting data on their previous agricultural status in order to compare it to their post-FSC implementation status. CFSP anticipates that a full report will be compiled and finalized in the next quarter.

Cross Cutting Activities

Marketing and Communications

As seen in **Attachment 3: Success Stories**, on June 4 2013 CFSP held an official **Grant Signing Ceremony** for the six selected FSC grantees. The event was held at the Jupiter Hotel in Kasanchis from 4:00 PM – 5:00 PM and was attended by each of the six grantees, USAID officials, Government of Ethiopia officials, colleagues from international NGOs, and private sector input suppliers. Local media coverage included the Ethiopian Herald, a government owned newspaper and two private newspapers, the Fortune and the Capital. In total, 35 participants attended the event.

Tim Bergstrom, CFSP Chief of Party, opened the event with welcoming remarks. Following Mr. Bergstrom, remarks were given by Mr. Gary Robbins, Office Chief of Economic Growth and Transformation (EG&T) at USAID/Ethiopia and Mr. Furo Beketa, Head of Oromia Bureau of Agriculture. Prior to formal grant signing Dr. Waktola Wakgari, CFSP Deputy Chief of Party, introduced

the six grantees, each of which was given the opportunity to introduce themselves and give any additional remarks about the grant and how they envision it supporting their current and future businesses.

After the signing ceremony journalists from the three newspapers interviewed the six grantees, Tim Bergstrom, Dr. Waktola Wakgari, and Gary Robbins. The media was mostly interested in finding out the aim of the program, how much money is provided by CFSP to the grantees, how much money the grantees are expected to invest and what strategies the program has in order to help the small holder farmers. On June 5

2013, the Ethiopian Herald covered and published the story as front page news in an article entitled, *“Shift from Subsistence to Commercial Farming.”* A few days later, The Capital also published the story in an article entitled, *“Farm Service Centers Established in Oromia.”*

Following the CSFP Grant Signing Ceremony CFSP staff worked in consultation with Ms. Jessie Lowry, CNFA HQ Communications and Marketing Specialist, to develop a uniform FSC Branding and Marking Plan. As seen in **Attachment 5: FSC Branding and Marking Plan**, this document outlines uniform branding and marking for all the FSCs and is designed to promote program visibility, enhance business traffic, create recognition from customers, and generate awareness of the FSCs network on a local, national and international level. FSC owners have been informed about the plan and will be given the finalized document next quarter. At this point in time, each FSC has been introduced to the FSC logo and has been given detailed instructions regarding uniform paint. Uniform branding and marking for all FSCs will include:

- Uniform FSC logo;
- Uniform road signs and light boxes branded with the FSC logo;
- Uniform branded stickers with logos for products;
- Uniform business cards for FSC employees;
- Uniform paint for the FSC buildings;
- Uniform green smocks with FSC logo for employees;
- Uniform dedication plaques with USAID and CNFA logos for each FSC;
- Branded letterheads and formats for financial documents; and
- Ribbon cutting ceremonies.

As mentioned above in the second bullet above, each FSC will have uniformly branded road signs and light boxes. The road signs will be double sided, bear the FSC logo, be strategically placed on the main road going in and out of each city/town, and provide directions to the FSCs. In addition to the road signs, there will be a light box sign on each FSC building. During a recent site visit, CFSP staff determined both the number and location of each FSC’s road signs. CFSP staff and FSC owners also identified what is needed in terms of municipal and Woreda approval and payment for permission to put the signs on the road. All the grantees are currently in the process of getting the necessary permits to put the road signs on the main roads.



Mr. Gary Robbins, Office Chief of EG&T of USAID/Ethiopia
with the six CFSP grantees

Also during this reporting period, the **CFSP program website** has reached a fully functional stage with minor edits and uploads to be made next quarter before official launch. The website, as seen in the image to the right, will be found at <http://www.cfspethiopia.org/> and will include the following sections: About Us, Grants, Training, News, Events, Partners, and Market Information Systems. Major layout designs and content has been finalized and news and information on the grantees will be uploaded as it is collected. In June, three CFSP staff members were also trained on how to navigate the back-end of the website to make edits and upload documents/photos. An official website launch is anticipated to be announced in tandem with the first FSC ribbon cutting ceremony.



Gender Issues

Complimenting the CFSP Gender Assessment conducted during Quarter Two, CFSP worked with Winrock International to field Ms. Anais Troadec, a USAID Farmer to Farmer (F2F) volunteer who specializes in women empowerment and organizational development training. As seen in **Attachment 3: Success Stories** and **Attachment 6: Gender Training Report**, Ms. Troadec led a series of gender, business skills and organizational development training sessions for three different Women's Associations in Shashamane, Kofle and Quyeera. These associations, all of which were selected as a result of a **primary assessment conducted by CFSP**, included the Jhalala Women's Association, the Burka Gudina Missoma Women's Association and the Gudina Women's Association. Held from April 24th to May 8th, **each of the three women's groups had their own three-day series of training**. As the women's groups are located in the same municipality as the CFSP women-owned Shashamane FSC, CFSP staff also attended the training and provided a brief explanation to participants about the program itself as well as the inputs, technical expertise and trainings that will be available through the new Shashamane FSC. Coordinating closely with the Government of Ethiopia, Development Agents and Woreda Administration Officials also participated in the training. The interactive nature of the training series helped participants become engaged and actively participate in the games, discussions and breakout sessions. The dialogue of the training sessions was based on assessing the strengths, weaknesses, opportunities and constraints for both women farmers and the associations themselves. This focus **built a sense of community, highlighted the potential for leadership and promoted confidence building** for all training participants. To ensure the



participants retain the knowledge gained from the training and are able to transfer this knowledge to other association and community members who were unable to attend, the close of each training session asked participants to summarize the main take-aways from the training.

Project Administration and Finance

During this reporting period, CFSP staff has been diligently working on a variety of administration issues and financial compliance and reporting measures including:

- Completion of procurement and USAID marking for CFSP office furniture and supplies;
- Anticipated procurement of two desktop computers for CFSP office in July 2013;
- Anticipated import and customs approval of the CFSP program vehicle following stamp of approval from USAID's Logistics Department, acquisition of GOE Ministry of Transportation permit and license plates, and clearing customs duties with GOE Clearing Agents;
- Processing and payment for all CFSP Program expenditures recorded in accordance to the appropriate account categories as seen in **Attachment 7: SF 424**. All financial reports approved by CFSP COP at the beginning of each calendar month and submitted to CNFA HQ at the end of each calendar month.
- Collection and approval of proforma invoices for FSC office furniture, computers, printers, shelving, agriculture sprayers, and exhaust fans. Procurement requests were prepared for each vendor and were approved by CFSP COP and CNFA HQ;
- Submission of CFSP staff time sheets to CNFA HQ at the close of each month;
- Submission of monthly advance request to CNFA HQ based on most recent financial report;
- Request for advance payment for procurement of FSC shelving (50%) and exhaust fans (50%);
- Provision, approval and clearance for all vehicle usage, travel advance, and travel reimbursement for travel in Addis as well as site visits;

In addition to administrative and finance reporting, CFSP is also pleased to announce the title change for Dr. Waktola Wakgari to CFSP Chief of Party (COP) as well as the arrival of three new staff members and a Monitoring & Evaluation Intern. Following the departure of former CFSP COP Tim Bergstrom in mid-June, CNFA HQ and USAID/Ethiopia have approved the promotion of Dr. Waktola from Deputy Chief of Party to Chief of Party. To support the program for the final 14 months of implementation, CFSP has hired Kathryn Karl as CFSP's Addis-based Program Officer. During the month of June 2013, the Communication Specialist and Finance Specialist vacated their positions with the program for advanced professional opportunities. As a result, CNFA HQ and the CFSP Office Manger supported the CFSP COP in recruitment for each position. Job descriptions were posted for each job on ethiojobs and 1420 Bio-Data forms and consultant agreements were developed and finalized for each of the final candidates. CFSP looks forward to having these positions filled by qualified Ethiopians in July 2013. The CFSP also welcomed Aresema Berhanu as the Monitoring & Evaluation Intern for the months of June and July 2013. Ms. Berhanu is responsible for supporting the design, data collection, and data analysis for the aforementioned CFSP baseline survey.

Networking and Collaboration

Looking to both enhance the operational abilities of the FSCs and maximize impact through improved coordination, the CFSP program has networked and collaborated with other firms and programs when appropriate. In this reporting period CFSP has signed an MOU with iiCD and is reviewing MOUs with the Center for Development Initiatives (CDI) and the USAID GRAD program.

As the FSCs will be serving as a link between the markets and the farmers, CFSP has worked to develop and sign a MOU with iiCD, a non-profit foundation specializing in the use of information and communication technology (ICT) as a tool and driver for development. The partnership between the CFSP program and iiCD will link and educate the FSCs on how to use and apply iiCD's Farm

Management and Market Information System. As seen in **Attachment 3: Success Stories**, on April 17th 2013, CNFA and iiCD signed and fully executed an MOU that outlined this partnership.

During this reporting period, MOUs have also been drafted and are under review with both CDI and the USAID GRAD program. CDI is an Ethiopian non-profit that aims to improve the livelihoods of marginalized community members with special emphasis for children, youth, women and poor households in Ethiopia. CFSP anticipates working with CDI to facilitate targeted input supply and technical training to CDI's partner in Shashamane – the Jhalala Women's Association. Following collaborative discussions with the USAID GRAD program, CFSP is also working on development and MOU that outlines how the FSCs can link to GRAD beneficiaries through targeted input supply and diet diversification and extension training.



CNFA and iiCD signing the MOU

Lessons Learned

During this reporting period, CFSP has learned that site visits and strict follow-up with FSC grantees is necessary to ensure grantees are making progress and on target to achieving milestones in a timely manner. These site visits have also given CFSP staff a chance to conceptualize program progress, to field questions and concerns that the grantees may have, and to provide any additional support to the grantees.

Challenges

During this reporting period, the largest challenges CFSP encountered were in relation to procurement. For example, CFSP has been working on importing/securing and registering the program vehicle since May, 2013 and in the meantime has been incurring notably higher transportation costs for field visits. To mitigate this challenge, CFSP staff has been in daily communication with the office of the clearing agent and USAID logistic department. It is anticipated that the CFSP vehicle will be secured by August 1 2013.

In addition to the vehicle, FSC equipment pro-forma invoices have been collected and completed in compliance with USAID standard procedure. However, most of Ethiopian invoices are valid for a ten day period and we have realized that often times final orders are placed beyond this period, resulting in some deviation in price. This has not been a major issue but is something to be closely attended to as the program hopes to streamline the delivery of shelving, signage and office furniture to each FSC following completion of construction/renovation.

Beyond CFSP program administration, the largest challenge will be for the FSCs to adhere to the tight timeline for renovation and construction. As mentioned in the Second Quarterly Report, many of the FSC buildings are either newly built or require some serious renovation. To mitigate this challenge, three CFSP staff members have each been assigned two of the FSCs and have been placing phone calls a few times a week to check-in on the progress. All six FSCs are at different stages of progress towards achievement of milestones they agreed to - while five of the six FSCs are progressing according to the set timelines one still has some catching up to do due to problems related to obtaining the plot of land for construction. CFSP is supporting this FSC in every way possible to speed up land acquisition and start of constructions.

Next Steps

During the next quarter CFSP expects to:

- Deliver supplies such as shelves, signage, and office furniture to FSCs that have achieved construction milestones outlined in the grant agreements;
- Assist FSCs to finalize technical and office support staffing;
- Conduct technical, environmental and business trainings to all FSC staff; and
- Host ribbon-cutting and official opening ceremonies for at least three of the six FSCs.

Additional cross cutting activities that are anticipated to be completed in the next quarter include the official website launch, development of the Second Annual Work Plan, and extending CFSP collaboration with other firms and programs.

Conclusions

Building off of a successful first quarter that included program start-up and outreach activities, and a dynamic second quarter that included additional outreach campaigns, grant applications and reviews, a gender assessment and official program launch, the third quarter of the CFSP was marked by a series of equally impressive achievements. Beginning with the finalization of six FSC business proposals and grant agreements, CFSP has continued to support the grantees in the construction process and has worked diligently to develop procurement requests, environmental mitigation measures, communication materials and training materials. In the coming quarter, CFSP looks forward to tracking FSC construction and preparing for FSC openings and FSC staff training.

Attachment 1: Indicator Table

| Indicator | Baseline | Target/Actual | | | | | | | | | |
|---|----------|------------------|-------------------|-----------------------|----------|----------|----------|----------|----------|----------|-------------------------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | LOP | |
| FTF Indicators | | | | | | | | | | | |
| 4.5.2 Number of jobs attributed to FTF implementation | 0 | 0/0 | 0/0 | 10/0 | 10 | 10 | 10 | 10 | 10 | 10 | 60 |
| 4.5.2.5 Number of farmers and others who have applied new technologies or management practices as a result of USG assistance (disaggregated by sex; cumulative) | 0 | 0/0 | 0/0 | 0/0 | 5,000 | 10,000 | 15,000 | 25,000 | 30,000 | 30,000 | 30,000 |
| 4.5.2.7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (disaggregated by sex; cumulative) | 0 | 0/0 | 0/0 | 0/106 92 F: 14 M | 100 | 300 | 700 | 1,100 | 1,500 | 1,500 | 1,500 (50% women) |
| 4.5.2-11 Number of food security private enterprises (for profit), producers, organizations, water user associations, woman' s groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance (disaggregated by sex; cumulative) | 0 | 0/0 | 3/0 | 6/9 4 F : 5M | 7 | 9 | 22 | 29 | 45 | 45 | 45 (25% women) |
| 4.5.2-29 Value of agricultural and rural loans (disaggregated by sex; cumulative) | \$0 | \$0/\$0 | \$0/\$0 | \$5,000/\$0 | \$10,000 | \$15,000 | \$20,000 | \$40,000 | \$80,000 | \$80,000 | \$80,000 (25% women) |
| 4.5.2-30 Number of MSMEs, including farmers, receiving USG assistance to access loans (disaggregated by sex; cumulative) | 0 | 0/0 | 0/0 | 3/0 | 6 | 6 | 7 | 7 | 7 | 7 | 7 |
| 4.5.2-37 Number of MSMEs receiving business development services from USG assisted services (cumulative) | 0 | 0/0 | 0/0 | 3/6 | 6 | 6 | 7 | 7 | 7 | 7 | 7 |
| 4.5.2.38 Private sector matching investment leveraged (USD) | 0 | \$66,000/ \$0 | \$155,500/ \$0 | \$30,500/ \$44,307 | \$30,500 | \$30,500 | \$20,500 | \$27,000 | \$24,000 | \$24,000 | \$354,600 |

| Indicator | Baseline | Target/Actual | | | | | | | | |
|---|----------|---------------|---------------------|------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | LOP |
| Overall Program Impacts | | | | | | | | | | |
| FSCs established (ownership of FSCs disaggregated by sex) | 0 | 0/0 | 2/0 | 4/6 1 F : 5 M | - | - | - | - | - | 6 |
| Value of FSC sales (USD) | \$0 | \$0/\$0 | \$100,00/\$0 | \$250,00/\$0 | \$300,000 | \$350,000 | \$400,000 | \$500,000 | \$600,000 | \$600,000 |
| Increased farmer incomes (measured by per capita expenditures - disaggregated by sex) | 0 | 0/0 | 0/0 | 0/0 | - | - | - | - | - | 20% |
| Value of farmer output marketed through FSCs | \$0 | \$0/\$0 | \$0/\$0 | \$0/\$0 | - | - | - | - | - | TBD |
| Inputs supplied by wholesale buying cooperative (cumulative in USD) | 0 | \$0/\$0 | \$0/\$0 | \$50,000/\$0 | \$100,000 | \$200,000 | \$300,000 | \$400,000 | \$500,000 | \$500,000 |
| Number of households directly benefiting from USG interventions (cumulative) | 0 | 0/0 | 0/0 | 0/112 | 5,000 | 10,000 | 15,000 | 25,000 | 30,000 | 30,000 |
| Number of field days and exhibitions | 0 | 0/0 | 0/0 | 12/0 | 12 | 12 | 12 | 12 | 12 | 72 |
| Number of GoE Extension Agents taking part in trainings | 0 | 0/0 | 0/0 | 0/0 | - | - | - | - | - | TBD |
| Number of grant applications received (disaggregated by sex) | 0 | 25/0 | 25/27 6 F : 21 M | 0/0 | - | - | - | - | - | 50 |
| Number of activities conducted for the outreach campaign | 0 | 4/4 | 5/5 | 0/0 | - | - | - | - | - | 9 |
| Number of FSCs and other private input suppliers benefiting from the creation of the wholesale buying cooperative | 0 | 0/0 | 6/0 | 6/6 | 6 | 6 | 6+ | 6+ | 6+ | 6+ |
| Value of the volume discounts offered by the wholesale buying cooperative | 0 | 0/0 | 0/0 | 0/0 | - | - | - | - | - | TBD |

| Indicator | Baseline | Target/Actual | | | | | | | | |
|---|----------|---------------|--------|--------|-----|-----|-----|-----|-----|-----|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | LOP |
| Cross Cutting | | | | | | | | | | |
| Number of gender assessments conducted | 0 | 0/0 | 0/1 | 0/0 | 1 | - | - | - | 1 | 2 |
| Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities | 0 | 0/0 | 0/0 | 0/0 | - | - | - | - | - | 80% |
| Percentage beneficiaries benefitting from other ongoing nutrition programs due to CFSP linkages (disaggregated by sex and age group) | 0 | 0/0 | 13%/0% | 25%/0% | 38% | 50% | 57% | 63% | 70% | 75% |

Attachment 2: Applicant Evaluation Results

Evaluation Round 1

| Location & Applicants Code Reviewers Code | Bakko | | | | Nekemte | | | | Woliso | Shashemene | | | | Dodola |
|--|-------|-------|-------|-------|---------|-------|-------|------|--------|------------|-------|-----|------|--------|
| | 001 | 002 | 003 | 004 | 005 | 006 | 007 | 008 | 009 | 010 | 011 | 012 | 013 | 014 |
| A | 60 | 44 | 69 | 54 | 67 | 71 | 82 | 67 | 72 | 82 | 54 | 64 | 35 | 72 |
| B | 48 | 47.5 | 60 | 47.5 | 40.5 | 58.5 | 71.5 | 62 | 59.5 | 73 | 45 | 61 | 50 | 64.5 |
| C | 62 | 70 | 78 | 73 | 73 | 79 | 75 | 77 | 71 | 74 | 55 | 69 | 48 | 72 |
| D | 53 | 33 | 76 | 51 | 63 | 55 | 91 | 56 | 74 | 90 | 51 | 78 | 29 | 82 |
| Average Score | 55.75 | 48.63 | 70.75 | 56.38 | 60.88 | 65.88 | 79.77 | 65.5 | 69.13 | 79.75 | 51.25 | 68 | 40.5 | 72.63 |
| Rank | 3 | 4 | 1 | 2 | 4 | 2 | 1 | 3 | 1 | 1 | 4 | 3 | 5 | 1 |

Key: 001= Taye Dhugassa and Ijigu Teshome
 002=Bore Bakko Union
 003=Motuma Tadesse
 004= Bako farmers' cooperative
 005= Gibe Didessa Farmers' Cooperative Union
 006= Gemechu Trading
 007= Etefa Mekonen Crops Trade

008= Leka veterinary drug store/Wollega pesticide drug
 009= Liben Farmers' Cooperative Union
 010= Barite Agricultural Inputs Trader
 011= Duro langano fruit and vegetable market cooperative union
 012= Uta wayu multipurpose coop. Union P.L.C
 013= Yigezu Ruka Aricultural input supplier
 014= Raya Wakena Farmers' Cooperative Union

Reviewer's Code: A= Dr. Waktola
 B= Gemechu

C= Hailu
 D= Dr. Jiregna

Evaluation Round 2

| Location & Applicants Code Reviewers Code | Modjo | | | Bishoftu | | | Ambo | | Fiche | | | Bakko |
|--|-------|------|------|----------|------|------|------|-----|-------|------|-----|-------|
| | 001 | 002 | 003 | 004 | 005 | 012 | 006 | 007 | 008 | 009 | 010 | 011 |
| A | 66 | 67 | 50 | 42 | 36 | 67 | 33 | 87 | 59 | 54 | 52 | 85 |
| B | 75 | 70 | 45.5 | 54 | 45 | 70 | 28 | 89 | 52.5 | 50 | 53 | 82 |
| C | 63 | 78 | 39 | 35 | 41.5 | 65 | 25 | 92 | 55 | 53 | 55 | 86 |
| D | 62 | 59 | 45 | 44 | 38 | 77 | 21 | 84 | 47 | 50 | 52 | 83 |
| Average Score | 66.5 | 68.5 | 44.9 | 43.8 | 40.1 | 69.8 | 26.8 | 88 | 53.4 | 51.8 | 53 | 84 |
| Rank | 2 | 1 | 3 | 2 | 3 | 1 | 2 | 1 | 1 | 3 | 2 | 1 |

Key: 001= Bole Farmer's Shop Modjo
 002= Harvest Gen. Trading Modjo
 003= Orchid Business Group Modjo
 004= Almaz Nebiyou Bishoftu
 005= Ecopia Bishoftu
 006= Oil Manufacturing Ambo

007= Gadisa Gobena Ambo
008= Biftu Salale Fiche
 009= Mekete Fiche
 010= Antica Fiche
 011= Anno Agro Industry Bako
012= AFK PLC/Alema Farms PLC Bishoftu

Reviewer's Code: A= Dr. Waktola
 B= Gemechu

C= Hailu
 D= Dr. Jiregna

Attachment 3: CSFP Success Stories

Building Confidence and Community through Gender Training



Mr. Anais Troadec with the Jhalala Women's Association at the end of their three-day training session.

Over 45 percent of individuals who are economically active in Ethiopian agriculture are women – many of whom cultivate family farms for both sale at their local market and home consumption. Despite this heavy involvement in agricultural production, women have limited access to the training and inputs necessary to increase their yields. To **support women farmers and their role in agricultural development**, the two-year USAID-funded Commercial Farm Service Program (CFSP) partnered with Winrock International to field a volunteer and host a three-day gender training sessions for **three different Women's Associations** in Shashamane, Kofle and Quyeera. Beginning on April 24, Anais Troadec led the sessions which covered **leadership, business skills and organizational development**.

Provided by Winrock International, Ms. Troadec is a USAID Farmer-to-Farmer (F2F) volunteer who specializes in women empowerment and organizational development training. **To help garner greater visibility**, CFSP provided a brief presentation to participants about the program as well as the inputs, technical expertise and trainings that will be available through the new Shashamane and Dodola FSCs.

All three of the associations that received training were identified as a result of the CFSP Gender Assessment. Conducted in January, this assessment identified these associations as having the greatest interest in receiving gender training. The three associations included the Jhalala Women's Association, the Burka Gudina Missoma Women's Association and the Gudina Women's Association. Daily participation from each association **averaged 25 women**, and most days also included anywhere from **two to eight male participants**. Coordinating closely with the Government of Ethiopia, Development Agents and Woreda Administration Officials also participated in the training.

The interactive nature of the training series helped participants become engaged and actively participate in the games, discussions and breakout sessions. The dialogue of the training sessions was based on assessing the strengths, weaknesses, opportunities and constraints for both women farmers and the associations themselves. This focus **built a sense of community, highlighted the potential for leadership and promoted confidence building** for all training participants.

CFSP will continue to be in contact with the three associations in the next quarter to ensure they are **formally linked with the Shashamane and Dodola FSCs** and to explore the development of **additional trainings** in leadership, organizational capacity and new business ventures such as poultry and animal breeding.

Improving Farmer's Access to Farm Management and Market Information



Aiming to **transform the agricultural input supply, training services, production and access to market information in Ethiopia**, the two-year USAID-funded Commercial Farm Service Program (CFSP) is forging relationships and building partnerships with entities in both the private and public sector.

On April 17, 2013, CFSP developed and signed a Memorandum of Understanding (MOU) with iiCD, a non-profit foundation **specializing in the use of information and communication technology (ICT) as a tool and driver for development**. The MOU outlines how the partnership will link and educate the newly established FSCs on how to use and apply iiCD's Farm Management and Market Information System. This ICT platform is currently being developed with ethiotelecom and will be a system that provides users with **timely and relevant information regarding market prices** for various commodities as well as **best practices for farm management** in relation to dynamic changes in land and resource availability.

CFSP looks forward to working with iiCD as they develop and deploy their unique ICT platform and to establishing additional partnerships in the public and private sector to meet its program's objectives.

Ethiopian Entrepreneurs Sign Farm Service Center Grant Agreements



Ms. Adanech Zewide, Shashamane FSC grantee, speaking at the CFSP Grant Signing Ceremony

On June 4, 2013, the USAID Commercial Farm Service Program (CFSP) awarded six grants to Ethiopian entrepreneurs and farmer cooperative unions to establish Farm Service Centers (FSCs) in Oromia Regional State- **the first of their kind in Ethiopia**. Federal and Regional Government Officials from Ministry of Agriculture, Oromia Bureau of Agriculture, private sector representatives, national, local, and international NGOs, other implementers of USAID’s Feed the Future program as well as various governmental and private media attended the ceremony. Coverage of the Grant Signing Ceremony appeared throughout different media outlets including the Ethiopian Herald and Capital Newspapers.

Selected to establish the Shashamane FSC, Adanech Zewide, is a veterinarian by profession and owns a pharmaceutical and veterinary shop in the heart of Shashamane. With more than 20 years of agribusiness experience, she currently serves more than 5,000 smallholder farmers in the surrounding area. During her introduction at the event she stated, **“It has always been my dream to serve more farmers. Now, with this grant program, I will be able to accomplish my dream.”**

The six FSCs support the input supply sector in Ethiopia by providing brand label, high-quality inputs through safe and environmentally sound stores. Additionally, the FSCs encourage the output marketing efforts of smallholder farmers by providing both a more direct link to the market, as well as market information. Each grant provides training to the business owners and support linkages with large input supply companies. Once up and running, these privately-owned FSCs will provide a range of inputs, services and knowledge to smallholder farmers that will enable them to transition from subsistence to commercial farm production. The CFSP grants **total \$240,000 and will be matched by over \$1.5 million** as leveraged by the six grantees. Of these six, one is a woman-owned enterprise, two are owned by cooperative unions, and three are owned by private entrepreneurs. The six selected CFSP grantees include:

- Alema Farms PLC (Bishoftu)
- Barite Agricultural Inputs Trader (Shashamane)
- Biftu Salale Farmers Cooperative Union (Fiche)
- Etafa Mekonnen Crops Trade (Nekemte)
- Gadissa Gobena Commercial Farm Products PLC (Ambo)
- Raya Wakena Farmers Cooperative Union (Dodola)

Attachment 4: FSC Site Visit Documentation

Ambo Farm Service Center

Photos from July 17, 2013



Bishoftu Farm Service Center

Photos from July 19, 2013



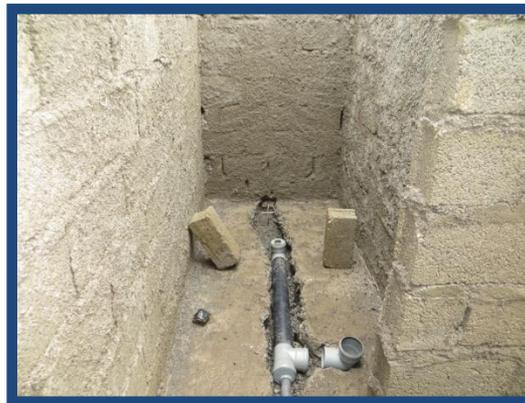
Dodola Farm Service Center

Photos from July 18, 2013



Fiche Farm Service Center

Photos from July 22, 2013



Nekemte Farm Service Center

Photos from July 16, 2013



Shashamane Farm Service Center

Photos from April 24, 2013



Attachment 5: FSC Branding and Marking Plan

The Commercial Farm Service Program (CFSP) has provided a comprehensive branding and marking plan for the Farm Service Network established in Oromia, Ethiopia. Each Farm Service Center (FSC) must comply with the five areas listed below in an effort to maintain a consistent brand for the FSC network.

Signage

In order to gain greater visibility of your FSC, signage will be an important tool to provide directions to the FSC, gain brand recognition and build consistency among the network.

- **Road Signs:** At least two road signs must be placed ---- km away from the FSC. Road signs should be made of metal (galvanized steel) for durability, with weatherproof lettering/branding. Oracle vinyl tape works better than paint.
- **Front Signs:** At least one front sign must be placed. Front signs can be the same material as the road sign or can be a “light box” design.
- **Inside FSC Signage:** Small signs must be placed to indicate the entry of an office/service (ex: agronomist, veterinary, etc.)

Sample Road Sign:



Printed Materials

The CFSP team will provide the FSC staff with printed materials to help promote the network's communications efforts. Printed materials will include customized brochures (reflecting the individual FSC and its products/services), stationery and business cards.

Uniforms

FSC workers will be required to wear uniforms provided by CFSP. The uniform will be a green smock with the FSC logo. Employees must wear their nametag which will include the employee's full name and position.

USAID Branding Requirements

As part of the USAID branding requirements, a plaque will be placed on the front of the FSC building. The plaque will provide the following information:

[Name of the FSC], funded by the Commercial Farm Service Program, opened [provide opening date]

*USAID logo must be included

Certificates

After completing CFSP's business training, the FSC will be awarded a certificate. This certificate must be hung next to the cash register. A frame will be provided.

Attachment 6: Gender Training Report

Dates: April 24th 2013 –May 8th 2013

Locations: Shashamane, Kofale and Quyeera

Prepared by: Lydia Assefa



Training Team Participants:

| Name | Title | Responsibility |
|----------------|--|--------------------------------------|
| Anais Troadec | Winrock F2F Volunteer | Principal Trainer |
| Lydia Assefa | CFSP Program Assistant/Gender Specialist | Logistics Arrangement & Facilitation |
| Tadesse Jibira | Translator | Translation and Interpretation |
| Hailu Gudeta | CFSP Training and Extension Specialist | Setup arrangement |

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Executive Summary

Complimenting the CFSP Gender Assessment conducted during Quarter Two, CFSP worked with Winrock International to field **Ms. Anais Troadec**, a USAID Farmer to Farmer (F2F) volunteer who specializes in women empowerment and organizational development training. Ms. Troadec led a series of gender, business skills and organizational development training sessions for three different Women’s Associations in Shashamane, Kofle and Quyeera. These associations, all of which were selected as a result of a **primary assessment conducted by CFSP**, included the Jhalala Women’s Association, the Burka Gudina Missoma Women’s Association and the Gudina Women’s Association.

Held from April 24th to May 8th, **each of the three women’s groups had their own three-day series of training**. As the women’s groups are located in the same municipality as the CFSP women-owned Shashamane FSC, CFSP staff also attended the training and provided a brief explanation to participants about the program itself as well as the inputs, technical expertise and trainings that will be available through the new Shashamane FSC. Coordinating closely with the Government of Ethiopia, Development Agents and Woreda Administration Officials also participated in the training.

The interactive nature of the training series helped participants become engaged and actively participate in the games, discussions and breakout sessions. The dialogue of the training sessions was based on assessing the strengths, weaknesses, opportunities and constraints for both women farmers and the associations themselves. This focus **built a sense of community, highlighted the potential for leadership and promoted confidence building** for all training participants. To ensure the participants retain the knowledge gained from the training and are able to transfer this knowledge to other association and community members who were unable to attend, the close of each training session asked participants to summarize the main take-aways from the training.

Training Preparation

On April 24th and 25th CFSP staff and Ms. Troadec met with the Jhalala Women’s Association, the Gudina Women’s Association and the Burka Gudina Missoma Women’s Association to assess the operational capacity and needs of the organizations. As described in the table below, the meetings with each organization included a discussion with committee members on the current roles and responsibilities for all members, current governance structure, and current gender issues they would like to focus on.

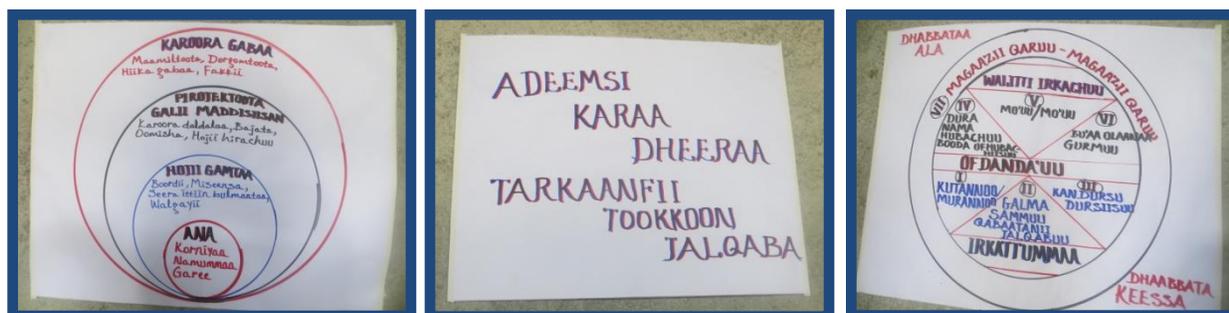
| Name of Association | Training Preparation Discussion Findings |
|------------------------------------|--|
| Jhalala Women’s Association | <ul style="list-style-type: none"> • The organization is registered as a credit and savings cooperative, has its own constitution, has its own bylaws and holds elections every three years. Nominations for all positions are required to be through fellow members (there is no self-nomination). • There are 13 committee members for this organization. 7 of the 13 committee members make up the “executive committee.” • The organization takes minutes at each meeting and currently has one hundred and twenty one members. Membership is dependent on fulfilling criteria that includes submitting and application form, paying a registration fee and contributing to the monthly savings fund (10 birr). • The organization has about 1.5 MM birr in assets and maintains a two hectare plot of land that serves as both a financial asset and productive source for agricultural production. Cultivated seed is sold at the market and is reinvested in the organization. • Initially, the member’s husbands did not like the fact that their wives were members of this association. However, after seeing the change in their households and the progress the women made financially, the men are more accepting and even encouraging other women to join this association. |

| Name of Association | Training Preparation Discussion Findings |
|--|--|
| <p>Gudina Women's Association</p> | <ul style="list-style-type: none"> • The organization was established three years ago to overcome poverty, overcome male domination and to help support one another socially and financially. • The organization is registered with the government, has 53 members but does not have any accounting books. • 27 of the 53 members participate in “equb,” which is a traditional Ethiopian money rotation/micro-lending system where each member contributes a monthly fee, then is eligible to borrow from this fund, paying back in small increments. • After borrowing money from a wealthy community member, the organization purchases sugar and cooking oil from wholesalers in bulk and then sells these products to Kebele residents to generate some additional revenue. In this scheme, 50% of the profit generated goes to the organization and 50% goes to the lender. • In the past, the organization has tried to borrow money from the bank but was unsuccessful due to not having enough collateral. |
| <p>Burka Gudina Missoma Women's Association</p> | <ul style="list-style-type: none"> • The organization was established three years ago, has 24 members, and maintains both individual accounting books and an organizational accounting book. • The organization is registered with the government, has their own constitution and has their own bylaws. • 5 of the 24 members are part of the organization's executive committee • Note: The Chairwomen's husband also participated in this discussion. He openly stated that he was pleased by the positive changes the Association has brought to his family, both social and financial. |

At the close of each discussion, Ms. Troadec and the CFSP staff requested that each association choose 30 members to attend the three-day training session. As the Burka Gudina Missoma Women's Association only has 24 members, they were invited to fill the six additional slots with member's husbands.

In an effort to collaborate closely with local government offices, Ms. Troadec and the CFSP staff spent April 26th meeting with the Shashamane and Kofale District Offices of Women and Children Affairs. These meetings served as a discussion point on how the offices work with the women's groups already, how they can work together in other capacities, and how the district office employees would benefit from the trainings. At the close of both meetings, it was requested that both offices assign at least one staff member and corresponding GOE Development Agents to attend the training.¹

Following the one-on-one meetings with each Women's Association and the District Offices of Women and Children Affairs, Ms. Troadec and the CFSP staff spent the remainder of April 26th translating and preparing training diagrams and materials in Afaan Oromo, as seen in the photos below.



¹ Despite urging GOE officials to attend the trainings, many were unable due to both the fact that the training was held during a holiday week and that district officers were busy with zone evaluation duties.

Training Content

While each women's association received tailored training, Ms. Troadec did follow a series of modules, discussion points and interactive games, all of which are described below.

Introduction

All trainings began by introducing the training team, association members and additional guests. Training packet materials, which were translated into the local language of Afaan Oromo, are distributed to all participants and all parties walk through the training outline.

Journey – Vision – Action

This exercise is often used as an ice breaker to the training and asked participants to contemplate the quote, "A journey of a 1000 miles starts with one step." Participants are asked to participate in a dialogue to discuss what they understand this quote to mean. A particular emphasis is placed on what the participants define as their journey, vision and action and how they, as leaders, share and emulate these ideas.

Gender Discussion

A Gender Discussion was held during the first day of training with each association. The trainee asked a series of questions but the discussion was ultimately guided by the responses generated by the participants. Throughout the conversation, the trainer worked to explain that stereotypes associated with woman can be changed. Questions that were asked included:

- What is it to be a woman?
- What are the qualities of a woman?
- What are the expectations of a woman?
- What would you tell your daughter to be as a woman?
- What does it mean to be a good wife?
- What is gender?

After these questions were asked and discussed, participants were asked to complete the following sentences. Both the questions and sentences provide insight into what society expects of women, and how these perceptions can be changed.

- (for women) Because I am a woman I must...
- (for women) If I were a man I could...
- (for men) Because I am a man, I must....
- (for men) If I were a woman I could...

Roles and Responsibilities

This exercise was conducted for each association and began by having the leadership team/committee members of each association stand at the front of the room and asking the other participants to describe the leadership roles and responsibilities. The participants standing were also asked to summarize their roles and responsibilities for the group. This activity serves as a discussion point for all members to clearly understand who is accountable for what, and how they can best rely on one another.

Five Squares Game

This game is designed to teach that members of an association should be aware of the needs of their fellow members and should help and support each other even if that person who needs the help doesn't ask for it. The game is played by placing pieces of pieces of cut-up cards into five envelopes. These envelopes are then given to five groups. Each group is responsible for making five squares using the cut-up card pieces. Participants are not allowed to speak and therefore have to determine if another participant is in need of a certain cut-up card without directly asking.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT Analysis exercise was conducted for each association and gave participants a chance to both list and selected the highest priority strengths, weaknesses, opportunities and threats.

Perspective

This activity is used to teach participants that having different perspectives in one association can help bring different ideas to the table. The activity begins by having participants look at a picture that depending on how you look at the design, you can see either a young women's face or an old woman's face. Participants are then asked what they see and the trainer describes that seeing one as opposed to the other is not incorrect but rather a different in perspective.

Dependence vs Interdependence



This discussion and physical demonstration begins with defining dependence and interdependence. For example, to demonstrate interdependence, two participants are tied together and placed in the middle of two objects that symbolize their respective goals. The one participant must realize that instead of pulling the other to get to his/her goals, they can discuss and decide together whose goal should be addressed first and then second. Then participants are exposed to the steps they can take to go from dependence to independence, and then to interdependence as an association.

The Seven Habits

This exercise is supplemental to the aforementioned dependence vs. interdependence module and is designed to demonstrate to trainees how individual can go from where he/she is to where he/she wants to be. And emphasis on positive mindset is built into this exercise and participants were asked to repeat the phrase, “yes, we can” in Afaan Oromo. The seven habits of a positive attitude covered include:

- Begin with the end in mind
- First thing is first
- From independence in to interdependence
- Seek first to understand and to be
- Win/win
- Synergize
- Sharpen the saw

Animal Representation

This activity is designed to have participants give “qualities” to their organization by asking, “If your organization could be an animal, what animal would it be and why?” Some examples of responses

include: a bird flying without limitations representing freedom, a tiger representing bravery, a fox representing resourcefulness and a bee representing a hard work ethic.

Leadership

The leadership exercise was led by the trainee and covered the four stages of successful leadership. Following an explanation of each stage, the group opened up for questions, comments and to discuss how they would adopt the stages in their own organization. The four stages covered include:

- Organizational alignment;
- Managerial empowerment;
- Interpersonal trust; and
- Personal trust.



The Ball Game

The Ball Game

The ball game was used at each training session to teach how good decisions can be made through good dialogue. For this game, participants are divided into three groups and one ball was given to each group. The object of the game is to have each member touch the ball in the quickest manner possible, having the ball start and end with the same group member. The game consists of the following rules: everybody in the group must touch the ball at least once; the ball has to start and end with the same person; and if the ball is dropped it has to go back to the first person. Following each round, participants are urged to discuss how they can go faster until it is discovered through discussion that the quickest way to have the ball pass through everyone's hands is to have all members to touch the ball at the same time.

Case Study

This exercise is designed to get training participants think about how they would allocate profit and if/how they would reinvest. Participants are divided into groups and asked what they would do if their soup making business, which required borrowing money to start, generated 345 birr in profit. Discussions topics can include:

- Hold the profit and continue to borrow money to continue making soup
- Divide the profit amongst the three women involved in the soup making and borrow money to continue making soup
- Divide the profit amongst the three women involved in the soup making so they will be motivated to continue making soup
- Hold the profit with the borrow and use it as collateral to borrow additional money to increase soup production

How to Organize a Meeting

For this exercise, trainees are put into five groups and are asked to demonstrate to the rest of the group how they would hold a meeting. Each group had a chairperson who monitored the meeting and a secretary that kept all the agendas and decisions made.

Strategic Planning

This discussion is designed for training participants to think critically about the current and potential activities of their associations.



Group Discussion

This discussion also allows participants to ask, “What should be done?” “Who should do it?” and “What is the time frame that this activity needs to be completed?” The five topics covered include:

- Mission & Objective
- Environmental Scanning
- Strategy Design
- Strategy Implementation
- Evaluation & Control

Risk Game

This game is used to team participants that before taking a risk, it is important to assess what they are capable of accomplishing and what they may risk losing. The game is played by placing six lines on the ground and collecting a coin/rock. One participant stands at the end of the lines and catches the coin/rock that is tossed from another participant standing on one of the six lines. If the participant throwing the coin/rock successfully tosses it to the recipient at the end of the lines, he/she gets a point and gets to move back to a farther line. However, if he/she missed the toss, then all points are lost. After receiving their third point, participants are asked if they would like to continue or stop and keep their points. If a participant continues, they are taking on the risk of making an unsuccessful toss and losing all their points. At the end of the game, participants discuss how they measure and mitigate risk within their association.

What is a Cooperative?

This discussion is designed for training participants to think critically about the current state of, and the potential of, their associations. The five topics covered include:

- Governance
- Operations Management
- Human Resource
- Financial Resources
- Services/External relations & Advocacy.

Closing Ceremonies



Closing Ceremonies began with asking participants to outline the main topics covered in the three-day session. Following content review, CFSP staff members provided participants with a summary of the services and inputs that will be available at the Shashamane FSC. Some of the participants already knew the Shashamane FSC owner and are already her customers. Those who did not know her were very pleased to learn of the FSC and saw it as a source to improve their agriculture production and livelihoods. Following these discussions, all parties exchanged gifts and words of thanks. The Women’s Associations provided beautiful cultural gifts to the training team and Ms. Troadec provided all attendees with a green bag that read “COOP stronger together.” After the exchanging of gifts, the trainings concluded with a traditional Ethiopian coffee ceremony and a group photo.

Training for the Jhalala Women’s Association



| | |
|------------|--|
| Dates: | April 27 th – April 28 th – April 29 th |
| Attendees: | <ul style="list-style-type: none"> • 29 female members • 1 male member (Accountant) • CDI representative |
| Day 1 | <ul style="list-style-type: none"> • Introduction • Journey – Vision – Action • Gender Discussion- • Dependence vs Interdependence • The Seven Habits • Strength, Weakness, Opportunities and Threats (SWOT) Analysis • The Ball Game |
| Day 2 | <ul style="list-style-type: none"> • Animal Representation • Perspective • Leadership • Roles and Responsibilities • How to Plan a Meeting • The Risk Game • Contents of a Cooperative |
| Day 3 | <ul style="list-style-type: none"> • Case Study • Strategic Planning • Closing Ceremony |

Training Highlights

As a result of being operational for the last 12 years, the training with the Jhalala Women's Association was interactive and very successful. It was clear that participants were comfortable with one another as well as training topics. As a result, there were a series of unique responses and highlights.

Participants quickly identified a motto for the training during the **Journey – Vision – Action** exercise. They discussed that “vision without action is like a dream,” that “action without vision is just time that has passed,” and that “vision with action can change the world.” They agreed that they are all leaders and that it is everyone's job to put the vision of the association into action.

During the **Perspective** exercise, only few could see the old woman but the majority of them could only see the young woman. The trainer then explained that not being able to see both pictures doesn't make them wrong, but rather demonstrated how people can have a different perspective. She then continued to explain how having different perspectives in one association can help bring different ideas to the table.

When the participants were asked to identify an **animal to represent** the association, trainees selected a bee because it is hard-working.

During the discussion of **Roles and Responsibilities**, it was evident that not all the members knew what their leaders do. All thirteen of the committee members (7 from the executive committee, 3 from the control committee and 3 from the credit and saving committee) also had a difficult time fully explaining their roles. To address this, Ms. Troadec divided the participants into five groups and they were told to convince others why they deserve a certain position within the association. To clarify the expectations, part of the convincing also had to include an explanation of the roles and responsibilities of that position.

Based on findings from CFSP's Gender Assessment that the Jhalala Women's Association acknowledges male domination and low self-esteem, Ms. Troadec worked diligently to address these issues in the groups **Gender Discussion**. Responses to the question, “*What is it to be a woman?*” yielded responses that had mostly to do with the physical characteristics of a woman (i.e. someone who can bear children, who takes care of her family etc). Few participants described being a woman as being strong. The trainees were then asked what *stereotypes* were attached to women in their community. They answered that, “Women have to get married, they have to have children, they need to obey their husbands etc...” These were also some of the answers they gave when they were asked what they would *tell their daughters to be as women*. When they were asked *what it meant to be a good wife* the replied by saying “A good wife has to take care of her children, keep the house clean, cook a delicious meal for her husband and children, help her husband on field work, sends her kids to school etc...” When women completed the sentence, “*If I were a man I could...*” they responded with answers such as “help my wife,” “encourage my wife,” and “be free.” Ms. Troadec then explained that the stereotypes that are associated with being a woman can be changed and that by being part of the association, the women were already actively working to make this change.

During the **Strategic Planning** discussion the trainees mentioned that CDI is giving each member 1000 birr as part of a revolving fund. Mr. Troadec then divided the trainees in groups and gave each of them examples of projects that they could start (i.e. Agriculture, Animal breeding, and pity trade). This was a great exercise for the association to identify what projects they would like to pursue, who would be responsible for planning and leading, and that other steps were necessary to plan for.

As part of the **Closing Ceremonies**, Ms. Troadec presented this association with five seedlings for locally adaptable trees. This gift was unique to this association as the trainees mentioned that having “no trees in the compound” was one of their weaknesses.

Strength, Weakness, Opportunities and Threats (SWOT) Analysis

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Agreement • Love • Courageous • Participant • Never Undermine • Unity • Plans • Support • Decision • Working • Good models • Overcome problems • Help each other • Respect time • Cooperation • Save | <ul style="list-style-type: none"> • Limited managerial skills • Limited literacy • Limited membership • Limited capital • No trees in their compound • Not respecting time • Not fulfilling your roles • Not taking responsibility for job • Limited planning |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • CDI | <ul style="list-style-type: none"> • Corruption • Lack of tap water • Lack of electricity • Lack of infrastructure • Not timely improved seeds • Bad roads • Long distance travelling • No health sector • No nearby market • Mismatch of capacity building |

Main Conclusions

It is recommended that a specific training on leadership is given to this association. For example, while the association holds elections every three years, it has kept the same chairwoman for the last 12 years. She believes this is because the members do not think that they are capable of leading the group. As the association determines what other activities they would like to invest in, it is also recommended that this association receives targeted training to support their new business venture(s). For example, many participants spoke potentially breeding animals as an income generating activities. If they chose to pursue this, they would greatly benefit from targeted technical training. Even though most members are already purchasing from the Shashamane FSC owner, it is highly recommend this association is formally linked with the FSC to promote the adoption of new inputs and training for all association members.

Training for the Burka Gudina Missoma Women’s Association



| | |
|--------------------|--|
| Dates: | May 2 nd – May 3 rd – May 4 th |
| Attendees: | <ul style="list-style-type: none"> • 29 female members • 8 males (1 is their secretary) • 2 female representatives from the Kofale District Office of Women and Children Affairs • 2 male representatives from the Kebele Office |
| Day 1 | <ul style="list-style-type: none"> • Introduction • Gender Discussion • Animal Representation • The Seven Habits/ Dependence vs Interdependence • The Ball Game |
| Day 2 | <ul style="list-style-type: none"> • Gender Discussion • Strength, Weakness, Opportunities and Threats (SWOT) Analysis • Roles and Responsibilities • How to Plan a Meeting • Leadership |
| Day 3 ² | <ul style="list-style-type: none"> • Planning • Risk Game • Case Study • Closing Ceremony |

² The last day of this training was cut short because it coincided with the Saturday market.

Training Highlights

As a three year old association, this training highlighted both how far the organization has come and how much potential it has for growth and improved capacity. This was also the training that included the highest number of men, which provided some very interesting responses and insights.

When the group members worked to identify the various **Roles and Responsibilities** of the Chairwoman, Vice Chairwoman, Accountant, Treasurer and Secretary it was clear the members had a clear understanding of what their leaders were responsible for.

During the **Animal Representation** exercise, this association chose a hard-working bee to represent their association.

During the **Gender Discussion**, both male and female participants were very responsive to the questions asked. For the question “*How would you want your daughter to be?*” participants responded, “A woman with good manners,” “A good mother,” “Someone who has good thinking,” and ‘A woman who teaches the community and educates her children.” When the participants were asked if they had equal rights as men when it comes to decision making, their answer was “yes”. When asked to complete the sentence “*If I were a man, I could....*” women responded that they could be free to do whatever they want and stop polygamy. Interestingly enough, when the male participants completed the sentence “*Because I am a man, I must....*” they responded that they must farm and provide for their family. When the male participants completed the sentence “*Because I am a woman, I must....*” they responded that they could stand up for themselves, not be sad all the time, and not marry young.

Strength, Weakness, Opportunities and Threats (SWOT) Analysis

| Strengths | | Weaknesses | |
|--|--|--|--|
| <ul style="list-style-type: none"> • Agreement • Contribute/ Save money • Organized (Meetings) • Respect each other • Punctuality • Gender equality • Knowing responsibility | <ul style="list-style-type: none"> • “yes, we can” • Vision • Honest • Work together • Participation • Support one another • Unity • Self-reliance | <ul style="list-style-type: none"> • Limited membership • Family members are not coop members • Can’t convince new members • Illiteracy • Don’t practice gender equality • Don’t advertise their cooperative | <ul style="list-style-type: none"> • They isolate themselves- stay in a small group • Inefficient use of budget • Vision without action • Everyone doesn’t follow rules and regulations • No consequences for actions • Lack of commitment |
| Opportunities | | Threats | |
| <ul style="list-style-type: none"> • Availability of different trainings • Interaction with outside organizations • Supportive government initiatives • Training on harmful traditions • FGM | <ul style="list-style-type: none"> • Family planning • Polygamy • Woreda Agricultural office • Woreda Women and children • Office of cooperatives • Literacy classes | <ul style="list-style-type: none"> • Shortage of farm lands • Shortage of available credit • No electricity • No clean water • Bad roads/ Infrastructure • No kindergarten | <ul style="list-style-type: none"> • Unaffordable herbicides/ Fertilizer • No access to improved seeds • Not enough storage • Culture/traditions oppressive to women |

Main Conclusions

As this association is located between Shashamane and Dodola, it is recommended that they are connected to both FSCs. While the members benefited from the training, it is recommended that the association continue to receive training in organizational development and leadership.

Training for the Gudina Women’s Association



| | |
|------------|---|
| Dates: | May 6 th – May 7 th – May |
| Attendees: | <ul style="list-style-type: none"> • 30 female members • 1 male representative from the Kuyera District Office • 2 male representatives from the Agriculture Extension Office • 2 female representatives from the Health Extension Office |
| Day 1 | <ul style="list-style-type: none"> • Introduction • Journey – Vision – Action • Gender Discussion • Dependence vs Interdependence • Strength, Weakness, Opportunities and Threats (SWOT) Analysis • The Ball Game • Roles and Responsibilities |
| Day 2 | <ul style="list-style-type: none"> • Roles and Responsibilities • Leadership • Animal Representation |
| Day 3 | <ul style="list-style-type: none"> • Planning • Risk Game • Case Study • Five Squares • Closing Ceremony |

Training Highlights

As a three year old association, this training highlighted both how far the organization has come and how much potential it has for growth and improved capacity.

When the group discussed the leadership **Roles and Responsibilities**, it was evident that not all members had a clear understanding of who was responsible for what. There was the greatest confusion with the positions of Accountant, Treasurer and Secretary when it came to who was responsible for collecting the monthly fee – some members were giving the monthly fee to the Treasurer while others were giving it to the Accountant. Some even said they give it to the secretary. There was also great confusion about the role of the Credit and Savings Committee which was only formed just three weeks prior to the training. Members also realized through this exercise that they rely on the Chairwoman to do everything.

As part of the **Animal Representation** exercise, participants selected bee to represent the association.

As part of the **Case Study** and **Planning** activities, trainees worked with the government officials to determine how they would plan to take on new activities. Using the “profit” example from the case study, participants identified that they would like to expand into activities such as animal breeding, poultry production, barley production and dairy production. As part of this exercise, participants did a great job preparing for and presenting the potential details to consider (i.e. transportation, medical care etc....)

It is also important to note that as part of the **Gender Discussion**, the women participants said men are physically abusive towards women in their community. They also expressed frustration with polygamy and not being able to make decisions within their households.

Strength, Weakness, Opportunities and Threats (SWOT) Analysis

| Strengths | | Weaknesses | |
|---|---|---|---|
| <ul style="list-style-type: none"> • Getting profit • Agreement/ Discussion • Save money • Strong social relation • Persuade, convince and communicate • Organized • Plan • Unity | <ul style="list-style-type: none"> • Support each other, welfare • Meeting regularly • Sharing and buying together • Honest • Transparent • Respect • Celebrations | <ul style="list-style-type: none"> • Not respecting time • Some members stopped contribution • Failure to utilize the opportunities • Don't improve shares • Failure to figure out what to do with the mill • Inefficient use of materials • Sometimes there is disagreement • Limited membership • Illiteracy | <ul style="list-style-type: none"> • Sometimes there is no respecting each other • Failure to improve shares • Lack of capital • Failure to convince others to join • Don't share information • No equal information sharing • Failure to understand interdependence • Lack of shared vision • There is no good networking |
| Opportunities | | Threats | |
| <ul style="list-style-type: none"> • Training from CDI • NGO support • Agricultural office • Veterinary department • Health office • International training • Farm service centres • Women's and children's affairs • District administrative office | <ul style="list-style-type: none"> • The Mosque and the Church • The police department • Access to the main road • Access to clean water • Nearby market • Access to education • Support from private business owners • Access to loans | <ul style="list-style-type: none"> • Failure to get loans free from interest • Gender inequality • Cultural roles of women • Polygamy • Lack of decision making for women • Lack of improved seeds and fertilizers • Physical abuse of women | <ul style="list-style-type: none"> • Lack of electricity • Men's mentality towards women • Little access to telephone • Health post is not functioning • Not enough medicine in the health post • No wide road for market |

Main Conclusions

Of the three associations trained, this was the least organized and as a result, additional trainings on leadership and organizational development are highly recommended. As the association is located only a few kilometers outside of Shashamane, it is also recommended that it is formally inked with the FSC there.

Conclusions and Recommendations

Despite the brief nature of each three-day training session, it was evident that all three Women's Associations greatly enjoyed and benefitted from the interactive nature of and diverse training content of leadership, business skills and organizational development. To ensure the participants retain the knowledge gained from the training, and are able to transfer this knowledge to other association and community members who were unable to attend, the close of each training session asked participants to summarize the main take-aways from the training.

Based on findings from this training, CFSP proposes the following recommendations:

- Provide complimentary, targeted training – The Women's Associations expressed a desire to explore opportunities to both strengthen their organization/members and take on other business ventures. Targeted training supporting these activities would be incredibly beneficial for these groups as they improve their capacity and expand their business ventures.
- Linkage with CFSP FSCs – As described above, each of the three associations would benefit greatly from being linked to the inventory, services and trainings of the Shashamane FSC. As this FSC is owned by a woman entrepreneur, we envision that the training participants and other women in the community will be more comfortable as customers. The FSC owner will also serve as a role model and source of motivation/inspiration for many of the women in the community as she was born and raised nearby and has become very successful.
- Develop brochures for each association – With assistance from CDI, the Jhalala Women's Association developed a nice brochure that stated the organizations' focus and summarized the organizations' activities. CFSP recommends that the associations explore making brochures as this is a great tool for recognition and fund raising.

**Attachment 7:
SF-425**

