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QUARTERLY REPORT #03 (APRIL – JUNE, 2014) Capacity to Improve Agriculture and Food Security Project (USAID-CIAFS)



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QUARTERLY REPORT #03 (APRIL – JUNE, 2014)

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



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Acronyms

ATA	Agricultural Transformation Agency
ATP	Agricultural Transformation Plan
BoA	Bureau of Agriculture
BDS	Business Development Services
CAADP	Comprehensive Africa Agriculture Development Program
CIAFS	Capacity to Improve Agriculture and Food Security
CRGE	Climate Resilient Green Economy
DQA	Data Quality Analysis
ENGINE	Empowering New Generations in Improved Nutrition and Economic Opportunities
FTF	Feed the Future
GCC	Global Climate Change
GIS	Geographic Information System
GMO	Genetically Modified Organisms
GTP	Growth and Transformation Plan
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
PCM	Project Cycle Management
PIF	Policy and Investment Frameworks
PPD	Public Private Dialogue
SNNPRR	Southern Nations, Nationalities and Peoples' Region
ToT	Training of Trainers
UNDP	United Nations Development Program

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 Feed the Future (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 Ministry of Agriculture (MoA) and regional Bureaus of Agriculture (BoAs) to build their human capital and institutional capacity for decision-making and resource use to achieve the GTP/ATP objectives by enhancing the competitiveness of private sector agribusiness associations and entrepreneurs. USAID-CIAFS also provides monitoring and evaluation (M&E) related support, including data quality assessments (DQAs) to FTF partners and the USAID Mission to measure project performance across the primary regions of Tigray, Amhara, Oromiya and Southern Nations, Nationalities and Peoples (SNNPR). This is the third quarterly performance report for the USAID-CIAFS project, covering the period April to June, 2014.

Key achievements in this quarter include:

- Organized two rounds of “Women’s Entrepreneurship” trainings for 71 women entrepreneurs drawn from Addis Ababa, Oromiya, SNNPR, Tigray and Ahmara.
- Organized the first Leadership Training focusing on nutrition security for 56 participants from the MoA, and regional BoAs of Amhara, Oromiya, SNNPR and Tigray; and the second round of training for 49 high level managers from the federal Ministry of Agriculture, allied institutions, as well as members of the Agricultural Standing Committee of the Federal Parliament.
- A total of 111 mid-level leaders from the MoA, Amhara and Tigray regional BoAs participated at the leadership training organised in two rounds. Participants included process coordinators, agricultural experts, case team coordinators, directors, researchers, extension experts, HR experts, and reform officers from various professional backgrounds.
- Designed a best practices study tour to Thailand for a high-level delegation of 13 leaders from the Ministry of Agriculture (MoA) to support Ethiopia’s effort to transform the agricultural sector. The tour is designed to expose MoA participants to improved extension practices that can be scaled or replicated in Ethiopia.
- Finalized preparations to convene an international conference on “Harnessing the Potential of Biotechnology for Food Security and Agricultural Transformation in Ethiopia”, which will take place August 21- 22 in Addis Ababa. The conference, organized at the request of the Ministry of Agriculture and 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, will bring together international experts and national policymakers to explore the potential role of biotechnology to improve agricultural production and food security in Ethiopia. There will be approximately 150 attendees, with 29 experts traveling from abroad.
- Produced nine short videos (10 – 12 minutes) that leverage lessons learned in the USAID-CIAFS best practices study tour to promote a range of topics, such as the cultivation of improved varieties of wheat and teff, soil conservation and management, and milk/dairy production. The videos will be provided to the Ministry of Agriculture to improve dissemination of best practices to farmers and to strengthen advocacy to service providers and policy makers.
- Conducted a field assessment that produced 10 cases of successful scale up of new practices such as water harvesting, integrated watershed management, and agriculture practices.
- Collected quantitative and qualitative data from trained agents of change and participants in study tours using population survey technique and started data sets in collaboration with the HO office M&E team. Completed a draft of the preliminary findings.

2. HIGHLIGHTS OF ACTIVITIES AND RESULTS

2.1 WOMEN'S ENTREPRENEURSHIP TRAINING

In recognition of the important role that the private sector plays for agricultural change and food security, USAID-CIAFS organized a series of training programs on Grades and Standards (Module I); Competitiveness and Entrepreneurial Leadership (Module II); Competitiveness in Agricultural Trade; Entrepreneurship Development and Creating Public Private Partnership through PPD (Module III); and Competitiveness and Enabling Environment for Agribusiness (Module IV). However, through the course of the project, USAID-CIAFS identified several challenges affecting women entrepreneurs' economic position, including low level of awareness, lack of opportunities for women to acquire skills and experiences in such areas as entrepreneurial competency development, leadership and business management, as well as the general attitude towards women in Ethiopian culture, which sometimes results in resistance to women's economic empowerment.

USAID-CIAFS organized a Women Entrepreneurship Development Program this quarter for women agribusiness operators, which were provided in two rounds in April and May 2014. The Capacity Building of Women Entrepreneurs program was developed to address capacity gaps among women engaged in small and medium businesses in Ethiopia and of Women Entrepreneurs Associations, the main institutions that support them. The program is strengthening the ability of women entrepreneurs under program Objective One –strategic capacity building activities for key agents of change.

The first round of the training was provided to 41 women entrepreneurs drawn from Addis Ababa, the Oromiya and SNNPR region's agribusiness sector. Organized in the capital of the SNNPR Region, Hawassa, from April 28 to May 1, the training covered such topics as: exploring and exploiting business opportunities, business management and communication, the enabling environment, and conducting successful Public-Private Dialogues (PPDs). The second round of the training was provided to 30 women entrepreneurs drawn from Amhara and Tigray regions' agribusiness sector. It was organized in Bahir Dar from May 12 to May 15 and covered the same topics. The training methodology used for the Women Entrepreneurship Training was based on the pedagogical methodology of adult learning, and engaging, and interactive.

Among the trainees, 37 percent were engaged in dairy farming, milk processing, and fattening, 27.3 percent were involved in food processing, and the remaining participants in sesame processing, coffee production, and small trading. A majority of the participants were between the ages of 25 and 50 years old, placing them in the active working age of adulthood, and have ample experience and exposure to similar trainings.

In the training, guest speakers from the UNDP regional business advisory service stressed the importance of developing professionally prepared, bankable businesses in order to get loans and manage profitable enterprises. Trainees were encouraged to visit regional Business Development Services (BDS) offices for advice on locally available financial services.

"This training is the first of its kind I ever attended. It is worth more than a million Birr and I recommend that those wishing to compete [in the agribusiness sector] should pay for it". (Mariye Kassegne, President of Gondar Women's Association)

2.2 NUTRITION SECURITY AND LEADERSHIP TRAINING

Nutrition is a key sector for the Ethiopia's sustainable development. It contributes to achieving the Millennium Development Goals to which Ethiopia is committed. It is also a major component under the Feed the Future Program. Sensitizing senior decision-makers with national nutrition policy and practice, the linkages between agriculture and nutrition security and with cross cutting themes is central to building capacity to fight malnutrition and hunger in Ethiopia.

In May and June of the last quarter, two rounds of the Nutrition Security and Leadership Training were organized. The main purpose of the trainings was to sensitize, educate, inspire, and mobilize leaders and policymakers in Ethiopia to achieve nutrition security through improved knowledge and coordination of efforts. The trainings also enabled participants to explore and analyze major challenges and opportunities in implementing food and nutrition security initiatives. The trainings targeted participants engaged in nutrition and related fields. The curriculum was designed in collaboration with the USAID-ENGINE project to ensure coordination of efforts.

The first round of training took place from May 24 to 27 at the Rift Valley Hotel in Adama. There were 56 participants from the MoA, regional BoAs from Amhara, Oromiya, SNNPR and Tigray, and other associated institutions. Among the participants, 27 (48.2 percent) were female and 29 (51.8 percent) were male. The second round of leadership training on nutrition security was conducted on June 21 and 22 for 49 high-level managers from the federal MoA, allied institutions like the Ethiopian Seed Enterprise, the Debre Zeit Animal Health Center, the Ethiopian Biodiversity Institute, as well as five members (including the Deputy Chair) of the Agricultural Standing Committee of the Federal Parliament. Of the total training participants, 24.5 percent were female. Training participants in both rounds were identified as key agents of change who can use what they learned to support policy design, capacity building in strategic planning and advocacy on nutrition security related issues. They are also well positioned to cascade the training to lower structures in the Ministry of Agriculture.

The specific objectives of the trainings were to allow participants to:

- Understand similarities and differences between food security and nutrition security;
- Appreciate the impact of malnutrition on human productivity and the economy of the country;
- Explore challenges and opportunities in implementing major nutrition security initiatives and identify innovative actions;
- Create a sense of urgency to achieve nutrition security at different levels of their influence;
- Develop Individual Action Plans to expand their roles in achieving nutrition security in the country.

The training underlined the following five topics:

1. The underlying causes of nutrition insecurity and malnutrition
2. The status and potential of nutrition security
3. Strategies for household nutrition security
4. Leading and managing change, leadership roles
5. Strategies for nutrition security: creating an action plan

A highlight of the second round of training was the opening keynote address made by Ato Tesfaye Mengistie, Director General of Extension and representative of the State Minister of Rural Development. In his welcoming remarks, he mentioned the importance of the training topic, and its timeliness in lieu of the government's current preparation of the Growth Transformation Plan II (GTP-2). He indicated that he expects the training to contribute to the planning process in addressing nutrition security in Ethiopia, and reminded participants of their key roles as focal points in their respective directorates/institutions for initiating policy implementation. Ato Tesfaye commended prioritization of the training topic, which was one of the missing issues in the previous five-year GTP, and expressed his appreciation for USAID-CIAFS trainings and the results that they deliver. The USAID-CIAFS Contracting Officer's Representative also attended the training and provided an overview of FTF projects and USAID-CIAFS role to trainees.

2.3 LEADERSHIP TRAINING FOR MID-LEVEL MANAGERS

USAID-CIAFS Leadership Trainings are designed to build leadership capacity, inspire, and mobilize innovative leaders, champions, and thinkers in Ethiopia, who are committed to creating new

approaches to achieve food and nutrition security. Over the past three years, leadership trainings were focused on most senior decision-makers from the federal MoA and the regional bureaus of agriculture. Post-training assessments and feedback from participants of leadership trainings provided by USAID-CIAFS have shown that there is increased demand coming from MoA and BoAs to provide leadership training to additional agents of change, particularly those in mid-level positions. The Leadership Training for Mid-level Managers was designed to meet this demand by targeting mid-level decision makers, experts and process owners, with women accounting for a larger proportion of participants than in past trainings.

The first round of training was held for 54 mid-level leaders of the Ministry of Agriculture and the Amhara and Tigray regional BoAs from June 6 to 10 in the town of Adama. Participants included process coordinators, agricultural experts, case team coordinators, center directors, researchers, extension experts, HR experts, and reform officers from various professional backgrounds, such as horticulture, veterinary science, accounting, networking, animal science, demography, soil science, economics and plant science. Twenty-two percent of the training participants were women. The second round of Leadership

Leadership Training Topics Covered

- Challenges in food security and perspectives in Ethiopia
- CAADP /National Agricultural Policy and Investment Frameworks (PIF)
- Climate change mitigation and adaptation strategies
- Leading and Managing Change
- Strategic Thinking & Planning
- Managing People
- Team work and Team Building
- Managing conflict
- Emotional intelligence
- Planning, monitoring and evaluation
- Governance, social accountability and public participation
- Creating action plans to take the agenda forward

Training was held for 57 mid-level agricultural managers of the Ministry of Agriculture in Hawassa from June 27 to 30. Participants included directors from MoA, agricultural experts, case team coordinators, deans and vice deans from agricultural universities, lab technicians, center directors, human resources experts, and reform officers. Nineteen percent of the training participants were women.

The specific objectives of the trainings were to:

- Previous USAID-CIAFS leadership trainings primarily targeted high level leadership positions that are predominately held by men. This round of training focused on mid-level managers and process owners with the objective of reaching more women, whose number is greater among these roles.
- Explore and analyse opportunities in implementing major agricultural initiatives and identify innovative actions that can be taken to help overcome challenges.
- Build participants' skills necessary for being a champion for change, including such areas as planning, advocacy, and transformative leadership.
- Develop individual action plans with participants to expand their roles and to become active and creative leaders in their country and region's ownership of food security initiatives, including outreach to other champions of change and stakeholders.
- Expand participants' views of food security and develop advocacy strategies to change mind-sets about topics such as the role of the very poor, the importance of gender, the role of nutrition in advancing agriculture-led growth, and the impact of climate change on agricultural development.
- Help participants to understand their historic roles as part of a pan-African initiative to tap the most creative thinkers and leaders in finding innovative new ways to meet food security opportunities.

2.4 BEST PRACTICE DISSEMINATION

The objective of disseminating best adaptation practices is to raise awareness and create partnership between research/academic institutions, donors, farmers, and policy makers so that research directly impacts climate change and vulnerability. Mekelle University was subcontracted by USAID-CIAFS to test adaptation technologies and practices, as well as package off-the-shelf research findings on the complex linkages between food security and climate change and present it to a regional stakeholder workshop. The objective of the best practice dissemination is to raise awareness and encourage partnerships between research/academic institutions, donors, farmers, and policy makers so that research supports climate change and vulnerability mitigation initiatives more directly.

Under the subcontract, the university will prepare technical papers based on empirical data from the field that will be shared with stakeholders, while the key findings/messages from the research will be prepared in a one page policy brief of the highest standard for dissemination to policy makers. The following research topics are being developed by Mekelle University for a thorough analysis and presentation:

1. Climate change resilience and adaptation measures in Kola Tembien, Tigray, Northern Ethiopia.
2. Climate change trend and adaptation through environmental rehabilitation: the case of Tigray.
3. Climate change and livestock activity choice in Nile Basin of Ethiopia.
4. Adaptation to climate change in an agroforestry: Evidence from the Nile basin of Ethiopia.
5. Integrated climate risk assessment and crisis response strategies for agriculture
6. Comparative Carbon footprints between Abreha Atsbeha and Adeke Sandid Communities
7. Improving decision-making capacity of small holder farmers in adaptation to climate change in three drought prone districts of Tigray.

USAID-CIAFS is also finalizing a similar fixed price contract to be awarded to Bahir Dar University to conduct in depth studies on five thematic topics, which will then be presented to a regional workshop to raise awareness and disseminate findings. This will be reported in the subsequent quarter.

2.5 GLOBAL CLIMATE CHANGE CURRICULUM DEVELOPMENT

Universities have to contribute to a better understanding of climate change and its effects through their core missions of teaching, research and community engagement and, more importantly, build capacities that will enable the country prepare for and cope with some of its effects. Universities need to reorient their pedagogical approaches to ensure that scarce resources and expertise are leveraged to the best effect.

Accordingly, Mekelle University was subcontracted by USAID-CIAFS to develop a postgraduate level curriculum on global climate change as a cross cutting topic, or as a standalone subject at the Masters level and above. The objective of the subcontracts is to provide the university with a curriculum to train specialists who can respond to the dynamics and changing market needs for skilled manpower to implement Climate Resilient Green Economy (CRGE).

The main activity will be to scale up the curriculum developed by Dire Dawa University for advancing the Global Climate Change (GCC) knowledge. The universities will ensure incorporation of GCC into the formal syllabus and subsequent adoption by other universities across the country. Mekelle University will also hold a workshop for experts for feedback and critique, and present the curriculum to their respective University Senate Boards for approval.

Similar subcontracts with Bahir Dar and Haramaya University to scale up the curriculum on GCC are in the approval process with USAID.

2.6 PROJECT CYCLE MANAGEMENT (PCM) TRAINING

Improving on previous capacity building efforts, notably the planning & monitoring and GIS training programs, USAID-CIAFS has been organizing training on PCM for senior representatives from the Federal Ministry of Agriculture and Regional Bureaus of Amhara, Tigray, Oromiya, SNNPRR, Somali and Afar. The training is aimed at building the capacity of MoA/BoA planning, M&E, and other technical staff in the application of planning tools and techniques to design inclusive, results-oriented, and sustainable projects using the PCM and the Logical Framework approach. USAID-CIAFS identified a local consulting firm Dynamic Development Studies and Capacity Building Consult PLC (DDSCBC) to design and implement the PCM training. Due to an overlap in training dates with internal MoA and regional activities, the training has been rescheduled to take place in August 2014.

2.7 STUDY TOUR TO THAILAND

In response to demand from the MoA, USAID-CIAFS designed a study tour to Thailand for a high-level delegation of 13 leaders from the Ministry of Agriculture, including the State Minister of Rural Development and all Bureau of Agriculture heads from the four project regions. The tour was designed to provide the MoA with lessons on best practices, and a wider perspective on the successful models of smallholder agriculture extension systems in Thailand. Some practices to be highlighted include the design of ICT systems; the expansion of agricultural mechanization; the introduction of improved post-harvest management practices; and the “One Tambon, One Product or OTOP system”. The main objective of the tour is to help leaders learn about best practices and policies that support smallholders, and to identify those practices that can be replicated in Ethiopia to increase agricultural productivity, and marketable surplus. It will specifically contribute to Objective One of the Task Order: Strategic Capacity Building Activities for Key Agents of change.

The Asian Institute of Technology (AIT) was contracted to design the program. AIT is an international and intergovernmental university, promoting technological change and sustainable development in the Asian-Pacific region through higher education, research and outreach. It was established in Bangkok in 1959 and has now become a leading regional postgraduate institution. AIT works actively with public and private sector partners throughout the region and with some of the top universities in the world.

2.8 INTERNATIONAL BIOTECHNOLOGY CONFERENCE

In this quarter USAID-CIAFS finalized the first phase of preparations to convene an international conference on biotechnology on August 21 and 22 in Addis Ababa. The conference was spearheaded by USAID-CIAFS, and organized 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 conference is expected to bring together national and regional policymakers, renowned experts, regional organizations, multilateral/ bilateral organizations, universities, the private sector and other key stakeholders from Ethiopia, and other countries to discuss the benefits and opportunities of agricultural biotechnology for economic development. Participants will deliberate on international experiences in biosafety regulations, implementation practices and challenges. The conference is expected to provide sound, knowledge-based strategies for leveraging public-private partnership in research and technology diffusion, as well as capacity building requirements for agriculture biotechnology.

The conference will focus on strengthening Ethiopia’s scientific and technological capacities to harness biotechnology in a safe and responsible manner in agriculture for transformation and food security. It will propose the infrastructure and enabling environment (particularly institutional and regulatory regimes) required to integrate biotechnology and biosafety into agriculture in a

sustainable way. It will identify more efficient ways and means of building capacity and developing supportive institutions; deliberate on lessons learned from Ethiopia and elsewhere; identify success factors regarding biotechnology knowledge transfer; and serve as a forum for cross-sectoral and multidisciplinary dialogue between scientists, the private sector and policymakers. The conference will address the following key themes:

- Biotechnology vs GMOs
- Biotechnology research
- Institutional and regulatory regimes
- Private sector agribusiness
- Public-private partnerships
- Developing biotechnology capacity and capabilities
- Disseminate lessons learned

An estimated 150 participants, 35 of whom are expected to travel from outside Ethiopia, will take part in the conference. In preparation, participants from local and international research and academic institutions, regional organizations and policy makers, bi-lateral and multilateral organizations and representatives of the private sector were identified and invited to attend. About 30 specialists were identified from overseas and formally invited to participate in the event. International travel authorization was submitted to USAID and approvals were received for these participants. Approximately 90 participants from local organizations are also expected to attend the conference. Moreover, several of the attending individuals and institutions have been invited to present papers on country experience from Sub-Saharan Africa and Asian contexts.

The conference organizers have met three times and agreed on the draft program agenda, which has been circulated for feedback. USAID-CIAFS has also presented the draft program outline to the EIAR for concurrence. The biotechnology conference has been approved by USAID and will be implemented as scheduled, on August 21-22, 2014.

Institutions invited

1. Bilateral and multilateral
2. Universities and research institutions
3. Government institutions
4. Africa regional Bt programs
5. Embassies
6. Civil society and private sector organizations

2.9 BEST PRACTICES VIDEOS

USAID-CIAFS is currently in the process of producing nine short videos (10 – 12 minutes) leveraging lessons learned in the USAID-CIAFS best practices study tour to promote a range of agricultural extension topics. The videos will be provided to the Ministry of Agriculture as the very first of such tools available to expand dissemination of best agricultural practices to farmers and to strengthen advocacy to service providers and policy makers. The videos concentrate on the following areas:

- Vertisol management and use of appropriate technology for draining of excess water from black soils and increase its productivity
- Improved honey production systems, specially promoting of it with the natural resource management activities
- Familiarization of rust resistant wheat
- Water harvesting practices that can be replicated in moisture deficit areas of the country
- Milk and dairy production
- Promotion of coffee production with high potential areas but with less familiarity
- Promotion of the new “quncho” variety of teff, with better productivity
- Integrated watershed management activities
- Seed multiplication

Over the last quarter, the Ethiopian Association of Agricultural Professionals Workshop proceedings, which looks at the role and prospects of large-scale commercial agriculture in meeting Ethiopia’s growth and transformation plan was edited and sent for printing.

The Training-of-Trainers Program on Global Climate Change (GCC), Ethiopia's Climate-Resilient Green Economy, and GCC-Induced Conflicts papers are also currently being edited and prepared for publication, along with the reports from the in-country study reports.

2.10 CASE STUDIES TO ASSESS IMPACT

Since the start of the project, USAID-CIAFS has conducted over 36 training events (with over 2,000 participants) in leadership, agribusiness competitiveness, entrepreneurship, and planning and M&E for both the public and private sectors. The project has also conducted two in-country best practice visits to the Amhara, Oromiya, Tigray and SNNPR regions, which involved 158 participants. To assess the impact of these interventions and identify success stories, data from over 25 participants selected in Amhara, Tigray and Oromiya regions were collected and documented through in-depth interviews and field observations. Thus far, more than ten case studies from the public sector, and five from the private sector have been drafted. These case studies will be published in the next quarter, highlighting a range of themes, including:

- Integrated watershed management
- Improved agricultural extension
- Broad Bed Maker technology adoption
- Extension delivery
- Seed multiplication
- Modernized planting practices
- Data management and GIS training
- Increased competitiveness

2.11 IMPACT ASSESSMENT DATA COLLECTION

Data that was collected from past project trainees who participated in the leadership training, and study tours and entered in a database for analysis to determine emerging project impacts. To corroborate this, USAID-CIAFS conducted a field assessment of 20 cases of successful adoption of new practices along major thematic topics such as water harvesting, integrated watershed management, and agricultural practices. A field assessment was organized to validate the changes attributable to the project in order to produce case studies. The quantitative data from the leadership training impact assessment was analysed, and a draft of the overall preliminary findings of the assessment was also completed. Moreover, the coding and analysis of the study tour impact assessment qualitative data began. Draft report will circulate in the first week of August and finalized in the next quarter.

3. SUMMARY OF PLANNED ACTIVITIES FOR THE NEXT QUARTER

- **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, SNNPRR, 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.

- **Bi-annual Planning and M&E Workshop**

USAID-CIAFS will organise the fourth biannual planning and M&E workshop for regional and federal planning and M&E specialist. This will be organised in collaboration with the ATA and MoA.

- **Leadership Training, SNNPR**

USAID-CIAFS will deliver transformational leadership trainings for key decision-makers drawn from SNNPR regional and zonal offices and allied agencies to increase their leadership competency and efficiency for the successful implementation of the GTP/ATP. The training is demand-driven, requested by SNNPR regional bureau of agriculture. Under this activity, up to 120 will receive the USAID-CIAFS leadership training in two rounds. The training will be delivered in two rounds of four days each, starting on August 31st, 2014.

- **International biotechnology conference**

Preparations to implement a biotechnology conference on Aug. 21 and Aug. 22 are being finalized, and a tentative agenda has been drawn up. The 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 will take place in Addis Ababa in the coming quarter and will include up to 150 participants.

- **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, and a ToT manual for pastoral communities. These documents will be published and disseminated in the following quarter. Additionally, the project is waiting to review and finalize 10 videos based on topics addressed in the best practice study tours for extension use. These videos will be available to the MoA and the regional bureaus of agriculture next quarter.

- **Study Visit to Kenya and Uganda**

A delegation of 12 people from the MoA and the Amhara, Oromia and Tigray regional BoAs will visit climate-smart agriculture practices in Kenya and Uganda, interact with communities, research institutions, policy makers, NGOs and implementers and identify scalable practices in the Ethiopian context. They will document practices and appraise the institutional and policy support advanced to sustain CSA and determine those that can feed into national/regional planning processes and the CRGE strategy of Ethiopia. The study tour will take place in August 2014 over 12 days.

- **Cascade Leadership Training to District Level**

CIAFS believes that the strategic objectives of FTF could be well-realized if its capacity building activities are also cascaded to district level. To date the project has trained over 600 decision makers from the federal directorates, regional bureaus, and some from the zones. Correspondingly, no training program was initiated for district level leadership. The fact that districts are near autonomous and fully entrusted to achieving the GTP/ATP targets puts additional responsibility on those in decision-making roles to demonstrate competency in leadership, management and technical functions. They transfer new technologies and practices to farmers and farmer groups, and help farmers access market systems. They manage funds, programs and as such are leaders in their own

rights. District level leaders are also responsible for monitoring implementation of activities and measuring results. They are involved in collecting “administrative data” on program activities and reporting to zones and beyond to inform senior management. Capacity building in data acquisition, analyses and reporting to measure GTP/ATP targets and indicators and conduct dependable plans is an important component of the leadership training program. Without adequate district level capacity to effectively implement development programs, poverty reduction and improved food security will remain a major challenge. Effective development of capacity and sustaining such capacity requires foremost building the leadership and decision making competency of district office heads, deputies, and other senior persons, generally labelled as process owners.

In order to address this capacity deficit, USAID-CIAFS would like to engage district level leadership with leadership training. The major focus of capacity building interventions at district level will be in transformational leadership for food and nutrition security. The training will also encompass such topics as planning and M&E, climate change, and good governance implemented in collaboration with FTF projects. USAID-CIAFS will identify a team of 4 to 6 trainers to review the existing leadership training curriculum and customize it to the regional context. The revised curriculum will be piloted in one or two districts and feedback will be incorporated to refine the curriculum. In the second stage, 6 to 8 ToTs will be trained from each region by the “lead” trainers in order to cascade the curriculum to district level. The training will begin primarily in the AGP districts. USAID-CIAFS will constitute the review team and develop the curriculum in the next quarter. The training is likely to begin in the first quarter of the fourth year, between October and December, 2014.

- **Analyze CIRIS database and produce reports**

A large volume of data on participants of trainings, workshop and study visits were compiled and documented in CIRIS database. There is a great deal to learn from this data regarding, for example, the gender composition of trainees, their position in the MoA hierarchy, and draw lessons. The report will be used for project closeout final report. Some of this data is in a qualitative form while the rest is quantitative and readily available for detailed analysis. USAID-CIAFS plans to hire a local data specialist to work with the M&E team to analyze the data and produce reports. A concept paper will be developed by the M&E team defining the objective and methodology much thoroughly and circulated for input.

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