



**USAID**  
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**QUARTERLY REPORT #10 (APRIL – JUNE 2013)**

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



**June 2013**

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**Cover Photo:** An Ethiopian farmer holds wheat seeds in his hands. USAID-CIAFS's tools for transformation series touches on seed certification, warehouse receipts, and improved grain varieties – all important topics to a farmer sowing or selling wheat.

*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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## I. EXECUTIVE SUMMARY

This is the tenth quarterly report for the United States Agency for International Development (USAID) Capacity to Improve Agriculture and Food Security (CIAFS) project for April to June 2013. USAID-CIAFS supports Ethiopia's efforts to transform its agricultural sector and improve food security for the Ethiopian people by providing targeted training on and raising awareness of best practices in agricultural development. The project strives to empower leaders to catalyze change, drive growth, and reduce poverty.

Since its inception in 2011, the project has carried out needs assessments, and designed and implemented tailor-made training programs on leadership, entrepreneurship, and competitiveness to the public and private sectors as well as civil society leaders and professionals. The impact assessments the project conducted for both public and private sector trainings indicated the project's capacity building activities were achieving results. Trainees attributed increased incomes, streamlined administrative procedures and communications, and the development of innovative solutions to address bottlenecks directly to the project's interventions.

USAID-CIAFS implemented the following major activities this quarter:

- **Delivered entrepreneurship training for 114 women agribusiness owners** from Addis Ababa, Amhara, Oromia, SNNP, and Tigray in collaboration with the Women Entrepreneurs Association.
- **Led 43 agricultural professionals and leaders in a Scalable Agriculture and Climate Change Adaptation Technologies and Best Practices Study Tour** in Oromia and SNNPR from June 6 to 12, 2013.
- **Organized the first ever bi-annual planning and Monitoring & Evaluation (M&E) review workshop** for the federal Ministry of Agriculture (MOA), regional Bureaus of Agriculture (BOAs), and other stakeholders, from June 17 to 18, 2013.
- **Delivered a nine-day training (June 8 to 16, 2013) on data management and GIS application (Module II)** to 38 senior staff drawn from the Ministry of Agriculture and the Amhara, Oromiya, SNNPR, and Tigray BOAs.
- Disseminated one installment of the **Tools for Transformation** series:
  - *Contract Farming: Impact through Access to High-Value Global Markets*

## 2. BACKGROUND

USAID-CIAFS, a four-year project funded by the United States Agency for International Development (USAID) and based in Addis Ababa, builds the institutional capacity of government, trade associations, civil society, and other stakeholders to improve Ethiopia's agricultural production and productivity. The project also serves as a foundational platform to support other Feed the Future (FTF) programs in Ethiopia to achieve the ambitious targets of this US government initiative. Objectives of FTF include increasing agricultural 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."

USAID-CIAFS:

- Improves human and institutional capacity for sustainable agricultural productivity through strategic capacity building activities for key agents of change.
- Enhances technology and best practice dissemination, management, and implementation capacity through study tours.
- Contributes to improved agricultural policy environment through analytical studies and public-private dialogues.
- Enhances the monitoring and evaluation (M&E) capacity of the Federal Ministry, Regional Bureaus of Agriculture, and other USAID-funded agricultural projects.

The project implements activities focused on four main technical components: strategic capacity building, analytical studies, technology and best practice dissemination, and M&E support. Its geographic coverage includes the Amhara, Oromia, SNNP, and Tigray regions.

Year three work plan activities include:

- Leadership training for the Ministry of Agriculture (MOA) at federal and regional levels
- Competitiveness training for agribusinesses
- Leadership and entrepreneurship training targeted to women business owners
- Identification and dissemination of Ethiopian and international best practices for climate change adaptation and agricultural transformation
- Public and private forums on large-scale commercial agriculture and milk supply and consumption
- Capacity building for community-based organizations (CBO) and local nongovernmental organizations (NGOs) on food security and nutrition
- A targeted grants program for USAID-CIAFS agents of change to apply new ideas or educate the broader public about important agricultural policy issues
- Training and ongoing mentoring to FTF implementing partners on the use of USAID/Ethiopia's FTF management system
- Data quality assessments of FTF projects
- Training and ongoing support of MOA and regional bureaus of agriculture, including data management, GIS, and bi-annual planning and M&E review process

### 3. HIGHLIGHTS OF ACTIVITIES AND RESULTS

#### 3.1 STRATEGIC CAPACITY BUILDING

*USAID-CIAFS delivered entrepreneurship and leadership training to women entrepreneurs.*

Women's entrepreneurship is increasingly recognized as an important factor for economic growth and development in Africa. Research has shown that increases in women's income lead to higher spending on family welfare, often critical for reaching key national development goals in areas such as food security, nutrition, and girls' education. In Ethiopia, where female labor force participation rates are low, entrepreneurship can offer new opportunities for women to generate income and play an active role in improving food security.



*Photo by Fintrac Inc.*

Trainees discussed challenges business women face and shared their experiences in addressing constraints.

USAID-CIAFS, in collaboration with the Women Entrepreneurs Association, delivered entrepreneurship training for 114 women agribusiness owners from Addis Ababa, Amhara, Oromia, SNNP, and Tigray. The training was delivered twice; the first session took place in Hawassa from April 16 - 19, 2013 and the second one was in Gondar from April 23 - 26, 2013. The goal of the training was to equip trainees with knowledge and skills in three major topic areas that would allow them to expand their businesses and set up new ones. Topics included Entrepreneurship Competencies, Business Plan Preparation, and Taxation and Tax Procedures in Ethiopia. Trainees were drawn from different agricultural businesses including food processing, livestock production, dairy, poultry, honey processing, horticulture, and coffee export.

#### IMMEDIATE RESULTS

At the end of the training, the regional Women Entrepreneurs Associations and the Hawassa and Gondar Municipalities signed memorandums of understanding that will help ensure efficient coordination among the groups to create market linkages and experience sharing. The understanding between the associations and the municipalities will result in more support for women entrepreneurs to access land and loans.

The training sessions incorporated presentations by successful women entrepreneurs, and representatives of Enat Bank, who briefed trainees on credit products targeted to women entrepreneurs and the procedures required to access loans.

The project, along with four regional women entrepreneurs' associations will track their progress against individual action plans and facilitate ongoing communication and networking to enable continuous learning and growth among participating businesses.

"The training has opened my eyes. I will make sure that my business benefits from modern business practices I have learned"

*Anisha Ali, food processing business owner*

### 3.2 DISSEMINATION OF BEST PRACTICES, TECHNOLOGIES, AND INNOVATIONS

*USAID-CIAFS led 43 professionals on a Scalable Agriculture and Climate Change Adaptation Technologies and Best Practices Study Tour from June 6-12, 2013.*

Study tours are an efficient strategy of disseminating proven innovative agricultural technologies and practices. They are important to scaling up high impact interventions and proven best practices.

USAID-CIAFS led 43 agricultural professionals and leaders on an in-country best practice tour in Oromia and SNNPR from June 6 - 12, 2013 (See Table 1). The participants of the tour were from Amhara, Oromia, SNNPR, and Tigray. They visited eleven sites that demonstrated best practices in climate change mitigation, natural resource conservation, and agricultural production.

The goal of the best practice tour was to enhance food security in the regions by scaling up proven technologies and practices that have delivered results. The tour exposed key MOA extension directorate staff (federal and regional) and farmer cooperative leaders to scalable agriculture practices and climate change adaptation strategies that have the potential to mitigate the challenges posed by climate change. The tour presented an opportunity to create linkages between MOA regional officials, staff, and farmer organizations. The tour was followed by a one-day post-visit workshop to give participants the opportunity to reflect on the applicability of the best practices and develop action plans for scaling up the best practices in their regions. Participants will further refine and institutionalize the action plans through discussions with management in their regional bureaus.

USAID-CIAFS took 121 professionals from MOA and BOAs on a similar agricultural best practice tour in Amhara, Oromia and Tigray last year. Amhara regional Bureau of Agriculture is scaling up the banana tissue practice to breed and disseminate banana seedlings to farmers in the region. USAID-CIAFS will further investigate the impact of this practice. The project is also tracking the progress of all the regions in applying the technologies and practices visited.

#### RESULTS OF BEST PRACTICE TOUR

USAID-CIAFS provided participants of the tour with an opportunity to discuss implementation opportunities and challenges in a one-day workshop at the end of the tour. Participants drew up plans for the next 12 months of scaling up the practices they visited in their regions. Participants will work with their supervisors and management to share the lessons they learned from the tour and further refine the plan when they go back to their regions. USAID-CIAFS will use these plans to track developments and provide the necessary support and follow up. The tour presented an opportunity to create linkages and communication between the MOA, regional BOAs, and farmer's organizations. Moreover, some staff from the regional BOAs exchanged addresses with hosts of the practices visited with a view to buying the technology either through purchase or exchange.



*Photo by Fintrac Inc.*

Modern bee keeping in Kersa Ilala Farmer Training Center, Oromia – one of the best practice sites visited by the team.

**Table 1: USAID-CIAFS Best Practice Study Tours - June 2013**

	Practice/Technology visited	Region	Brief Description
1	Gurage-Mahave Horticulture Production and Training Center	SNNPR	The center was established in 2009 for use by horticulturalists and farmers to disseminate best practices on propagating avocado varieties through grafting.
2	Humbo Forestry Management and Carbon Harvesting	SNNPR	The project started in 2007 with 343 hectares of land and 50 members and focuses on natural resource management. Currently, it covers 2,726 hectares of forested land and membership has grown to 725 members.
3	Wolayta Integrated Watershed Management	SNNPR	The site promotes participatory watershed development principles and application of suitable technologies. A highly degraded land, due to population growth, has been rehabilitated without relocating the population.
4	Damot Galie Farmer Training Center (FTC)	SNNPR	The Damotaagle Farmers Training Center practices natural resource conservation through proper watershed management. The center disseminates improved watershed practices.
5	Kersa Illala Farmer Training Center	Oromia	The center conducts both theoretical and practical training to demonstrate innovative agricultural technologies for increasing productivity and efficiency.
6	Ali Wayo Farmer Training Center	Oromia	Demonstrates Good Agricultural Practices (GAPs) and proper handling of seedling nurseries. Nurseries include coffee seedling, moringa, vegetables, fodder trees, cassava and other plants.
7	Arisi Negelle Model Farmer Field	Oromia	The farmer demonstrates innovative farming practices such as drip irrigation, seedlings multiplication of tomato, onion, and peppers.
8	Adami Tulu Model Farmer Irrigation practice	Oromia	The farm features low-cost solar-based irrigation technologies. The irrigation technology features a hand-dug well using a rope and a washer activated by solar energy. The initiative was introduced to the farmer through extension activities supported by the Ministry of Agriculture (MOA) in Zeway district.
9	Small-scale farmers' irrigation cooperative schemes around Zeway	Oromia	This irrigation practice is run by <i>Alkumeled Tessu Irrigation Water Users Association</i> , established in 2000 by 62 members. The association has increased its membership base. There are currently six water user groups managed by the cooperative.
10	Adama Conservation Forest Enclosure	Oromia	The Watershed project has 700 beneficiaries. This site disseminates best practices on soil and water conservation. By implementing specific conservation measures degradation has decreased in the area. Productivity for <i>teff</i> increased from 3-17 quintal/hectare (q/ha) in the area.
11	Adaa Milk Collection and Processing Center	Oromia	Ada'a Milk Processing Association was established in 1997 to support dairy farmers in the region. The plant supplies dairy milk products (pasteurized milk, butter, cheese and curd) to governmental institutions at a low cost.

### 3.4 MONITORING AND EVALUATION (M&E) SUPPORT

*USAID-CIAFS delivered training on data management and GIS application (Module II) to 38 MOA/BOAs senior staff.*

One of the capacity gaps that USAID-CIAFS identified through its needs assessment in planning and M&E is poor data management and analysis by MOA/BOAs. To fill this gap, USAID-CIAFS, in collaboration with GeoMark Systems Plc, delivered a nine-day training (June 8 to 16, 2013) on data management and GIS application (Module II) to thirty-eight senior staff drawn from federal MOA and Amhara, Oromiya, SNNPR, and Tigray BOAs. The main objective of the Module II training was to improve the participants' data management and analysis skills. The training equipped the trainees with practical skills to operationalize GIS for complex data collection, management, and analysis and specific interpretations. It also equipped trainees with the necessary knowledge and skills to provide training and support to other staff using GIS. MOA senior staff at the directorate level attended the closing session of the training where trainees presented their work. The presentations included the application of data management and GIS in natural resource management, irrigation development, early warning system and animal health monitoring using data from the regions. The training is follow-on from the Module I training USAID-CIAFS delivered to 131 staff in 2012.

*USAID-CIAFS delivered the first national bi-annual planning and M&E review workshop for federal MOA, regional BOAs, and stakeholders, June 17 to 18, 2013*

Based on the findings of the Needs Assessment conducted by USAID-CIAFS in 2011, the project is implementing various capacity building activities to support the MOA to effectively implement the country's Growth and Transformation Plan and the Agricultural Transformation Plan (GTP/ATP). One of the capacity gaps identified is in planning and M&E. To support this area, USAID-CIAFS organized a two-day planning and M&E review workshop in collaboration with the MOA and the Agricultural Transformation Agency (ATA) to be held bi-annually. The workshop involved 70 senior planning and M&E staff from federal MOA and the BOAs from ten regions. USAID-CIAFS sponsored 55 of the participants from the four FTF intervention regions and the federal MOA, while ATA sponsored an additional 15 participants from the remaining six regions, giving the workshop a national perspective. The World Bank and FAO also participated in the workshop. This workshop is the product of the first-ever planning and M&E Sensitization Workshop that USAID-CIAFS held in October 2012.

The bi-annual review workshop was held to strengthen linkage between federal MOA and regional BOAs, share experiences, discuss the planning and M&E systems currently in place, and identify lessons learned though the pitfalls and strengths of each.

The specific objectives of the workshop were:

1. To review implementation performance of the Five Year Growth Transformation Plan by each region and share experiences in planning and M&E.
2. To discuss the MOA sector-wide M&E system, including lessons learned from piloted regions.
3. To review progress in planning and M&E since the first sensitization workshop.
4. To improve coordination and collaboration with donor projects.
5. To strengthen linkages between Federal MOA and regional bureaus of agriculture.

Participants evaluated the progress in implementing the recommendations of the October 2012 sensitization workshop. The workshop provided the platform for the MOA planning and M&E leaders

and experts to meet for the first time in a national workshop. After a thorough deliberation, the following major outcomes of the sensitization workshop were endorsed by the participants:

1. The MOA has constituted a Rural Development and Food Security (RED & FS) M&E taskforce comprising of USAID-CIAFS, World Bank/PBS, FAO, and ATA to coordinate donor support for better planning and M&E. The taskforce is now a formal institution recognized by the MOA to coordinate planning and M&E activities of the Ministry, both at the federal and regional levels.
2. The sensitization and bi-annual planning workshops have helped to bridge the gap between the regions and federal MOA for data and information transmission and harmonization of indicators and plans.
3. Some further recommendations for moving forward include:
  - a. Hold frequent communications, formal meetings/forums, and a standardized M&E system across the regions and federal MOA.
  - b. Operationalize the new MOA M&E database (sector wide M&E system), incorporate comments by piloted regions such as missing sectors and revised indicators, provide training for users of the system, install adequate infrastructure (hardware and software), conduct follow up, and provide technical support by federal MOA etc.
  - c. Strengthen the planning directorate's effort to mobilize resources and work to deepen coordination and harmonization of donor efforts to build the capacity of MOA planning and M&E system.
  - d. Share/communicate the outcomes of this workshop to regional bureau heads for effective implementation.
  - e. Provide capacity building activities to MOA planning and M&E staff at all levels.

These outcomes demonstrate that the USAID-CIAFS workshop in 2012 has resulted in viable platforms to support planning and M&E, which will continue functioning even after the project has been phased out.

## 4. SUMMARY OF PLANNED ACTIVITIES FOR NEXT REPORTING PERIOD

### 4.1 STRATEGIC CAPACITY BUILDING

- Cascade leadership training for Oromia and Amhara BOA staff
- Train MOA public relations staff on video production
- Award climate change curriculum development grants
- Train private sector agribusiness on Module III

### 4.2 DISSEMINATION OF BEST PRACTICES, TECHNOLOGIES, AND INNOVATIONS

- Produce best practice communications tools (print and electronic)
- Award climate change best practice dissemination grants

### 4.3 DEMAND-DRIVEN ANALYSES FOR ENABLING ENVIRONMENT

- Conduct public-private dialogue workshop on seed certification

### 4.5 PLANNING, MONITORING AND EVALUATION

- Organize quarterly FTF partner coordination meeting
- Conduct semi-annual planning workshop for the MOA
- Provide FTF management system training to partners

### 4.6 COMMUNICATIONS

- Produce and disseminate three success stories
- Produce and disseminate next issue of Agents of Change Journal
- Update website

## ANNEX I: SUCCESS STORY



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### SNAPSHOT

## Training Helps Trader Reach New Export Markets

**Investments in quality attract new business opportunities**



*Photo by Fintrac Inc.*

*Elias Helina changed his way of doing business after taking the USAID-CIAFS training. He is pictured here at a bean farm where he is working to improve productivity and quality to attract more buyers.*

**“The CIAFS training was an eye opener for me as far as standards and competitiveness are concerned.”**

*- Elias Helina*

Two years ago, Elias Helina earned a marginal income buying cereals, beans, and oil seeds at local markets and re-selling at larger urban markets. When prices fell, he had few ways to manage the risk. Today, he has a thriving trade exporting seeds, spices, and other commodities to Kenya, with plans to expand his business. He credits his transformation from retailer to exporter to skills learned through the Capacity to Improve Agriculture and Food Security (USAID-CIAFS) training.

The December 2011 USAID-CIAFS training looked at the critical role of quality in competitiveness and ways to add value to products. Participants learned the importance of meeting and exceeding quality standards, through measures such as improved inputs and product refinement. Helina left the training with the knowledge that traditional ways of doing business would not be enough to meet global demands for quality. To attract new business opportunities, he needed to provide added value.

Using the skills learned in the training, Helina invested in methods to improve the quality of his beans by offering a more refined product. This allowed him to market his goods successfully to a Kenyan buyer seeking high-quality beans, and eventually to diversify into other commodities such as ginger, kidney beans, coriander and ground nuts. “Since then,” Helina said, “I never looked back.”

Helina’s experience inspired others in his community in Shone Town, 400 km south of Addis Ababa, to make similar investments in the quality of their own products and services. Using improved seeds, some smallholder bean farmers have been able to increase productivity by 200 percent.

A higher quality product has generated more income for Helina and farmers in his community. The increased income allows smallholders and entrepreneurs like Helina to save and make investments in good years, and to cope with the impacts of shocks like price fluctuations during bad years.

In the future, Helina hopes to access a loan to build his own bean husker and shelling machine, allowing him to further raise export volumes and expand to other markets. Building on the foundation established in the USAID-CIAFS training, Helina continues to push for improved extension services for farmers, investments in quality, and innovations in product development.

USAID-CIAFS | Snapshot | July 2013