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ANNUAL REPORT #01 (FEBRUARY – SEPTEMBER 2011)
**Capacity to Improve Agriculture
and Food Security
(USAID- CIAFS)**



September 2011

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*Cover Photo: Participants at the Ministry of Agriculture Assessment Needs Workshop
Photo by Fintrac Inc.*

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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1. EXECUTIVE SUMMARY

This first annual report highlights activities implemented during the third quarter (July - September 2011) and cumulative achievements for the first year (February – September 2011) of the Ethiopia Capacity to Improve Agriculture and Food Security (CIAFS) project, which is funded by the United States Agency for International Development (USAID). USAID-CIAFS supports Ethiopia's participation in the Comprehensive Africa Agriculture Development Program (CAADP) and other regional policy developments, and it helps development partners track agricultural indicators critical to Ethiopian food security. Program services include institutional needs assessments, leadership development, enabling environment assessments, structural analysis, market and export performance research, monitoring and evaluation support, and training for public, private and civil society professionals.

Major USAID-CIAFS Year 1 achievements include the following:

- Established the project office, procured basic equipment, recruited staff and drafted the Year 1 Annual Work Plan.
- Drafted initial recommendations for design of national agricultural best practices analyses, case studies and trainings.
- Negotiated a Memorandum of Understanding with the Ethiopian State Minister of Agriculture and the Mission Director of USAID/Ethiopia, formalizing the project's role.
- Conducted leadership training in partnership with the USAID-Africa LEAD Project. The training focused on agriculture and food security and included 90 participants from the Ministry of Agriculture (MoA), Regional Bureaus of Agriculture, the Ethiopian Chamber of Commerce, professional associations and civil society.
- Customized project monitoring and evaluation system with targeted indicators to measure impact of project activities and guide project management in making timely, informed decisions and adjustments to the project strategy.
- Surpassed target to train a minimum of 100 key agents of change, which directly supports USAID/Ethiopia's Feed the Future Implementation Plan.

USAID-CIAFS project achievements this quarter (July - September 2011) include:

- Conducted field research for the Ministry of Agriculture Needs Assessment and held a stakeholder validation meeting to assess the findings. The recommendations for capacity building in the public sector include strategic planning, program design, budgeting, impact assessment, baseline data collection, service delivery, stakeholder analysis, project cycle management, use of information technology, use of communication media and communication skills. In addition, there is a great need for improved management to enhance the flow of key food security policies to regional, district and kebele levels.
- Conducted field research for the Ethiopian Private Sector Needs Assessments and held a stakeholder validation meeting to confirm the findings. Capacity gaps identified include

training in licensing procedures, consumer protection standards, business communication, collection and analysis of market information, negotiation, advocacy and deal-making skills, fundraising skills, networking and entrepreneurial skills.

- Co-hosted a conference entitled *Tertiary Education in Agricultural Sciences*, which resulted in recommendations for university/public sector collaboration to update undergraduate and graduate curricula to include practical training and address cross-cutting topics such as climate change, gender and strengthening linkages between teaching, research and extension at the university level and among government institutions.
- Led a high-profile roundtable discussion for academics, MoA officials and senior policy-makers entitled *Capacity Development and Higher Education for Agricultural Transformation and Food Security in Ethiopia*. Participants discussed stakeholder involvement in the development of curriculum and the need to revise agricultural curricula to reflect the integrated nature of Ethiopia's Growth and Transformation Plan. In addition, participants recommended the development of university linkages with the private sector and the need for universities to increase focus on applied research and biotechnology.
- Co-hosted a two-day conference (July 6 - 7, 2011) entitled *Climate Change Vulnerability, Risk Assessment and Food Security in Ethiopia*. Participants prioritized the critical policies needed to help the Ethiopian agricultural community adapt to increased climate variability and explored opportunities to harness best practices in sustainable land and water-use management.

2. BACKGROUND

USAID-CIAFS is a four-year initiative to build the institutional capacity of government, trade associations, civil society and other stakeholders to improve Ethiopia's agricultural competitiveness; support participation in CAADP and other regional policy apparatus; and help development partners track impact indicators critical to Ethiopian food security. USAID-CIAFS provides:

- Structural analysis of the agriculture sector, with emphasis on best practices in Ethiopia and other emerging economies
- Environment assessments and recommendations to improve incentives for farmers and agro-processors
- Market and export performance data and analysis
- Grades and standards development to improve the competitiveness of Ethiopian products
- Extension and post-harvest recommendations to improve service delivery to farmers
- Monitoring and evaluation tools and training for Feed the Future implementation
- Participatory training grants

The project's activities focus on three main technical areas: strategic capacity building, demand driven analytical studies and monitoring and evaluation support. Of the three, the greatest level of effort is on capacity building activities. The geographic coverage includes Tigray, Amhara, Oromia and the Southern Nations, and SNNP.

USAID-CIAFS represents an important component of USAID/Ethiopia's new multi-year strategy under the Feed the Future initiative. Objectives of Feed the Future include increasing agriculture productivity, preserving natural resources, improving agricultural marketing, increasing the purchasing power of vulnerable households and maximizing food security. This strategy is in line with the L'Aquila Principles endorsed at the July 2009 G8 Meeting, particularly the first two principles: "adopting a comprehensive approach to food security" and "investing in country-led plans."

In USAID/Ethiopia's Feed the Future Implementation Plan, the Mission committed to train a minimum of 100 key agents of change during the early stages of the initiative. USAID-CIAFS has surpassed this target within the first year of implementation. In support of USAID efforts to address key constraints of agricultural development, the program builds on national successes including adopting land administration as a national priority, developing national guidelines for emergency livestock interventions, establishing the Ethiopian Commodity Exchange (ECX) and supporting the voice of private sector associations.

Year 1 work plan activities included:

- MoA and private sector stakeholder needs assessments and strategy development workshops
- Leadership in food security training for USAID-CIAFS agents of change on topics including entrepreneurship and conflict resolution
- Identification and dissemination of Ethiopian and International Best Practices for Agricultural Transformation
- Development of a targeted grant program for USAID-CIAFS agents of change to apply new ideas and educate the broader public about important agricultural policy issues
- Public/private forums to discuss Ethiopian agriculture sector growth, food security and improving capacity to address national challenges

3. HIGHLIGHTS OF ACTIVITIES AND RESULTS

3.1 TECHNICAL START-UP AND ADMINISTRATION

On March 17, 2011, USAID formally introduced the USAID-CIAFS project to the MoA, the principal Ethiopian counterpart of the project. After this meeting, USAID-CIAFS launched a comprehensive consultative process involving a wide range of food security stakeholders, including Feed the Future partners, USAID projects, the Ethiopian Institute of Agricultural Research (EIAR), the Agricultural Transformation Agency (ATA), chambers of commerce, sectoral associations and other agencies working in the agriculture sector. During the second quarter, USAID-CIAFS worked with stakeholders to explore priority areas and opportunities for capacity building of targeted private, civil society and government leaders. Meetings with the World Bank and the Netherlands Development Organization (SNV) further enhanced USAID-CIAFS visibility and informed project knowledge about current agriculture efforts in the country.

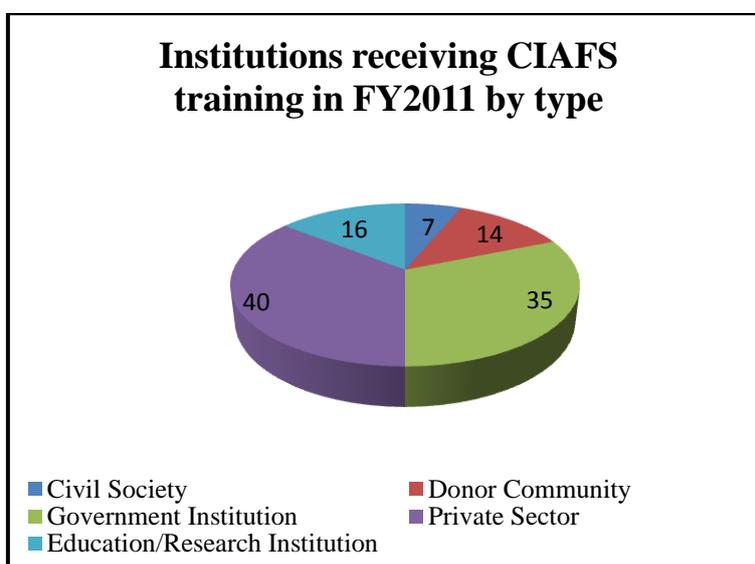
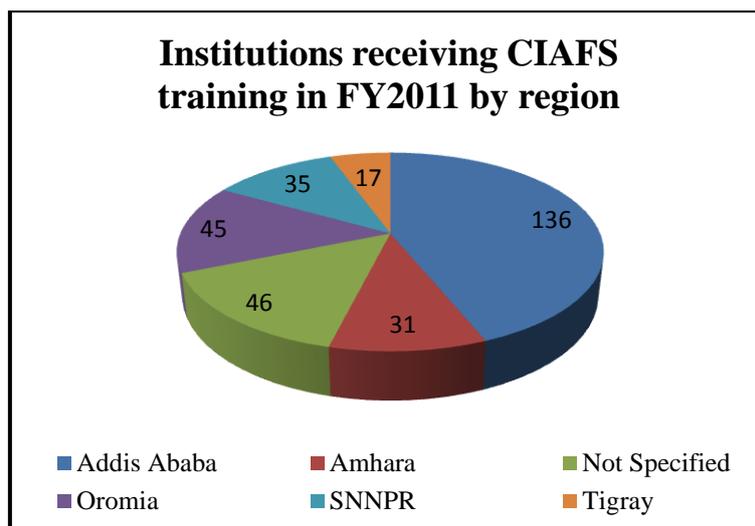
Through a series of project introduction meetings, USAID-CIAFS began to forge long-term relationships with private and public sector entities that will serve as the foundation for future collaborative work. USAID-CIAFS has been designed to be a flexible program that will respond effectively to the evolving needs of USAID/Ethiopia and stakeholders across the agriculture sector. Accordingly, the activities and timeline in the work plan have been revised following the consultative process with both private and public sector partners.

All necessary personnel and administration registration requirements have been finalized after due process of the law and discussion with pertinent government bodies. The USAID-CIAFS core team was hired, fielded and began working with the Fintrac home office startup team to secure office space and equipment and arrange for the procurement of vehicles and computers in the first quarter of the year. By the third quarter all staff positions were filled. The startup team also transferred Fintrac's registration in Ethiopia and finalized subcontract negotiations with the project's major Ethiopian subcontractor, FirstConsult.

The core USAID-CIAFS team includes the Ethiopia-based Chief of Party (COP), the Monitoring and Evaluation Manager and Senior Policy Analyst, and the Capacity-Building Manager, as well as project management support by home office personnel. Several long-term local staff members transitioned from the USAID Agribusiness and Trade Expansion Program (USAID-ATEP), which was implemented by Fintrac.

3.2 STRATEGIC CAPACITY BUILDING ACTIVITIES

During FY2011, the USAID-CIAFS team led a wide-reaching capacity building effort through training curricula development and delivery, high-level round tables, topical conferences and workshops. Trainees represented government institutions, the private sector, civil society, education and research institutions, and the donor community -- a total of 197 individuals from over 100 institutions and five regions.



USAID-CIAFS Co-Sponsors Second Dialogue on Ethiopian Agriculture: Tertiary Education in the Agricultural Sciences

USAID-CIAFS co-sponsored a one-day discussion on the Ethiopian university system for agricultural education on July 8, 2011, with USAID/Ethiopia and Haramaya University, in honor of Dr. Brhane Gebrekidan, a renowned plant breeder, teacher, researcher and development strategist. Dr. Gebrekidan was a mentor to the 2009 World Food Prize Winner, Professor Gebisa Ejeta. The theme of the dialogue was *Tertiary Education in the Agricultural Sciences*, focusing on the state of modern agricultural teaching and the role of secondary education in Ethiopia’s agricultural transformation. The dialogue brought together approximately 60 scientists, policy makers from Ethiopian government institutions, USAID representatives and Ethiopian and United States university professors and administrators, including Dr. Gebrekidan and Professor Ejeta. Participants engaged in high-level discussions, which resulted in the following key recommendations to the Government of Ethiopia’s Higher Education Relevance and Quality Assurance Agency (HERQAA):

- Update university undergraduate and graduate curricula, reorienting it to include practical training and address cross-cutting topics such as climate change, gender and HIV/AIDS.
- Strengthen linkages between teaching, research and extension at the university level and among government institutions.

- Develop partnerships with other Ethiopian and international universities, key stakeholders, and the private sector.
- Promote applied agricultural research.
- Develop curricula and state policy that targets necessary job skills to enable graduates' transition into professional agribusiness.
- Engage diaspora Ethiopian professionals in higher education.
- Improve specialization of universities based on comparative advantage.

USAID-CIAFS is supporting Professor Gebisa and Dr. Brhane in their efforts to compile the papers and presentations, which will become a series of articles to be published in local newspapers and on the USAID-CIAFS public website. USAID-CIAFS will also host a follow-up conference in one year to appraise the implementation of the recommendations.

USAID-CIAFS Leads High-Profile Discussion on Capacity Development for Agricultural Transformation

As a follow-on to the Second Dialogue on Ethiopian Agriculture, on July 12, 2011, USAID-CIAFS convened a high-profile, multi-stakeholder roundtable discussion focused on the role of capacity development in achieving agricultural transformation and food security in Ethiopia. The dialogue was attended by 45 participants including the United States Ambassador to Ethiopia, the State Minister of Agriculture, USAID/Ethiopia's Acting Mission Director, and prominent researchers, senior policymakers from the Ministries of Agriculture and Education and representatives from the private sector and civil society.

Representatives discussed the need for stakeholder engagement in revising existing agriculture curricula and creating new agricultural programs to reflect the integrated nature of Ethiopia's Growth and Transformation Plan, the importance of developing university linkages with the private sector and the need for an increased focus on applied research and biotechnology. Formal collaboration between government ministries and technically specialized organizations, such as private universities and donors working on education, was highlighted as a key strategy to improve curriculum development.

A recent successful collaboration between the Ministry of Health (MoH) and the Ministry of Education (MoE) to address capacity gaps in the health sector and improve health education was highlighted as a best practice that could be replicated for the agricultural sector. In the coming months, USAID-CIAFS will publish a best practice technical brief analyzing the success of the MoH/MoE collaboration.

The recommendations of the roundtable were disseminated to Ethiopian universities and government ministries and are now available to stakeholders at www.ethiopia-ciafs.org.

USAID-CIAFS Supports Ethiopia in Climate Change Mitigation

With high rates of population growth, intensification of land use and the additional stresses to agricultural production posed by climate change, USAID-CIAFS is bringing agricultural stakeholders to work together to address structural and programmatic gaps in natural resource management and utilization.

As part of this effort, USAID-CIAFS, in cooperation with Climate Change Forum-Ethiopia (CCF-E), the Climate Change, Agriculture and Food Security research program of CGIAR system (CCAFS) and MoA, co-sponsored a two-day conference entitled *Climate Change Vulnerability, Risk Assessment and Food Security in Ethiopia*, July 6 - 7, 2011. The goal of the conference was to assess the potential impact of climate variability on agriculture and determine the needs of Ethiopian government decision-makers and agriculture sector stakeholders to mitigate its impact on agriculture

and improve the adaptability of farmers across the country. More than 100 participants from Amhara, Afar, Benishangul, Dire Dawa, Oromia, SNNPR, the Somali region and Tigray attended the conference, including representatives from MoA, MoH, Ministry of Water, Environmental Protection Authority, United Nations and local universities.

The conference was important in advancing the policy debate for better adaptation to climate change. Additionally, outcomes from the discussions will help USAID-CIAFS to further advance the food security agenda by introducing international best practices in sustainable land management, irrigation technologies and range land management practices for pastoral communities.

Key recommendations in response to climate change to further advance the food security agenda include:

- Boost national research and extension programs.
- Support community-based adaptation strategies.
- Improve and seek best practices in rangeland management, water development, pasture management and dry land farming technologies that take climate change into consideration.
- Conduct focused research to better understand livestock livelihood, how pastoralist communities make mobility decisions, and conflict mitigation within clan communities.
- Strengthen and integrate early warning information systems and meteorological services to reach farmers. Providing necessary warnings farther in advance will be a key strategy in mitigating risk.
- Establish an emergency fund for local farmer needs at the regional level in order to address seasonal crises.
- Disaggregate research by gender to capture the effects of climate change on women and girls.

In an effort to reduce the impacts of environmental degradation on food security and improve the quality and effectiveness of disaster response, USAID-CIAFS is planning capacity building activities to support Somali, Afar, Borana and other pastoral communities in improving rangeland, water, and livestock management. USAID-CIAFS will work through the Pastoralist Forum of Ethiopia to raise the awareness of clan leaders and pastoral experts on best practices for rangeland management and early warning systems drawn from Mali and Niger in West Africa. The project will also provide MoA officials with analysis of the best practices for sustainable land management and irrigation systems that transformed the rural economies of India and China.

USAID-CIAFS Conducts Public Sector Capacity Needs Assessment Validation Workshop

USAID-CIAFS, in collaboration MoA, held a two-day workshop on August 23 - 24, 2011, to validate the findings and recommendations of the USAID-CIAFS Ministry of Agriculture Capacity Needs Assessment consultation, map strategies to address capacity gaps and prioritize activities for action. The workshop was attended by more than 34 high-level participants drawn from MoA, Bureaus of Agriculture, Chamber of Commerce, sectoral associations, research institutes, partners, public enterprises and representatives of USAID's Business, Environment, Agriculture, and Trade Office (BEAT).

The workshop resulted in the proposal of a series of recommendations for high-priority, short- to medium-term strategic initiatives (one year or longer) and immediate quick impact activities (less than one year) that will build the foundation for on-going capacity development as well as provide momentum for the process. While there was a general consensus on the gaps and recommendations of the assessment, participants also recommended that USAID-CIAFS periodically evaluate the relevance and effectiveness of training programs by collecting feedback from trainees and institutions. In the past, training was organized without obvious purpose or a clear methodology to conduct post-training assessment and follow-up. This system had several drawbacks. Participants proposed that

USAID-CIAFS institute a system for follow-up to measure the effectiveness and sustainability of training delivered for capacity building.

Recommendations for capacity building activities were made in the following categories, detailed in Annex 2:

- Leadership and Institutional Management
- Coordination, Collaboration, and Communication
- Planning, Monitoring, and Evaluation
- Human Resource Management
- Service Delivery

USAID-CIAFS prioritized recommendations from the assessment and feedback from the validation workshop and presented a preliminary action plan to the MoA. The Ministry has taken a keen interest in collaborating with USAID-CIAFS to implement the capacity building program. In September, State Minister of Agriculture Ato Wondirad Mandefro established a technical team comprised of senior personnel from the Planning and Programming Directorate and Reform Directorate of the MoA to coordinate with USAID-CIAFS. The technical team will help guide the MoA capacity building process and will coordinate with the Agricultural Growth Program (AGP) Technical Committee closely to ensure the harmonization of USAID-CIAFS interventions. Specific tasks include providing input on curriculum design consistent with the Ministry's priorities, identifying trainees and facilitating their participation, reviewing the proposed action plan, monitoring the progress of the training program and liaising with regional bureaus, directorates, agencies and institutes to ensure the smooth implementation of training activities.

USAID-CIAFS Conducts Private Sector Capacity Needs Assessment Consultation Workshop

On September 1, 2011, USAID-CIAFS held a one-day workshop to share the findings and recommendations of the private sector capacity needs consultation with stakeholders. The workshop brought together 54 participants from the Ethiopian Chamber of Commerce, sectoral associations, business associations, professional associations, government offices, private firms, USAID and agribusiness. Priority issues identified by the consultation and workshop included:

- Low understanding of mandatory grades, standards and food safety regulations
- Low business communication capacity and minimal use of information technology in communications
- Low capacity of sectoral associations
- Lack of leadership and management skills
- Low consumer knowledge of local and international standards on food products
- Absence of legally binding models for contract farming and outgrowing
- Lack of linkage between the private sector and agricultural professional organizations and research centers
- Issues with market distortion and dynamics
- Absence of formal provision of private sector extension services.

Based on the findings of the consultation and workshop deliberations, USIAD-CIAFS identified the following priorities for training, best practices and analysis support to the private sector to be implemented in the next quarter:

- Raise awareness of the policy and regulatory framework for food safety and consumer protection standards, which will yield increased access to domestic and international markets for Ethiopian agribusinesses.
- Train on certifications including Global Good Agricultural Practices (GAP), Organic, Rainforest Alliance, and ISO to create opportunities for export to new countries and niche markets.
- Sensitize the agribusiness community on the goal of GTP/ATP.
- Analyze global, regional and local markets and the comparative advantages of Ethiopian agriculture products in the context of regional economic communities (COMESA, EAC, and SADEC).
- Provide business counselling on specialization to improve the competitiveness of Ethiopian agribusinesses.

A summary of the additional recommendations for USAID-CIAFS support to the private sector can be found in Annex 3.

Window of Opportunity to Enhance Agribusiness Competitiveness Identified

Worldwide honey trade is determined by requirements set up by several markets, one of the most important and strict of which is the European Union (EU). EU-directive 2003/812/EEC established a list of third countries from which Member States may import honey and other animal-based products. Inclusion on the list is based on a country's ability to demonstrate that certain substances and residues in the product are monitored. Imports are further subject to EU standards for food quality and hygiene.

When Ethiopia was admitted to the Third Country Listing in 2008, there were no Ethiopian laboratories qualified to provide the required testing and certification. Honey and wax companies began to seek the services of laboratories in Uganda, though the practice was time consuming and costly. In September, when USAID-CIAFS brought together representatives of the private sector, government, and civil society, Honey and Wax Association members learned for the first time that government laboratories and personnel are now capable of testing to certify that Ethiopian honey products conform to international and regional requirements. Such a revelation has the potential for significant savings to the honey sector, as well as potential to increase the competitiveness of Ethiopian honey in the European market.

USAID-CIAFS is exploring next steps to support the dialogue between the honey sector and government laboratories, as well as opportunities to build national capacity of inspection and certifying bodies for other products, to enhance Ethiopia's competitiveness in agribusiness.

Cumulative Strategic Capacity Building Results**Table 1: Capacity Building Performance by Main Activity and Results**

	Activities	Indicator	February –September 2011		Remarks
			Target	Achieved	
1.1	Organise workshop for key MoA staff, prioritize needs and define capacity building instruments	# of workshops	1	1	
1.2	Develop methodology to identify key change agents for leadership training	# of methodology	1	1	
1.3	Identify key change agents from the public and private sector and civil society through consultation of primary stakeholders	Lists of key agents	2	2	
1.4	Develop MoU between USAID-CIAFS and Africa LEAD to conduct leadership training	# of MoUs	1	1	
1.5	Customize Africa LEAD curriculum, hire local trainers, and harmonize approach and methodology to conduct leadership training	# of customized curriculum	1	1	
1.6	Conduct in-country Africa LEAD training to build capacity of key change agents	#training program conducted	1	1	
1.7	Convene a needs assessment workshop for private sector stakeholders to define capacity building activities in collaboration with agribusinesses and Chambers	# of workshops	1	1	
1.8	Collaborate with universities and professional associations such as EAAP and ESSA for training, workshops, and policy support to stakeholders	# of potential areas for collaboration	3	3	
1.9	Collaborate with SNV, Technoserve, ACDI/VOCA, and others to identify areas for capacity building	# of potential areas for collaboration	2	2	
1.10	Participate in quarterly coordination meetings with FTF projects to discuss capacity development needs	# of coordination meetings	4	-	FTF project start-up delayed

Strategic Capacity Building Activities Planned for the next Quarter

- Cascade MoA leadership training program, working through a local partner organization, to MoA officials in Amhara; finalize plans to cascade MoA leadership training to other regions.

- Work with MoA task force to develop a roadmap and timeline for MoA training, per the recommendations of the MoA Capacity Needs Assessment.
- Plan and deliver the first training workshop for the private sector, *Doing Agribusiness in Ethiopia*, per the recommendations of the private sector capacity needs consultation.

3.3 ANALYTICAL STUDIES

CIAFS Conducts Ministry of Agriculture Needs Assessment

USAID-CIAFS finalized the assessment of the capacity gaps in the public sector in August. In late June 2011, USAID-CIAFS launched the Ministry of Agriculture Needs Assessment to systematically identify and assess capacity gaps of the MoA through a series of structured interviews and focus groups in Addis Ababa and four target regions. The USAID-CIAFS team also engaged non-Ministry agriculture stakeholders to evaluate Regional Bureau of Agriculture service delivery and Bureau capacity gaps from their perspective.

The USAID-CIAFS assessment team started fieldwork in Addis Ababa, SNNPR and Tigray in June, and completed the assessment with visits to Amhara and Oromia in July. The multi-sited, multi-tiered approach highlighted inter-regional differences in capacity, in addition to identifying unique needs at the federal level.

The findings of this study indicate that there is a great need for:

- Increased management capacity to improve the downward flow of key food security policies from the national to the regional, district and kebele levels
- Strategies to improve staff retention to maximize training investments
- Improved impact evaluation processes
- Improved coordination with donors and NGOs

CIAFS Conducts a Private Sector Needs Consultation

During the quarter, USAID-CIAFS also finalized the private sector capacity needs consultation conducted in Addis Ababa, Tigray, Amhara, SNNP and Oromia through the regional chambers and sectoral associations between June and July 2011. The objectives of the needs assessment were to identify capacity gaps of the private sector in agribusiness in the seven Feed the Future priority commodity chains (wheat, maize, meat, dairy, sesame, coffee and honey) and to design strategic and targeted capacity building activities.

Data was collected through a series of consultative meetings with presidents and managers of 12 sectoral associations, agribusiness owners and chambers of commerce. Agribusinesses that are not members of sectoral associations, key government ministries or NGOs were also consulted for their perspectives.

The findings of the consultation document the specific skills and training demanded by the Ethiopian private sector and will guide USAID-CIAFS's comprehensive effort to strengthen the knowledge, skills and participation of the private sector in Ethiopia's agricultural transformation.

Topics for Further Analytical Studies

The strategy development workshops conducted to validate the public and private capacity needs assessments not only provided insights into training needs, but also indicated a strong demand for

future analytical studies. As part of USAID-CIAFS's commitment to carry out demand-driven structural analysis to support the goals of CAAPD and Ethiopia's Growth and Transformation Plan, USAID-CIAFS identified four topics for analysis during Project Year 2: coffee grades and quality standards, single-origin coffee traceability, and the ECX; inputs markets including fertilizer and seed; seed certification practice; and production and export potential of pulses.

The *Coffee Grades and Quality Standards, Single-Origin Coffee Traceability, and the ECX* study will examine coffee trading through the ECX with the goal of increasing its efficiency. It will focus on the issue of traceability for single-origin coffee.

The second proposed study, *Input Markets: Fertilizer and Seed*, will investigate input marketing based on various models (cooperatives, private sector, and public sector) using a cost-benefit approach with the aim of improving distributional efficiency. It will also benchmark regional best practices against Ethiopian regulations and rules for input production, and estimate the potential for new business opportunities and increased job growth if the bottlenecks were removed.

The *Seed Certification Practices* study will examine the successes in seed certification under the ATEP project and suggest policy alternatives based on international best practices from comparable country experiences, including the experiences of more developed agriculture economies including Brazil, Thailand, and Chile.

Building on ATEP's achievements, the *Production and Export Potential of Pulses* study will assess and determine the primary constraints to the growth of this industry for local, regional and export markets; the constraints and interventions for developing specialty pulse markets for Ethiopia; and opportunities for domestic and export market expansion via improvements in quality and the development of new export destinations.

The analyses will be led by USAID-CIAFS with technical input from domestic and international experts to produce evidence-based analysis documents. The findings will support not only USAID/Ethiopia's knowledge of agriculture and food security, but also the agriculture growth agenda of the Ethiopian government. The analyses will be conducted in close collaboration with appropriate government institutions, the private sector and other stakeholders.

Once each study is finalized USAID-CIAFS will convene public-private forums, multi-stakeholder events where participants will debate structural constraints to agricultural transformation. The studies will take these much needed forums to the next level by bringing the public sector, the private sector, civil societies and consumers together and engaging them in dialogue about what needs to be done and how.

Cumulative Analytical Studies Results

Table 2: Analytical Studies Performance by Main Activities and Results

	Activity	Indicator	Achievement		Remarks
			Target	Achieved	
2.1	Develop ToR, hire STTA, and conduct need assessment of the MoA to determine capacity gaps	#of assessments	1	1	
2.2	Conduct needs assessment for private sector stakeholders to define capacity building activities in collaboration with	# of assessments	1	1	

agribusinesses and chambers				
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Analytical Studies Planned for the next Quarter

- Complete an analytical study on coffee traceability, grades and quality standards and the ECX and plan a public-private forum to discuss the findings.
- Plan four analytical studies: 1) fertilizer and seed import and distribution; 2) seed certification practices; 3) production and export potential of pulses; and 4) contract farming and out-growing model.

3.4 BEST PRACTICES DISSEMINATION

New USAID-CIAFS Technical Series: Tools for Transformation

In September 2011, USAID-CIAFS launched a series of new monthly technical bulletins entitled *Tools for Transformation*. The publication will promote and disseminate agricultural practices that are making a difference in agricultural productivity and people’s lives. The bulletins will contribute to the Ethiopian Government’s efforts to secure the long-term prosperity and food security of the Ethiopian people by featuring specific successful practices that have been proven to be effective in the Ethiopian context.

This monthly publication will be disseminated widely to the public sector, the private sector and civil society stakeholders, and be posted at www.ethiopia-ciafs.org. Upcoming issues will focus on topics identified as priorities by the USAID-CIAFS Needs Assessments, including increasing women’s participation in agriculture, developing a Code of Practice for the horticulture sector and a successful public-private partnership for seed multiplication and certification.

Best Practices Dissemination Planned for the next Quarter

- Produce and disseminate three issues of *Tools For Transformation*.
- Organize one international study tour for Pastoral Association representatives and regional government officials from pastoral areas to learn about land management policy and practices in West Africa.

3.5 MONITORING AND EVALUATION SUPPORT

The role of monitoring and evaluation (M&E) in USAID-CIAFS is twofold: designing and implementing an M&E system for CIAFS and providing M&E support to other Feed the Future projects and the public sector.

Customization of CIRIS for Internal M&E

The USAID-CIAFS monitoring system is backed by Fintrac’s Client Impact and Results Information System (CIRIS), a customized web-based database to track progress on outputs and impact, inform success stories and provide critical information for strategy, activities and decision making.

Fintrac’s CIRIS M&E database has been customized to capture and track USAID-CIAFS project indicators. CIRIS had been installed on USAID-CIAFS staff computers and is currently being used by

the M&E team to record project data on client and counterpart participation in project-sponsored trainings and workshops, as well as by the Communications Specialist for reporting purposes.

In the next quarter, USAID-CIAFS will begin field visits to regions to collect additional follow-up information to document the impact of the May 2011 LEAD training. The visits will also provide technical support for the change agents to cascade the leadership training at woreda and zonal levels in support of their individual action plans.

M&E System Support to Other Feed the Future Projects

Over the last year, USAID-CIAFS has not played an active role in providing M&E support to other USAID implementers, as to date only one other Feed the Future project has been awarded – the Agricultural Growth Program-Value Chain Expansion (AGP-VCE) implemented by ACDI-VOCA – which remains in the start-up phase. USAID-CIAFS will begin to provide M&E system support to Feed the Future implementers as they are awarded and begin work in Ethiopia.

During the last quarter, the USAID-CIAFS M&E team participated in a Food for Peace (FFP) M&E workshop organized by USAID/Ethiopia's Asset and Livelihood and Transition (ALT) office in September 2011 in Addis Ababa. The objectives of the workshop were to provide M&E guidance to new PSNP grantees and projects that will start in October 2011, clarify M&E requirements under FFP, provide timelines for deliverables, and review M&E plans for each project.

In October 2011, the USAID-CIAFS M&E team will participate in the Feed the Future Monitoring and Evaluation Regional Workshop, sponsored by USAID in Nairobi, Kenya. The objectives of the workshop were to:

- Develop a common understanding of the key components of the Feed the Future M&E System and how they fit together.
- Understand how integrated agriculture, nutrition and resilience programming translates into integrated M&E.
- Share good examples and challenges.
- Understand the linkages between Feed the Future M&E and country data, as well as diverse donor M&E requirements.
- Share best practices around assessing and addressing potential weaknesses in country data, supporting capacity development and utilizing national data management systems, supporting national performance measures and trends and standards being advanced by diverse donors.

Participating in the regional workshop will position the USAID-CIAFS M&E team to provide better support to other Feed the Future projects as they begin implementation during the course of 2012.

Cumulative M&E Support Results

Table 3: Monitoring and Evaluation Performance by Main Activities and Results

	Activity	Indicator	Achievement		Remarks
			Target	Achieved	
3.1	Fintrac web-based M&E system customized and installed for USAID-CIAFS	# of database	1	1	
3.2	Organize training for FTF project staff in reporting standardized	# of staff trained	2		Pending launch of FTF projects

	indicators				
3.3	Provide demand-driven technical support to build the M&E capacity of regional bureau of agriculture	# of trainings	4		Will start early Nov.
3.4	Track USAID-CIAFS output indicators on and prepare periodic reports	# of up-to-date databases			
3.5	Aggregate output indicators and produce reports	# of quarterly reports	3	3	
3.6	Conduct quarterly workshops for FTF implementers	# of workshops	2		Pending FTF launch

M&E Activities Planned for the next Quarter

- Complete an analytical study on coffee traceability, grades and quality standards and the ECX and Plan a public-private forum to discuss the findings.
- Plan four analytical studies: 1) fertilizer and seed import and distribution; 2) seed certification practices; 3) production and export potential of pulses; and 4) contract farming and out-growing model.

3.6 CROSS-CUTTING ISSUES

Gender Mainstreaming

The USAID-CIAFS indicators disaggregated data by gender to accurately reflect the project's efforts to integrate women into capacity building activities. The indicators also measure the effectiveness of messages directed at women and track their engagement in the agriculture policy process.

Building on the experience of the training activities carried out in year 1 of the project, stakeholder consultations, as well as experience gained through implementing the ATEP project, USAID-CIAFS is planning training modules to be delivered regionally in short time blocks, to encourage the participation of women. Regional trainings will be planned so that participants will not have to be away from their homes for extended periods of time to attend. In addition, posters, informational briefs and printed training materials that can be circulated within work environments will help bridge the information gap for those who cannot travel to attend trainings.

Environmental Management

USAID-CIAFS has identified key topics of interest to agricultural stakeholders, including pastoralist rangeland management and watershed management, to integrate with capacity-building activities focused on international best practices. By incorporating sustainability interests with economic and food security concerns into training, the program hopes to make these considerations part of the stakeholders' decision-making process and create a more sustainable structural environment.

In September 2011, project staff made a follow-up visit to USAID-CIAFS Model Change Agent Ato Abiye Astatki, at Faji Farm in Debre Birhan. Astatkie, a researcher and extensionist who retired from MoA five years ago, has developed an integrated farming model combining crop rotation, apiculture, sheep husbandry and a focus on producing high-value crops that are especially suited to fragile highland ecosystems. This model offers a measure of food security during critical months to small

farmers living and working on environmentally degraded lands that are the most vulnerable to climate change. In addition, Astatkie fills a gap between the needs of highland populations and the tools and capacity of the MoA extension service, which has been challenged by the difficulties of farming in high, dry, frost-prone areas.

Also in September, USAID-CIAFS met with the Pastoralist Forum of Ethiopia to discuss how the project can support the development of land use practices and policies that are sensitive to pastoralist needs. Over 10 million people in Ethiopia are pastoralists, occupying marginal arid and semi-arid lands. Pastoralist lands are noted for highly variable and uncertain rainfall and are prone to drought and food shortages.

In the next quarter, USAID-CIAFS will explore programmatic options for leveraging the best practices developed and tested by Faji farm to strengthen MoA extension service delivery to climatically vulnerable highland populations across Ethiopia. In addition, the project will continue to engage the Pastoralist Forum of Ethiopia and MoA to plan a multi-stakeholder international study tour to West Africa to learn about successful rangeland management policies and practices.

Cumulative Cross-Cutting Issues Results

Table 4: Cross Cutting Issues Performance by Main Activities and Results

	Activities	Indicator	Achievement		Remarks
			Target	Achieved	
4.1	Track and monitor sex-disaggregated data	Sex-disaggregated data collected	X	X	Achieved
4.2	Document intended and unintended activity impacts disaggregated by gender	Gendered impacts of training documented	X	X	Achieved
4.3	Ensure that women are given opportunities in training and other capacity building activities	Gender-focused recruitment program designed	X	X	Achieved
4.4	Ensure that USAID-CIAFS activities meet categorical exclusion determination for environmental impact		X	X	Achieved

4. LESSONS LEARNED, 2011

Partner commitment is key: The successful implementation of the USAID-CIAFS project depends on close collaboration with senior personnel in the public sector, including the Ministers and bureau heads. These officials have so many competing priorities that coordination is often very difficult and time consuming. While the project continues to make every effort to be flexible and responsive to stakeholder needs, meetings and appointments are frequently postponed for weeks, or cancelled on very short notice or without any notice at all. USAID-CIAFS is continually shifting its operational strategy to focus on the agencies and officials who demonstrate the commitment to work with CIAFS by actively communicating with project staff and following through on planned meetings and activities.

Consultation is a necessary first step: During the first year of implementation, the project went through a long process of working with stakeholders to identify capacity gaps and build consensus around our proposed interventions. The consultative process was essential to confirming that the planned capacity strengthening, analysis, and M&E support activities meet the needs of the public sector, private sector, and civil society. Furthermore, it helps to ensure that CIAFS activities complement (and do not duplicate) the efforts of other donor-funded projects in which the MoA participates. Finally, employing a truly consultative approach in project planning ensures stakeholder buy-in and the political will necessary for the success of the project.

Target the training on the right participants: The careful selection of participants is crucial to the success of USAID-CIAFS training program. USAID-CIAFS will continue to refine its methodology for selecting participants from among agriculture sector stakeholders. The result will be a cross-section of dynamic participants well-positioned, informed and committed to catalyzing change at all levels of government, the private sector and civil society.

Focus on in-country Best Practices: USAID-CIAFS has had success identifying relevant, relatable BPs developed by Ethiopian entrepreneurs who have overcome structural challenges to establish successful agribusinesses. In addition, the project has access to the details of a number of BPs, innovated and proven under the USAID-ATEP project, that should be further disseminated and scaled up to increase their impact. USAID-CIAFS will continue to highlight “home-grown” successes for wide dissemination, judiciously complemented by the best and most relevant international BPs to address the challenges facing the Ethiopian agriculture sector.

Support women’s participation: The project has explicitly sought the participation of women; however this has been a challenge, given that women are not well represented in MoA senior decision-making positions. Furthermore, of the women candidates identified for training, most have declined because they could not be away from their families for days at a time. In order to maximize women’s participation, the majority of CIAFS future training and mentoring activities will be carried out at the regional level.

5. SUMMARY OF PLANNED ACTIVITIES FOR NEXT REPORTING PERIOD

5.1 STRATEGIC CAPACITY BUILDING OF MOA AND THE PRIVATE SECTOR

- Cascade MoA leadership training program, working through a local partner organization, to MoA officials in Amhara; finalize plans to cascade MoA leadership training to other regions.
- Work with MoA task force to develop a roadmap and timeline for MoA training, per the recommendations of the MoA Capacity Needs Assessment.
- Plan and deliver the first training workshop for the private sector, *Doing Agribusiness in Ethiopia*, per the recommendations of the private sector capacity needs consultation.

5.2 ANALYTICAL STUDIES

- Complete an analytical study on coffee traceability, grades and quality standards and the ECX and plan a public-private forum to discuss the findings.
- Begin four analytical studies: 1) fertilizer and seed import and distribution; 2) seed certification practices; 3) production and export potential of pulses; and 4) contract farming and out- growing model.

5.3 BEST PRACTICES DISSEMINATION

- Produce and disseminate three issues of *Tools for Transformation*.
- Organize one international study tour for Pastoral Association representatives and regional government officials from pastoral areas to learn about land management policy and practices in West Africa.

5.4 MONITORING AND EVALUATION SUPPORT

- Plan and facilitate the first Feed the Future implementer coordination meeting.
- Collect regional production data on priority food security crops (wheat, coffee, maize, sesame, dairy, meat, honey) and prepare the first summary and analysis report.

ANNEX II: SUMMARY OF MINISTRY OF AGRICULTURE NEEDS ASSESSMENT RECOMMENDATIONS

USAID-CIAFS conducted a Ministry of Agriculture Needs Assessment in four regions: Amhara, Oromia, SNNPR and Tigray. The following were major outcomes and recommendations from the validation workshop held in Addis Ababa in August 2011:

- Administrative Structure, Mission and Goal, Strategic Issues
- Planning, Monitoring, and Evaluation
- Leadership and Management
- Service Delivery

Overall, participants in the assessment as well as in the workshop concluded that most MoA training has lacked a strategic focus. Participants asserted that USAID-CIAFS should plan capacity building activities based on the gaps identified in the needs assessment and should formally follow up with participants to measure the effectiveness and sustainability of the training delivered.

1. Administrative Structure, Mission and Goal, Strategic Issues

- 1.1 *Improve leadership skills and strategic planning:* This training should be provided to top managers at federal and regional levels to impart leadership skills and enhance strategic planning and process management.
- 1.2 *Coordination and communication skills:* This training is proposed to improve the efficiency and coordination between MoA organizational units. These skills will ensure that policies and strategies are communicated to beyond the federal level to the different regions.
- 1.3 *Organizational management:* Training in this topic will help mid- and low-level MoA managers understand how organizations should set strategies and priorities.

2. Planning, Monitoring, and Evaluation

- 2.1 *Sensitization workshop on Growth and Transformation Plan M&E:* Raising awareness on the critical role M&E plays in achieving objectives and decision making should be undertaken at all levels of the hierarchy, i.e. from the federal level down to woredas, to address the gap in the perceived importance of M&E. In this sensitization workshop, it is anticipated that leaders will appreciate and understand the importance and goals of GTP and appreciate M&E as a management and decision-making tool.
- 2.2 *Harmonize planning tools:* Training to use program planning tools such as logframes and on establishing indicators, setting targets and measuring program impact.

- 2.3 *Data collection, management, and analysis:* The assessment identified a critical capacity gap in this area, especially at the regional level.
- 2.4 *Project cycle management:* Most MoA leaders and managers have technical skills but they lack project cycle management – including feasibility studies, execution, administration and monitoring and evaluation.
- 2.5 *Budgetary planning and management:* The gap observed in this area includes weak program budgeting, financial management, administration, and procurement and financial reporting.

3. Leadership and Management

General training in leadership and management focusing on the following key areas would be indispensable to build the leadership skills of senior and mid-level managers.

- 3.1 *Performance management and implementation:* Leaders noted that underutilization is a common problem because of the one-size-fits-all performance management system applied across the board in all directorates. The current system is not appropriate; measurable indicators should be set for each directorate and training should be planned to address specific gaps in skills.
- 3.2 *Decision making and problem solving:* The assessment revealed that leaders and managers often lack basic skills to manage tasks and conflicts, coordinate efforts and solve problems in a supportive manner.
- 3.3 *Advocacy, presentation and communication skills:* Leaders are not well versed in advocacy, presentation and communication skills (including team-building) to manage the day-to-day activities and staff.
- 3.4 *Conflict management:* Managers and leaders often manage conflicts indirectly and through ad hoc groups rather than seeking to address the underlying causes of conflict. They need training in skills for conflict resolution, consensus building and teamwork.
- 3.5 *Coordination, team building, and managing staff:* Leaders need skills in managing and coordinating staff and programs; forming, strengthening and motivating teams; empowering/rewarding successes through recognition and delegation; and methods for demonstrating that employee contributions are valued.

4. Service Delivery

This includes direct technical support by bureau experts to the private sector, including small-scale farmers.

- 4.1 *Information management:* Database use and promoting the use of web-based automated systems for information management. This infrastructure can be developed by bureaus but it is also possible to learn lessons from institutions that have implemented good systems and practices.

- 4.2 *Reporting practices:* How to design effective reporting systems (detailing who is doing what and when; formats to use), training in the essentials of progress, monitoring and event reporting.
- 4.3 *Stakeholder analysis and customer service:* MoA institutions lack capacity to identify stakeholder needs and how to design demand-driven services to stakeholders.
- 4.4. *Advocacy and negotiation skills:* Most MoA managers and leaders do not have skills to engage and negotiate with private sector officials and donors to influence and forge collaboration and coordination.
- 4.5 *Training on adult education methods:* MoA communications with outside stakeholders are a day-to-day occurrence, especially among extension staff. Special skills are needed to effectively disseminate and communicate innovations and best practices.
- 4.6 *Strengthening contract farming:* Contract farming, which benefits both small farmers and the agribusiness sector, is the most important emerging area for technology transfer and product marketing in the country. Ad hoc trade agreements are increasingly replaced by coordinated commercial relations between small farmers and other participants through vertical integration of the agricultural value chain, though a major constraint to this trend is the lack of standard guidelines or regulatory framework for contract farming.

ANNEX III: SUMMARY OF PRIVATE SECTOR CAPACITY NEEDS CONSULTATION RECOMMENDATIONS

In June and July 2011, USAID-CIAFS carried out the Private Sector Capacity Needs Consultation, interviewing staff and managers of 12 private sector associations, member companies and other agribusinesses from Addis Ababa, Amhara, Tigray, Oromiya and SNNP regions. The assessment focused on seven priority Feed the Future commodities: wheat, maize, meat, dairy, honey, coffee and sesame. The consultation meetings revealed many gaps and issues in institutional leadership and management, as well as need for training in specific technical areas to strengthen the private sector's participation in agricultural transformation and food security. The following associations participated:

- 1) Ethiopian Honey and Wax Producers and Exporters Association
- 2) Ethiopian Milk and Milk Products Producers Association
- 3) Ethiopian Coffee Exporters Association
- 4) Ethiopian Coffee Roasters Association
- 5) Ethiopian Coffee Growers, Processors, and Exporters Association
- 6) Ethiopian Millers (wheat) Association
- 7) Ethiopian Seed Growers and Processors Association
- 8) Ethiopian Meat Producer and Processors Association
- 9) Ethiopian Pulses, Oilseeds, and Spices Producers and Exporters Association
- 10) Ethiopian Animal Feed Association
- 11) Ethiopian Live Animal Trade Association
- 12) Dairy and Cattle Breeders Association

Specific gaps and issues identified during consultation meetings and confirmed at the workshop:

- Low business communication capacity and low/minimal use of information technology in communication
- Lack of leadership and management skills
- Lack of awareness of quality and standards for agricultural products
- No legally binding models for contract farming
- Lack of linkages between agriculture professional organizations
- Issues with market distortion/dynamics
- Lack of adequate extension services

Recommendations for USAID-CIAFS activities to strengthen the private sector include:

- Conducting “Agribusiness” Training that focuses on:
 - sensitizing the agribusiness community on the goals of GTP/ATP;
 - local and international grades, standards and certifications; and
 - explaining global, regional and local trends of competitiveness and comparative advantages of Ethiopian agriculture products in the context of regional economic communities (COMESA, EAC, and SADEC).
- Training in modern communication and marketing skills.
- Training to enhance entrepreneurship skills, such as strategic plan formulation and business plan development, fund-raising skills, negotiation, advocacy and deal making.
- Training in market analysis.
- Analysis of successful models of extension programs in vet services and seed production.

ANNEX IV: ANNUAL WORKPLAN, PROJECT YEAR 1

Activity #		2011								Deliverable/Result	Verification of Milestone Achievements	Remark
		F	M	A	M	J	J	A	S			
1	Start-Up & Program Administrative Activities									TARGET		
1.1	Home office rapid start-up team fielded	X								Key personnel/senior team in place	Timesheets	
1.2	Key Personnel/Senior Team In-Place	X								Key personnel/senior team in place	Timesheets	
1.3	Remaining LTTA local positions recruited and hired	X	X							All field technicians in zones w/in 3 months	Timesheets	
1.4	Procurement of Vehicles	X	X							Vehicles procured by March	Copies of vehicle titles; inventory list	
1.5	Procurement of computers, software, and other office equipment	X	X							All initial procurement activities completed by March	Inventory list	
1.6	Project Intranet/Internet Sites Designed and Launched		X							Intranet/Internet sites installed; maintained	Websites	
1.7	Main office set-up in Addis Ababa	X								Main office established and occupied Mid February	Regular project reporting	
2	Communications											
2.1	Introduction of project to MoA through USAID		X							1	Meeting	Project launched
2.2	First discussion with FTF implementers and other appropriate USAID projects such as Health/Nutrition projects			X						6	Meeting	Feedback
2.3	First discussion with other stakeholders such as ATA, SNV, UNDP, WB and others as appropriate		X	X						6	Meeting	Feedback
2.4	Socialize the project with key			X						1	Workshop	Feedback

	stakeholders in a workshop												
2.5	Design and produce quarterly newsletter for champions of change					X			X	3	Quarterly newsletter produced	Communicates best practices and news to all champions	Champions expected to contribute articles
2.6	Design and manage champions web page						X	X	X	1	Web page developed	Success stories, papers, reports, etc accessible	Champions knowledge and information enhanced
3	Monitoring and Evaluation												
3.1	Fintrac web-based M&E system customized and installed for CIAFS			X	X					1	Database customized & operational	Functioning database and reports	
3.2	Organize training for FTF staff in reporting standardized indicators								X	2	Staff trained	Project reports	Pending FTF project start
3.3	Provide demand-driven technical support to build the M&E capacity of regional bureau of agriculture					X		X		4	Databases developed	Reports	Initiate activities upon demand; timeline provisional
3.4	Track output indicators on CIAFS and prepare periodic reports		X			X			X	4	Up-to-date database	Periodic reports generated	Pending FTF project start
3.5	Aggregate output indicators and produce reports.					X			X	3	Quarterly reports	Progress reports generated	Pending FTF project start
3.7	Conduct impact evaluations of FTF as required by USAID									1	Number and type of evaluations conducted	Technical reports generated	Initiate activities upon demand; timeline provisional
3.8	Quarterly workshops for FTF Implementors							X		2	Workshops	Reports	
3.9	Integrate GHFSI M&E system with GoE and multi-donor systems									1	Integrated data		Pending USAID advice
4	Training and Capacity Building												
4.1	Develop ToR, hire STTA and conduct need assessment of the MOA to determine capacity gaps					X	X			1	Need assessments conducted	Documents	Capacity gaps established

4.2	Organise workshop for key MOA staff, prioritise need and define capacity building instruments							X		1	Capacity enhancing instruments defined	Workshop report	Prioritise established
4.3	Develop and deliver a comprehensive leadership training for Federal level officials									2	A structured training program delivered	Training held	One/two training programs pending need assessment and prioritisation
4.4	Develop and deliver a comprehensive capacity leadership training for Regional level officials (organized by region)									3	A structured training program delivered	Training held	Four training programs pending need assessment and prioritisation
4.5	Develop methodology to identify key change agents for leadership training		X	X						1	Methodology for assessment and filter	Reports produced	
4.6	Identify key change agents from the public and private sectors and civil societies through consultation of primary stakeholders			X						2	List of change agents	Reports produced	100 change agents trained, of which at least 20% are women
4.7	Develop MoU between CIAFS and Africa LEAD to conduct leadership training		X	X						1	MoU	MoU signed between Fintrac and DAI	MoU to formalise understanding
4.8	Customise Africa LEAD curriculum, hire local STTAs and harmonise approach and methodology to conduct leadership training			X						1	Customized curriculum	Local STTAs hired	Validation workshop held
4.9	Conduct in-country Africa LEAD training for key change agents to build capacity				X					1	Training held	Post-training report produced	100 participants divided in two groups each group trained for one week
4.10	Conduct need assessment and convene a workshop for private sector stakeholders to define capacity building activities in collaboration with						X	X		1	Workshop convened	Need established	Targets primarily sectoral associations of 7 priority commodities; representatives from

	extension delivery study tour to Thailand											the public sector visiting Thailand for 7 days	
7.3	Yellow revolution study tour to India									1	Study tour	6 person team from the public sector and research institution visiting India for 7 days	
7.4	Conduct analytical studies on demand from MoA and the private sector									2	Number of technical studies conducted	Reports	
7.5	Collaborate with FTF Policy and Learning Program and conduct analytical studies									2	Number of technical studies conducted	Reports	
8	Cross -Cutting Issues												
8.1	Gender Mainstreaming												
8.11	Track and monitor sex-disaggregated data												
8.12	Document intended and unintended activity impacts disaggregated by gender												
8.13	Ensure that women are given opportunities in training and other capacity building activities												
8.2	Environmental Management												
8.2.1	Ensure that CIAFS activities meet the Categorical Exclusion determination												
9	Reporting												
9.1	Workplan		X		X					1	Workplan developed and updated after consultation	Copy of work plan	
9.2	Project Intranet/Internet Sites Maintained	X	X	X	X	X	X	X	X	12	Intranet/Internet sites maintained	Websites	
9.3	Monthly Financial Reports	X	X	X	X	X	X	X	X	12	Financial reports	Copy of report	

											submitted to USAID (online/hardcopy)		
9.4	Quarterly Reports			X				X		4	Quarterly/annual reports submitted to USAID	Copy of report	
9.5	Annual Progress Reports									1	Annual performance report	Copy of report	

ANNEX V: SUCCESS STORY



SNAPSHOT Training Inspires Policymakers and Private Sector



Photo: Fintrac Inc.
CIAFS-LEAD training participants engaged in leadership and strategic planning activities.

Ethiopia's diverse agriculture sector has enormous potential with its agronomic and climatic conditions that allow for year round production of a wide range of subsistence and cash crops including cereals, fruit, vegetables and coffee. Despite these advantages, the sector is constrained by limited management capacity in government, the private sector and civil society. USAID's Capacity to Improve Agriculture and Food Security (CIAFS) project is addressing these constraints and strengthening agricultural leadership, giving policymakers, entrepreneurs and managers the tools to transform the sector.

In May 2011, the project brought together 90 Ethiopian agents of change from federal and regional bureaus of the Ministry of Agriculture, sector associations, the Ethiopian Chamber of Commerce, and universities to participate in USAID-Africa's LEAD leadership training in Adama, Ethiopia. USAID-Africa LEAD is a continent-wide program that trains agriculture leaders who design and implement food security strategies and investment plans to reduce hunger and poverty. The CIAFS project adapted Africa-LEAD training modules to the unique agriculture and food security context of Ethiopia and co-facilitated the training. The training in Ethiopia was unique, featuring presentations by Ethiopian "model change agents" identified by the Ethiopia Ministry of Agriculture and the private sector who have overcome challenges in horticulture, poultry and apiculture.

Participants left the training inspired to implement individual and regional action plans to address chronic food insecurity and make agricultural policies more farmer-focused. They also left with new friendships and business relationships. By the end of the second session, a participant from St. Mary University, a private research and teaching institution, forged an agreement with the representative from the MoA's Addis Ababa Poultry Multiplication Centre to establish a demonstration site at the university. The collaboration leverages the technical skills of the MoA and the private resources of the university. The site will be used to teach university students best poultry practices and technologies and encourage them to become agribusiness entrepreneurs.

The training is having a ripple effect in the Regional Bureaus of Agriculture. In June, Tigray BoA Input and Credit Division Director Ato Tadesse Aregawi integrated selected modules from the training into a Ministry-sponsored training program for BoA input officials. Aregawi customized the training modules on input delivery and supply, teamwork and demand-driven budgeting for the BoA trainees in Tigray. Plans for additional training of BoA officials include rolling out adapted modules on leadership to scale up activities for agricultural transformation and food security.

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