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QUARTERLY REPORT #06 (APRIL – JUNE 2012)

Capacity to Improve Agriculture and Food Security (USAID-CIAFS)



July 2012

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Cover Photo: Participants from a training on leadership and entrepreneurship for Oromia, Addis Ababa and SNNP agribusinesses leaders doing a team building exercise. 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.

CONTENT

1. EXECUTIVE SUMMARY	1
2. BACKGROUND.....	2
3. HIGHLIGHTS OF ACTIVITIES AND RESULTS	4
3.1 Strategic Capacity Building	4
3.2 Dissemination of best practices, technologies, and innovations	6
3.3 Demand-driven analysis for policy dialogue	7
3.4 Monitoring and Evaluation System Support	8
4. SUMMARY OF PLANNED ACTIVITIES FOR NEXT REPORTING PERIOD.....	10
4.1 Strategic Capacity Building	10
4.2 Dissemination of best practices, technologies, and innovations	10
4.3 Demand-driven analysis for policy dialogue	10
4.4 Monitoring and Evaluation system Support	10
ANNEX: SUCCESS STORY.....	12

I. EXECUTIVE SUMMARY

This is the sixth quarterly report for the USAID Capacity to Improve Agriculture and Food Security (CIAFS) project for April to June 2012. USAID-CIAFS trains and empowers Ethiopian agents of change to implement the Comprehensive Africa Agriculture Development Program (CAADP) for improved agriculture growth and food security. Additionally, USAID-CIAFS provides monitoring and evaluation support for Feed the Future partners to 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, and training for public, private, and civil society leaders and professionals.

The following are the major achievements of the project this quarter:

- **USAID-CIAFS and the Oromia Bureau of Agriculture (BOA) cascaded leadership training to 136 agents of change** from the agriculture and food security offices of the Oromia Regional Bureau of Agriculture. As of June 30, 2012 **USAID-CIAFS has trained 641 public and private sector agents of change in Ethiopia.**
- **USAID-CIAFS and partner Right Vision Plc., delivered entrepreneurship training to 151 representatives of Ethiopian agribusinesses and government officials** from Addis Ababa, Oromia, SNNPR, Amhara, and Tigray regions.
- **The USAID-CIAFS monitoring and evaluation team and Bahir Dar University delivered ArcGIS and Data Management training to 17 senior staff from the Amhara Food Security and Monitoring and Evaluation Offices.** The hands-on training was designed to respond to a critical need for data management skills identified by the project in early 2012 and will be followed by direct, on-the-job mentoring.
- Produced and circulated for comment a draft of an **analytical study on contract farming**, with evidence-based recommendations for agricultural sector stakeholders and policy makers.
- Identified and documented **12 proven Ethiopian agricultural best practices identified** in consultation with research centers, government offices, private companies, enterprises, sectoral associations, and civil society organizations, and verified through field data collection in the four target regions.
- **Disseminated three editions of Tools for Transformation technical bulletins:**
 - Health and HIV/AIDS: Impact through Awareness, Prevention, and Support
 - Greenhouses: Impact on Incomes and Food Security through Low-cost Technology
 - Warehouses Receipts: Impact through Innovation in Microfinance
- **Hosted the second quarterly Feed the Future (FTF) partner coordination meeting, May 3, 2012.**
- **Launched new pages on www.ethiopia-ciafs.org**, featuring project fact sheets, work plans, annual/multi-year strategies, success stories, newsletters, and photos, as well as agendas and notes from the quarterly FTF partner coordination meetings.

2. BACKGROUND

The USAID-CIAFS project is a four-year initiative of the United States Agency for International Development (USAID). The project, based in Addis Ababa, builds the institutional capacity of government, trade associations, civil society, and other stakeholders to improve Ethiopia's agricultural competitiveness; supports participation in CAADP and other regional policy apparatus; and helps Feed the Future partners track impact indicators critical to Ethiopian food security. USAID-CIAFS provides:

- Capacity building activities to equip key agents with the knowledge and skills necessary to affect policy change in support of agricultural growth and poverty reduction.
- Structural analysis of the agriculture sector, with emphasis on best practices in Ethiopia and other emerging economies.
- Enabling environment assessments, including 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 postharvest recommendations to improve service delivery to farmers.
- Monitoring and evaluation tools and training for FTF implementation.
- Participatory training grants.

The project implements activities focused in three main technical areas: strategic capacity building, analytical studies and project evaluation, and monitoring and evaluation support. Its geographic coverage includes Tigray, Amhara, Oromia, and SNNPR regions.

USAID-CIAFS represents an important component of USAID/Ethiopia's new multi-year strategy under the FTF global hunger and food security initiative. Objectives of FTF 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."

Year two work plan activities include:

- Capacity building for the Ministry of Agriculture at the Federal, Regional, and District levels.
- Identification and dissemination of Ethiopian and international best practices for agricultural transformation through publications and the development of in-country demonstration sites.
- A targeted grants program for USAID-CIAFS agents of change to apply new ideas or educate the broader public about important agricultural policy issues.
- Domestic and international study tours for government officials and agriculture stakeholders to research new agricultural technologies and their application.
- Public/private forums for discussion of Ethiopian agriculture sector growth, food security, and improving capacity to address national challenges.
- Demand driven analytical studies on the most important policy constraints to the growth of the agricultural sector, including contract farming, input supply, seed certification, and coffee traceability. Each study will be followed by a Public/Private Dialogue (PPD) to develop an action agenda for policy change.
- Monitoring and evaluation support to USAID.
- Quarterly survey of key food security indicators.

- Developing and implementing training to support the Regional Bureaus of Agriculture in monitoring and evaluation.



Photo by Fintrac Inc.

Participants that represent Amhara and Tigray private agribusiness talk in small groups as part of the training on leadership and entrepreneurship provided by USAID-CIAFS.

3. HIGHLIGHTS OF ACTIVITIES AND RESULTS

3.1 STRATEGIC CAPACITY BUILDING

USAID-CIAFS and the Oromia Bureau of Agriculture (BOA) cascade USAID-CIAFS leadership training to regional BOA staff

USAID-CIAFS, in collaboration with the BOA, the Oromia Development Association, and CIAFS-trained agents of change, successfully trained an additional 136 agents of change in Oromia. The trainees were selected in collaboration with the BOA from agriculture and food security offices at the zone and regional levels.

Organization/Office	# of participants by level of position	
	Managers	Subject area specialists
Oromia BOA - region	27	7
Oromia BOA - zones	49	16
Oromia DPPC	2	1
Oromia Livestock Development Agency	11	6
Oromia Development Association	2	4
Oromia Agricultural Research & Animal & Plant Laboratories	1	2
Others	4	4
Total	40	96

The overall goal of the participatory training was to create a cadre of agents of change who will support agricultural transformation in Oromia Region. The training aimed to inspire, energize, and mobilize trainees to be visionary, strategic leaders capable of harnessing creativity and innovation to respond to leadership gaps and to implement the agricultural transformation plan (GTP/ATP). Trainees identified challenges to agricultural productivity and food security and strategically developed solutions to mobilize resources to achieve Ethiopia's food security goals.

At the end of the session, trainees formed the "Oromia Food Security Agents of Change Forum," a new committee that will coordinate regular communication among the agents of change, follow up on the implementation of individual action plans, report achievements to the BOA and USAID-CIAFS, and facilitate further cascading leadership training to woreda level BOA staff.

Training Ethiopian through leaders, or "agents of change," who will advocate for improving the enabling environment and lead change in the agriculture sector is integral to the USAID-CIAFS capacity building strategy. This training is part of the project's efforts to support FTF's objective to improve agricultural productivity through enhanced human and institutional capacity development for increased sustainable agriculture sector productivity.

USAID-CIAFS began its leadership training in May of 2011, when the project trained the first 90 agents of change. Since then it has built upon that initial investment by implementing subsequent leadership trainings with former trainees serving as trainers. Previously trained agents of change from the Bureau of Agriculture and the Organization for Rehabilitation and Development Agency (a civil society organization) partnered with USAID-CIAFS to deliver training to 106 agents of change in Amhara during the quarter. USAID-CIAFS is currently working with agents of change at the Bureaus of Agriculture in Tigray and SNNP regions to plan training in these regions.

USAID-CIAFS and partner Right Vision Plc., deliver entrepreneurship training to 151 Ethiopian agribusiness representatives

Topics covered in the leadership training included:

- Food security status in Oromia
- CAADP/FTF/PIF/ATP Framework
- GTP/ATP objectives and implementation status
- Challenges and opportunities for ATP implementation
- Introduction to leading and managing change
- Steps of change
- Strategic planning
- Teamwork
- Creating a compelling vision
- Advocacy
- Leadership skills
- Planning
- Monitoring and evaluation

USAID-CIAFS, in partnership with Right Vision Plc., delivered entrepreneurship and leadership training to 151 representatives of Ethiopian agribusinesses and government officials (23 percent women), in Hawassa and Gondar. The goal of the training was to increase private sector competitiveness through improved business practices and to facilitate cross-sector linkages among private sector representatives.



Photo by Fintrac Inc.

Participants from the entrepreneurship and leadership training for the private sector led by USAID-CIAFS in May learned how strategic planning is critical to improve the agricultural sector.

Training components included managing professional change and development, entrepreneurship, business design, business plan development, and leadership. Participants also learned about opportunities to access loans through programs, including the Serengeti loan guarantee program.

The action-oriented training, which engaged trainees through educational games, role playing, case studies, and other participatory methods, has already had an impact. Amhara and Tigray trainees put their newly acquired skills in conflict mediation to work immediately, resolving a four-year conflict between regional Chambers of Commerce without resorting to legal action. Other important outcomes to date include new business linkages among participants. One participant from SNNP who developed a

high capacity coffee washing machine has already sold three of his machines to fellow training participants, and other orders are in process. In Gondar, a swine farm owner met two fellow participants who have become his business partners, investing to expand the business to participate in export markets. The Ethiopian Chamber of Commerce is providing further support in seeking market linkages for the farm.

USAID-CIAFS works to increase the agribusiness sector's competitiveness through sustainable increases in agricultural productivity and production, and to accelerate agricultural development under FTF. This particular training contributes to FTF objectives of improving agricultural productivity, expanding markets and trade, and increasing investment in agriculture and nutrition-related activities. In the previous quarter, USAID-CIAFS delivered Module I training on agricultural grades, standards, and certifications to more than 130 representatives of Ethiopian agribusinesses.

In USAID/Ethiopia's FTF 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 significantly surpassed this target, as shown below in Table I.

Table I: Trainings Conducted by USAID-CIAFS

Reporting period	Number of training events	Training Beneficiaries by Sex			Training Beneficiaries by type of institution			
		M	F	T	Public	Private	Civil Society	Total
April 1 – June 30, 2012 (reporting period)	6	256	50	306	142	148	16	306
Cumulative (Feb 2011 – June 2012)	15	554	87	641	312	293	36	641

3.2 DISSEMINATION OF BEST PRACTICES, TECHNOLOGIES, AND INNOVATIONS

USAID-CIAFS co-sponsors meetings on agribusiness investment opportunities and agribusiness policy

USAID-CIAFS co-sponsored a presentation on the Agribusiness Investment Opportunity and hosted an Agribusiness Policy Roundtable Discussion in April in collaboration with the Agricultural Transformation Agency and the Ministry of Agriculture.

The event was attended by 22 investors in the barley, chickpea, and sesame value chains. The MONITOR project presented on the activities it has completed to date, as well as on investment opportunities, initial perspectives on the MONITOR Project Management Unit as part of its institutionalization framework, and how it integrates into the broader Grow Africa process.

The objective of the Agribusiness Policy Roundtable Discussion was to consult the private sector on potential policy reform in preparation for the Grow Africa event (with potential implications for the next G8 meeting). Specific discussion topics included input supply, private sector engagement, credit access and availability, and land policy. Forty people participated in the meeting, including investors, international donors and NGOs, representatives of Ethiopian agribusinesses, as well government of Ethiopia agencies including the Ministry of Industry, Ministry of Trade, and the Ministry of Agriculture.

USAID-CIAFS distributes three editions of Tools for Transformation technical bulletins

USAID-CIAFS continued distributing technical bulletins in the Tools for Transformation series to stakeholders in the public sector, private sector, and civil society every month. The monthly series promotes agricultural best practices that have proven effective in the Ethiopian context. They are distributed to stakeholders via email, as well as posted at www.ethiopia-ciafs.org. USAID-CIAFS has reached about 120 people with nine editions of the series so far, and is receiving positive feedback from its readers, including government officials and USAID. The titles distributed in this quarter were:

- Health and HIV/AIDS: Impact through Awareness, Prevention, and Support
- Greenhouses: Impact on Incomes and Food Security through Low-cost Technology
- Warehouses Receipts: Impact through Innovation in Microfinance

3.3 DEMAND-DRIVEN ANALYSES FOR POLICY DIALOGUE

USAID-CIAFS presents preliminary findings of analytical study on fertilizer distribution

USAID-CIAFS project staff presented preliminary findings of the analytical study entitled, “Fertilizer in Ethiopia: Policies, Value Chain, and Profitability” to decision-makers from government offices, donors, implementers, UN agencies, and the private sector, at the Fertilizer Enabling Environment Conference in Addis Ababa on June 1, 2012. The study identifies major challenges to fertilizer sector development in Ethiopia, including import execution challenges (price volatility, port congestion, insufficient transportation), central distribution challenges (lack of adequate central warehouses that are well coordinated with transportation facilities), challenges related to last-mile distribution (cost of transportation, warehouse capacity, lack of price information, packaging, price) and cross-cutting challenges (lack of regulatory system, unbalanced incentive structure for distribution and marketing actors, high transaction costs across the supply chain). USAID-CIAFS and IFPRI are finalizing policy recommendations that will be widely disseminated to agricultural sector stakeholders, and presented to senior government of Ethiopia officials in coordination with the Agricultural Transformation Agency.

USAID-CIAFS produces first draft of analytical study on contract farming

USAID-CIAFS conducted a rigorous analysis of contract farming practices and outgrower schemes in Ethiopia to produce evidence-based recommendations for the agricultural sector. The study resulted from consultations with the government of Ethiopia and the private sector in 2011, which indicated that the absence of a legal framework for contract farming in Ethiopia has limited the ability of commercial exporters to integrate smallholders into the value chains for export products.

The Ethiopian Government recognizes the potential of contract farming as an important means for technology diffusion and commercialization for smallholders. In the government’s Plan for Accelerated and Sustained Development to End Poverty (PASDEP), contract farming is described as a strategy to shift smallholders from low-value crops to export commodities, simultaneously enhancing food security and increasing government revenue. Contract farming has been attempted in Ethiopia for seed production, milk processing, and tree crops. However, there have been no in-depth studies analyzing the best practices of different contract farming models in Ethiopia.

USAID-CIAFS will finalize the report and release the findings of this study in September 2012 for use by the Ministry and Bureaus of Agriculture, as well as Ethiopian agribusinesses and the Prime Minister’s Office. On completion of the study, USAID-CIAFS will kick off a public-private dialogue with a stakeholder workshop to provide a critical bridge between analysis and policy reform action.

USAID-CIAFS identifies and documents 12 proven Ethiopian agricultural best practices

USAID-CIAFS produced a first draft of a study on documenting proven agricultural best practices identified in consultation with research centers, government offices, private companies, enterprises, sectoral associations, and civil society organizations, and verified through field data collection in the four target regions. Best practices identified in the study include:

- Improved drainage practices
- Management of acidic soils
- Cereal/legume production
- Use of urea super granules
- Agroforestry practices, using *Faidherbia Albida*
- Improved sheep breeding
- Fertilizer management
- Seed multiplication
- Community-based watershed management
- Apiculture
- New varieties of temperate fruits for frost zones
- Specialty coffee production

The best practices featured in the report will provide the basis for upcoming issues of the Tools for Transformation technical bulletins, to be widely distributed to Ethiopian agriculture sector stakeholders, and featured on www.ethiopia-ciafs.org.

In addition, the project developed a Technology Fund to begin in-country study tours to agricultural best practices in Ethiopia, based on the findings of the best practices report. The 200 participants in the first in-country study tours will be representatives from the Ministry of Agriculture, Bureaus of Agriculture, research institutions, and professional associations. The objective of the tours is to expose participants to best practices, encouraging them to facilitate, support, and advocate for the adoption of these practices in their own organizations and communities, enhancing agricultural productivity and improving food security. The tours will take place in August and September 2012.

3.4 MONITORING AND EVALUATION SUPPORT

Preliminary findings from USAID-CIAFS training impact assessment suggest leadership trainings are delivering results

USAID-CIAFS monitors the extent to which its trainings achieve their objectives and evaluates the impact the trainings are making on beneficiaries. This quarter, the project developed terms of reference for an impact assessment, finalized data collection tools, and collected data using a questionnaire, in-depth interviews, and focus group discussions in Amhara, Oromia, SNNP, and Tigray Regions. Once analyzed, the project will use the results of the assessment to improve future trainings, track progress towards achieving program objectives, and identify successes to share with stakeholders.

The USAID-CIAFS monitoring and evaluation team and Bahir Dar University deliver ArcGIS and Data Management training in Amhara

USAID-CIAFS, in collaboration with Bahir Dar University's College of Agriculture and Environmental Science, delivered ArcGIS and Data Management to 17 senior staff from the Amhara Food Security and Monitoring and Evaluation Offices from 30 April – 8 May 2012. The training was designed to respond to a critical need for capacity building in data collection and management identified by the USAID-CIAFS rapid

inventory of BOA capacity in M&E in early 2012. The goal of the training, which will be replicated in Tigray, Oromia, and SNNP regions, is to increase the capacity of regional MOA offices to collect high quality data, perform analysis, and use it for short- and long-term program planning. USAID-CIAFS will partner with local organizations to deliver similar training, customized to meet the needs of BOA offices in Tigray, SNNPR, and Oromia during the next quarter.

USAID-CIAFS launches new pages on www.ethiopia-ciafs.org to serve as repository for FTF partner information and coordination

To further support coordination among FTF implementing partners, USAID-CIAFS launched new pages on its public website to serve as a repository for USAID FTF partner information including project fact sheets, work plans, annual/multi-year strategies, success stories, newsletters, and photos, as well as agendas and notes from the quarterly FTF partner coordination meetings.

USAID-CIAFS provides training to Implementing Partners on the use of the FTFMS

USAID-CIAFS M&E staff is delivering on-going training for M&E staff from USAID implementing partners on the use of USAID/Ethiopia's Feed the Future Management System (FTFMS). The FTFMS is USAID's online database for tracking FTF indicators, where implementing partners are required to enter data on a quarterly basis. Training will be provided to implementing partners on a regular basis, as new awards are announced and projects hire M&E staff. In addition, USAID-CIAFS will be responsible for verifying that data is entered regularly and correctly into the system, and will be responsible for regular data verification activities.

USAID-CIAFS hosted the second quarterly FTF partner coordination meeting, May 3, 2012.

The meeting brought together 71 participants from FTF projects, the Agricultural Transformation Agency, and the US government. The objective of the meeting was to coordinate implementing partner work plans for maximum synergy and impact.

USAID-CIAFS updates its Year 2 Workplan

The USAID-CIAFS team briefed the MOA on the project's achievements to date, including the Year 2 Workplan, recent regional BOA M&E capacity assessment and private sector needs assessment, and training programs for both the public and private sector. The MOA team made recommendations for additional activities needed to build institutional capacity, which the project used to update its Year 2 Workplan, in response to the Ministry's capacity building priorities. Going forward, USAID-CIAFS will coordinate keep the MOA Investment, Planning, Reform and HR Directorates informed on project activities.

4. SUMMARY OF PLANNED ACTIVITIES FOR NEXT REPORTING PERIOD

4.1 STRATEGIC CAPACITY BUILDING

- Partner with the South Ethiopia Peoples' Development Association (SEPDA) to cascade USAID-CIAFS leadership training to SNNP regional BOA staff.
- Deliver training on M&E and Strategic Planning in the context of Ethiopia's GTP/ATP to senior staff from the Federal MOA and Regional BOAs in August.
- Develop workplan activities to address climate change and promote the GOE's "green growth" initiative, with the MOA's Natural Resource Directorate.

4.2 DISSEMINATION OF BEST PRACTICES, TECHNOLOGIES, AND INNOVATIONS

- Work with the Ethiopian Ministry of Agriculture, the Ethiopian Apiculture BOA and USAID-AGP-AMDe to promote and market ApiExpo Africa 2012, sponsor the participation of local apiculture professionals and disseminate apiculture best practices and innovations nationally.
- Disseminate three editions of the Tools for Transformation series.
- Finalize and publish a report on Ethiopian best agricultural practices and innovations.
- Host in-country study tours of Ethiopian best practices in agriculture and natural resource management in Oromia, Amhara, Tigray, and SNNP regions for representatives from MOA, BOA, research institutions, and professional associations.

4.3 DEMAND-DRIVEN ANALYSIS FOR POLICY DIALOGUE

- Conduct an analytical study (in collaboration with ATA) assessing seed production, certification, and distribution in Ethiopia. The analysis will review best practices of seed certification in Ethiopia and elsewhere, and make recommendations to address current constraints on seed sector development.
- Finalize analytical study on fertilizer distribution (in collaboration with IFPRI).
- Produce final report on contract farming and out-grower schemes in Ethiopia.
- Facilitate a public-private dialogue workshop on contract farming.

4.4 MONITORING AND EVALUATION SYSTEM SUPPORT

- Finalize USAID-CIAFS training impact assessment report.
- Partner with Mekelle University (Tigray) and Hawassa University (SNNP) to deliver GIS and Data Management training to regional BOA staff.
- Begin follow-on M&E mentoring program to ensure that GIS and data management trainees apply the skills acquired in their day-to-day activities.
- Coordinate and host the third quarterly FTF coordination meeting.

- Disseminate the Quarterly Food Security Bulletin to key stakeholders.
- Update www.ethiopia-ciafs.org with FTF implementing partner information.
- Train implementing partner M&E staff on the use of FTFMS, provide troubleshooting support as needed.

5. ANNEX: SUCCESS STORY

SNAPSHOT

Training Helps Ethiopian Farmer Save Livestock

Agribusiness leader gains skills and connections to succeed



Photo by Fintrac Inc.

USAID-CIAFS training, G/Hiwot Abraha says, has helped him to forge connections he never would have dreamed of.

“The investigation will help not only my business but also smallholder farmers... who are losing considerable pigs every year.”

- G/Hiwot Abraha

Geberhiwot Abraha, 26, understands the power of connections. Without them, he could have lost his swine farm and his livelihood. Thanks to the connections he made through the Capacity to Improve Agriculture and Food Security (USAID-CIAFS) program, G/Hiwot is contributing to the well-being of smallholder farmers in his community through improved tracking of veterinary disease.

Although he is upbeat about his business prospects, resources are limited for swine farms.

“Once I asked a veterinarian in Bahir Dar, what would I do in case of an outbreak? ‘Pray that there would never be one,’ was his reply,” he said.

In December 2011, G/Hiwot attended a USAID-CIAFS training where he learned how to better take care of his swine farm. The training also helped him forge new connections with the National Animal Health and Diagnostic Center (NAHDIC), the Ministry of Trade, and other businesses that would help him respond to animal health issues. A few days after the training, G/Hiwot bought 20 pigs from a local animal supplier. Within days all twenty pigs died due to a fast spreading disease. However, thanks to information from the training, G/Hiwot knew to keep newly-purchased animals separate from other animals for several days. This information prevented the spread of the infection throughout G/Hiwot’s herd, valued at 3,000,000 Birr (more than \$165,000).

“If it had not been for USAID-CIAFS training, where I learned the need for keeping newly-bought animals in quarantine for some time,” G/Hiwot said, “I would have mixed my newly-bought animals with the rest of the herd, losing my entire livelihood; the idea sends a chill into my spine.”

G/Hiwot is both happy to have saved his swine and excited at the prospect of controlling veterinary diseases that affect the incomes of smallholder farmers in and around Humera. He reported the case to NAHDIC professionals, who swiftly collected samples for further investigation.

USAID-CIAFS trainings connect agribusiness professionals, like G/Hiwot, with industry experts to learn about each other’s businesses and services, improve quality of their products and services, and enhance their competitiveness. By connecting private sector agribusiness to public and private sector service providers, USAID-CIAFS is contributing to Feed the Future’s efforts to grow the agriculture sector through enhanced human and institutional capacity development.