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QUARTERLY REPORT #02 (JANUARY – MARCH, 2014) Capacity to Improve Agriculture and Food Security Project (USAID-CIAFS)



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



fintrac

Fintrac Inc.

www.fintrac.com
info@fintrac.com

US Virgin Islands
3077 Kronprindsens Gade 72
St. Thomas, USVI 00802
Tel: (340) 776-7600
Fax: (340) 776-7601

Washington, D.C.
1400 16th Street, NW, Suite 400
Washington, D.C. 20036 USA
Tel: (202) 462-8475
Fax: (202) 462-8478

USAID-CIAFS

6th Floor, K12 Building
Ethio-China Road
Addis Ababa, Ethiopia
Tel: + 251 (0)114 401 473
Fax: + 251 (0)114 403 649

Cover Photo: Group work at women entrepreneurship training organized by CIAFS, Gondar

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Acronyms

AMDe	Agribusiness and Market Development
ATA	Agricultural Transformation Agency
ATP	Agricultural Transformation Plan
BOA	Bureau of Agriculture
CEO	Chief Executive Officer
CIAFS	Capacity to Improve Agriculture and Food Security
CIRIS	Client Impact Results System
CFSP	Commercial Farm Service Program
COMESA	Common Market for Eastern and Southern Africa
COR	Contracting Officer Representative
CSA	Central Statistics Agency
DQA	Data Quality Analysis
ENGINE	Empowering New Generations in Improved Nutrition and Economic Opportunities
FMOA	Federal Ministry of Agriculture
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
GRAD	Graduation with Resilience to Achieve Sustainable Development
GCC	Global Climate Change
GIS	Geographic Information System
GTP	Growth and Transformation Plan
IFPRI	International Food Policy Research Institute
LMD	Livestock Marketing Development
LGP	Livestock Growth Program
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MOFA	Ministry of Federal Affairs
MoFED	Ministry of Finance and Economic Development
PPD	Public Private Dialogue
PRIME	Pastoralist Resiliency Improvement and Market Expansion
SNNPR	Southern nations, Nationalities and Peoples Region
ToT	Training of Trainers
TYA	Tigray Youth Association

I. EXECUTIVE SUMMARY

The Capacity to Improve Agriculture and Food Security (USAID-CIAFS) project is an important component of USAID-Ethiopia's new multi-year strategy under the FTF initiative. Objectives of FTF include increasing agricultural productivity, preserving natural resources, improving agricultural marketing, increasing the purchasing power of vulnerable households, and maximizing food security. Pursuant to this objective, USAID-CIAFS supports the MoA and regional BoAs build their human capital and institutional capacity for rational decision making and resource use to achieve the GTP/ATP objectives. The project also targets agribusiness associations and entrepreneurs from the private sector to enhance their competitiveness and participation in regional trade blocks. The project conducts analytical studies and documents and disseminates best practices in agriculture and climate change adaptation to raise awareness and impact public policy. USAID-CIAFS provides M&E related support, including DQAs to FTF partners and the USAID Mission to measure project performance. The project covers the primary regions of Tigray, Amhara, Oromiya and SNNPR, while some activities reach beyond to the pastoral regions of Somali and Afar. This is the second quarterly performance report for the USAID-CIAFS project, covering the period from January to March, 2014.

Key achievements in this quarter include:

- Delivering the second round of leadership training to 55 “agents of change” drawn from Tigray regional and zonal offices. The training was delivered by customizing the project’s standard leadership curriculum, which is based on Kotter’s change leadership principles and cross-cutting topics including climate change, nutrition security, gender, and social accountability and governance – the latter two being included recently.
- Delivering training to 85 CEOs, managers and association leaders involved in agro-processing and other value addition activities. Training topics included governance and agribusiness association leadership; business competitiveness in the context of regional trade blocks; business communication; and organizing Private-Public-Dialogue (PPD).
- Organizing the Third Bi-annual Planning and M&E Review Workshop in collaboration with the Ministry of Agriculture and the Agricultural Transformation Agency (ATA). Participants included 65 planners, M&E specialists and other senior representatives drawn from the regional bureaus of agriculture, allied offices and donors. The workshop reviewed the progress made by regions in meeting the GTP/ATP targets, analyzed lessons learned through efforts to harmonize planning, sector-wide M&E systems and other related initiatives.
- Initiating surveys to determine the impact of the project’s leadership training and best practice study visits conducted for senior representatives from the federal MoA, and the regional bureaus of Oromiya, Tigray and Amhara. This assessment will also provide case studies for in depth studies to develop into success stories.
- Organizing the first FTF partners’ quarterly meeting which deliberated on the “population baseline survey”, targets and progress achieved to date.
- Training Tigray Youth Association, a FTF project to use the FTF-MS system. Follow up and support was also provided to AMDe and CFSP projects, also FTF projects.
- Subcontracting a local firm to design and develop 10 extension videos based on data and reports from two rounds of best practice study tours.
- Hiring a consultant and initiated editing and formatting workshop proceedings, a ToT material and best practice study visit reports for publication.

2. HIGHLIGHTS OF ACTIVITIES AND RESULTS

2.1 STRATEGIC CAPACITY BUILDING

USAID-CIAFS and agents of change from the Tigray Regional Bureau of Agriculture successfully organized the second round of the leadership training in Mekelle on March 17-21, 2014. The training was conducted over five days and had 55 participants, drawn from various directorates, including agriculture and food security, climate change, natural resources, livestock, and research.

The goal of the training was to produce a cadre of agents of change – graduated leadership trainees - who will support agricultural transformation in Tigray Region. It was aimed at inspiring, energizing, and mobilizing trainees to be visionary and strategic leaders capable of harnessing creativity and innovation to steer the Agricultural Transformation Plan (ATP). Central to the curriculum were Kotter’s principles of leading change. The principles were discussed alongside adult learning proverb and combined with a number of interactive games. Other components of the curriculum, including change management, climate change and food security, and nutrition security were discussed in the regional context.

This quarter, USAID-CIAFS updated the curriculum to include two new components: social accountability and governance. A recent workshop of USAID and FTF projects discussed the importance of the subject for developing accountable leadership in the country and, accordingly, a consensus was reached to pilot test it by integrating into CIAFS leadership training program. New curriculum was thus crafted to cover such topics as community participation in budgeting, transparency in project design, and accountability to local communities. Integrating the topic into CIAFS leadership curriculum has an added value to the CIAFS capacity building program. The Ethiopian government recognises that

Governance: What is it? Why is it important to me?

- GoE: Good governance requires public input and monitoring
- Transparency is critical
- Accountable governance is a USAID/Ethiopia goal
- Participatory governance builds sustainable results

Social Accountability: What is required?

- Informed and empowered citizens, engaged government
- Community participation; gender equity; sense of ownership
- Increased social capital; officials held accountable
- Public officials feel/act accountable
- Communities, local governments (*woredas*) collaborate

Public Participation: Ethiopia’s Emerging Pathway

- Information, on budgets and standards
- Community scorecard; participatory budgeting; joint planning
- Feedback/complaints/resolution; building social capital
- Making social accountability a good governance practice

accountability and good governance are fundamental to the successful implementation of the transformation agenda and in this respect several activities are underway in the country. CIAFS training of the regional BoA leaders complements ongoing initiatives.

The social accountability component was led by Edward Demarco, a Senior Cross-Cutting DG Advisor from USAID and facilitator of many previous FTF project meetings. The component was complemented by a case study on social accountability practices from the Tigray region and presented by Aba Hawi, an inspirational speaker from Abraha Atsbaha (a community of villages). The case study showed how the farming community of Abraha Atsbaha applied the principles of good governance and social accountability and how they implemented transparent and participatory development programs to improve local food security and livelihoods.

Trainees expressed great appreciation for the work of USAID-CIAFS and the regional bureau in organising the event and indicated their intention to apply the tools and knowledge they gained for better food security and climate change adaptation in Tigray. Following the event, trainees rated the treatment of the subject and execution of the training very highly. They noted that leadership

without accountability is meaningless and emphasized that adequate time should be allocated to discuss the subject more comprehensively in future trainings. Further feedback indicated that the subject should be taught to more senior representatives in the regional and district bureau staff to broaden their views and improve their leadership, so that they can understand and appreciate their roles as true agents of change. The training was officially closed with a remark by the deputy bureau head, who appreciated the work of CIAFS. He requested that CIAFS organize a similar training for district officials in the future.

2.2 COMPETITIVENESS AND ENABLING ENVIRONMENT FOR AGRIBUSINESS

The agribusiness sector plays an important role in Ethiopia's drive for transformation. However, agribusiness managers have limited experience in working with authorities to improve the enabling environment; they lack modern communication skills and business acumen to get a foothold in regional markets. At the same time, the capacity of sectoral associations, to which most agribusinesses are affiliated, is too low to provide services to members that leverage government support for better policy directives. By imparting knowledge and skills in a broad range of subjects, agribusiness firms can increase their productivity and be competitive.

Pursuant to this objective, USAID-CIAFS conducted a training on Competitiveness and Enabling Environment (Module III) in Adama from March 10-14, 2014. In attendance were 85 CEOs, managers, and association leaders drawn from key sectoral associations involved in agro-processing, agribusiness and other value addition activities. The modular curriculum, developed with input from local experts, covered four major themes:

1. Governance and agribusiness association leadership
2. Business competitiveness in the context of regional trade blocks
3. Business communication
4. Organising Private-Public-Dialogue (PPD)

The training was demand-driven and was requested by the national sectoral association on behalf of its members. Based on their request, it was designed to inculcate basic knowledge in leading agribusiness associations, good governance structures, and improving business skills and practices to increase competitiveness. Participants were also taught agribusiness communication and networking skills and the standard tools developed by the World Bank to conduct Private-Public Dialogues for agribusiness environment.¹

The first session of the training focused on the concepts and principles related to governance. Some of these included: an overview and definition of good governance; the attributes of good governance; and the impact of good governance in civil service organization and agribusiness associations. Lessons of good governance shared by participants were drawn from the experiences in a number of association and regional contexts, along with highlighting challenges and opportunities for further improvement. To expand on this, further domestic and international experiences of good governance were highlighted by the trainers to provoke discussion and compare with the practices in the country.

The second session focused on competitiveness in agribusiness, covering topics such as quality, productivity, efficiency, effectiveness, certification, branding, traceability, customer requirements, and value chains. With the help of the trainers, participants assessed their marketing, financial, human, and operational management styles and explored how their current practices might impinge on the

¹ Herzberg, B. and Andrew, W. (2006) "Public-Private Dialogue Handbook: A Toolkit for Business Environment Reformers", World Bank.

growth of their enterprise. This assessment resulted in improved financial management and business plan formulation.

The third session of the training included the related topics of export management, competitiveness, and business communication. The major areas of focus were in this session were:

- Business contract negotiation
- Business networking
- Regional market opportunities and penetration strategy with emphasis on the COMESA Free Trade Area
- Export organization, management, and documentation
- Forms of payment and use of banking service in international trade

In exploring export management and competitiveness, international commercial terms and their implications for agribusiness competitiveness in Ethiopia were discussed. In addition, there was intense interest and passionate debate among participants about what Ethiopian agribusinesses need to do to gain a foothold in COMESA and benefit from the regional market. The topic of business communication was covered in the context of competitiveness and focused on principles and concepts of business communication, various types of business communication, skills necessary for successful business communication, and barriers to communication. The discussion also addressed the use of modern communication technology, communication in multicultural environments, and their implications for competitiveness in the international market.

The final session of the training focused on Public-Private Dialogue (PPDs). It was conducted in the context of Ethiopian agribusiness with representatives from key government offices, including the federal and regional investment bureaus. The session explored how policies, infrastructure, and organizations in Ethiopia support agro-processing development across the country. These included private sector development policies and institutions, infrastructure, access to services, and laws and regulations. Upon completion of the session, participants agreed that PPDs will benefit them in several key ways:

- Facilitating investment climate reforms by supporting promoters
- Promoting better diagnosis of investment climate and policy reforms
- Making policy reforms easier to implement
- Promoting transparency and good governance by setting example of openness
- Building an atmosphere of mutual trust and understanding between public and private sectors

2.3 THE THIRD BI-ANNUAL PLANNING AND M&E REVIEW WORKSHOP

In the current structure of the MoA, linkages between regions and the federal are weak, planning tools and approaches are not standardized, and data flows irregularly for decision-making. Considering this, CIAFS has organized two bi-annual workshops with the strategic objective of linking regional planning and M&E systems with the federal MoA for more dependable planning of activities and resources, harmonization of indicators, and regular flow of M&E information.

Building on previous bi-annual meetings, USAID-CIAFS organized the Third Biannual Planning and M&E Review Workshop in collaboration with the Ministry of Agriculture and the Agricultural Transformation Agency (ATA). The two-day national event was held in Hawassa on February 21 and 22, 2014, with 65 participants (12 percent women) drawn from the regional bureaus of SNNPR, Oromiya, Tigray, Amhara, Afar, Dire Dawa. Participants were also drawn from the Federal Ministry of Agriculture and allied offices such as MoFED, National Planning Commission, CSA, Seed

Enterprises, Institute of Agricultural Research, Cooperative Agency, and the National Animal Health Centre. Amongst donor participants, the FAO and the World Bank were invited to present their sector-wide database and M&E system.

The workshop reviewed the progress made by regions in meeting the GTP/ATP targets, and explored lessons learned through efforts to harmonize planning and instituting coordinated M&E and reporting systems. Participants also reviewed the FMOA's report on the implementation of the recommendations from the Second Biannual workshop, as well as the progress made toward a sector-wide M&E system. Throughout the process, workshop participants shared their experiences and perspectives with their colleagues and formulated strategies for achieving further progress.

This was the third consecutive biannual workshop organized by USAID-CIAFS with the explicit objective of supporting the Ministry to build its planning and M&E capacity. The two most recent workshops were organized in collaboration with the Agricultural Transformation Agency (ATA) on a cost sharing basis. ATA contributed M&E expenses for all participants, including for those from Emerging Regions (Afar, Somali, Benshangul and Gambella), while travel costs for trainees from the primary, federal, Afar, and Somali regions were largely paid for by USAID-CIAFS. As a result of its success, the workshop is recognized by the MoA as an important platform to strengthen vertical and horizontal linkages and coordination between the Federal MoA and the regional bureaus of agriculture. Thus, the event has been institutionalised as an important date in the Ministry's calendar. Further, collaboration with ATA and donor projects is supporting the USAID-CIAFS exit strategy as it provides continuity and sustainability to the institution created. The PPD will be able to leverage resources from these actors through the Planning and M&E taskforce - itself a product of the bi-annual planning workshop – to periodically organise the review workshop.

2.4 IMPACT ASSESSMENTS AND SUCCESS STORIES

In order to gauge emerging impacts, USAID-CIAFS conducts impact assessments six months after delivering capacity building trainings and study tours of best agriculture and climate change practices. The main objective of the assessment is to measure emerging changes and determine the relevance, effectiveness, and lessons learned from the program. In the past, the project has conducted a comprehensive assessment of the impact of the leadership and agribusiness training and domestic study visits and disseminated the findings to stakeholders through workshops and publications.

The second round of USAID-CIAFS impact assessment is currently underway. The project's M&E team, supported by data collectors, is hard at work measuring the impact of the project leadership trainings and study tours. The assessment of the leadership training delivered to Oromiya BoA is near completion. The assessment of the training delivered to FMOA will begin soon, possibly in the first week of April, 2014. The assessment in Tigray is scheduled to begin as soon as the bureau staff, currently involved in the annual agriculture campaign, is available for interviews and focus group discussions, which is expected to happen in early April. The assessment will measure the impact of two in-country study tours organized for participants from the federal MoA and the regional bureaus of Amhara, Oromiya and Tigray. It will evaluate the initiatives undertaken by participants following the tours to apply the best practices learned in their localities. The project M&E team has already conducted the assessment in the Amhara and Oromiya regions, and the assessment in Tigray is projected to happen in early April.

These two impact assessments, in addition to measuring impact through qualitative and quantitative data derived from a census population, will also help to identify specific cases that can be studied in depth to produce project success stories. Thus far, USAID-CIAFS has identified 14 such cases during the impact assessment. Efforts are in progress to validate these cases along with another 26 potential cases drawn from a list of several hundred. In order to ensure that the assessment is comprehensive enough, the project plans for all program staff to be involved in success story collection throughout

the month of April using a rapid rural appraisal technique. These success stories will be essential to gauging emerging changes and impacts attributable to USAID-CIAFS assistance.

2.5 FEED THE FUTURE PARTNERS' QUARTERLY MEETING

Consistent with its mandate to provide M&E support to the USAID-Ethiopia mission, USAID-CIAFS sponsored the first FTF quarterly partners' coordination meeting of 2014 on February 7. The meeting brought together 57 participants from USAID, the Bureau for Food Security, the USDA, and FTF projects. Activities included a participatory review of the population baseline survey conducted by IFPRI, the Feed the Future Monitoring System (FTF-MS), and performance of the AMDe, LMD, PRIME, GRAD, and ENGINE projects. The presentations stimulated critical discussions on how to align interventions to achieve higher-level outcomes and scale up activities into the zone of influence, thus maximizing impact.

2.6 FEED THE FUTURE MONITORING SYSTEM TRAINING TO PARTNERS

As part of USAID-CIAFS M&E capacity building work, the project M&E team provided a user's training on the Feed the Future Monitoring System (FTF-MS) for the M&E specialist from the Tigray Youth Association (TYA). TYA is implementing the Environmental Entrepreneurship Program (EEP) in the Tigray region, which is a USAID project recently launched under the FTF program. This training brings the total number of FTF partner projects trained by USAID-CIAFS to 12. In total, 17 key M&E specialists from all partner projects and a sizeable number of CORs and other senior persons from USAID were trained online and one-to-one in the operation and application of the FTF-MS system.

2.7 PARTICIPATION IN M&E CONFERENCE

USAID-CIAFS sponsored the participation of two of its staff—the M&E Manager and the Senior M&E Analyst—in an international conference on M&E. Organised by Fintrac Inc., the conference was held in Nairobi from February 11-14, 2014. At the conference, presentations, shared experiences, and stimulating discussion took place among participants from different countries in Africa, Asia and Latin America. Technical knowledge and skills in the application of SQL database, CIRIS report design, online ArcGIS, and advanced use of Excel were some of the important topics taught at the conference.

3. SUMMARY OF PLANNED ACTIVITIES FOR THE NEXT QUARTER

Stakeholder consultations and curriculum planning are in progress to implement several approved activities in the next quarter. The following is a summary of planned activities:

Women entrepreneurship training

Pending USAID approval, USAID-CIAFS plans to conduct a training targeting up to 120 women entrepreneurs. The training will be held in two rounds starting in the last week of April and running through the first week of May, 2014. The first round will train a group of 50 entrepreneurs in Hawassa and the second round will train a similar group in Gondar or Bahirdar.

PCM training

Building on previous training in Planning & Monitoring and GIS, USAID-CIAFS is organizing training on project cycle management (PCM). This training will be for approximately 115 planning and M&E specialists from the Federal Ministry of Agriculture, the regional bureaus of Amhara, Tigray, Oromiya, SNNPR, Somali, Afar, and other allied institutions and agencies. Designed in collaboration with the MoA/PPD, the training will be delivered in two sessions, each taking place over five days. The training is scheduled for late May 2014.

Nutrition security and leadership training

Preparations are nearly complete for a training on nutrition security for 60 to 70 senior representatives from the MoA and the regional BoAs. For this activity, consultants were identified through a competitive process to develop the curriculum and deliver the training. There will be two rounds of nutrition security training, which are scheduled for mid-May 2014. This training is organised in collaboration with USAID-ENGINE project.

Leadership training for mid-level managers

This training will target up to 120 mid-level decision-makers from the Federal Ministry of Agriculture and regional bureaus, with an expected 40 percent of the trainees being women. Documentation for USAID approval is currently being prepared for submission in the coming weeks. The training is planned for the end of May 2014.

Best practice dissemination

USAID-CIAFS will support Bahirdar, Mekelle, and Wollega Universities in packaging off-the-shelf research findings on the linkages between food security and climate change adaptation practices in the regional context. This research will be presented in regional workshops by the respective Universities to raise awareness and impact policy. USAID approval documentation is almost ready for submission, and implementation of this activity is planned for April, 2014.

Scaling up the GCC curriculum

The project has evaluated applications from Bahir Dar, Mekelle, and Hawassa universities to review and improve the climate change curriculum successfully developed by Dire Dawa University. The schools want to integrate the final product into their own MSc curriculums to train a cadre of specialists equipped with analytical skills in measuring GCC and its impacts. Pending USAID approval, USAID-CIAFS will support the three universities, with the awards being issued in April, 2014.

Study visit to Thailand

A study visit to Thailand is being organized for a high-level delegation from the federal MoA, the regional BoAs, and the private sector. The objective of the visit is to learn from Thai experience in agricultural transformation and to draw implications for agriculture and food security in Ethiopia. Focus of the visit will be on four major themes: extension design and delivery system; linking research with smallholders; post-harvest management; agricultural mechanization and smallholder specialization. The visit, designed in collaboration with the MoA, is scheduled to take place in May 2014.

International biotechnology conference

Preparations are underway to implement a biotechnology conference, designed in collaboration with the USDA, the Ethiopian Institute of Agricultural Research, the Ethiopian Academy of Sciences, and the Institute for Science and Sustainable Development/Addis Ababa University. The organizers have held meetings over the past quarter to define the focus of the conference, and to draw up a tentative agenda and list of participants. USAID-CIAFS will submit these items to the MoA for concurrence before proceeding with logistics and planning.

Finalizing documents and videos

USAID-CIAFS is editing reports from the two rounds of best practice study visits in agriculture and climate change. The project is also finalizing a report on an inventory of best practices, a ToT manual for pastoral communities, and the proceedings from the large-scale commercial agriculture workshop held last year. These documents will be published and disseminated in the following quarter. Additionally, the project has commissioned a local firm to prepare 10 videos based on topics addressed the best practice study tours for extension use. These videos will also be available to the MoA and the regional bureaus of agriculture next quarter.

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