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**ANNUAL REPORT #03 (OCTOBER 2012 – SEPTEMBER 2013)**

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



**October 2013**

This publication was produced for review by the United States Agency for International Development. It was prepared by Fintrac Inc.



fintrac

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**Cover Photo:** The picture depicts one of the best practices in water harvesting in Gursum, Eastern Oromiya. Proper water harvesting helps farmers maintain healthy and productive fields year round.

*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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## Acronyms

AES	Agricultural Economics Society
AGP	Agriculture Growth Program
AMDe	Agribusiness and Market Development
ATA	Agricultural Transformation Agency
ATP	Agricultural Transformation Plan
BOA	Bureau of Agriculture
BPR	Business Process Re-Engineering
BSC	Balanced Score Card
CAADP	Comprehensive Africa Agriculture Development Program
CCAFS	Climate Change, Agriculture and Food Security
CIAFS	Capacity to Improve Agriculture and Food Security
CIRIS	Client Impact Results System
COR	Contracting Officer Representative
CRGE	Climate Resilient Green Economy
DA	Development Agents
DQA	Data Quality Analysis
EAAP	Ethiopian Association of Agricultural Professionals
ECSNCC	Ethiopian Civil Society Network on Climate Change
EDRI	Ethiopian Development Research Institute
EIAR	Ethiopian Institute of Agricultural Research
ENGINE	Empowering New Generations in Improved Nutrition and Economic Opportunities
EPA	Environment Protection Authority
ESAP	Ethiopian Society of Animal Production
FAO	Food and Agriculture Organisation of the United Nations
FMOA	Federal Ministry of Agriculture
FTC	Farmers' Training Centre
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
GCC	Global Climate Change
GIS	Geographic Information System
GTP	Growth and Transformation Plan
ICARDA	International Centre for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ILRI	International Livestock Research Institute
LGP	Livestock Growth Program
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MOFA	Ministry of Federal Affairs
NGO	Nongovernmental Organization
ODA	Oromiya Development Agency
ORDA	Organisation for Relief and Development of Amhara
PIF	Policy and Investment Framework
PMP	Performance Management Plan
PPD	Public Private Dialogue
PRIME	Pastoralist Resiliency Improvement and Market Expansion
RED&FS	Rural Economic Development and Food Security
REGLAP	Regional Learning and Advocacy Programme
SARS	Semi-Annual Report
SDC	Swiss Development Cooperation
SNNPR	Southern Nations, Nationalities and Peoples Region
STTA	Short Term Technical Assistance

## I. EXECUTIVE SUMMARY

The Capacity to Improve Agriculture and Food Security (CIAFS) project is a four-year project funded by the United States Agency for International Development (USAID) under the Feed the Future initiative. The project supports Ethiopia's efforts for agricultural transformation and improved food and nutrition security in the context of adaptive climate change. It strives to broaden the knowledge and leadership skills of high-level decision makers from the public and private sectors through training and best practice visits in climate adaptation and agriculture change; builds the capacity of the Ministry of Agriculture and the regional bureaus with planning and M&E; trains agribusiness firms and associations for enhanced competitiveness in domestic and international markets; and helps USAID implementing partners with M&E to track impact indicators. USAID-CIAFS is a demand-driven project and activities are developed through extensive consultation with key stakeholders.

This is the project's third annual report, reporting on completed and ongoing activities from October 2012 – September 2013. The project added two more components – food security and nutrition and climate change – and broadened its focus this year. As in the previous two years, the project has achieved many of its planned activities. Output and outcome level results of the trainings provided to the public and private sectors are documented by randomly interviewing 200 graduate agents of change and agribusiness executives and managers.

The report also presents a summary of emerging impacts from the trainings and best practice visits [Section 4.7]. Major achievements of Year III include:

- Designed and delivered leadership training to 104 directors and other senior staff from the federal Ministry of Agriculture and the regional bureau of Tigray.
- Delivered leadership training focused on food security, nutrition, and climate change adaptation for 54 executives and managers from community-based organizations and national and international nongovernmental organizations in collaboration with ENGINE.
- Organized in-country study tours of 11 best agriculture and climate adaptation practices for 37 senior leaders from the regional bureaus of Amhara, Tigray, Oromiya, and SNNPR; convened a follow-up workshop.
- Imparted skills in data management and ArcGIS application (Modules I and II) for 105 specialists drawn from the Planning and M&E, Early Warning, Food Security, Natural Resource and Livestock Production Directorates of the Federal Ministry of Agriculture (FMOA) and regional bureaus of agriculture.
- Designed and delivered a modular training program on doing agribusiness for 115 female entrepreneurs from different sectors, private businesses, associations, chambers of commerce, agribusinesses, and cooperatives. Trainings focused on enhancing entrepreneurial and management skills and strengthening competencies in agribusiness and public-private dialogue (PPDs).
- Designed and delivered a modular training (Module III Doing Agribusiness) and built the management and business skills of 48 senior managers and CEOs involved in import-export trade and agro-processing.
- Organized, in collaboration with the EAAP, a national workshop for 72 participants from the FMOA, academic institutions, professional associations and the private sector, including national and regional chambers and sectoral associations, on the role and prospects of commercial agriculture in meeting the GTP targets.
- Facilitated a biotechnology and biosafety tour of cotton and chickpea in India for scientists and policymakers as part of the capacity building strategy of the Ministry of Agriculture.

- Conducted analytical studies on seed certification to support the enabling environment and organized follow-up PPD workshops for policymakers from the MOA and ATA and representatives of the private sector. Likewise, organized PPD workshops on fertilizer marketing, distribution, and contract farming.
- Produced a national curriculum for tertiary education on climate change in collaboration with Dire Dawa University and ensured its incorporation into MS Economics syllabus.
- Provided grants to Haramaya University and associated researchers to prepare training materials on climate change and convene regional workshops on the links between food security and climate change.
- Organized the first sensitization and follow-up bi-annual workshop for 172 planning and M&E heads and other senior staff of the Federal Ministry of Agriculture and the regional bureaus to develop common strategies to harmonize planning, institute M&E practices, and smoothen data transmission.
- Conducted data quality assessments for nine FTF projects and submitted reports to USAID.
- Provided training in FTF-MS to seven M&E specialists from four FTF projects and 12 CORs and other USAID senior staff.
- Designed and managed assessment of the push-pull model and follow-up workshop to present preliminary findings.
- Conducted impact assessment of USAID-CIAFS training on competitiveness and entrepreneurship provided to the private sector, published the report, and disseminated key findings through a series of workshops.
- Organized and co-funded this year's Haramaya Dialogue (Dialogue III) that focused on the role of research in the context of climate change and food security.

## 2. BACKGROUND

USAID-CIAFS has multiple strategic objectives all of which aim to build the leadership and management capacity of decision makers from the public and private sectors and civil societies through training, study visits, dissemination of technologies and best practices, and policy analysis for enabling environment. USAID-CIAFS also supports the Ministry of Agriculture and the regional bureaus with planning and M&E. The project also provides technical support to USAID and other Feed the Future projects to achieve the initiative's ambitious targets. 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 of "adopting a comprehensive approach to food security" and "investing in country-led plans." USAID/Ethiopia has aligned its activities very closely with Ethiopia's recently signed Comprehensive Africa Agriculture Development Program (CAADP) Compact, which outlines the Government of Ethiopia's long-term agriculture development strategy. Implementation of the goals outlined in the Compact is further developed in Ethiopia's Policy and Investment Framework (PIF).

The project implements activities focused in six components: strategic capacity building through training; analytical studies for enabling environment; technology and best practice dissemination; food security and nutrition; climate change adaptation; and monitoring and evaluation support. Its geographic coverage includes Tigray, Amhara, Oromiya, and SNNP regions but the outcomes have national implications for agricultural transformation.

Year three work plan activities included:

- Leadership training for the federal Ministry of Agriculture and regional bureaus of Tigray, SNNPR, Oromiya, and Amhara.
- Food security, nutrition, and climate change training for CBOs and national and international NGOs involved in agriculture activities.
- Identification and dissemination of best in-country practices in agriculture and climate change through study visits, workshops, and publications.
- International study tours for government officials and agriculture scientists to acquire necessary skills and establish partnerships for capacity building in biotechnology.
- Issuing target grants to researchers, universities, and professional associations for workshops and conferences to disseminate off-the-shelf research outputs on food security and climate change, and to develop and incorporate tertiary level curriculum on climate adaptation.
- Conduct demand-driven analytical studies on the most important policy constraints to the growth of the agricultural sector and present findings to PPD workshops.
- Monitoring and evaluation support to USAID and the MOA and Bureaus of Agriculture.
- Building the capacity of the Ministry of Agriculture's communications outreach programs.
- Conduct impact assessments of USAID-CIAFS activities; document and present findings to stakeholder workshops.
- Developing and implementing training to support the regional Bureaus of Agriculture in monitoring and evaluation.

To the extent possible, many of these planned activities are implemented in collaboration with stakeholders, FTF partners, and donor projects. A few activities are carried over to year four due to rescheduling by the MOA and BOAs, while some have been cancelled because they were considered by other FTF projects.

### 3. IMPLEMENTATION APPROACH

A hallmark of the USAID-CIAFS approach to capacity building is that activities are designed and implemented collaboratively with appropriate government institutions, civil society, and private sector stakeholders. As a demand-driven project, consultations and collaborations with partners and stakeholders are imperative to optimize resource use and address priority needs. In this regard, the project collaborates with MOA/BOAs, the private sector, CBOs, professional associations, and NGOs for training and best practice study tours in agriculture and adaptive climate change. Regionally, CIAFS also collaborates with regional development agencies like ORDA in Amhara and ODA in Oromiya to deliver leadership training. Cascading the leadership training to the regions through “agents of change” is another strategic approach.

USAID-CIAFS also collaborates with research and academic institutions, professional associations like AES and EAAP, and local consultants and firms to conduct specific analytical studies for the enabling environment, and organizes national workshops on such topics as climate change and developing curriculums for tertiary education. The project collaborates with chambers and various industry associations to identify trainees; define curriculum and deliver training to agribusinesses. This strategy has served as the basis for designing several diverse activities including organizing private-public dialogues (PPDs) to discuss regulatory and institutional constraints experienced by processors, exporters, and other businessmen and women in the value chains of key FTF commodities.

The table below summarizes the type of contracts offered by the project. Just under a third of the contracts given to date are in a fixed price form. This contract provides tremendous opportunities for building the capacity of the contracted party. The USAID-CIAFS finance and contract team train focal persons from contracted firms and institutions in managing grants, funds, accounting and proper reporting procedures. Table I also depicts that a large number of individuals, many of whom are locals, are hired on short-term technical assistance thus creating employment opportunities.

**Table I: USAID-CIAFS implementation strategy to date**

Type of Contracts	No. of contracts	No. of firms/individuals	Type of contractors	Remark
Fixed Price	7 (29%)	6	4 private firms and 2 universities	Civil societies, development agencies, etc.
STTA	9 (38%)	25		95% local consultants
Partner Fund	2 (8%)	1	1 association and 1 TF	Cost share
Direct Implementation	6 (25%)	CIAFS	CIAFS team	CIAFS team
<b>TOTAL</b>	<b>24 (100%)</b>	<b>32</b>		

Collaboration and partnerships with USAID and other donor supported projects have increasingly become an integral part of the project. These partnerships have not only complemented the efforts of USAID-CIAFS to achieve its objectives but also contributed to harmonizing approaches and strategies initiated by various projects, allowed pulling of resources together to maximize synergy and impact. A case in point is the constitution of M&E taskforce, comprising of USAID-CIAFS, FAO, WB, ATA and the MOA under the RED&FS. The taskforce has now become the institutional model for a coherent sector-wide approach in M&E planning.

USAID-CIAFS makes a conscious effort to ensure the equitable participation of women in its activities, working closely with the Ministry and the BOAs to develop strategies to increase women's participation. It has set a target of 20 percent female participants in all training programs. Currently, women comprised only 14 percent of project trainees. One reason for this is that there are few women in leadership positions in the Ministry of Agriculture, both at the federal and regional levels. By comparison, the proportion of female trainees from the private sector is much higher, 40 percent, because of targeted training programs and the presence of relatively more women in agribusiness than in the public sector. USAID-CIAFS will apply the same approach of relaxing the selection to increase the ratio of women in its forthcoming training programs.

## 4. HIGHLIGHTS OF ACTIVITIES AND RESULTS

### 4.1 Strategic Training for Key Agents of Change

A needs assessment for the Ministry of Agriculture, conducted by USAID-CIAFS, recommends strategic capacity building training for transformational leadership. As such, training of senior decision makers from MOA and BOAs and civil societies, based on Kotter's principles of managing change, has been central to USAID-CIAFS' strategic approach to agricultural change.<sup>1</sup> The main objective of the training is to inspire, energize, and mobilize leaders in senior management and decision-making roles in the public sector and civil societies to be creative, visionary, and strategic in their approach to agriculture and climate change. It engages them in adult learning process to advocate for change to achieve food security and sustainable management of natural resources.

USAID-CIAFS also recognizes the important role the private sector plays for agricultural change and food security and accordingly engages agribusiness involved in the value chains of key FTF commodities through modular training programs to enhance their efficiency and competitiveness, both locally and globally, and to meet with key government representatives for efficient regulatory systems and business practices. USAID-CIAFS supplements all training events with study visits of selected government service delivering institutions and relevant technology and best practice sites in agriculture and climate change. Inspirational speakers and successful businessmen and women from key sector activities are identified and share their experiences to trainees in order to optimize Kotter's leadership principles. Since its inception in 2011, the project has trained more than 660 "agents of change" from the federal MOA and from the regional bureaus of Oromiya, Tigray, and Amhara, as well as from the private and civil societies and its interventions have started to show positive outcomes. The leadership curriculum is now well recognized by the Ministry of Agriculture for complementing the BSC and BPR program of the Ministry for transformational leadership. Trainees expressed in their action plans and post-training assessments the intent to apply the knowledge and skills they learned from this training in creating a sense of urgency and improving efficiency in their day-to-day work.

### 4.2 Training for Capacity Building

In Year III, USAID-CIAFS further customized the existing curriculum by including new topics such as climate change and nutrition security, the latter in collaboration with USAID-ENGINE, and provided three rounds of training to 158 senior leaders, directorates, and process owners from the federal Ministry, the regional bureaus, and community-based organizations. This brings the total number of people trained in module one curriculum to 663 persons. Eighty five percent of those trained were from Tigray, Amhara, and Oromiya regions, drawn from various directorates, agricultural universities and colleges, research stations, input and livestock agencies, and food security offices; the rest were mobilized from the FMOA. The status of activities under Component One against Project Year III Work Plan targets is provided in Table 2.

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<sup>1</sup> Kotter's eight steps to leading change are: increasing a sense of urgency; build the guiding team; create a vision; communicate the vision; empower action; create short-term wins; consolidate improvement; and institutionalize new approaches.

**Table 2: Component One: Strategic leadership training for key agents of change**

	Activity/Unit	Year III		% Target Achieved	Remarks
		Target	Achieved		
1.1	Leadership training for Tigray				
	# individuals trained	55	38	69%	BOA changed Target number
1.2	Leadership training for SNNPR				
	# individuals trained	70	-	-	Rolled over to Yr. IV due to lack of commitment by the BOA
1.3	Leadership training for MOA senior leaders and case workers				
	# individuals trained	60	66	110%	Completed
1.4	Leadership training for Oromiya and Amhara				
	# individuals trained	150	-	-	Rolled over to October, Yr. IV due to late USAID approval and rescheduling by the BOAs
1.5	Leadership training for MOA/BOAs in Module 2				
	# individuals trained	60	-	-	Cancelled; not approved by USAID
1.6	Leadership training for CBOS and NGOs				
	# individuals trained	70	54	77%	Completed
1.7	Private sector training on competitiveness				
	# individuals trained	100	48	48%	Initial plan was for two rounds of training
1.8	Private sector training for women entrepreneurs				
	# individuals trained	90	115	127%	Completed
1.9	Enabling environment workshops				
	# workshops	2	3	150%	Completed

#### 4.2.1 Leadership training for Tigray BOA staff

Designed in collaboration with USAID-CIAFS lead trainers and change agents from the regional bureau of agriculture, USAID-CIAFS cascaded the leadership training to 38 agents of change from Tigray regional bureau of agriculture. As the training reached the region for the first time, a much higher number of trainees were expected but due to conflicting schedules, turnout was lower than planned. Nevertheless, the training was well-received by the regional government and the deputy president of the region attended one of the sessions and delivered motivating speech to the trainees.

#### 4.2.2 Leadership training for SNNPR BOA staff

The training in SNNPR was rolled over from the previous upon the request of the regional bureau and rescheduled twice this year but on both occasions the bureau decided to postpone for an unspecified period. This was extensively discussed with USAID, the MOA taskforce, and the advisor to the State Minister. A USAID-CIAFS team has also met the deputy president of the region and other senior bureau staff. Regrettably, though, there has not been a breakthrough yet. CIAFS has now developed an alternative strategy of delivering the training to the SNNPR and this will be discussed with the senior leaders in the ensuing months of FY 2014.

#### 4.2.3 Leadership training for MOA senior leaders and case workers

In Year III, CIAFS has delivered leadership training to mid-level managers and case workers with management and leadership responsibilities. The training was organized in response to the request from the Ministry. A total of 66 senior leaders were trained over five days, 10 percent higher than planned. More than 30 percent of the trainees were women.

#### *4.2.4 Leadership training for Amhara and Oromiya BOA staff*

Owing to demand from the regional bureaus of Amhara and Oromiya, another round of training was scheduled for 2013. At least 150 senior staff from the two regional bureaus, allied institutions, and zones were scheduled to attend a training in collaboration with the respective bureaus and graduate agents of change. However, due to delays in USAID approvals and overlapping commitments by the regional bureaus, the training was rescheduled for delivery in October 2013.

#### *4.2.5 Leadership training for CBO and NGO leaders*

USAID-CIAFS has also designed, in collaboration with the International Orthodox Christian Charities (IOCC) and USAID-ENGINE project, a tailor-made leadership curriculum for the civil society and trained 54 senior leaders (just over half of the planned target) drawn from local CBOs and national and international NGOs over four days. This collaborative effort between the project and IOCC is a milestone in terms of institutional collaboration. It builds on the central theme of FTF partners' quarterly coordination meeting in which USAID-funded projects are required to collaborate and cost-share for joint programming to deepen synergy and maximize impact.

#### *4.2.6 Leadership training for MOA staff in Module II*

The project designed Module II leadership training for MOA/BOA staff by integrating major themes from Module I with leadership practices in performance auditing, contract management, budgeting, and resource use. The training would coach leaders to institute appropriate systems and governance structures for rational use of resources to effectively achieve the GTP targets. This was a demand-driven activity, substantiated by the MOA Taskforce, the directorates of auditing, finance and procurement, and intended to enhance the efficiency of the Ministry at the federal and regional levels. The proposal had a wide appeal but the activity was not approved by USAID.

#### *4.2.7 Private sector training on competitiveness*

USAID-CIAFS delivered the training for agribusinesses in Module III, which built on the previous two modules and provided focused, results-based training in such topics as business classification and registration, legal and regulatory frameworks, food quality, standards and safety, and bankable business plan preparation to enhance the entrepreneurial and business management skills and competencies of entrepreneurs in the agribusiness sector. The curriculum was developed by specialized consultants and 48 senior managers and CEOs were trained over five days. As in other cases, the training was backed up by site visits and inspirational speakers and trainees have also developed action plans that USAID-CIAFS will use to track their progress.

#### *4.2.8 Private sector training for women entrepreneurs*

USAID-CIAFS exceeded its target of delivering leadership and entrepreneurship training by training 115 women entrepreneurs involved in food processing, livestock production, dairy, poultry, honey processing, horticulture, and coffee export drawn from Addis Ababa, Amhara, Oromiya, SNNPR, and Tigray regions. The training was organized in collaboration with the Ethiopian Women Business Association and delivered in two rounds in Hawasa and Gondar. Female entrepreneurs are increasingly recognized as important players to drive economic growth and development in Ethiopia and accordingly the training focused on equipping women entrepreneurs with knowledge and skills in three major thematic topics: entrepreneurship competency, business plan preparation, and taxation and tax procedures in Ethiopia. The training received wide acclaim by the participants, local chambers, and authorities from trade, industry, and agriculture.

#### 4.2.9 Enabling environment workshops

##### □ Fertilizer procurement and marketing workshop

USAID-CIAFS has organized several public-private dialogues to support the enabling environment. These PPD workshops follow on the studies conducted the previous year. The project has organized major workshops, one on fertilizer acquisition and marketing conducted jointly with IFPRI and Michigan State University and another on contract farming. The fertilizer study was presented to 87 persons from ATA and AMDe in two rounds of PPDs. The workshops examined major challenges to fertilizer sector development in Ethiopia, including import execution, distribution, and cross-cutting challenges regulatory system, the structure for distribution and marketing, and transaction costs across the supply chain. Findings and policy recommendations were widely disseminated to agricultural sector stakeholders and senior government officials and the recommendations are being implemented by ATA to support the MOA.

##### □ Contract farming workshop

USAID-CIAFS has also conducted a rigorous analysis of the potential of contract farming for technology diffusion and commercialization of smallholder agriculture in Ethiopia. The report was published and distributed to key stakeholders, including higher learning institutions and the Investment Directorate of the MOA for follow up. Findings from this study were presented to a PPD workshop this year attended by 95 representatives from the MOA, private sector, agribusiness farms, and professional associations.

### 4.3 Dissemination of Best Practices, Technologies and Innovations

Raising awareness of national and international best practices and developing greater knowledge of policy alternatives, which will empower key policy makers to push for policy reform and increase the efficiency of program management is another important component of CIAFS project. The status of activities under Component Two against the Year III Work Plan targets is provided in Table 3.

**Table 3: Component Two: Dissemination of best practices, technologies and innovations**

#	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
2.1	Best practice documentation and dissemination				
	# copies	500	500	100%	At camera stage
2.2	In-country study visits				
	# study visits	1	1	100%	Completed
2.3	Follow-on workshop				
	# participants	100	37	37%	Late SNNPR and FMOA withdrawal
2.4	Workshop on large-scale commercial agriculture				
	# participants	50	71	146%	Completed
2.5	Biotechnology study tour				
	# participants	6	6	100%	Completed
2.6	Hire cotton specialist				
	# hired	1	-	-	Pending MOA recommendation

#### 4.3.1 Best practice documentation and dissemination

Improved technologies in agriculture and best practices implemented last year for 121 senior staff from the MOA and BOAs are documented and ready for publication. The proceedings will be published for wider distribution to broaden stakeholder knowledge in support of agriculture sector

growth. The study visit was also captured through videos and USAID-CIAFS has outsourced the production of scripts to produce at least 10 short videos to support the extension effort of the Ministry. This activity will be completed in the first quarter of the coming year.

#### 4.3.2 In-country study visits

In one of the most important activities in Year II, USAID-CIAFS led 121 participants drawn from Amhara, Oromia, Tigray, and the MOA on a study tour of best agricultural practices in Amhara, Oromia, and Tigray regions. Participants visited proven practices for seed multiplication, natural resource management and protection, watershed management, and improved seed varieties. Building on this Year II experience, the project once again organized a study visit for 37 senior leaders in collaboration with the Extension Directorate of the FMOA. Drawn from Oromiya, Tigray, Amhara, and SNNPR regions, participants visited 11 scalable best practices in agriculture and climate change, including watersheds, Mashav horticulture scheme in Butajira, Farmers' Training Centers in Oromiya and SNNPR regions (Table 4). Consistent with the strategy of disseminating best practices through study visits, trainees from the MOA/BOAs, the private sector and civil society have also visited two best practices and technologies to complement the class-based training programs. Inspirational speakers also shared their experiences. However, in order to avoid double counting these figures have not been reported separately; they have already been reported under the training component.

**Table 4: Best practices visited by agents of change in the second round of study tour**

	Practices/technologies visited	Region	Brief Description
1	Gurage-Mashav 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 Damota Galie Farmers Training Center practices natural resource conservation through proper watershed management. The center disseminates improved watershed practices.
5	Kersa Illala Farmer Training Center	Oromiya	The center conducts both theoretical and practical training to demonstrate innovative agricultural technologies for increasing productivity and efficiency.
6	Ali Wayo Farmer Training Center	Oromiya	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	Oromiya	The farmer demonstrates innovative farming practices such as drip irrigation, seedlings multiplication of tomato, onion, and peppers.
8	Adami Tulu Model Farmer Irrigation practice	Oromiya	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 in Zeway district.
9	Small-scale farmers' irrigation cooperative schemes around Zeway	Oromiya	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.

	Practices/technologies visited	Region	Brief Description
I 0	Adama Conservation Forest Enclosure	Oromiya	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.
I 1	Adaa Milk Collection and Processing Center	Oromiya	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.

#### *4.3.3 Follow-on workshop to deliberate on lessons learned from the study visit*

The visit was followed on by a one-day workshop where participants indicated they learned technologies, practices, and systems applicable in their own regions. Participants stressed that the tour was a huge success for exposing them to examples of practices that produced tangible results to improve food security in the context of climate change. USAID-CIAFS recorded the best practices and plans to produce briefs and videos for policy support in the third quarter.

#### *4.3.4 Workshop on large-scale commercial agriculture*

A national workshop was convened in collaboration with the Ethiopian Agricultural Associations of Professionals (EAAP) to discuss the role and prospects of large-scale commercial agriculture in meeting the GTP. The workshop, closely organized with the Investment Support Directorate of the MOA and formally opened by the State Minister for Agriculture, brought together more than 95 researchers, the private sector, Chamber of Commerce, development agents, large-scale commercial farm operators, high-level government representatives, and policy makers to discuss, debate, exchange ideas, and chart the way forward on various dimensions of large-scale farms for the development of Ethiopia's agriculture. The workshop recommended several useful initiatives for commercial agriculture development that are being incorporated in the proceedings due for publication in the first quarter of Year IV.

#### *4.3.5 Biotechnology support to MOA*

Recognizing the huge potential biotechnology holds for agriculture and food security and pursuant to the request from the Minister for Agriculture for capacity building support in biotechnology, USAID-CIAFS has sponsored six scientists from the Ethiopian Institute of Agriculture Research, the Ministry of Agriculture, and the regulatory authority (EPA) to visit India over one week to learn best practices in biotechnology in cotton and chickpea. The team visited various research stations, labs, institutions, and farms and held extensive discussions with scientists from ICRISAT. The team also observed current practices, biosafety regulations, environmental risk assessment techniques, and the technical skills required to set up similar operations in Ethiopia. USAID-CIAFS is planning to organize a national workshop on biotechnology to share lessons learned and support policy initiatives.

#### *4.3.6 Hire cotton expert*

USAID-CIAFS is also supporting the Ministry's capacity building effort in cotton by hiring an expert in cotton production. This activity is rolled over from last year. The incumbent, once identified by the Investment Support Directorate of the MOA, will be hired initially for three months.

#### 4.4 Demand-Driven Policy Analysis for Enabling Environment

Evidence-based policy analysis and specialized studies are powerful instruments to inform decision makers about best practices and policy options for a successful agricultural sector. These analyses support the Mission’s knowledge of agriculture and food security. Building on the successful undertakings from last year, several demand-driven studies were proposed for this year, some of which were fully implemented:

**Table 5: Component Three: Demand-driven analysis for policy dialogue**

#	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
3.1	Chickpea, frozen meat, cotton, honey, and milk competitiveness studies				
	# studies	5	0	0%	Cancelled as advised by USAID
3.2	Seed certification study				
	# studies	1	1	100%	Completed
3.3	Fertilizer study publication and dissemination				
	# studies	-	1		Not in work plan

##### 4.4.1 Competitiveness studies of chickpea, frozen meat, honey, cotton, and domestic milk market

These five policy studies were developed in consultation with key stakeholders (e.g. meat and milk study with the Meat and Dairy Technology Institute) and thoroughly discussed with concerned FTF projects (e.g. LMD and AMDe) to avoid possible duplication. Except the study on milk, which concerned domestic market efficiency, the scope for the other four studies included examining sector-wide policies and regulatory systems impacting efficiency and competitiveness at the end markets. However, as advised by USAID, the studies were not conducted and as a consequence the expected enabling environment PPDs were not held either.

##### 4.4.2 Seed certification study

USAID-CIAFS conducted a seed certification study in close collaboration with specialists from the ATA and MOA and presented the findings to two PPD workshops attended by 87 people from ATA, MOA and the private sector. Drawing examples from other developing countries, the study assesses current seed certification practices and areas where policy change is needed to increase the supply of certified seed to satisfy national demand. The study makes a series of recommendations that balance the regulatory interests of the government with the efficiency required by the private sector. The study is the first of its kind in the country and conducted at a time when Parliament passed the much awaited seed law. Accordingly, it provides substantial information to experts and policy makers engaged in developing regulations and guidelines on seed certification system for the country.

##### 4.4.3 Fertilizer study publication and dissemination

In 2012, USAID-CIAFS conducted analytical studies on fertilizer purchases and marketing in a collaborative research with IFPRI and Michigan State University and presented the findings to PPD workshops for enabling environment support. The report will soon be published by IFPRI as a discussion paper for wider dissemination. The importance of the study in shaping public policy is quite substantial. Government fertilizer demand estimates rely on simple projection based on past history and DA reports but this often overstates actual fertilizer use by farmers. The study shows

that the country has been importing huge quantity of fertilizer, in the order of 900,000 tons annually, with stock carry-over averaging 275,000 tons per year, worth \$350 million. The opportunity cost of holding high volumes of fertilizer from one season to the next is a manifestation of inefficiency in the fertilizer value chain and government policy. The resources that have gone to manage fertilizer stock carry-over could have been used for other development programs to improve food security. To put this in perspective, the carry-over stocks would have supported 130,000 productive safety net program beneficiaries. As an alternative to the simple projection of demand used by the government, the study develops econometrics models to determine “effective demand.” Given current knowledge and capacity of farmers, the annual fertilizer requirement is estimated at no more than 600,000 tons. This demand estimate has been accepted by ATA and the Ministry of Agriculture and government fertilizer procurement is now adjusted downward by up to 200,000 tons annually, thus saving the country huge foreign currency.

Collaborating parties have conducted further analytical work on fertilizer subsidy, published in the international of *Journal of Agricultural Economics*. A copy of this document was sent to USAID by the co-authors of the study. Fertilizer procurement is entirely controlled by the government while distribution is done by primary cooperatives. However, fertilizer trade is not profitable to cooperatives, because most smallholders cannot afford to buy fertilizer without credit. In this case, the government will either have to write off the losses or the primary cooperatives will have to recuperate the loss through output sales or membership fees. Neither option is efficient. For the government, it would mean subsidizing distribution. If cooperative were to raise revenues from alternative sources, this may affect their long-term sustainability. The study makes the case that to sustainably address this challenge, the domestic trade needs to be deregulated to allow private dealers to distribute fertilizer while bulk imports continue to be handled by the government.

#### 4.5 Food Security and Nutrition

One of the strategic objectives of USAID-CIAFS is to train agents of change from the federal and regional bureaus on the complex linkages between agriculture and nutrition. The project also plays a strategic role in supporting the MOA in implementing climate adaptive CRGE for agricultural transformation. To achieve this, the project strives to build knowledgeable government and civil society leaders to push for improved natural resources management policies. Two major but interrelated activities were planned and accomplished in this third year:

**Table 6: Component Four: Food security and nutrition**

#	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
4.1	National workshop on milk supply and demand				
	# workshops	1	0	0%	Cancelled for lack of commitment by consortia
4.2	Food security, nutrition and climate change curriculum				
	# curriculum	1	1	100%	Completed

##### 4.5.1 National workshop on milk supply and consumption

This activity, co-funded by a consortium of projects: USAID-CIAFS, USAID-LGP, USAID-ENGINE, SDC, ILRI, and FAO, was scheduled for implementation in the first quarter of Year III. The objective of the workshop was to bring together producers, processors, decision makers, practitioners, parliamentarians, researchers, and donors to deliberate on a strategy to increase the supply and consumption of milk to meet projected consumption increment to improve food security, health,

and nutrition of the population. The workshop was also expected to provide the forum for participants to launch a National Milk Day in Ethiopia. USAID-CIAFS had been spearheading the design of this workshop from its inception stage. However, some of the participating projects withdrew from the consortium and consequently the activity could not be implemented.

#### 4.5.2 Food security, nutrition and climate adaptation integration

This activity involved integrating food security, nutrition, and climate change into the leadership curriculum. The food security and nutrition component of the curriculum was developed in collaboration with ENGINE. The curriculum on the links between food security and climate change was developed by trained agents of change, primarily from Amhara region but continuously refined and updated by trainers from Tigray and Oromiya. USAID-CIAFS used the revised curriculum and accompanying films from ENGINE to train agents of change. This initiative has given much depth to the existing curriculum by exposing trainees to new dimensions of food security, thus supporting USAID's strategic objectives on nutrition and climate change.

## 4.6 Climate Change under GCC Adaptation

USAID-CIAFS planned several activities under the climate change component in support of two GCC adaptation pillars: science and analysis to inform decision-making and improved governance.

**Table 7: Component Five: Climate change and GCC adaptation**

	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
5.1	Strengthening climate resilient policy for the agriculture sector				
	# workshops	2	0	0%	Carried forward to this year
5.2	Climate change study tour				
	# participants	100	37	37%	Reported under 2.2 – best practice dissemination; late SNNPR and MOA withdrawal
5.3	Climate change curriculum development grants				
	# grants	5	1	20%	Only one valid grant application
5.4	Climate change best practice grants				
	# grants	8	1	13%	Four applications but one valid grant awarded
5.5	Climate change conference grants				
	# grants	3	2	67%	Demand driven based on application
5.6	Climate change training material and public awareness				
	# grants	1	1	100%	Completed

#### 4.6.1 Strengthening climate resilient policy for the agriculture sector

This activity involved organizing a national workshop for awareness creation in climate adaptation in the context of agricultural change and the CRGE. USAID-CIAFS sought collaboration with key players in climate policy, including EDRI, the Climate Change Forum, REGLAP, Addis Ababa University, and the Ministry of Agriculture. But the workshop had to be postponed to 2014 because of shifting priority given to implementing the climate change conference in Dire Dawa.

#### 4.6.2 Climate change study tour

The proposed activity is fully implemented and reported under best practice dissemination. Unlike the first round of study visits implemented in 2012, this visit is centered primarily on climate change.

Accordingly, 37 of the planned 100 participants visited improved watershed management practices, Humbo carbon sequestration project, and water harvesting as part of adaptation to climate change. The number of participants was much lower than originally planned because of the late withdrawal of the federal MOA and the regional bureau of SNNPR from the tour.

#### *4.6.3 Climate change curriculum development grants*

Terms of reference were developed and circulated to encourage applications for the proposed five grants. However, only one valid application was approved for a grant. The award was given to Dire Dawa University to integrate global climate change into the tertiary education curriculum. The objective is to ensure universities have the curriculum to train engineers, economists, planners, and students of other disciplines and enhance their capacity in the field of climate change risk identification, assessment, analysis, quantification, prioritization, and planning. Graduates will understand the science and concepts of climate change, and the tools, methods and technologies available for diagnosis. This activity is full completed. The draft curriculum was presented to workshop attended by specialists from across the country and critiqued and refined for integration into the MSc Economics curriculum.

#### *4.6.4 Climate change best practice grants*

This grant was intended to support universities and private researchers to organize relevant workshops and activities to disseminate off-the-shelf best practices in climate adaptation and food security. Grantees were encouraged to submit concept papers on their proposed topics, resulting in three applications. Having evaluated these applications, only one out of the planned eight grants was selected for funding and the grant was channeled through Haramaya University. Three research papers on the linkages between food security and adaptation practices to climate change in Eastern Hararghe and Dire Dawa administration and one policy paper by representative of the regional CRGE were presented at the workshop attended by 68 researchers and academic staff from Haramaya and Dire Dawa Universities, government officials from the region, and farmers' cooperative leaders. The workshop concluded with a recommendation to raise public awareness on the linkages of climate change and food security through similar workshops across the country.

#### *4.6.5 Climate change conference grants*

USAID-CIAFS has awarded two out of the three grants targeted in the work plan to professional associations to organize workshops/conferences on thematic topics related to climate change. Grantees were the Ethiopian Society of Animal Production (ESAP) for the 20th annual conference on the theme "Livestock at crossroads of climate change and variability," and the Ethiopian Association of Agricultural Professionals (ESAAP) for a national workshop on "The role and prospects of large scale commercial agriculture in meeting Ethiopia's growth and transformation plan."

#### *4.6.6 Climate change training material and public awareness*

Managing climate change to achieve growth and improved food security will require raising public awareness about adaptation practices and building the leadership and planning capacity of concerned bodies. To achieve this strategic objective, USAID-CIAFS has awarded a grant to Haramaya University to prepare training materials on conflict prevention, conflict management, and peace building and provide training to select trainers identified from FTCs and other appropriate local institutions. Designed in consultation with PRIME, the draft material has already been reviewed by USAID-CIAFS. However, the activity could not be completed before the end of the year because the schedule for pilot testing coincided with government priorities in the region. Pending piloting, the material will be translated to Oromifa, a local language, and made available to PRIME and other projects involved in public awareness activities.

## 4.7 Monitoring and Evaluation Support

The role of monitoring and evaluation (M&E) in USAID-CIAFS is threefold: capacity building support to the MOA/BOAs; technical support to USAID and FTF partners; and managing the project's internal M&E documentation and research. Activities planned and achieved for the year are summarized in the table below.

**Table 8: Component Six: Planning, monitoring and evaluation support**

	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
<b>A</b>	<b>M&amp;E Support to the MOA and BOAs</b>				
6.1	Data management and GIS training, Modules I & II				
	# participants	105	98	93%	Completed
6.2	Planning and M&E sensitization workshop				
	# workshops	1	1	100	Completed
6.3	Bi-annual planning and M&E review and consultation workshop				
	# workshops	2	1	50%	Demand Driven by MOA
6.4	Training in planning tools and applications				
	# participants	150	-	-	Rescheduled to YR IV by BOAs
6.5	Data collection, management and analysis				
	# training events	120	-	-	Combined with 6.4
6.6	Participate in M&E taskforce				
	# training events	8	6	75%	Demand Driven
6.7	CIAFS training evaluation & feedback				
	# evaluations	1	1	100%	Completed for private sector
<b>B</b>	<b>M&amp;E Support to USAID &amp; Partners</b>				
6.8	FTF partner coordination meetings				
	# meetings	4	2	50%	Demand Driven by USAID
6.9	M&E training and support for FTF partners				
	# training events	4	4	100%	Completed
6.10	Data quality assessment of FTF projects				
	# assessments	4	9	225%	Completed
6.11	Preparatory work for mid-term evaluation				
	# TORs	1	-	-	Cancelled by USAID
6.12	Assessment of USAID push-pull model				
	# studies	-	1	-	Not in plan but completed
<b>C</b>	<b>Internal M&amp;E to CIAFS</b>				
6.13	SARS report	1	1	100%	Submitted as requested
6.14	CIRIS database management	1	1		Continuous
6.15	Updating CIAFS PMP	1	1	100%	Updated and submitted

### 4.7.1. M&E support to the Ministry of Agriculture

Many of the activities planned to support the Ministry's capacity are implemented in FY2013. This is partly because the MOA Taskforce played a proactive key role in coordinating and facilitating implementation of planned activities. Only a few of the activities are rolled over to this year due to overlapping commitments by the regional bureaus. Overall, the project has successfully achieved the majority of the targets set for the year.

□ **Data management and ArcGIS training, Modules I & II**

The MOA needs assessment and the follow-on rapid assessment conducted by USAID-CIAFS identified significant capacity gaps vis-à-vis data quality and management. To address this skill gap, USAID-CIAFS designed a data management and GIS training and has been delivering training to targeted BOA staff of Tigray, Amhara, Oromiya, and SNNP regions since last year. The aim of the training was to address critical capacity gaps in planning and monitoring and evaluation by providing regional BOA officers with the skills to collect high-quality data, perform analyses, and use data for short- and long-term planning. In Year III, CIAFS provided two rounds of similar trainings: Module I (GIS basics, spatial relationships, geospatial mapping, visualization) to 60 specialists from key departments of early warning, food security, planning, and information technology of the FMOA and Oromiya regional bureau, and an advanced level of training – Module II (ArcGIS, desktop III, GIS analysis, building geo-database, geo-typology and workflow, field data collection and spatial operations) – to 38 MOA/BOA staff specializing in M&E and planning. Both sets of trainings aimed at improving participants' data management and analysis skills to improve data management, planning, data analysis, and reporting.

□ **Planning and M&E sensitization workshop**

Another major capacity gap identified by project studies is the link between regions and the federal MOA in terms of data transmission and planning. USAID-CIAFS also learned that in some regions M&E is given low priority and some directorates do not use planning, monitoring, or evaluation tools for decision making. To address this systemic gap, a planning and monitoring workshop was convened on the importance of planning and M&E as a management tool. This sensitization workshop – the first of its kind in Ethiopia – brought together more than 90 most senior planning and M&E heads and specialists from the regional BOAs and allied institutions and the federal MOA. The workshop also provided the platform for the World Bank to present its sector wide database system to support data quality and management system of the Ministry.

□ **Bi-annual planning and M&E review and consultation workshop**

Based on the recommendations provided at the M&E sensitization workshop, the first bi-annual planning and M&E workshop was organized in collaboration with the ATA and the MOA in which about 70 senior planning and M&E heads, deputies, and specialists from all the regions deliberated on various issues, including implementation of the recommendations made in the first workshop. The workshop focused on how programs can be aligned with regional plans and planning and what M&E tools are needed in order to enhance decision making for agriculture transformation. The workshop concluded with a series of recommendations to improve planning and M&E systems, strategizing coordination and collaboration between the federal and regional bureaus and between the MOA and AGP partners to enhance implementation of agriculture initiatives in the context of GTP/ATP. The practice of conducting bi-annual planning and M&E is now institutionalized by the Ministry.

□ **Training in planning tools and M&E**

Technical capacity building also entailed exposure of key staff to methods and tools for systemic conduct of planning and follow-up to measure progress and impact that are key to sound management and informed decision making, social mobilization and leveraging resources. The training integrates two elements: planning tools, approaches and systems including indicator development, and data management, survey tools as well as data quality standards and ensuring mechanisms. The training targets technical and management staff from the federal and regional bureaus and zones but implementation is deferred to November 2013 due to other priorities of the FMOA and regional bureaus.

□ **Participate in M&E taskforce**

The planning and M&E taskforce, constituted under the auspices of the RED and FS secretariat is comprised of the World Bank, FAO, ATA, CIAFS, and the Planning Directorate of the MOA. The taskforce meets monthly to discuss strategies to coordinate and harmonize donor activities in planning and M&E. USAID-CIAFS plays a pro-active role in this platform.

#### 4.7.2 M&E support to USAID

##### □ **FTF partner coordination meetings**

In Year III, USAID-CIAFS organized and participated in two FTF review and coordination meetings out of the expected four and prepared their proceedings as well. This is because the quarterly FTF meetings are demand driven, initiated by USAID. The purpose of the meetings is for FTF implementers to share information, avoid overlaps, and discuss issues pertaining to monitoring and evaluation.

##### □ **FTFMS database user training**

CIAFS delivered 100 percent of the anticipated training to implementing partners on the use of USAID/Ethiopia's Feed the Future Management System (FTFMS). This year, USAID-CIAFS trained seven M&E specialists from four partners, namely PRIME, LMD, ENGINE, and Peace Corps Food Security PAPA. In the course of this, the project has also trained 12 CORs and other senior persons from USAID.

##### □ **Data Quality Assessment**

Upon the request of USAID, the project has conducted data quality assessment of nine FTF projects and submitted report to USAID. This was a three-fold increase over the planned DQA for FY2013.

##### □ **Preparatory work for mid-term evaluation**

This activity was proposed by USAID-CIAFS, consistent with its task order to support the Mission in M&E but as advised by USAID the review will now be conducted by AKLDP.

##### □ **Assessment of push-pull model**

USAID-Ethiopia has rolled out more than 20 programs that are applying the “push-pull” model. This model seeks to build the capacity of vulnerable food insecure households to participate in economic activity (“push”), while mobilizing market-led agricultural growth to generate relevant economic opportunities and demand for smallholder production, labor, and services (“pull”). Upon the request of USAID, CIAFS hired competent national and international consultants and implemented the assessment. The project also recruited and hired a pool of local researchers for data collection and coordinated the field work. It has managed the conduct of the assessment, including the logistics. USAID-CIAFS organized a stakeholders' workshop where preliminary findings of the assessment were presented. The final report is due in the coming weeks.

#### 4.7.3 Internal to CIAFS

##### □ **SARS and FTF Reporting**

USAID-CIAFS prepared and submitted its semi-annual report (SARS) to USAID. The project has also conducted annual reporting in FTFMS, a web-based Feed the Future monitoring system.

##### □ **CIRIS data management**

Project achievements and results are tracked by a web-based proprietary database, CIRIS (Client Impact and Results Information System). USAID-CIAFS continuously records achievements, including trainings and workshops, participant particulars, results, and success stories in CIRIS database. The project is up to date with these records.

##### □ **Updating PMP**

USAID-CIAFS updated its PMP in line with Year III work plan and submitted to USAID.

#### 4.7.4 Training impact assessment

As part of the strategy to continuously learn and improve program delivery, the project conducted an assessment of its interventions to capture outcome level impacts. It has assessed the public-sector leadership training delivered at the national level and in Amhara region. It has also assessed how trainings given to the private sector are impacting their efficiency and business. The assessment identified major bottlenecks affecting the realization of expected outcomes and forwarded actionable recommendations. These studies are printed and distributed widely. Key findings were also presented to stakeholder workshops. The following examples illustrate some of the outstanding outcomes to date.

#### Agents of Change Training

- The development of skills and knowledge and changes in attitudes, perspectives, and behaviors are all possible outcomes of leadership training. A survey was conducted in four regions one year after delivering the first round of training to senior leaders to track resulting behavioral changes. The survey revealed new practices associated with staff management, project planning, and data management as a result of the training. Most trained leaders reportedly have applied different leadership styles to motivate and inspire their colleagues to bring the best out of them, resulting in more effective work. They were able to apply Kotter's eight steps to leading change to influence and create a sense of urgency for change and food security.
- Leadership is regarded as a critical factor in the initiation and implementation of the transformation program for agricultural change. Some trained agents of change have aligned activities with GTP, and adopted transformational leadership qualities such as renewed commitment and restructured systems to accomplish goals. In Amhara BOA, for example, the Planning Directorate introduced a system that complemented the BPR where staff discussed daily activities and outcomes. The system enhanced the Directorate's efficiency and cut the time to communicate information with farmers by half. As a result of this new system, staff was able to respond more quickly to the needs of farmers during a locust outbreak in August 2012, reducing crop losses.
- Another transformational leadership practice also comes from Amhara Livestock Agency, whose leaders took staff involvement and planning to the next level. Staff critically reviewed key performance indicators and found that livestock productivity in the region was too low to meet the Growth and Transformation Plan targets. They then identified the root causes of the low milk productivity in the region and introduced a new technology involving hormone synchronization that resulted in a 50 percent increase in milk production. The Agency has now scaled up the technology and is expecting to see milk production in the region continue to rise significantly.
- Individuals have also applied Kotter's eight leadership principles to motivate and effect change. Ato Mastewal Ejigu, a project coordinator in the regional bureau of agriculture in Amhara, applied the participatory principles he learned during the training to determine the reasons for his community's reluctance to complete the construction of a dam. Through discussions with community members, he realized that lack of self-reliance, vision, coordination for inclusiveness and collective planning were some of the principal barriers to complete the project. He and his colleagues then developed several tools for community mobilization. Applying these tools, they led several participatory sessions with community leaders to strengthen the cooperative and user associations. The result was consensus among people of all genders and age groups in the two pilot communities benefiting from the dam: Upper Quashni and Tinishu Fetam.
- The heightened level of awareness in food security and sense of urgency has triggered specialists in Amhara region to come up with innovative ways of increasing production and productivity. Thus, the regional soil and animal laboratory heads, who attended the

leadership training, pooled resources together, and introduced environmentally friendly bio-fertilizer to replace chemical fertilizer for legumes crops at affordable practices. The practice has doubled production of beans. The regional government decided to purchase the necessary equipment to enable the soil laboratory to produce the bio-fertilizer sustainably for wider distribution.

- Some promising emerging impacts of the study tour involve diffusion of best practices in agriculture and climate adaptation. Scientists and researchers who visited a biotechnology farm in Jima have started scaling up banana tissue culture technology. For years, researchers have been trying to introduce banana to Amhara region, but the pace was slow and the variety not so well adapted. Now that they can upscale the technology, the bureau is upbeat about its impact on food security in the region. Another example of best practice diffusion is water harvesting. Improved water harvesting technology, adopted by farmers in Chiro, Harar, has become successful beyond imagination.
- In the study tour conducted in SNNPR, BOA experts have been excited with plant propagation techniques through grafting of Israel variety avocado with local variety which reduced fruit bearing period from 7 to 3 years. Most participants have requested USAID-CIAFS to organize further training to disseminate this practice in their respective regions. Carbon financing and harvesting in Humbo, SNNPR, where participatory forest management is conducted by communities, created a lot of awareness about climate change adaptation and participants from Amhara and Tigray regional bureaus of agriculture have now developed action plans to replicate the practice in their regions.
- Another major outcome of the project is creating the institutional setup for a coordinated planning and monitoring system. A sensitization workshop held earlier this year brought together for the first time planning heads, deputies, and M&E specialists from the regional bureaus and federal PPD to discuss and agree on harmonizing planning tools and approaches and data management. The workshop, now formally recognized by the Ministry, is institutionalized as an important forum to bridge the gap between regions and federal and is held bi-annually with the active participation and leadership of the Ministry of Agriculture and donor projects. The bi-annual planning and M&E workshop shadows the national PPD Council quarterly meeting comprising of all the regional bureau heads in the country that is chaired by the Minister for Agriculture and recommendations and suggestions from the bi-annual PPD planning and M&E workshop are presented to the Council meeting for action. Other federal ministries, including the Ministry of Trade, have emulated this model and organize periodic meetings with the regions to increase their efficiency in planning and M&E.

### **Doing Agribusiness**

A large number of the trainees who attended the competitiveness and entrepreneurship trainings have gained special skills they have put to use expanding existing businesses and/or starting new ventures. Nearly all the participants are now able to prepare bankable business plans, while a large majority of the trainees can negotiate business deals and raise capital. Their management and leadership competency has also increased as a result of the trainings. Up to 94 percent said they increased production and productivity by identifying potential products that compete in the market. Equally, more than two-third are now accessing the services provided by public organizations such as the Quality and Standards Authority and the Animal Health Lab for testing and grading of export products like honey and issuing certificates. Up to 87 percent are able to search available opportunities and created international market linkages with potential importers of commodities.

**Table 9: Application of competitiveness training**

Parameters	Level of application in percentage		
	Large extent	Some extent	Nothing at all
Increased production and productivity by identifying potential products that compete in the market	38	56	7
Maintaining product quality and standards	45	45	9
Using the services of organizations/institutions working on quality and standards	33	42	26
Searching available opportunities to create market (international and/or local) linkage	32	55	14

**Table 10: Application of entrepreneurship training**

Parameters	Level of application in percentage		
	Large extent	Some extent	Nothing at all
Personal entrepreneurial competencies developed	60	40	-
Able to prepare business plan	78	22	
Generating new business ideas	41	37	22
Able to raise capital for business	11	42	47
Able to perform business negotiations	36	39	25
Improvement in leadership	67	29	4

The assessment also looked into outcome level impacts attributable to the training. Here again, the results are encouraging (Table 11). More than 80 percent have expanded their business using the skills and knowledge gained from the training. Nearly 70 percent have started new businesses while 30 percent have got a foothold in the international market. Just fewer than 80 percent have increased their profit margin, partly by controlling costs but also by improving product quality and meeting consumer demands and expectations.

**Table 11: Outcome Level Impact**

Parameters	Level of change in percentage		
	Large extent	Some extent	Nothing at all
Existing business expanded	43	43	15
New business venture started	20	49	32
Product acceptance increased in local markets	40	33	28
Exported to international market	21	10	69
Revenue improved	35	42	23
Cost of production managed	24	44	32

More concrete examples of impact are highlighted below:

- Meat producers have started to access the animal laboratory after learning its services during the training and study visit. An important example in this regard is Ato Geberhiwot Abraha, who owns a swine farm in Gondar. A few days after attending USAID-CIAFS training and study visit to the national lab in Sebeta, Geberhiwot called to thank CIAFS for saving his farm. On a follow-up, the project learned that Geberehiwot bought 20 pigs from local suppliers a few days after the training. Within days, all 20 pigs died due to a fast spreading disease. However, thanks to the information he gained from the training, Gebrehiwot knew to keep newly-purchased animals separate from other animals for several days. This information prevented the spread of the infection throughout the herd. “If it had not been for USAID-CIAFS training, where I learned the need for keeping newly-bought animals in quarantine for some time,” Gebrehiwot remarked, “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.” Gebrehiwot 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. Geberhiwot contacted a veterinarian at the National Animal Health and Diagnostic Center (NAHDIC), who he met at CIAFS training, to ask for diagnostic services. The veterinarian happily took samples from the pigs and did investigations. The veterinarian at NAHDIC is optimistic that the investigation is a breakthrough in controlling pig disease in the region and in the country at large. NAHDIC will use the findings of the investigation as input for their plans in subsequent years. USAID-CIAFS is planning to further document the developments in this regard in the coming months.
- Agribusinesses have also utilized the training to improve the quality of cereals/grains produced. Before the training their knowledge on grades and standards was very minimal. But after the training, they worked hard for quality and achieved impressive results in increasing their market share. Recently, USAID-CIAFS learned that one of the trainees in Shone, SNNPR, Ato Elias Hilina, has been able to transform his business from a retailer into an exporter. Ato Elias learned about standards and grades during the CIAFS training and applied this to supply the market with quality haricot beans. His investment paid off instantly. He sold graded beans to a Kenyan buyer at an attractive price earning him more than \$1,580 in net income. The beans turned out to have a very high demand in Kenya and Elias has now obtained an export permit. Today, Elias has become an important exporter of agricultural products in SNNPR; he diversified his portfolio since then, exporting ginger, red kidney beans, coriander, and ground nuts.
- Ato Yimam in Amhara region learned about seed standards at a USAID-CIAFS training; he then invested in improving seed standards, resulting in a very high demand for his seeds. While a lot of seed farms in Amhara lost their licenses for failing to meet standards, Ato Yimam’s farm received appreciation and acknowledgement from the Amhara BOA for producing high-quality seeds. His seeds have indirectly to increased productivity of hundreds of small farmers in the region.
- Trainees from the dairy sector have applied the competitiveness concept to their product. W/ro Hirut owns a milk processing machine in Deber Berhan. Before the training, her farm was losing money during fasting seasons. Following the training, Hirut has become aware of the possibilities of extending the shelf life of milk products. She pursued the idea and, with support from an NGO, is able to preserve milk products for several months to withstand a tumble in demand due to fasting or otherwise.
- Coffee exporters have entered the world market by introducing quality packaging material and high-quality coffee bean selection. Some of them are using aluminum foil packaging material and have increased the market share of their roasted coffee. W/r Aynadis started adopted improved packaging material like aluminum foil and as a result, the demand for her

coffee increased both domestically and in international markets. Ato Menilik Habtu and his colleague applied the entrepreneurship skills they learned to make well-informed decisions about grading, pricing and packaging coffee to best meet buyer demands. They forged an international network with the US based companies and diaspora and acquired machinery for grinding and packing quality coffee processing for export. As a result they saw dramatic increases in sales and incomes. They claim that the competitiveness and entrepreneurship training helped them to do value addition work and export processed coffee.

- USAID-CIAFS has also made a significant contribution to the honey sector. Rahi Mar, a honey processing company, started to work in close collaboration with Honey Association after attending the private-sector training. As a result of this, the company started to export honey. To increase honey supply, the company introduced contract farming, provided technical training and introduced modern equipment to beekeepers around Adama, boosting productivity tremendously. The company has also introduced some tree seedlings to boost the production of honey.
- One of the most valuable outcomes of USAID-CIAFS trainings are the network opportunities afforded to participants. For example, Ato Menilik Habtu, the President of the Coffee Roasters Association, got the opportunity to meet representatives from the Ministry of Trade, the Ministry of Agriculture, and the Ministry of Industry. He brought up a case that he has been trying to get settled for months. The case was swinging from one Ministry to the other. That event, however, presented an opportunity for the Ministries to discuss the case in person and it was settled there and then. “That crucial decision,” Menilik said, “is helping businesses in the coffee sector to be more competitive in the export market.”

#### 4.8 Capacity Building in Communications

Backed by Fintrac home office communications specialists, USAID-CIAFS has accomplished almost all the planned activities for the year, as summarized in the table below. It has prepared success stories, tools for transformation, briefs, reports, proceedings, and journals disseminated at workshops and directly to the stakeholders. Major activities – ongoing and accomplished –are elaborated below:

**Table 12: Component Seven: Communications**

	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
7.1	Prepare quarterly reports				
	# quarterly reports	4	4	100%	Completed
7.2	Prepare monthly updates				
	# updates	12	12	100%	Completed
7.3	Prepare annual report				
	# annual reports	1	1	100%	Completed
7.4	Research, produce and disseminate success stories				
	# snapshots	4	5	125%	Completed
7.5	Agents of change journal				
	# journals	4	2	50%	Low initial participation by agents of change
7.6	Tools for transformation				
	# briefs	12	3	25%	Prepared by Fintrac HO
7.7	Briefs and videos for training				
	# videos	7	-		Rolled over
7.8	BP study tour proceedings				
	# proceedings	1	1	100%	Ready for publication
7.9	BP consolidated report				

	# reports	1	-		Ongoing
7.10	Training in documentary material preparation		-		
	# participants	20	-		Rolled over to November, 2013
7.11	Policy briefs				
	# briefs	5	-		Not in plan; ongoing
7.12	FTF workshop proceedings				
	# proceedings	-	4	-	Not in plan; completed

#### 4.8.1 Periodic reports

The project has prepared and submitted on time bi-weekly, monthly and quarterly reports to USAID. The quarterly reports are also shared with the MOA through the Taskforce.

#### 4.8.2 Success stories

Success stories capture changes at an outcome level as a result of USAID-CIAFS training and study visits. These changes are validated through field visits and interviews. The findings are documented and snapshots are prepared for distribution. In Year III, the project has prepared and disseminated five success stories, one more than planned.

#### 4.8.3 Agents of change journal

The journal was intended to be a platform for agents of change to communicate and to share experiences as well as challenges. USAID-CIAFS also uses the journal to disseminate best practices and technologies to agents of change. Participation of the agents of change was rather slow at the initial stage and because of this 50 percent of the planned target was achieved during the year.

#### 4.8.4 Tools for Transformation

“Tools for Transformation” are prepared by Fintrac’s home office team on agricultural practices, technologies, innovations, and improvements that have proven successful in Ethiopia. The briefs are intended to motivate practitioners to scale up the practices. In Year III, three of the planned 12 briefs were prepared and distributed. CIAFS has been receiving encouraging feedback on the briefs so far and it will continue to prepare more briefs in the come year.

#### 4.8.5 Prepare briefs and videos for training

Communications has completed the background work to prepare seven videos and accompanying briefs based on the proceedings of the study tours conducted last year. The activity was rolled over due to the difficulty in identifying a competent local service provider.

#### 4.8.6 Best practice study tour proceedings

USAID-CIAFS organized tours of 21 successful agriculture practices for senior leaders from the MOA and BOAs. These practices are documented and proceedings are prepared for publication. CIAFS has finalized contract negotiations with a service providing firm to print the proceedings.

#### 4.8.7 Best practice study tour report

USAID-CIAFS has also organized the second round of the best practice tour for MOA and BOA staff. The project is preparing a report on these practices, which will be merged with the best practice assessment conducted in the previous year by a consultant. The consolidated report will be published for dissemination to stakeholders.

#### 4.8.8 Training in documentary material preparation

Working closely with the public relations directorate of the FMOA and the regional counterparts, USAID-CIAFS subcontracted a consulting firm to deliver a six-day training for 15 to 20 specialists to enhance documentation and improve advocacy and outreach services of the Ministry in three important components: shooting/camera use, storyboarding/script writing, and video editing.

#### 4.8.9 Publish policy briefs

Communications will publish five policy briefs from the studies conducted to impact the enabling environment: seed certification, fertilizer procurement and marketing, and contract farming. Briefs will also be prepared from the planned impact studies on leadership and agribusiness.

#### 4.8.10 FTF workshop proceedings

Besides organizing quarterly FTF workshops, USAID-CIAFS has also been supporting the USAID/Ethiopia in writing up proceedings of these workshops. In the Year III, the team prepared proceedings of two quarterly workshops: nutrition and push-pull model assessment.

### 4.9 Ad Hoc Activities

As a demand-driven project, ad hoc request for funding come from stakeholders, especially from the Ministry of Agriculture. Some of the requests are beyond the scope of the project. Some are too expensive to fund or their predicted outcome is not straightforward enough to justify resource allocation. In Year III, CIAFS funded only one ad hoc request.

**Table 13: Ad hoc activities**

	Activity/Unit	Year III			Remarks
		Target	Achieved	% Target Achieved	
I	<b>Haramaya Dialogue III</b>				
	# participants	78	127	162%	This unplanned activity was successfully implemented
	# proceedings copies	300	-	-	Under preparation

USAID-CIAFS, EIAR, and Haramaya University jointly organized the Third Dialogue on Ethiopian Agriculture under the theme of “Agricultural Research for National Development in the Face of Climate Change and Food Security” at Haramaya University. The purpose of the dialogue was to provide a platform to stakeholders to deliberate on the topic and set clear recommendations on linking agricultural research with farmers and development work in general. 127 participants were in attendance. These included scientists, members of parliament and stakeholders drawn from the Ministry of Agriculture, the Ministry of Education, and universities. Eight presentations were made, including a presentation by USAID-CIAFS, and discussions held on each presentation. As a way forward, the EIAR and Haramaya University were entrusted with taking up the issues with policy makers and follow up implementation. Members of parliament who attended the meeting also pledged to bring the recommendations to the attention of parliament. USAID-CIAFS and Haramaya University are preparing the proceedings for publication.

## 5. MAJOR CHALLENGES

Major challenges encountered during the year are also highlighted as lessons learned and are listed below:

- **Lengthy Buy-In Process** – To ensure successful implementation, USAID-CIAFS must engage in thorough consultation and consensus building with important stakeholders within the directorates and departments of the MOA and BOAs, as well as with the private sector before beginning activities. The process of obtaining buy-in is often lengthy and as a result implementation of activities could be delayed for weeks or even months. Even after creating understanding, some directorates or departments could not commit to the planned implementation schedule, causing difficulties with vendors and unnecessary delays. This is the case with the climate change study visit. A number of sites were identified for the visit in SNNPR and accordingly the regional bureau was requested to facilitate this and also participate in the visit itself. Despite repeated efforts and verbal commitment by the concerned authorities, neither of the requests was addressed by the bureau. Likewise, the Extension Directorate of the MOA was coordinating the visit by liaising with the regions and farms. But this proved too cumbersome to the Directorate that eventually USAID-CIAFS had to manage the process. Further complicating the issue is that fact that several times over the past year, obtaining the necessary approvals from USAID has been a protracted process, and sometimes approvals are provided just few days before implementation. This has been a recurring source of stress on project staff, and has had a negative impact on the project's relationship with local vendors and service providers.
- **High Staff Turnover at MOA** – USAID-CIAFS loses the time and energy in explaining the activities and obtains buy-in every time there is a change in staff at the MOA and BOAs. Starting the whole process anew every time there is a staff turnover negatively impacted implementation schedules.
- **Low Consultancy Rate Impeding Private Sector Hiring** – Hiring capable consultant at the USAID going rate continuous to be an enduring problem for the project. Certain activities, such as conducting technical studies and workshop facilitation require specialized skills and experience, but at times getting the right person for such jobs proved very difficult. Often consultant fees are three to four times higher than the USAID allowable rate and this is impeding implementation. USAID-CIAFS would like to see USAID implement the 2013 Local Compensation Plan of \$150/day.
- **Integrating Women in Training** – USAID-CIAFS made a conscious effort to ensure the equitable participation of women in its activities. It has set a target of 20 percent for female participants in all training programs and to achieve this target it has applied the criterion of “positive discrimination” for selection and yet women comprised only 14 percent of project trainees, falling short of work plan targets. One reason for this is that there are few women in leadership positions in the Ministry of Agriculture, both at the federal and regional levels. By comparison, the proportion of women trainees from the private sector is 40 percent, precisely because training programs specifically target female entrepreneurs and leaders of women's associations in trade and agriculture.
- **Working with local NGOs** – The 30-70 percent capping on NGOs and professional associations posed serious problems for the project. As USAID-CIAFS is a small team, many activities are outsourced to competent local partners but the 30 percent (administration) and 70 percent (project per se) share of the budget and the narrow definition of this ratio (e.g. training is administration cost) means that the project could not hire NGOs and professional associations for certain types of partner fund or fixed price contracts. This capping compels the project to engage consulting firms many of whom lack internal capacity to manage funds and execute activities.

## ANNEX I. SUCCESS STORIES

# Training Helps Agribusiness Expand

**Thanks to key strategies learned at a USAID-CIAFS training, one small business owner increased his sales by 40 percent.**



*Photo by Fintrac Inc.*

Representatives from agribusinesses discussed market trends and shared tips for business planning at an entrepreneurship training.

**“The new business has started to pay dividends and the best is yet to come.”**

*- Mohammed Edris,*

*Owner, Fasil Oil Company*

By improving the entrepreneurial and basic business skills of the private sector, USAID’s Capacity to Improve Agriculture and Food Security (CIAFS) project enables Ethiopian agribusinesses to increase their competitiveness and expand their operations. In May 2012, USAID-CIAFS delivered its second entrepreneurship training targeting private-sector representatives. A total of 81 business managers participated, including Mohammed Edris, owner of Fasil Cooking Oil Company, an oil processing facility with seven full-time employees in Amhara.

Fasil Oil Company processes niger seeds, sunflower seeds, and groundnuts into cooking oil for sale in the local market. During the five-day training, Edris learned how to analyze market trends and apply that information to his business decisions. He and the other participants also learned the basics of business plan development, product pricing, advertising, funding, sales forecasting, and financial analysis.

The training provided a forum for Edris to evaluate the operations and performance of his company in the context of fellow agribusiness owners; learn about effective business practices; and prepare to expand into new operations.

After the training, Edris put his new skills and knowledge to use, revising his inventory management according to market trends, which helped save money on storage and ensured he had enough seed in

# 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

# Training Leads to Improved Irrigation Management

**CIAFS-trained agent of change uses new skills to engage community, and increase irrigated land area**



*Photo by Fintrac Inc.*

Thanks to Mastewal Ejigu using the leadership tools he learned from USAID-CIAFS training, his community now fully supports a new irrigation system, increasing access to water for 701 farmers.

**"If we facilitate better engagement and catalyze cooperation for planning and managing resources, more farmers will benefit."**

-Mastewal Ejigu, Coordinator for PASIDP

One of the major challenges that Mastewal Ejigu Ademe faces when addressing resource management concerns is lack of community engagement. As a coordinator for the International Fund for Agriculture Development's Participatory Small-Scale Irrigation Development Program (PASIDP) within the Amhara Bureau of Agriculture, he noticed that his irrigation project was not progressing because of a growing distrust among community members. Farmers were reluctant to embrace new technologies because they associated them with sources of conflict, and stakeholders did not understand the underlying issues.

In May 2011, Mastewal had the opportunity to attend a leadership training led by USAID's Capacity to Improve Agriculture and Food Security (USAID-CIAFS) project. Mastewal used knowledge from the training to build consensus on project goals among people of all genders and age groups in two pilot communities in Amhara: Upper-Quashni and Tinishu Fetam. USAID-CIAFS's trainees had learned and practiced key skills needed for successful project implementation including cultivating community involvement, setting goals, identifying root causes for barriers, and promoting action among stakeholders.

Mastewal applied the participatory principles he learned during the training to determine the reasons for community discord. Through talks with community members, he realized that lack of vision, self-reliance, coordination, collective planning, strategic thinking, equity, inclusiveness, and a sense of urgency were some of the barriers to development. After identifying the issues, he worked with colleagues and developed tools to address them. Using these tools, Mastewal led participatory sessions to strengthen community involvement and ownership, significantly enhancing communication among community members and other key stakeholders. The result was an increased sense of project ownership among beneficiaries, and better community commitment to completing the project.

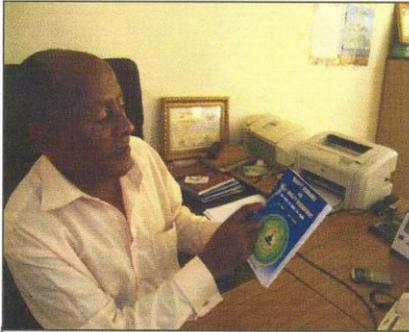
As a result of Mastewal's efforts and the improved coordination, irrigable land has increased in trial areas. Nearly 701 farmers now have access to irrigated water for their crops in Upper-Quashni.

"Through my own experience, I have learned that if we facilitate better engagement and catalyze cooperation for planning and managing resources, more farmers will benefit from the development of irrigation and water resources," Mastewal said after witnessing the results of intensified community involvement.

To date, USAID-CIAFS has provided training on leadership, entrepreneurship, and competitiveness to 663 public sector employees of the Ministry of Agriculture and regional Bureaus of Agriculture in Amhara, Oromia, and Tigray, and 281 members of the private sector and civil society. The trainings have improved the capacity of these agents of change and empowered them to transform their businesses and communities, improving agriculture and food security.

# CIAFS Trainings Help Improve Seed Quality

**By meeting quality standards, one seed company triples output and wins government recognition.**



*Photo by Fintrac Inc.*

Ato Tesema applied the knowledge gained in USAID-CIAFS trainings to improve both the quality of his seeds and his company's efficiency.

**“CIAFS trainings have taken my company to the next level in terms of competitiveness.”**

*Ato Yimam Tesema,*

*Owner, Yimam Tesema Small Scale Seed Enterprise*

Seed is a critical component of agricultural productivity, which Ethiopia relies on to meet the objectives of its Growth and Transformation Plan. The country is taking steps to improve the efficiency of the seed industry, including enhancing the role of the private sector.

Yimam Tesema Small Scale Seed Enterprise, established five years ago, is a private company that has produced and distributed more than 11,000 quintals of hybrid seeds. Its owner and manager, Ato Yimam Tesema, always knew that seed quality was important, but he did not know what steps to take to measure or ensure quality.

To address these gaps, Ato Tesema attended trainings on competitiveness, leadership, and entrepreneurship led by USAID's Capacity to Improve Agriculture and Food Security (CIAFS) project. The trainings focused on introducing quality to improve competitiveness, and ensuring quality through traceability, certification, standards, and testing services.

Using the contacts and knowledge he acquired during the trainings, Ato Tesema started looking for ways to improve the quality of his seeds, including additional research and staff education. He acquired additional seed standards, and invested in equipment for testing. With these measures of quality assurance, he labeled his products for compliance.

“[CIAFS] trainings have taken my company to the next level in terms of competitiveness,” he said.

The results of Ato Tesema's efforts were dramatic: the output from the quality hybrids was three times greater than the seeds he previously used, and his company quickly earned a reputation for quality. During one bad season, for which the government had to compensate many farmers for losses, the Yimam Tesema Small Scale Seed Enterprise won recognition for seed quality, and was promised new land in West Gojjam by the Bureau of Agriculture.

More and more trainees are reporting that USAID-CIAFS trainings have helped them streamline systems to be more efficient and responsive; increase incomes; raise quality standards; create jobs; and improve the working environment. USAID-CIAFS continues to deliver trainings, monitor their progress, and document and disseminate results.

## Trainings Inspire Oil Processors to Join Forces

**Working together, former competitors create new oil processing company capable of large-scale export production.**



*Photo by Fintrac Inc.*

Hasshim Swal had a vision to form a new business with his former competitors after attending the USAID-CIAFS training on collaborating to achieve common goals.

**“There are opportunities for all of us to develop and improve if we work together.”**

*Hasshim Swal*

*Owner, Nile Edible Oil*

Hasshim Swal, a 30-year-old small business owner, was skeptical of the benefits of investing in quality improvement for his sunflower and niger seed cooking oils. But after attending agribusiness trainings on competitiveness, training, and leadership held by USAID’s Capacity to Improve Agriculture and Food Security (CIAFS) project, Hasshim was convinced of the importance of quality products and cooperation for entrepreneurial success, and made changes that revolutionized his business.

After attending the January 2012 training on quality standards and processing and labeling requirements, Hasshim began investing in new inputs and equipment to attain a higher level of quality.

Guided by the Ethiopian Standards Agency, he selected higher quality seed for production, which improved the texture, taste, appearance, and acidity level of his oil. He followed the proper guidelines for packaging and labeling and received certification from the Ethiopian Conformity Assessment Agency, which allowed him to market his products as quality compliant.

Hasshim’s business is expanding rapidly. His monthly sales volume has risen 400 percent, from about 400 liters of oil before the changes to 1,600 liters today. With the additional income, he hired four additional employees, tripling the size of his company.

Hasshim attended a second round of USAID-CIAFS leadership and entrepreneurship training in May 2012 that focused on strategies for collaboration and streamlining operations. He left the training with a vision to establish a shared company with other small-scale oil producers.

After two months of research, planning, and lobbying, Hasshim led 30 oil producers – previously his competitors – in forming a new company, Nile Edible Oil. By pooling assets to invest in mechanization and increase their production, the company can reach export markets that are inaccessible to small processors. They are currently constructing a large oil processing plant capable of processing up to five tons of seeds a day.

USAID-CIAFS continues to provide follow-up and additional training to enable Hasshim and other private sector business leaders to apply new knowledge and skills to improve their businesses, services, incomes, and livelihoods.