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Commercial Farm Service Program (CFSP)



Year 1 Annual Report

(September 1, 2012 – September 30, 2013)

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Commercial Farm Service Program (CFSP)

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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. Moreover, a **wholesale buying cooperative**, owned by and dedicated to serving the inventory needs of each FSCs and linking them directly with top-tier national and international suppliers will be established during the life of the project. 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 September 1st 2012 to September 30th 2013, CFSP has progressed at an impressive rate. At **program start-up**, CFSP worked diligently to set up the project systems and procedures including customizing the application material to the local business and legal context, developing award selection and evaluation criteria, and the development of Environmental Mitigation and Monitoring Plan as well as the Performance Monitoring Plan and M&E indicators. Also during the first quarter, **marketing and branding materials** for the promotional campaign and the anticipated FSCs were and **program staffing** was completed to ensure a successful FSC outreach campaign and generation of competitive grant applications. Major emphasis was given to surveying and identifying high potential areas for FSC establishment and over 19 locations in 14 Woredas were visited to assess suitability and market demand. Of these 19 locations, CFSP identified ten target locations and conducted nine **promotional campaigns and town hall style meetings** to reach potential business partners for FSC establishment.

During Q2, CFSP received a total of 27 applications, exceeding the target of 25 and six of which were from female applicants. Following a thorough **grant review process** and supplementary site visit to shortlisted applicants, CFSP then selected 6 grantees to establish FSCs in Ambo, Bishoftu, Dodola, Fiche, Nekemte, and Shashamane. During Q3 each of the grantees worked with CFSP staff to develop a **business plan** for approval by CNFA HQ and USAID. Following a formal **grant signing ceremony**, grantees began construction and renovation tasks. During Q4 CFSP then worked to build the capacity of these grantees and their staff through a four-day **Business Management Training (BMT)** and four-day **Technical Training**. Such capacity building was provided in tandem to **site visits** to check-in on the progress of construction tasks as outlined in each FSCs approved business plan. 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**.

Throughout all program activities, CFSP has placed an emphasis on **gender mainstreaming**. CFSP has thus conducted gender assessment in the areas in and around the location of the women-owned FSC in Shashamane. The assessment findings led to the development of a SOW

for a volunteer to conduct a follow-up business skill and organization development training for three women's associations and Woreda Administrative and Development Agents in the area.

CFSP has worked diligently to ensure all program activities are compliant with USAID Environmental standards and Ethiopian Government's Environmental rules and regulations. **Environmental compliance** was built into each grant agreement and a draft environmental and workers safety guideline was prepared in accordance with US environmental regulations 22 CFR 216, Ethiopian laws and regulations and internationally recognized best practices. An umbrella Environmental Monitoring and Mitigation Plan (EMMP) was prepared to mitigate environmental concerns and will be conducted periodically for each grantee. In addition, CFSP developed a comprehensive USAID-mandated Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) following thorough discussions with the Animal and Plant Health Regulatory Directorate of the MOA, various departments of the Directorate and the Africa Stockpile Program.

Throughout its first program year, CFSP has **networked and collaborated** with other firms and programs to enhance the operational abilities of the FSCs and maximize program impact. CFSP has signed an MOU with iiCD and is reviewing MOUs with the Center for Development Initiatives (CDI), Oromia Bureau of Agriculture (OBA), Oromia Bureau of Finance and Economic Development (BOFED) and the USAID-GRAD program. In addition, CFSP staff members have attended various capacity building conferences, workshops and networking events prepared by various organizations including USAID. While not providing cost-sharing mechanisms at this stage, CFSP is grateful to have shared lessons learned and to have worked to link beneficiaries with all the aforementioned partners.



Ambo FSC Sales Clerk

As of September 2013 three of the six FSCs were opened for business with another two to be open by October 2013. While the centers have made quick advancements in construction and facility preparation, CFSP recognizes that it will need to **work closely with the FSCs** to ensure they are receiving steady business traffic flow/inventory management, fulfilling monitoring and evaluation expectations and providing relevant trainings and services to farmers. As a result, during the next quarter (October, November, December) CFSP expects to work on building the capacity of FSC team members on areas of adherence to and implementation of their business plan, marketing and promotion, and monitoring and evaluation for FSC sales, training and environmental compliance. CFSP is also looking forward to arranging formal **ribbon cutting ceremonies** for each center, and to coordinating with the owners and general managers of each FSC to establish the 'apex' **wholesale buying cooperative**.

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 seeks 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	✓

First Year Activities & Achievements

During its first program year, CFSP has progressed at an impressive rate. At program start-up, CFSP worked diligently to set up the project systems and procedures and staffing that ensured a successful FSC outreach campaign and competitive grant application process. Following grant application review and business plan development, the program staff worked with USAID to sign six grants and worked to build the capacity of these grantees and their staff through Business Management and Technical Training. Such capacity building was provided in tandem to site visits to check-in on the progress of construction. Throughout all program activities, CFSP has placed an emphasis on gender mainstreaming, environmental mitigation and worker safety and networking/ collaboration.

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

Start-up and Management

During the first month of Q1, CFSP secured and hired a full staff, selected and signed an office lease, and initiated the registration process with the GOE. By the end of the first quarter, the office had been fully renovated, furnished and occupied by the team. The CFSP office is located at on the 3rd floor of the Palm Building on CMC Road, across from the Civil Service College, Addis Ababa Ethiopia. CFSP received some office furniture and equipment from the USAID/ICMA project and has maintained a thorough inventory list as seen in **Attachment 2: Inventory List**. Other administrative tasks, including creating a program PPT and letterhead, were also completed.



CNFA/CFSP Office

In preparation for the upcoming outreach campaign, CFSP also worked to customize the grant application materials to the local business and legal context; develop applicable evaluation criteria; develop an Environmental Mitigation and Monitoring Plan and Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP; develop a Performance Monitoring Plan and produce marketing and branding materials for the promotional campaign. In addition, these Q1 activities also focused on establishing location criteria for conducting an outreach campaign and subsequent FSC establishment. Criteria for these sites included:

- AGP member sites (Woredas);
- Presence of other implementing partners;
- Input use culture of the local community;
- Potential of the area to enable FSC a year-round business undertaking;
- Demand-supply ratio of input and services;
- Quality, quantity and timely supply of inputs and technical services;
- Challenges that may handicap the success of the program;
- Opportunities to mitigate the challenges.

Following site selection based on the above criteria, CFSP worked in Q2 to establish collaborative relationships with the local Bureaus of Agriculture and conducted targeted promotional campaigns, town hall style meetings, flyers, brochures and radio adverts to raise awareness and visibility of the grant opportunity and business model.

Building off of the successful program start-up, CFSP held its **official program launch** on February 4, 2013. The launch, which was attended by over 70 participants from the GOE,



CFSP Program Launch

USAID, financial institutions and input suppliers, served as an opportunity to explain the program to beneficiaries, the media, potential partners and the general public. It also served as a great opportunity to learn about what other implementers are doing in relation to input supply and market development.

During Q3, CFSP experienced a shift in program management. Following the departure of former CFSP Chief of Party (COP) Tim Bergstrom in mid-June, CNFA HQ and USAID/Ethiopia proudly approved the promotion of Dr. Waktola Wakgari from Deputy Chief of Party (DCOP) to Chief of Party (COP).

Outreach Campaign

As described above, during Q1 CFSP established a set of criteria to use when surveying targeted Woredas in Oromia and developed the promotional and application material to align with local language as well as local and legal context. Using these criteria, CFSP staff visits 19 locations (in 14 woredas) to make both physical observations as well as conduct interviews with officials of Oromia zonal/Woreda Bureau of Agriculture, private entrepreneurs, Primary Cooperatives and Unions. Out of the 19 sites visited, 10 of the top ranking were selected as potential sites for the establishment of FSCs. They included: Ambo, Debre Zeit, Shashamane, Nekemte, Woliso/Tulu Bollo, Bako, Dodola, Assela, Fiche, and Modjo.

Building off of these activities, CFSP then conducted a series of nine promotional campaign and outreach events. CFSP's outreach campaign motto for these events was, **“Rural Entrepreneurship is the Path to Prosperity.”**¹ CFSP networked with district leaders to mobilize potential beneficiaries to come to the town hall meetings/presentations. To mobilize entrepreneurs to apply for grants, radio advertisement and various local print media (leaflets, posters, flyers) were produced, in addition to two roll-up CFSP program banners and one town hall event banner.



CFSP Outreach Campaign event in Bishoftu

office representatives, 63 of who were women. Soft and hard copies of the application form were given to those who wanted to apply and also to the Zonal and Woreda offices of agriculture for distribution to potential applicants who didn't attend the events. Following each town hall event, CFSP staff remained to answer any additional questions.

During the presentation at each town hall event, the goals and objectives of the project, application, selection and grant award processes were thoroughly explained to potential applicants and one-on-one advice/assistance was given to applicants on how to fill the application form based on individual demand. Total attendance to these events was 299

individuals, including potential beneficiaries and zonal government

¹ While the survey resulted in ten top ranking sites, CFSP decided to merge the Shashamane and Dodola town hall meeting and therefore only held nine outreach events.

CFSP held a total of nine town hall style meetings which yielded a total of 27 grant applications, exceeding the target of 25. Of the 27 applications received, 6 were from female applications.

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. Taking place during Q3 following the grant application deadline, CFSP conducted an evaluation and selection process 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. The 27 applications received 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 previously submitted as Attachment 2 in the Q3 Report, the applicant evaluation results, demonstrated that 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 competency areas as described below:

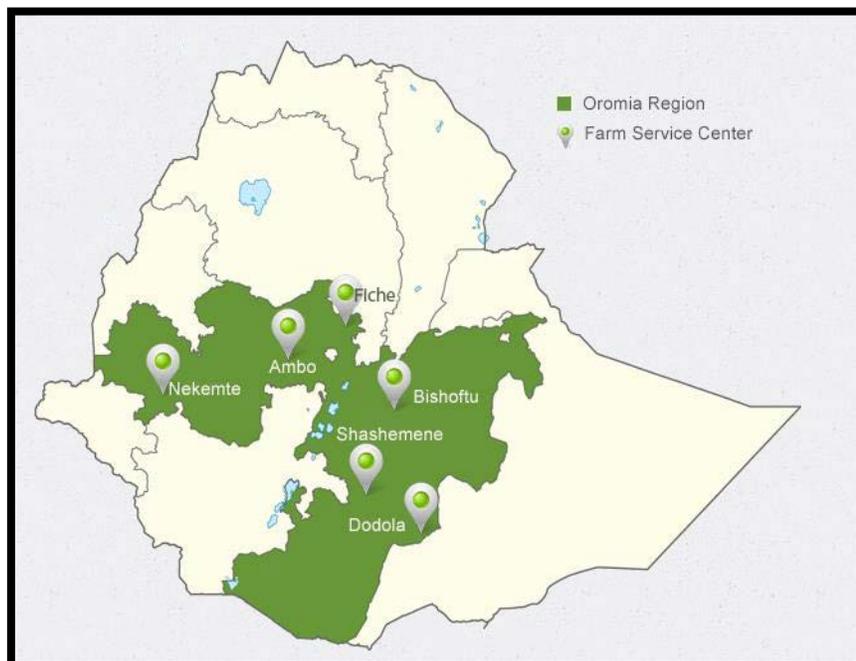
- **Corporate Capability (30 pts.)** including: the applicant's professional staff (8/30), organizational experience (10/30), and financial status (12/30).
- **Project Goals and Business Strategy (35 pts.)** including: project goal (6/35), market analysis (6/35), relationships with suppliers (3/35), 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 Union, 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

Also during Q3 and 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 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. 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. 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 meetings/trainings/seminars will be conducted for FSC clients as well as local community members and community based organizations. 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. Subsequent site visits to each location guided modifications in construction/renovation activities. As seen in **Attachment 3: Site Visit Documentation**, these visits confirmed that during this quarter, five of the six grantees nearly completed construction/renovation activities and only have remaining a brief list of finishing work activities.

During Q4, CFSP staff worked diligently to procure and deliver various FSC assets. Road signs, light boxes, office furniture, computers/printers, exhaust fans for chemical storage and crop and vet showroom shelving units were provided to five of the six centers.

FSC Soft Openings

During Q3 and Q4, CFSP grantees made great achievements on construction and renovation tasks and hiring of FSC staff. A detailed list of contact information for all current FSC staff can be found in **Attachment 4: CSFP and FSC Contact Information**

After the delivery of the aforementioned FSC assets and at the close of Q4, CFSP held soft openings at five of the six FSCs. As seen in **Attachment 5: Soft Opening Photos**, each of these soft openings gathered FSC staff, CFSP staff, and farmer representative from the area surrounding the FSC. These events also signified that upon receiving the appropriate licensing, the centers could officially be open for business.



Welcome remarks at Bishoftu Soft Opening

Remarks and discussion served as the basis of the event which aimed to celebrate the progress of the centers and give all participants a chance to clarify expectations and field questions. Opening remarks were provided by CFSP Chief of Party that highlighted the program objectives and expected impacts and the efforts made by the centers and CFSP team. Following these remarks, the FSC owners/operators also provided remarks to the guests. Many discussed the changes that have taken place in business management as a result of receiving the grant and training, the accomplishments they have already made and the aspirations they have for the business. Farmer representatives, who are crucial to the success of marketing and properly stocking the centers, were also invited to comment on their excitement and hopes for the centers. Most of the farmers



FSC tour at Fiche Soft Opening

emphasized the lack of quality inputs and services and how the FSCs are a promising solution since they provide access to trained professionals as well as to fair-priced inputs when they need them. They also recommended marketing and information dissemination strategies that cater to farmers in the area. This feedback will be incorporated into each centers' marketing and outreach strategy.

Following discussions, CFSP staff described the logistics of how the formal ribbon cutting ceremony will be conducted and

FSC staff led a tour of the center where they described the various inventory and services to be provided. The tour also doubled as a question and answer session where the FSC staff provided clarifications to the questions posed by guests and farmers.

As seen in **Attachment 5: Soft Opening Photos**, these events were an opportunity for the grantees to be fully engaged in both the celebration of opening the center as well as the preparation for an upcoming media event that will help promote the center.

Following the soft openings, CFSP set a schedule for the formal ribbon cutting ceremonies, which anticipated attendance by various stakeholders, high profile guests and media representatives. As seen below, these events were planned for three to four weeks after the soft openings during the months of October and early November. Ample time between the soft openings and ribbon cutting ceremonies were calculated into scheduling to let the FSCs settle into day-to-day business and to ensure that farmer testimonies could be incorporated into the ceremonies.

FSC	Soft Opening	Initial Ribbon Cutting
Ambo	September 19 th	October 22 nd
Bishoftu	September 17 th	October 16 th
Dodola	October 10 th	November 6 th
Fiche	October 1 st	October 31 st
Nekemte	September 24 th	October 24 th

Unfortunately, due to the USG Shutdown and subsequent direction to USAID that all representative events must be canceled, these events have been postponed to Q5 and Q6.

Business and Technical Training for FSC Employees

To ensure the sustainability of the FSC enterprises, CFSP has provided training to develop the business and technical capacities of all FSC staff members. Such capacity building schemes were designed to increase the knowledge of the staff members and enable the FSCs to more effectively and efficiently support small-holder farmers. To achieve the goals of improved enterprise development and food security of farmers, CFSP provided both technical and business management trainings to the FSCs

owners, staff and local government Extension Experts and Development

Agent Supervisors. As seen in **Attachment 6: Success Stories**, both Business Management Training (BMT) and Technical Training took place during Q4 of the first program year.



Welcome remarks at Business Management Training

Business Management Training

CFSP conducted a 4-day **Business Management Skill Training (BMT)** at the Panorama Hotel in Addis Ababa on August 16th, 17th, 23rd and 24th. This training series was designed by CFSP staff to equip FSC employees with the business management skills to ensure the management capability, profitability, and sustainability of the FSCs. The training was presided over by an external business consultant as well as CFSP's Finance Specialist. Opening remarks were provided on the first day of the training by CFSP's new AOR Mr. Fasika Jiffar.

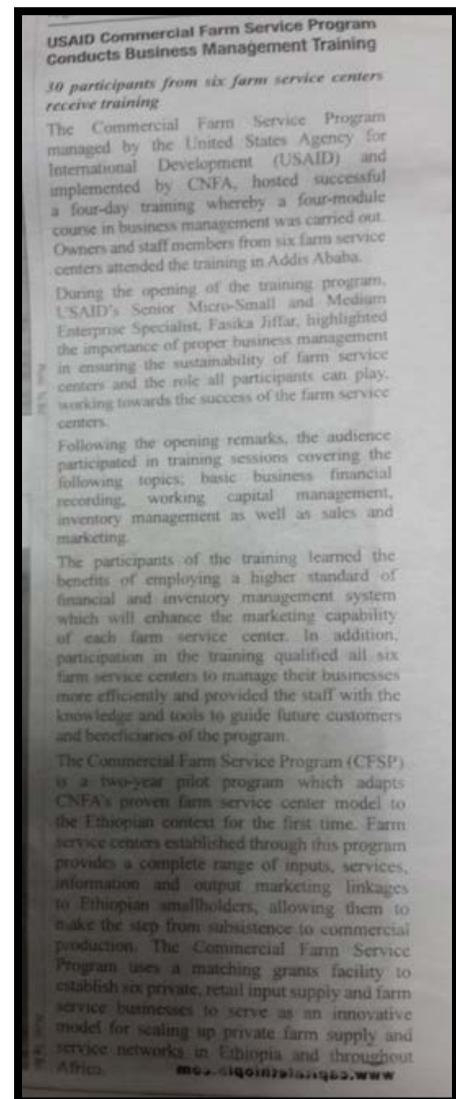
Training modules for the BMT were adapted from CNFA's Zimbabwe Agricultural Market Development Trust customized to fit local and legal context. The following business management modules were tailored: Basic Financial Record Keeping, Managing Working Capital; Inventory Management; and Sales and Marketing.

Ample time was also dedicated to arranging the BMT dates and locations. Applying a lesson from the Q1 and Q2 outreach campaign that exposed the busy schedules of the grantees and enterprises, CFSP decided to move away from a 4-day consecutive training and rather break-up the trainings into two Friday and Saturday series.

CFSP BMT was attended by the following employees from each FSC: Owner/Operator, General Manager, Accountant, Agronomist and Veterinarian. In total, there were 28 attendees, 2 of which were women. The interactive and participatory nature of the training was complimented by dynamic classroom presentations as well as group assignments, presentations and discussions. For example, at the onset of the training, group discussions revealed that notable business record keeping and inventory practices were only practiced by one of the six enterprises. Even this initial discussion got participants eager to learn together from both the facilitators and one-another. Printed materials for each module described below were presented to attendees.

The module on **Basic Financial Record Keeping** was designed to equip FSC staff with the ability to keep basic financial records of their transactions. It also trained 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. The following topics were covered in the financial record keeping module of the training:

- Understanding the basic business financial record-keeping processes;
- Properly understand the terminologies in the business financial record keepings;
- Being aware of the difficulties in keeping accurate financial records;



BMT coverage in the Capital Newspaper

- Knowing the general accounting equation (Business Financial Equation);
- Properly understanding the components of business financial records (Assets, Liabilities, Capital, Revenue and Costs/Expenses); and
- Understanding the types and methods of developing financial report and utilize financial information in their decision process.

The module on **Managing Working Capital** was 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 following topics were covered in the working capital module of the training:

- Definition of working capital and its components;
- Recognizing the purpose and importance of working capital;
- Knowing the techniques of forecasting cash flow;
- Knowing how to ensure enhanced liquidity position; and
- Being able to address cash shortages that may crop up in their operation.

The module on **Inventory Management** trained FSC staff in a number of stock management techniques including customer preference, profitability of stock inventories, restocking and proper use of working capital. The following topics were covered in the inventory management module of the training:

- Connection of inventory management with managing working capital;
- Monitoring, maintaining and storing stock/inventory/turnover;
- How to stock inventory with a high turnover for an enhanced profit margin; and
- How to stock seasonal demand products.

The module on **Sales and Marketing** trained the FSCs in how to fully exploit their sales potential, to claim a better market share in regards to agricultural inputs, and to enhance their ability to face changing market conditions such as increased competition or changes in demand. The following topics were covered in the sales and marketing module of the training:

- Analyzing their businesses' marketing mix;
- Designing a marketing strategy;
- Improving point of sale skills;
- Improving promotion methods and shop layout; and
- Knowing how to treat customers ethically.

At the close of the four-day BMT, all attendees completes a *BMT evaluation form* and based on their feedback, **90% strongly agreed on the overall appropriateness of the methods utilized in the training.** Participants also commented that there was a need for similar innovative business management training.

Technical Training

In addition to the BMT training, CFSP conducted a 4-day **Technical Training** at the Abebech Metaferia Hotel in Ambo from September 3rd – September 6th 2013. This training series was designed by CFSP staff to equip FSC employees to be more effective and pro-active in conducting farmer outreach activities such as field days, demonstration plots, seminars and in-store consultations. The training was presided over by an external veterinary consultant as well

as CFSP's COP, Training and Extension Specialist, Environmental Specialist and Gender and PR Specialist.

Training modules were compiled after collaborative visits with both the Ethiopian Institute of Agricultural Research (EIAR) and the Oromia Agricultural Research Institute (OARI) to learn more about their crop technology, crop protection and livestock technology guidelines. In addition, these modules make 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.



Environment module at Technical Training

CFSP Technical Training was attended by the following employees from each FSC: General Manager, Agronomist, Veterinarian, and two Sales Clerks. To multiply the impact of improved agricultural consultancy training, two OBA employees from each FSC district also attended the training. They included the Extension Expert and the Development Agent Supervisor from the following districts: Ambo, Ada'a, Dodola, Girar Jarso, Guto Gida and Shashamane. In total, there were 39 attendees, 11 of which were from the GOE and 7 of which were women.

The interactive and participatory nature of the training was complimented by dynamic classroom presentations, group assignments and presentations, and field demonstrations. Practical demonstrations utilized a first aid kit, PPE, labels of different pesticide containers, a Knapsack sprayer and live animal. In addition, printed training materials were provided to attendees and each FSC was given an all-encompassing binder that contained detailed content of each technical topic covered. This extended version will be kept in the 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. Summary of all training modules will be translated into Afaan Oromoo for easy use by local farmers and community.

In preparation for the training, CFSP's Training and Extension Specialist developed three technical training modules that include: Pesticide Applicators Training; Integrated Pest Management (IPM); and Crop Specific Trainings. Of these modules, the first two were presented at the 4-day Technical Training in Ambo. The module on **Pesticide Applicators Training** addressed the existing gap in farmers' knowledge and their low level awareness in relation to usage of agricultural inputs. Special attention was given to safe handling and use of plant protection products, proper storage and application of agrochemicals and usage of personal protective equipment (PPE). The following topics were covered in the pesticide application module of the training:

- Safe handling and use of plant protection products;
- Various classes of, terminology for and proper use of pesticides;
- How to read and apply pesticide labels;
- Identification of the risks, causes, symptoms entry routes of and response to pesticide poisoning;

- Safe transportation and storage of pesticides; and
- Proper use of personal protective equipment (PPE).

The module on **Integrated Pest Management (IPM)** addressed 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 following topics were covered in the IPM module of the training:

- Identifying and monitoring pest populations;
- Using injury and action thresholds to select pest control measures;
- Explaining the steps involved in integrated pest management (IPM); and
- Enabling trainees to weigh different types of pest control measures in terms of effectiveness, affordability and environmental effects.

Complementing the technical training modules outlined above, an environment-related training module was prepared and presented on **Environmental Mitigation and Monitoring**.² This module outlined 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. The following topics were covered in the environmental module of the training:

- Introduction to US EPA environmental management;
- Legal Requirements of USAID development activity to reduce risks (The Code of Federal Regulation, Title 22 CFR Part 216);
- Environmental review report (ERR) for FSC and recommended determinations;
- Template and FSC specific environmental mitigation and monitoring plan (EMMP);
- Environmental mitigation and monitoring report (EMMR) template for reporting;
- Pesticide evaluation report (PER); and
- Pesticide safer use action plan (SUAP).



Vet demo at Technical Training

The final module that was included in the 4-day Technical Training series was on **Veterinary Services**. This module was developed and presented by an external DVM consultant who was selected based on his extensive experience in veterinary service provision and livestock disease diagnosis. This module discussed general animal health as well as ways to prevent, recognize and manage livestock diseases.

At the close of the training session, CFSP's Gender and PR Specialist provided a **presentation on gender-based constraints in the agriculture sector**. For more information on this presentation, please see the gender

² In the Q3 report this module was listed as two separate modules entitled, "**Environmental Compliance**" and "**Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP)**." These two topics were merged and covered in the aforementioned module.

section below.

At the close of the four-day Technical Training, all attendees completes a *technical training evaluation form* and based on their feedback, **62% rated the training as excellent and 31% rated the training as good.**³ In addition, all attendees confirmed that they acquired a solid base of knowledge and skills on environmental safety, integrated pest management, application of pesticides and veterinary services.

The aforementioned module on **Crop Specific Trainings**, which will be given to each FSC on an individual basis in the next two program quarters, 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.

Environmental Mitigation and Worker Safety



SUAP/PPE demo at Technical Training

Throughout the entire first program year, CFSP has worked diligently to ensure all CFSP staff, FSC grantees and FSC employees are aware of GOE and USAID-mandated environmental mitigation and monitoring measures. 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: attendance at the USAID ESDM workshop, 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 and Monitoring Plan (EMMP), the creation of a template Environmental Monitoring and Mitigation Report (EMMR) and incorporation of environmental mitigation into all FSC site visits. These activities complement the aforementioned Technical Training that included a thorough module on environmental mitigation and monitoring.⁴

In December 2012, the then DCOP and Program Environmental Specialist attended the three-day **USAID/Ethiopia Environmental Compliance ESDM Workshop** in Adama. The workshop was conducted for three main reasons: to strengthen the capacity of USAID/Ethiopia staff and partners to incorporate the principles of Environmentally Sound Design and Management (ESDM) into current and future development and relief program designs and budget; to improve the ability of USAID/Ethiopia staff and partners to consistently apply and comply with USAID

³ The remaining 7% did not rate the training.

⁴ Kindly note that the following documents were submitted as Attachment 2 in both the Q1 and Q2 reports: **PERSUAP, EMMP, ERR, EMMR.**

Environmental Procedures (including Regulation 22 CFR 216); and to generate high-quality environmental analysis and Environmental Mitigation and Monitoring Plans (EMMPs).

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 by the USAID/Ethiopia MEO, Regional Bureau and USAID/Washington D.C. During this review period, an initial discussion between CFSP's USAID AOTR, USAID/Ethiopia's MEO, CFSP COP, CFSP Program Officer and the CFSP Environmental Specialist was held to review overarching feedback and edits. Initially, the MEO commented that he was very much impressed with the scope and breadth of the submitted PERSUAP, but that he preferred if the final version be significantly shorter. However, upon further review and internal discussion, USAID/Ethiopia has requested that draft PERSUAP submitted be used as a Mission-wide umbrella PERSUAP for all crop-related agricultural projects in the USAID/Ethiopia portfolio without shortening it. CFSP is currently in discussions with the MEO regarding how the document could be amended for this purpose. The MEO underlined that this is a great recognition for CNFA as well as the CFSP program.

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 and following thorough conversations with the CFSP Environmental Specialist, all FSC staff properly understood the workers safety and environmental risks of the project, especially in connection with handling pesticides.

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. Next quarter upon final completion of any and all construction/ renovation, an EMMR will be conducted for each FSC.

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**. During this reporting period, two new FSC buildings were constructed in full compliance with the US EPA regulations stated in their respective project proposals. In addition, three FSCs have successfully been renovated in compliance with the environmental procedures stated in their respective project proposals. Environmental and worker's safety equipment, including first-aid kits, fire extinguishers, exhaust fans, personal protective equipments (PPEs), sanitation facilities, septic tanks, and proper drainage, have been installed into each FSC.

Reporting, Monitoring and Evaluation

During the months of June and July 2013 in Q3, CFSP hired Ms. Aresema Berhanu as the summer Monitoring & Evaluation Intern. Under the guidance of Hailu Gudeta, CFSP Training

and Outreach Specialist, Ms. Berhanu was 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 Dodola, 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 submitted to USAID in the next quarter.

In addition to the baseline survey, CFSP revisited the data collection forms and reporting procedures with Fintrac staff and Mr. Fasika Jiffar (CFSP's AOR) as part of the annual meeting **for Data Quality Assurance (DQA)**. This meeting provided CFSP with the opportunity to review and revise the data collection form that is embedded within each grant agreement. During this meeting, it was decided that the M&E point of contact at CFSP will be Mr. Tesfaye Dinssa, who is also CFSP's Finance Specialist. To ensure CFSP is adhering to USAID and Feed the Future (FTF) reporting, Mr. Dinssa attended the **FTF Agricultural Indicators Guide** Webinar on Friday September 27th.

Cross Cutting Activities

Marketing and Communications

Upon program start-up, CFSP developed and submitted a **CFSP Branding and Marking Plan (BMP)** in accordance with the terms of the Cooperative Agreement. When developing the BMP, input was sought from CNFA Home Office as well as USAID.

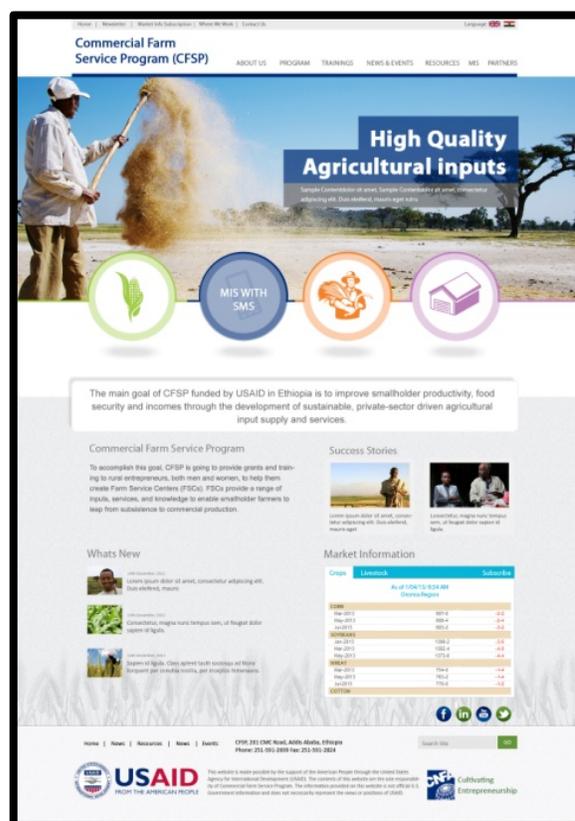
In addition, CFSP worked in consultation with Ms. Jessie Lowry, CNFA HQ Communications and Marketing Specialist, to develop a uniform **FSC Branding and Marking Plan**. The FSC-

specific BMP was submitted as Attachment 5 in the Q3 report and outlined 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. All FSC owners and staff have been informed about the plan. Uniform branding and marking updates during this reporting period include:

- Uniform FSC logo (as seen on right) being used in all materials printed and in the center;
- Uniform road signs and light boxes branded with the FSC logo have been delivered to five of the six centers. The road signs are double sided, bear the FSC logo, and are strategically placed on the main road going in and out of each city/town, and provide directions to the FSCs. CFSP staff and FSC owners identified what is needed in terms of municipal and Woreda approval and payment for permission prior to putting the signs on the road. Some of the grantees are currently in the process of getting the necessary permits to put the road signs on the main roads;
- Uniform business cards for FSC employees have been provided to staff in five of the six centers;
- Uniform paint for the FSC buildings (external: bright green #56; internal; broken white);
- Uniform smocks with FSC logo for employees have been provided to staff in five of the six centers;
- Uniform dedication plaques with USAID and CNFA logos for each FSC have been ordered for five of the six centers; and
- Branded letterheads and formats for financial documents will be prepared and distributed to each FSC in Q5;



Following a statement of work, collection of development proposals and selection of 360 Ground to develop the website, 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 Cross Cutting Activities. Major layout designs and content has been finalized and news and information on the grantees will be uploaded as it is collected. By official launch, the website will also contain profiles of the FSCs owners, CFSP success stories and relevant reports. In June 2013, 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. As part of the launch, CFSP has



designed website specific business cards to distribute at the event so participants are enabled to visit the web address even after the event is over. In addition to the official launch, CFSP will work with FSC staff to promote the website, and will make sure that the website is mentioned in all future and stakeholder meetings. It is also anticipated that the ownership of the website will transition entirely to the apex wholesale cooperative at program close.

In addition to the program website, CFSP has also redesigned various print materials to include new photos. These documents include: program folders, program brochures, FSC promotion flyers, FSC-specific banners, FSC logo flags, training and promotional posters. Many of these documents were printed in English, Amharic and/or Oromifaa.

Media Events

During the first program year, CFSP held three media events including the Program Launch, Grant Signing Ceremony and Media Engagement event.

As described in the program start-up section, CFSP held a **Program Launch** on February 4 2013 that provided the program with an opportunity to explain the goals and objectives to beneficiaries, the media and the general public.

As reported in Q3, CFSP held an official **Grant Signing Ceremony** for the six selected FSC grantees on June 4 2013. 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 at the time, 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 Input Department of Oromia Bureau of Agriculture. Prior to formal grant signing Dr. Waktola



CFSP Grant Signing Ceremony

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. 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.*”

While media presence at past events has been moderately high, CFSP anticipates having a series of high-profile Ribbon Cutting Ceremonies in the upcoming quarters. These events will take place outside of Addis at each FSC,

which may deter some media agencies from attending the ceremonies and/or covering the stories. Recognizing the crucial role of the media for both program visibility and the promotion of the FSCs as business entities, CFSP surveyed the media agencies in both Addis and Oromia and invited them to the CFSP office on August 15, 2013, for an informal networking session and brief training on “Eye Catching Story Writing.”

As program visibility and success is dependent on thorough media coverage of FSC development, the core objective of this **media engagement event** was to network and establish a strong relationship with the media to



Media engagement event

ensure they are aware of the USAID-funded CFSP program objective, progress and upcoming events. This event provided CFSP staff a chance to meet the media personnel face-to-face, which we hope will yield higher turnout and interest in covering program events and progress in the media. Beyond general introductions to the program and attendees, this event also contained a training module on “Eye Catching Story Writing” that was presented by external media consultant Ato Mekuria. To link the module content to CFSP, many examples provided throughout the training module pertained to covering agriculture development programs. Following the training session, attendees were posed with a series of feedback questions that shed light on determining factors of event attendance and media coverage. Some of these factors include advance notice and logistic cost coverage for events outside of Addis; convenient date and time of events; and attendance by high-profile officials as well local program beneficiaries/farmers. This event was attended by 18 people from 9 different media agencies including 3 radio stations, 4 newspapers, and 2 television stations (one of which is solely in Afan Oromiffa). Following the event, local radio station Afro FM 105.3 aired a brief summary of the program and Capital Newspaper published an interview with CFSP COP Dr. Waktola. Capital Newspaper also released news on the aforementioned BMT training.

Press Releases

Throughout its first year of implementation CFSP has issued five press releases. They include:

- **August 31, 2012** - USAID AWARDS CNFA TWO-YEAR COMMERCIAL FARM SERVICE PROGRAM (CFSP) IN ETHIOPIA
- **February 4, 2013** - USAID COMMERCIAL FARM SERVICE PROGRAM (CFSP) HOSTS OFFICIAL PROGRAM LAUNCH IN ETHIOPIA
- **June 5, 2013** - SIX GRANTEEES SIGN AGREEMENTS TO SET-UP FARM SERVICE CENTERS(FSCs) IN OROMIA REGION
- **August 24, 2013** – USAID COMMERCIAL FARM SERVICE PROGRAM CONDUCTS BUSINESS MANAGEMENT TRAINING

- **September 12, 2013** – USAID COMMERCIAL FARM SERVICE PROGRAM CONDUCTS TECHNICAL TRAINING

Gender Issues

Through the first program year, CFSP has conducted both a gender assessment and trainings to promote female grantees and reduce gender-based constraints to production and access to input supply. To target female entrepreneurs as grantees, CFSP outreach activities sought to engage female extension agents, the Zone/Woreda Women Affairs Office's Representatives, female agricultural professionals (vets, agronomists, etc.), female commercial trainers, Women lead farmers, traders, cooperatives and association members, and female leaders of women's Farm Input Savings and Loans groups. As a result, 63 of 299 attendees of the town hall meetings were women and 6 of the 27 grant applications were submitted by women.

Also during Q1, CFSP developed a scope of work for a **gender assessment to identify gender M&E indicators and identify the factors that shape women's ability to drive private sector growth at the farm and processing levels**. CFSP's Program Officer Dana Smith spent five days in Shashamane talking with key informants, women business owners, and women's savings and loans associations, namely the Jhalala Women's Association, Burka Gudina Missoma Women's Association, and the Gudina Women's Association. Shashemane, which is located at 250km south east of Addis, was chosen based on proximity to Addis and number of potential female entrepreneurs in the community.

Though a full questionnaire was prepared in advance, it was determined that women were more willing to share information on this sensitive topic while in a group setting. Therefore, the information evaluated was entirely qualitative in nature. The stories and insights provided by the community members along with results of secondary research were evaluated within USAID's Gender Dimensions Framework⁵ to determine key gender based constraints within: practices and participation; access to assets; beliefs and perceptions; and laws, policies and participation.

Based on the assessment results, it was determined that there are a variety of factors limiting women from meeting their potential in agricultural production that can be addressed within the scope of CFSP. This can be approached in two ways: **targeting women to be owners/operators of FSCs and seeking opportunities for women to fully benefit from the goods and services being offered by the stores.**

As the FSCs become fully operational, CFSP will continue to link each FSC with existing



AGP-LMD Women's Entrepreneurship Training

⁵USAID "Promoting Gender Equitable Opportunities in Agricultural Value Chains" Developed by the Greater Access to Trade Expansion (GATE) Project under the Women in Development IQC, Contract No. GEW-I-00-02-00018-00

networks of women entrepreneurs and women's associations in order to reach women smallholder farmers. For example, during Q4 Ms. Lydia Assefa, CFSP's Gender and Public Relations Specialist attended a **Women's Entrepreneurship Training** in Adama from August 5th – August 7th. Hosted by USAID's AGP-LMD Project, this three-day training was an opportunity for Ms. Assefa to network with fellow women entrepreneurs who reside in areas where the FSCs will be established (namely, Bishoftu, Nekemte and Fiche.) Attended by 28 females and 2 males, this training was a great opportunity to explain the CFSP program and FSC model as well as to learn about the various roles these women play in their respective regions. Contact information for women nearby the FSCs was collected and will be used to **create linkages between the FSCs and women in their surrounding community.**

Complimenting the CFSP gender assessment conducted during Q2, 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-a ways from the training. For more information, please see Attachment 6 in the Q3 Report.



CFSP/FTF training of Women's Associations

To ensure all FSC staff are aware of the gender-based constraints described above, Ms. Lydia Assefa, CFSP's Gender and Public Relations Specialist, led a **gender awareness presentation** at Technical Training held in Ambo from September 3 to September 6. Ms. Assefa briefed the participants on the significant roles of women in the agricultural sector and why it is important to have gender sensitivity in value chain development. She also emphasized how the FSCs can tailor their marketing to be inclusive to women as customers and attendees at FSC-led trainings. Both of these initiatives will help drive an increase in the productivity of women farmers.

Project Administration

During this first program year, CFSP staff has been diligently working on a variety of administration issues and financial compliance and reporting measure. These include:

- Completion of office search and signing of office lease;
- Completion of procurement and USAID marking for CFSP office furniture (via the USAID/ICMA project), artwork and supplies, as seen in **Attachment 2: Inventory List**;
- Acquisition of and registration/insurance for CFSP program vehicle;⁶
- Collection and approval of pro-forma invoices for FSC various assets (office furniture, computers, printers, shelving, PPEs, exhaust fans and etc.) Procurement requests were prepared for each vendor and were approved by CFSP COP and/or CNFA HQ as appropriate. Delivery logistics of such assets to each FSC were arranged by the CFSP team and upon delivery FSC General Managers signed an inventory issue voucher receipt;
- 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;
- Provision, approval and clearance for all vehicle usage, travel advance, and travel reimbursement for both travel in Addis as well as site visits;
- 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.

In regards to program staffing, CFSP has experienced turnover, hiring and title changes for the following positions. A detailed list of contact information for all current CFSP staff can be found in **Attachment 4: CSFP and FSC Contact Information**. All program staff have moved from consultancy agreement to full-time employee from September 1, 2013

- Chief of Party (Dr. Waktola Wakgari – promoted from DCOP in Q3);
- Program Officer (Kathryn Karl – joined in Q3);
- Communication and Marketing Specialist (Hamelmal Getachew – joined in Q3);
- Finance Specialist (Tesfaye Dinssa – joined in Q3);
- Driver and Facilities Clerk (Mesfin Chibssa – joined in Q3); and
- Gender and PR Specialist (Lydia Assefa – title change from Program Assistant in Q3).

⁶ CFSP experienced some custom-related delays in acquiring the CFSP program vehicle which was purchased on March 18 2013 and readied for program use in September 2013. As a result, CFSP rented vehicles for program activities. Costs associated with vehicle rental were deducted from budget line item allocated for vehicle operating expenses.

Networking and Collaboration

In order to enhance the operational abilities of the FSCs and maximize impact through improved coordination, the CFSP has networked and collaborated with other firms and programs through the first program year. In this reporting period CFSP has had collaborative meetings with the following:

Name of Partner/Project	Nature of Collaboration	Status
Private sector input suppliers (ex: Pioneer, BASF, Syngenta, AGCO)	<ul style="list-style-type: none"> • Ensure FSC access to and awareness of high quality international input supplier inventory • Link FSCs to suppliers who will facilitate FSC-led farmer outreach activities (demo plots, farmer field days etc) 	Meet and greet meetings with each FSC grantee
AGP-LMD program	<ul style="list-style-type: none"> • Close coordination with LMD's livestock trainings and value chain activities in the Oromia region. 	Bi-weekly meetings; see below
iiCD	<ul style="list-style-type: none"> • Link and educate the FSCs on how to use and apply iiCD's Farm Management and Market Information System. 	MoU signed
Center for Development Initiatives (CDI)	<ul style="list-style-type: none"> • Facilitate targeted input supply and technical training to CDI's partner in Shashamane – the Jhalala Women's Association 	MoU under review
Oromia Bureau of Agriculture	<ul style="list-style-type: none"> • Ensure full cooperation from Woreda and Zonal bureaus and to facilitate smooth run of each FSC center with the full knowledge of the Bureau 	MoU under review
Oromia Bureau of Finance and Economic Development	<ul style="list-style-type: none"> • CFSP to submit program summary to ensure collaboration with relevant NGO work in Oromia 	MoU under review
AGP-AMDe program	<ul style="list-style-type: none"> • Link FSCs to AMDe trainings in Oromia. Recommendations for GOE registration. 	Monthly check-in e-mails
AGP-GRAD program	<ul style="list-style-type: none"> • Link FSCs to GRAD beneficiaries through targeted input supply and diet diversification and extension training. 	Quarterly meetings
SNV	<ul style="list-style-type: none"> • Link FSCs to SNV beneficiaries through targeted input supply (especially animal feed), and extension training. 	Monthly check-in e-mails
Agriculture Transformation Agency (ATA)	<ul style="list-style-type: none"> • CFSP has had information meetings with various ATA departments including: Input and Output Marketing; Household Irrigation; Technology Access/Adoption; and Direct Seed Marketing. Meetings outlined how ATA activities can be linked to both farmers and private sector distribution points for new technologies/inputs. 	Monthly check-in e-mails

In addition to these meetings, CFSP looks forward to meeting with the following organizations and programs in the coming quarter:

- iDE
- John Deere
- Pioneer
- Kickstart
- Federal MoA
- Various lending institutions (Oromia Cooperative Bank; Commercial Bank of Ethiopia; Development Bank of Ethiopia etc)

As noted above, team members from both CFSP and AGP-LMD have been meeting bi-weekly to ensure close coordination between programs. As a result of this open and constant communication, FSC staff veterinarians attended AGP-LMD's five-day long **Dairy Husbandry Management Training** in Bishoftu. Held from August 12-15, 2013 at the Ethiopia Meat and Dairy Technology Institute, FSC Veterinarians gained access to additional technical training in the areas of dairy feed management, dairy cattle health management, milk hygiene and quality and forage production. In addition, CFSP's Gender and PR Specialist also attended a AGP-LMD **Women's Entrepreneurial Training** to network with women who reside in the areas surrounding the FSCs.

Financial Summary

As seen in **Attachment 7: SF-425**, from September 1, 2102 to September 30, 2013 CFSP has under spent project funds by approximately \$236,539.53. (Anticipated \$1,000,000.00 – Actual \$763,460.47)

However, given that there are 6 grants that represent over \$240,000 of committed funds, an upcoming grant that represents over \$140,000 for the establishment of 'apex' wholesale buying cooperative, and with CNFA operating at full staff, CFSP anticipates that the burn rate will accelerate substantially with full budget recovery by the end of the second year of implementation.

Challenges

During the first and second quarter of the program, CFSP surveyed 19 Woredas to determine which areas would be selected for the outreach campaign. As per the USAID Feed the Future strategy, CFSP placed an emphasis on establishing the FSCs in AGP Woredas. However, as many government and NGO activities have similar activities in these areas, CFSP acknowledges that it will be a challenge to ensure that program results are not skewed as a result of overlap by different implementers.

In relation to administration, the largest challenge in the first program year was in relation to procurement. This was mainly in relation to securing/registering the program vehicle, which took longer than anticipated to pass through the necessary customs and GOE approvals. During the time period where a program vehicle was not available, CFSP has to rent a vehicle and as a result incurred notably higher transportation costs for field visits. The program vehicle was secured in September 2013.

An additional and overarching procurement challenge has been the inconsistent availability of items. Both office furniture and 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 many times final orders are placed beyond this period which results in some deviation in price. Unfortunately, an inconsistent supply on behalf of vendors has resulted in lag delivery times and multiple trips to secure procurements for both office furniture and FSC assets. This has mostly cost the program time, but occasionally the program experienced a higher price disparity between the pro-forma price and the purchased price (as a result of the pro-forma expiring while waiting for items/goods to be available.)

Beyond CFSP program administration, the largest challenge was/will be for the FSCs to adhere to the tight timeline for renovation and construction. As mentioned in the previous quarterly reports, many of the FSC buildings required heavy renovation or are newly constructed buildings, and there has been a longer renovation/construction period than anticipated. Similarly to the aforementioned procurement challenge of availability/timing, many FSCs have also experienced various delays in their construction. 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. As a result of securing the program vehicle and complimenting this phone communication, CFSP has also been able to increase field visits to ensure construction and renovation activities are taking place and adhering to the set timeline. At the close of this reporting period, five of the six FSCs are progressing according to the set timelines and the sixth FSC is finalizing land acquisition and the start of construction (Shashamane FSC).

Lessons Learned

During the outreach campaign and grant review process, CFSP learned that the **highest attendance at outreach events was not necessarily consistent with the highest number or quality of grant applications**. This led the program to believe that the promotion strategy for the outreach campaign events should be realigned to better reach the target audience. For example, this may include more door-to-door canvassing and direct outreach to enterprises/entrepreneurs. During the subsequent site visits to the highest ranking shortlisted applicants, CFSP also learned that many of these applicants had trouble spending the day away from their businesses to attend the outreach event and information session. Should a similar outreach campaign be conducted by USAID, CFSP recommends that a campaign would consider that the **strongest businesses/entrepreneurs may need to be surveyed and then approached directly**.

During this reporting period, CFSP has learned that there is a **high demand for the timely supply of high quality inputs** and that there is a **lack of knowledge on safe use and handling of pesticides**. Revealed in conversations with farmers and FSC staff during the Q2 outreach campaign, Q3 technical training and Q3 soft openings CFSP staff were made aware of this extreme lack of environmental and safety awareness on pesticide handling/use and the increased demand for both inputs and extension services. As a result, the CFSP Environmental Specialist and the Technical Training and Extension Specialist have provided targeted follow-up to ensure each FSC is able to mitigate and monitor environmental hazards associated with pesticides and is also able survey and stock according to local agricultural input demands.

In addition to learning about the needs of the farmer and subsequent market opportunities for the FSCs, CFSP also 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.

Next Steps

During the next quarter (October, November, December) CFSP expects to:

- Hold capacity building team meetings with each FSC covering the topics of: Business Plan Adherence/HR Management; Monitoring and Evaluation; and Marketing and Promotion;
- Conduct regular follow up of each FSC by CFSP staff members with regard to business activities and services to be provided to farmers;
- Hold formal Ribbon Cutting Ceremonies for three of the six FSCs;
- Hold monthly meetings with FSC owners/operators in Addis to begin the business plan for the apex wholesale cooperative;
- Conduct an EMMR for each FSC; and
- Conduct FSC-specific crop trainings.

Additional cross cutting activities that are anticipated to be completed in the next quarter include: formally launching the program website, continuing networking and collaboration efforts, and ensuring FSCs are adhering to program M&E deliverables.

Conclusions

As it approaches its second and final year, CFSP is looking forward to building off of a successful first year of program activities that included program start-up and launch; a Woreda/Site survey and outreach campaign; grant application review and award; a baseline survey; a gender assessment and training, robust networking and collaboration efforts, business management training for FSC staff, technical and environmental training for FSC staff and local staff from bureau of Agriculture and soft opening ceremonies for five of the six FSCs. CFSP anticipates a series of equally impressive achievements for its second year including the official Ribbon Cutting Ceremonies for all six centers, assurance of environmental mitigation measures at each center, development of programmatic and FSC tailored communication materials, establishment and launch of ‘apex’ wholesale buying cooperative, site specific technical and capacity building trainings, enhanced M&E data collection, and demonstrations/farmers’ field day events.

Attachment 1: Indicator Table

Indicator	Baseline	Target/Actual									
		Q1	Q2	Q3	Q4	Y1	Q5	Q6	Q7	Q8	LOP
FTF Indicators (targets/actual)											
4.5.2 Number of jobs attributed to FTF implementation	0	0/0	0/0	10/0	10/42	20/42	0	0	10	10	40
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	5,000/0	5000/0	1,000	2,000	15,000	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	100/72 9 F: 63 M	100/178 101F: 77M	300	500	1,000	1,000	1,000 (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	7/6 1 F: 5 M	7/9 4 F: 5 M	6	9	9	12	12 (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/\$0	\$15,000/\$0	\$0	\$5,000	\$40,000	\$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	6/6	6	7	7	7	7
4.5.2-37 Number of MSMEs receiving business development services from USG assisted services	0	0/0	0/0	3/6	6/6	6/6	6	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/\$207,404	\$282,500/\$251,711	\$30,500	\$20,500	\$27,000	\$24,000	\$354,600

Indicator	Baseline	Target/Actual									
		Q1	Q2	Q3	Q4	Y1	Q5	Q6	Q7	Q8	LOP
Overall Program Impacts (targets/actual)											
FSCs established (ownership of FSCs disaggregated by sex)	0	0/0	2/0	4/6 1 F : 5 M	-	6/6 1 F: 5 M	-	-	-	-	6
Value of FSC sales (USD)	\$0/\$0	\$0/\$0	\$100,000/\$0	\$250,000/\$0	\$300,000/\$0	\$650,000/\$0	\$50,000	\$60,000	\$200,000	\$500,000	\$500,000
Increased farmer incomes (measured by per capita expenditures - disaggregated by sex)	0	0	0	0	-	0/0	-	-	-	-	20%
Value of farmer output marketed through FSCs	\$0	\$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/\$0	\$100,000/\$0	\$0	\$0	\$50,000	\$200,000	\$200,000
Number of households directly benefiting from USG interventions (cumulative)	0	0/0	0/0	0//112	5,000/120	5,000/232	1,000	2,000	15,000	30,000	30,000
Number of field days and exhibitions	0	0/0	0/0	12/0	12/0	24/0	0	2	4	12	42
Number of GoE Extension Agents taking part in trainings	0	0/0	0/0	0/0	0/11	0/11	-	-	12	-	12
Number of grant applications received (disaggregated by sex)	0	25/0	25/27 6 F : 21 M	-	-	25/27 6 F: 21 M	-	-	-	-	50
Number of activities conducted for the outreach campaign	0	4/4	5/5	0/0	-	9/9	-	-	-	-	9
Number of FSCs and other private input suppliers benefiting from the creation of the wholesale buying cooperative	0	0	6/0	0/0	6/0	6/0	0	6+	6+	9+	9+
Value of the volume discounts offered by the wholesale buying cooperative	0	-	-	-	-	-	-	-	-	-	TBD

Indicator	Baseline	Target/Actual									
		Q1	Q2	Q3	Q4	Y1	Q5	Q6	Q7	Q8	LOP
Cross Cutting (targets/actual)											
Number of gender assessments conducted	0	-	0/0	0/1	1/0	1/1	-	-	-	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	-	-	-	-	-	-	-	-	-	80%
Percentage beneficiaries benefitting from other ongoing nutrition programs due to CFSP linkages (disaggregated by sex and age group)	0	-	13%/0%	25%/0%	38%/0%	38%/0%	0%	0%	0%	0%	0%

Attachment 2: Inventory List¹

Sr. #	Date Purchd.	Source of Funding	Item Descript.	Category	Item Name	Cost Birr	Cost USD	Code	Tracking #	Remarks
1	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Imported High Quality Side Table	Office Furniture	██████	██████	TS-BS1060G	CNFA-CFSP-001	Accountant and Office Manager
2	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Standard Table	Office Furniture	██████	██████	TS-BST157G	CNFA-CFSP-002	Accountant and Office Manager
3	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Mobile pedestal	Office Furniture	██████	██████	TS-BSM3G	CNFA-CFSP-003	Accountant and Office Manager
4	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Swivel Chair	Office Furniture	██████	██████	TS-UT223/V19	CNFA-CFSP-004	Environmental Specialist
5	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Coffee Table	Office Furniture	██████	██████	TS-MCO T1050/Cherry	CNFA-CFSP-005	COP
6	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT211/V19	CNFA-CFSP-006	Environmental Specialist
7	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT211/V19	CNFA-CFSP-007	Environmental Specialist
8	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Shelf	Office Furniture	██████	██████	TS-BS0880G	CNFA-CFSP-008	Environmental Specialist
9	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Shelf Cabinet	Office Furniture	██████	██████	TS-SPII209/Cherry	CNFA-CFSP-009	Accountant and Office Manager
10	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Standard Table 150 x 80 cm	Office Furniture	██████	██████	TS-ST1500/Cherry	CNFA-CFSP-010	COP
11	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Wooden lockable Mobile pedestal with 3 drawers	Office Furniture	██████	██████	TS-MP603/Cherry	CNFA-CFSP-011	COP
12	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Wooden connector top with base color black	Office Furniture	██████	██████	TS-RCNT91/Black	CNFA-CFSP-012	COP

¹ As of September 25 1013

13	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Leather Swivel chair	Office Furniture	██████	██████	TS-DK01HL W/ BIK	CNFA-CFSP-013	COP
14	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Visitor Leather Chair	Office Furniture	██████	██████	TS-DK04HL W/ BIK	CNFA-CFSP-014	COP
15	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Visitor Leather Chair	Office Furniture	██████	██████	TS-DK04HL W/ BIK	CNFA-CFSP-015	COP
16	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Shelf Cabinet	Office Furniture	██████	██████	TS-SPIII209/ Cherry	CNFA-CFSP-016	CFSP Office
17	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Shelf Cabinet	Office Furniture	██████	██████	TS-SPIII209/ Cherry	CNFA-CFSP-017	CFSP Office
18	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Sofa Leather (3+1+1)	Office Furniture	██████	██████	TS-MS2-002A/ Blk/W2	CNFA-CFSP-018	COP
19	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Coffee Table (600x600x450)	Office Furniture	██████	██████	TS-T020 6/W-2	CNFA-CFSP-019	CFSP Office
20	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Coffee Table (1200x600x480)	Office Furniture	██████	██████	TS-T011 2/W-2	CNFA-CFSP-020	CFSP Office
21	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Coffee Table (100x50x38)	Office Furniture	██████	██████	TS-MCOT 1050/ Cherry	CNFA-CFSP-021	CFSP Office
22	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Pin Board 90x120x with Stand	Office Furniture	██████	██████		CNFA-CFSP-022	CFSP Office
23	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	Cash Safe - TS - SS031	Office Equipment	██████	██████	TS-SS031	CNFA-CFSP-023	Accountant and Office Manager
24	13/12/2007	USAID/ICMA - Sep. 26, 2012	USAID	HP LaserJet 3055 All-in-one	Office Equipment	██████	██████	CNSK771 374	CNFA-CFSP-024	Accountant and Office Manager
25	14/01/2008	USAID/ICMA - Sep. 26, 2012	USAID	Optiplex 330 Dell	Office Equipment	██████	██████	Bax 37396418-79E009E	CNFA-CFSP-025	Receptionist
26	07/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	White board 90 x 120	Office Equipment	██████	██████		CNFA-CFSP-026	Accountant and Office Manager
27	27/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	Wooden Round meeting table	Office Equipment	██████	██████	TS-XS82 8#CY	CNFA-CFSP-027	CFSP Office

28	27/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT21 1/V-BLK	CNFA-CFSP-028	CFSP Office
29	27/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT211 /V-BLK	CNFA-CFSP-029	CFSP Office
30	27/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT211 /V-BLK	CNFA-CFSP-030	CFSP Office
31	27/03/2008	USAID/ICMA - Sep. 26, 2012	USAID	Guest Chair	Office Furniture	██████	██████	TS-UT21 1/V-BLK	CNFA-CFSP-031	Accountant and Office Manager
32	31/03/2009	USAID/ICMA - Sep. 26, 2012	USAID	Water Dispenser	Office equipment	██████	██████	Akira/LS2 0FCS	CNFA-CFSP-032	Kitchen
33	03/04/2008	USAID/ICMA - Sep. 26, 2012	USAID	Laptop Toshiba Satellite	Office equipment	██████	██████	8354172K	CNFA-CFSP-033	Program Assistant
34	20/02/2008	USAID/ICMA - Sep. 26, 2012	USAID	HP Color Printer 2600n	Office equipment	██████	██████	HP	CNFA-CFSP-034	Accountant and Office Manager
35	16/06/2008	USAID/ICMA - Sep. 26, 2012	USAID	Laptop Toshiba Satellite	Office equipment	██████	██████	8036428R	CNFA-CFSP-035	Receptionist
36	01/05/2009	USAID/ICMA - Sep. 26, 2012	USAID	Shelf	Office Furniture	██████	██████		CNFA-CFSP-036	CFSP Office
37	01/05/2009	USAID/ICMA - Sep. 26, 2012	USAID	Pin Board	Office Furniture	██████	██████		CNFA-CFSP-037	CFSP Office
38	08/09/2010	USAID/ICMA - Sep. 26, 2012	USAID	Standard table with 3 drawers	Office Furniture	██████	██████		CNFA-CFSP-038	CFSP Office
39	13/09/2010	USAID/ICMA - Sep. 26, 2012	USAID	Small LG Refrigerator for office	Household equipment	██████	██████		CNFA-CFSP-039	Kitchen
40	04/01/2013	Purchased by CNFA/CFSP	USAID	Canon Camera SX 260 and accessories	Camera	██████	██████		CNFA-CFSP-040	Accountant and Office Manager
41	09/01/2013	Purchased by CNFA/CFSP	USAID	Standard table 150W x 80D x 75H cm with	Office furniture	██████	██████		CNFA-CFSP-041	Accountant and Office Manager
42	09/01/2013	Purchased by CNFA/CFSP	USAID	Standard table 150W x 80D x 75H cm	Office furniture	██████	██████		CNFA-CFSP-042	Kathryn Karl
43	09/01/2013	Purchased by CNFA/CFSP	USAID	Standard table 150W x 80D x 75H cm	Office furniture	██████	██████		CNFA-CFSP-043	Interim
44	09/01/2013	Purchased by CNFA/CFSP	USAID	Standard table 150W x 80D x 75H cm	Office furniture	██████	██████		CNFA-CFSP-044	Training and Extension Specialist
45	09/01/2013	Purchased by CNFA/CFSP	USAID	Standard table 150W x 80D x 75H cm	Office furniture	██████	██████		CNFA-CFSP-045	Program Assistant
46	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-046	Accountant and Office Manager

47	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-047	Program Assistant
48	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-048	Interim
49	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-049	Training and Extension Specialist
50	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-050	Finance Specialist
51	09/01/2013	Purchased by CNFA/CFSP	USAID	Swivel Chair - TS-BS007/M.Grey	Office furniture	██████	██████		CNFA-CFSP-051	Kathryn Karl
52	01/15/2013	Purchased by CNFA/CFSP	USAID	Mobile drawer	Office furniture	██████	██████		CNFA-CFSP-052	Program Assistant
53	01/15/2013	Purchased by CNFA/CFSP	USAID	Mobile drawer	Office furniture	██████	██████		CNFA-CFSP-053	Interim
54	01/15/2013	Purchased by CNFA/CFSP	USAID	Mobile drawer	Office furniture	██████	██████		CNFA-CFSP-054	Training and Extension Specialist
55	01/15/2013	Purchased by CNFA/CFSP	USAID	Mobile drawer	Office furniture	██████	██████		CNFA-CFSP-055	Finance Specialist
56	01/15/2013	Purchased by CNFA/CFSP	USAID	Mobile drawer	Office furniture	██████	██████		CNFA-CFSP-056	Kathryn Karl
57	02/25/2013	Purchased by CNFA/CFSP	USAID	Computer Table	Office furniture	██████	██████		CNFA-CFSP-057	Environmental Specialist
58	02/25/2013	Purchased by CNFA/CFSP	USAID	Computer Table	Office furniture	██████	██████		CNFA-CFSP-058	Finance Specialist
59	02/25/2013	Purchased by CNFA/CFSP	USAID	Side Board / adjustable shelf & sliding lockable door	Office furniture	██████	██████		CNFA-CFSP-059	Abebech/Kichen
60	03/13/2013	Purchased by CNFA/CFSP	USAID	Reception desk	Office furniture	██████	██████		CNFA-CFSP-060	Receptionist
61	03/28/2013	Purchased by CNFA/CFSP	USAID	Laptop HP PRO 4540s	Office equipment	██████	██████	HP	CNFA-CFSP-061	Kathryn Karl
62	03/28/2013	Purchased by CNFA/CFSP	USAID	Laptop HP PRO 4540s	Office equipment	██████	██████	HP	CNFA-CFSP-062	COP
63	03/28/2013	Purchased by CNFA/CFSP	USAID	Laptop HP PRO 4540s	Office equipment	██████	██████	HP	CNFA-CFSP-063	Environmental Specialist
64	03/28/2013	Purchased by CNFA/CFSP	USAID	Laptop HP PRO 4540s	Office equipment	██████	██████	HP	CNFA-CFSP-064	Financial Specialist
65	03/28/2013	Purchased by	USAID	Laptop HP PRO	Office	██████	██████	HP	CNFA-	Training and

		CNFA/CFSP		4540s	equipment				CFSP-065	Extension Specialist
66	03/28/2013	Purchased by CNFA/CFSP	USAID	Laptop HP PRO 4540s	Office equipment	██████	██████	HP	CNFA-CFSP-066	Store
67	03/28/2013	Purchased by CNFA/CFSP	USAID	PC Computer HP 3400	Office equipment	██████	██████	HP	CNFA-CFSP-067	Accountant and Office Manager
68	03/04/2013	Purchased by CNFA/CFSP	USAID	Dell 19" LCD Monitor	Office equipment	██████	██████	Dell	CNFA-CFSP-068	Makeda Seyoum
69	04/11/2013	Purchased by CNFA/CFSP	USAID	Side Board	Office Furniture	██████	██████	Furniture	CNFA-CFSP-069	Finance Specialist
70	04/22/2013	Purchased by CNFA/CFSP	USAID	HP desk jet 3050 printer	Office Equipment	██████	██████	HP	CNFA-CFSP-070	COP
71	08/12/2013	Purchased by CNFA/CFSP	USAID	Toyota Land Cruiser TX9 Diesel 3.0 4WD	Office Equipment		██████	Toyota	CNFA-CFSP-071	Office
72	09/19/2013	Purchased by CNFA/CFSP	USAID	External Portable hard drive	Office Equipment	██████	██████		CNFA-CFSP-072	COP
TOTAL VALUE						██████	██████			

Attachment 3: FSC Site Visit Documentation

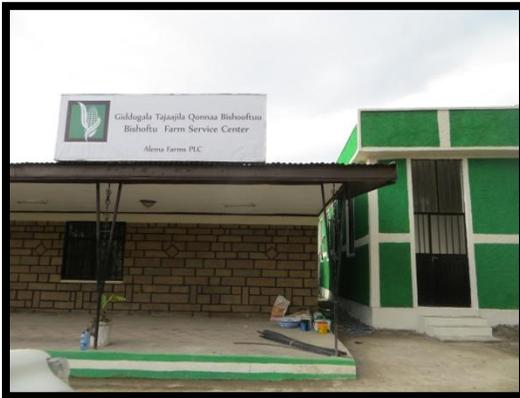
Ambo Farm Service Center

Photos from September 19, 2013



Bishoftu Farm Service Center

Photos from September 16, 2013



Dodola Farm Service Center

Photos from October 10, 2013



Fiche Farm Service Center

Photos from October 1, 2013



Nekemte Farm Service Center

Photos from September 25, 2013



Shashamane Farm Service Center

Photo from October 23, 2013



Attachment 4: CFSP and FSC Contact Information

CFSP Staff Contact Information

Name	Position	Mobile no.	E-mail address
Waktola Wakgari	Chief of Party	██████████	██████████
Jiregna Gindaba	Environmental Specialist	██████████	██████████
Asfaw Mesfin	Accountant and Office Manager	██████████	██████████
Hailu Gudeta	Training and Extension Specialist	██████████	██████████
Lydia Assefa	Gender and PR Officer	██████████	██████████
Kathryn Karl	Program Officer	██████████	██████████
Tesfaye Diassa	Finance Specialist	██████████	██████████
Hamelmal Getachew	Communication and Marketing Specialist	██████████	██████████
Mesfin Yembo	Driver and Facilities Clerk	██████████	

FSC Grant Signatory Contact Information

FSC	Name	Company Name	Mobile no.	E-mail address
Ambo FSC	Gadissa Gobena	Gadissa Gobena Commercial Farm Products PLC	██████████	██████████
Bishoftu FSC	Lt. Lema Asfaw	Alema Farms PLC	██████████	██████████
Dodola FSC	Mohammed Yusuf	Raya Wakena Farmers' Cooperative Union	██████████	██████████
Fiche FSC	Ketema Belete	Biftu Salale Farmers' Cooperative Union	██████████	██████████
Nekemte FSC	Etafa Mekonnen	Etafa Mekonnen Crops Trade	██████████	██████████
Shashamane FSC	Adanech Zewide	Barite Agricultural Inputs Trader	██████████	██████████

Ambo FSC

Name	Position	Mobile no.	E-mail address
Reta Mekonnen	General Manager	██████████ ██████████	████████████████████
Bayissa Benti	Accountant	██████████	████
Rahel Takele	Cashier	██████████	████
Kasech Taye	Sales Clerk-1	██████████	████
N/A	Sales Clerk-2		████
Tamirat Achalu	Agronomist	██████████ ██████████	████████████████████
Dr. Sisay Miheretu	Veterinarian	██████████	████████████████████

Bishoftu FSC

Name	Position	Mobile no.	E-mail address
Endalew Amare	General Manager	██████████	████████████████████
Amrote Algachew	Accountant	██████████	████████████████████
Hymanot Getachew	Cashier	██████████	████
Aklilu Mamo	Sales Clerk-1	██████████	████
Hiwot Tefera	Sales Clerk-2	██████████	████
Dawit Wondimu	Agronomist	██████████	████████████████████
Dr. Solomon Tarekegn	Veterinarian	██████████	████████████████████

Dodola FSC

Name	Position	Mobile no.	E-mail address
Bona Serine	General Manager	██████████	████████████████████
Abdisa Tura	Accountant	██████████	████████████████████
Kibu Eda'a	Cashier	██████████	████████████████████
Alfiya Gelchu	Sales Clerk-1	██████████	████
Bontu Tura	Sales Clerk-2	██████████	████
Bedaso Lenjiso	Agronomist	██████████	████
Dr. Kalil Shako	Veterinarian	██████████	████████████████████

Fiche FSC

Name	Position	Mobile no.	E-mail address
Dereje Ababu	General Manager	██████████	████████████████████
Ashenafi Taye	Accountant	██████████	██
Shibiru Bekele	Cashier	██████████	██
Birhanu Habtamu	Sales Clerk-1	██████████	██
Chaltu Megersa	Sales Clerk-2	██████████	██
Mulatu G/Mariam	Agronomist	██████████	██
Abraham Girma	Veterinarian	██████████	████████████████████

Nekemte FSC

Name	Position	Mobile no.	E-mail address
Feyisa Regassa	General Manager	██████████	████████████████████
Abebe Adeba	Accountant	██████████	██
Hawwi Megersa	Cashier	██████████	██
Gemechu Gameda	Sales Clerk-1	██████████	██
Gemechu Itefa	Sales Clerk-2	██████████	██
Arega Shekata	Agronomist	██████████	██
Dr. Efa Negash	Veterinarian	██████████	████████████████████

Shashamane FSC

Name	Position	Mobile no.	E-mail address
Adanech Zewde	General Manager	██████████	adanechzewide@yahoo.com
Tigist Petros	Accountant	██████████	██
Birtukan Tesfaye	Cashier	██████████	██
Teshome Bekele	Sales Clerk-1	██████████	██
Hassa Woliy	Sales Clerk-2	██████████	██
Hamusi Buri	Agronomist	██████████	██
Leta Mashalo	Veterinarian	██████████	██

Attachment 5: Soft Opening Photos

Ambo Farm Service Center

Photos from September 19, 2013



Bishoftu Farm Service Center

Photos from September 17, 2013



Dodola Farm Service Center

Photos from October 10, 2013



Fiche Farm Service Center

Photos from October 1, 2013



Nekemte Farm Service Center

Photos from September 24, 2013



Attachment 6: CFSP Success Stories

CFSP Conducts Business Management Training for 30 participants from its Six Farm Service Centers



To promote the **long-term sustainability of the FSC enterprises** created under the Commercial Farm Service Program (CFSP), CNFA hosted a successful four-day, four module course for its Farm Service Centers' owners and staff in business management. The event, which took place on August 16, 17, 23 and 24, 2013 in Addis Ababa, covered business management training sessions that included four interactive modules on basic **business financial recording, working capital management, inventory management, as well as sales and marketing**. The training participants learned the benefits of employing a higher standard financial and inventory management system, which will enhance marketing capability of each FSC. In addition, participation in the training qualified all the six FSCs to **manage their businesses more efficiently** and provided the staff with the knowledge and tools to similarly guide future customers and beneficiaries of the program.

Owners and staff of the FSCs were equipped with all the required modules and training documents for future reference and training of others. Alemayehu Amdemaria, one of the grantees and a farm service center owner who participated in the training said “**we believe we will have a better disciplined, organized, well managed and result-oriented business because of this training**”. Gadissa Gobena, another grantee and farm service center owner, echoed similar feeling: “**As a result of this training, we have the practical knowledge that can take us to a much better market and services.**”

At the end of the business management training, a certificate of attendance was provided to each individual. In addition, each FSC received a certificate to be displayed in the centers that serve as recognition of the knowledge gained as a center to support their customers going forward.

CFSP Conducts Technical Training for 38 participants from Farm Service Centers and Oromia Bureau of Agriculture



To promote the **provision of diverse and high caliber consultation and training services at each FSC** established through the Commercial Farm Service Program (CFSP), CNFA, hosted a successful four-day agricultural training in Ambo, Ethiopia from September 3 to 6, 2013. Five staff members from each of the program’s six FSCs, as well as extension specialists and district supervisors from the Oromia Bureau of Agriculture, attended the training that included four diverse modules on **pesticide application techniques, integrated pest management, veterinary services and environmental mitigation and monitoring**. Throughout the training, emphasis was placed on educating the participants on the obvious benefits of pesticides and other agro-chemicals, as well as the potential dangers of such products.

Beyond a core focus on environmental mitigation and monitoring, participants also learned of prominent plant and animal diseases, possible control measures, and the benefits of environmentally friendly integrated pest management methods. The interactive nature of the training sessions utilized a series of **on-farm practical demonstrations** and a **dynamic last-day group assignment** where participants acted as the instructors, summarized the sessions and practiced their ability to pass on what they learned at the training. **Gender awareness** was also integrated throughout the sessions and highlighted both the role of men and women in agriculture production as well as how the FSCs can engage female farmers to attend upcoming FSC-led trainings.

At the end of the training sessions, participants gave verifications on the importance of the training sessions. **“The training helped me to have better awareness and knowledge about vet drugs and pesticides. I believe applying the training guidelines in my work will enhance the quality of my work,”** said Frezer Mengistu, District Supervisor in Ada’a woreda Bureau of Agriculture and a training participant. **“I will make sure that all development agents working under my supervision will pass the key messages to the farmers and that this important knowledge is passed to the end users.”** Dr. Efa Negash, a fellow participant and Veterinarian of the Nakemte Farm Service Center, highlighted, **“Referring to the training materials, I will fill the knowledge gap I had throughout my work; I can work on building awareness of farmers on environmental safety issues as well as selecting and buying good quality drugs.”**

As a result of this training, Oromia Bureau of Agriculture professionals and FSC staff who were in attendance now have the skill to support smallholder agricultural productivity and at the same time to help these farmers to be cautious of the impact agricultural inputs have on the lives of people, animals and environment.

**Attachment 7:
SF-425**

