



**USAID**  
FROM THE AMERICAN PEOPLE

# Agricultural Growth Program- Livestock Market Development

*Expanding Livestock Markets for Small-holder Producers*

**Annual Report**

**(Sept. 17, 2012-June 30, 2013)**



August 15, 2013

AID-663-C-12-00009

Prepared by AGP-Livestock Market Development Project

## **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

## ACRONYMS

AAIFP	Africa Alliance Improved Food Processing
AALF	All African Leather Fair
ACSI	Amhara Credit and Saving Institution
AEW	Agricultural Extension Workers
AGP	Agricultural Growth Program
AGP	Agricultural Growth Program
AI	Artificial Insemination
AIRS	Animal Information Resources System
AKLDP	Agricultural Knowledge Learning and Development Project
AMDe	Agribusiness and Market Development Project
APFD	Animal Plant Health Directorate
APHRD	Animal and Plant Health Regulatory Directorate
ARIS	Animal Resource Information System
ARIS	Animal Resource Information System
ATA	Agricultural Transformation Agency
B2B	Business to Business
BCC	Behavioral Change Community
BEE	Business Enabling Environment
BoA	Bureau of Agriculture
BoH	Bureau of Health
BSP	Business Service Provider
BSS	Behavioral Surveillance Survey
CAADP	Comprehensive African Agriculture Development Program
CAHW	Community Animal Health Worker
	Capacity Building for Scaling Up Of Evidence Based Best Practices in Agricultural
CASCADE	Production in Ethiopia Project
CBA	Cost Benefit Analysis
CBO	Community Based Organization
CFSP	Community Farm Service Project
CIAFS	Capacity to Improve Agriculture and Food Security
CIG	Community Interest Groups
COMTRADE	United Nations Commodity Trade Statistics Database
COP	Chief of Party
CSA	Central Statistics Authority
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DCSI	Dehub Credit and Saving Institution
EDDP	Ethiopian Dairy Development Program
EDPPA	Ethiopian Dairy Producers and Processors Associations
EFIA	Ethiopian Feed Industry Association
ELIA	Ethiopian Leather Industry Association
ELTA	Ethiopian Livestock Traders Association
EMA	End Market Analysis
EMDTI	Ethiopian Meat and Dairy Technology Institute
EMMP	Environmental Mitigation and Monitoring Plan

EMPEA	Ethiopian Meat Processors and Exporters Association
EMPPA	Ethiopian Milk Producers and Processors Association
ENGINE	Empowering the New Generations to Improve Nutrition and Economic Opportunity
ERR	Environmental Review Report
ES	Economic Strengthening
ESAP	Ethiopia Society of Animal Production
ESDM	Environmentally Sound Design Management
ETB	Ethiopian Birr
EVA	Ethiopian Veterinary Association
FAO	United Nations Food and Agriculture Organization
FAOSTAT	United Nations Food and Agriculture Organization Statistics Database
FBO	Farmer-Based Organization
FCA	Federal Cooperative Agency
FEED	Feed Enhancement for Ethiopian Development
FMOH	Federal Ministry of Health
FTF	Feed the Future
GEMS	Global Environmental Management Support
GFDRE	Government of the Federal Democratic Republic of Ethiopia
GoE	Government of Ethiopia
GRAD	Graduate Resilience to Achieve Sustainable Development
HABP	Household Asset Building Program
HAPCO	HIV AIDS Prevention and Control Office
HIV	Human Immuno-deficiency Virus
HS	Hides and Skins
HSL	Hides, Skins and Leather
ICT	Information and Communication Technologies
IEC	Information Education and Communication
IICD	International Institute for Communication and Development
IIE	Institute for International Education
IIRR	International Institute of Rural Reconstruction
ILRI	International Livestock Research Institute
IMC	International Medical Corps
IP	Implementing Partner
IPMS	Improving Productivity and Market Success
IR	Intermediate Result
IYCF	Infant and Young Child Feeding
IYCF	Infant and Young Child Feeding
JAA	J.E. Austin and Associates
JRIS	Joint Review and Implementation Support
KAP	Knowledge, Attitude, and Practice
KAP	Knowledge, Attitude and Practice
KDLDP	Kenya Dry land Livestock Development Project
KM4DEV	Knowledge Management for Development
LAND	Land Administration to Nurture Development
LAND	Land Administration to Nurture Development
LIDI	Leather Industry Development Institute
LIFT	Livelihood and Food Security Technical Assistance

LIVES	Livestock and Irrigation Value Chains for Ethiopian Smallholders
LMD	Livestock Market Development Project
LMDP	Livestock Market Development Project
LMIS	Livestock Market Information System
LMIS	Livestock Market Information System
LVC	Livestock Value Chain
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MIS	Market Information System
MLA	Meat and Live Animals
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
MoI	Ministry of Industry
MoT	Ministry of Trade
MSE	Micro and Small Enterprise
MSP	Multi-Stakeholder Platform
NAHDIC	National Animal Health Diagnostic and Investigative Center
NAIC	National Artificial Insemination Center
NEP+	Network of Networks of HIV+
NGLEE	Nutrition Global Learning Exchange and Evidence
NGO	Non-Governmental Organization
NNP	National Nutrition Program
NRM	Natural Resources Management
NVI	National Veterinary Institute
ORDA	Organization for Rehabilitation and Development in Amhara
OVC	Orphans and Vulnerable Children
OVC	Orphans and Vulnerable Children
PEPE	Private Enterprise Program Ethiopia
PEPFAR	The U.S. President's Emergency Plan for AIDS Relief
PERSUAP	Pesticides Evaluation Report and Safer Use Action Plan
PFS	Partners in
PIF	Policy and Investment Framework
PIRS	Performance Indicator Reference Sheet
PLHIV	People Living with the Human Immunodeficiency Virus (HIV)
PLWHA	People Living With HIV/AIDS
PMP	Performance Measurement Plan
PRIME	Pastoralist areas Resilience Improvement through Market Expansion
PSDTF	Private Sector Development Task Force (under RED&FS)
PSNP	Productive Safety Net Program
R&D	Research and Development
RED&FS	Rural Economic Development and Food Security
REST	Relief Society of Tigray
SBC	Social Behavioral Change
SME	Small and Medium Enterprise
SNNPR	Southern Nation, Nationalities and Peoples Region
SNV	Netherlands Development Organization

SOW	Scope of Work
STTA	Short Term Technical Assistance
TAG	Technical Advisory Group
TC	Technical Committee
TIN	Tax Identification Number
TOR	Terms of Reference
ToT	Training of Trainers
UHT	Ultra High Temperature
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government
VAT	Value Added Tax
VC	Value Chain

## Table of Contents

### INTRODUCTION

MOBILIZATION PHASE (SEPTEMBER 2012 – MARCH 2013).....	11
Development of a Draft Mobilization Plan (15 days after award).....	11
Development of an initial Year One Work Plan (30 days after award) .....	11
Registration.....	11
Finance and Administration.....	12
Staffing.....	13
Contracting consortium partners.....	14
Opening of AGP-LMD Addis office .....	15
Asset procurement .....	15
Development of program outreach materials / Branding and Marking Plan preparation .....	15
Project launch event.....	16
Performance Management Plan (PMP).....	17
Baseline Survey .....	18
Natural Resource Management and Environment .....	19
ANALYSIS PHASE .....	20
COMPONENT 1: FROM ANALYSIS TO STRATEGY TO LEARNING .....	20
Project Intervention Woreda Selection .....	20
Livestock Value Chain Desk Study .....	22
Value Chain and End Market ANALYSES .....	23
Business Enabling Environment Analysis .....	26
STRATEGY DEVELOPMENT AND PLANNING PHASE .....	27
Strategy Development.....	27
Work Plan Preparation.....	29
Project Deliverables.....	30
LEARNING and KNOWLEDGE DEVELOPMENT .....	30
IMPLEMENTATION PHASE.....	31
COMPONENT 2: IMPROVE THE PRODUCTIVITY AND COMPETITIVENESS OF LIVESTOCK VALUE CHAIN .....	31
IR1: Strategy 1 - Link Value Chain Actors to Input and Service Providers .....	31

IR1: Strategy 2: Strengthen Input Suppliers and Service Providers .....	32
SUCCESS STORY 1: Animal Health Trainer Workshop Fuels Entrepreneurial Spirit in Ethiopia .....	33
IR1: Strategy 3: Improve Livestock Management .....	35
IR1: Strategy 4: Improve Post-Production Relationships, Efficiencies and Quality .....	35
IR1: Strategy 5: Improve Number, Quality and Functionality of Businesses in the Middle of the Value Chain. ....	36
IR1: Strategy 6: Market Expansion – Domestic and International .....	36
IR1: Strategy 7: Strengthen Governance and Collaboration within Value Chains .....	37
IR1: Strategy 8: Increase Domestic Consumption of Dairy Products.....	38
IR1: Strategy 9: Women Entrepreneurship and Leadership Development .....	38
COMPONENT 3: SPUR INVESTMENT AND INNOVATION.....	38
Private Sector Gains Traction with Livestock Banking Workshop in Ethiopia.....	40
IR2: IMPROVED ENABLING ENVIRONMENT FOR LIVESTOCK VALUE CHAINS .....	41
COMPONENT 4: IMPROVE THE ENABLING ENVIRONMENT OF LIVESTOCK VALUE CHAINS .....	41
IR 2: Strategy 1: Facilitate and empower stakeholders for policy reform and advocacy .....	41
IR 2: Strategy 2: CAPACITY BUILDING for Public and PRIVATE STAKEHOLDERS .....	44
IR 2: Strategy 3: Institutional Coordination AMONG STAKEHOLDERS .....	45
IR 2: Strategy 4: Applied Research for Development .....	45
IR 2: Strategy 5: Linkage Creation with Other USAID Projects .....	46
IR3: IMPROVED QUALITY AND DIVERSITY OF HOUSEHOLD DIET-THROUGH INTAKE OF LIVESTOCK PRODUCTS .....	48
COMPONENT 5: ENHANCE THE NUTRITIONAL STATUS OF RURAL HOUSEHOLDS.....	48
PRO-POOR AND CROSS-CUTTING ISSUES .....	57
Pro-Poor .....	57
Environment.....	59
ICT .....	60
FINANCIAL REPORT.....	63
ANNEXES.....	65
Annex 1: Progress Monitoring of Mobilization plan .....	65
Annex 2 List of AGP-LMD Staff as of June 2013.....	66

ANNEX- 3 Project Indicators and Targets .....	68
Annex 5 : EMA Team Members:.....	75
Annex 6: Recommendations from MSP Workshops and LMD Strategic Pillars .....	76
Annex 7: Progress Monitoring Tables (April 1-June 30, 2013).....	78
Annex 8: VC Businesses Interested in new business relationships with Input Suppliers.....	90
Annex 9: Training Modules (adapted from longer FAO module) .....	94
Annex 10: Strategy 3 – Training Modules.....	96
Annex 11 : Strategy 7 - Unions and Cooperatives Identified to work with LMD .....	97
Annex 12: Strategy 9 – Profiles of Women identified for Entrepreneurship/Leadership Training .....	99
Annex-13: Check list for the nutrition secondary data collection.....	100
Annex-14: HIV/AIDS Association capacity assessment tool.....	117
Annex-15: Organizational Mapping for HIV/AIDS .....	118

---

## INTRODUCTION

USAID-Ethiopia's Agricultural Growth Program-Livestock Market Development project is a five-year project implemented as part of the U.S. Government's Feed the Future (FTF) Initiative. This investment, in concert with the crop value chain program (AGP-AMDe), serves as part of USAID's contribution to the Government of Ethiopia's Agricultural Growth Program (AGP). The AGP's goal "to end poverty and enhance growth" aligns with FTF's goal to "sustainably reduce poverty and hunger." The Project aims to foster growth and reduce poverty through improving the productivity and competitiveness of selected livestock value chains: meat/live animals, dairy, and hides/skins. Program operations take place in AGP targeted woredas of Tigray, Amhara, Oromia and SNNPR. In addition, the Project uses and builds upon local organizations' experience and extensive professional and social networks throughout the four regions.

AGP-LMD is a **transformative initiative, a catalytic intervention** that supports the livestock sector in moving from infancy to maturity and sustainable competitiveness. By the end of the program, the value chains will have made significant progress in becoming stable and self-sustaining, with further scaling up of business innovations by processors generating continued growth, actors effectively interacting with government through value chain and sector associations in a conducive regulatory framework, and businesses having access to professional financial and business service providers.

AGP-LMD's strategy is centered on facilitating the development of *value chain drivers* – critical value adding/marketing enterprises (lead firms) that understand the market's needs and preferences, and **translate these targets into price incentives and improved supply chain services and linkages**. These market-linked enterprises serve as the link to smallholder livestock producers' participation in the agricultural economy and **pull through demand**, which results in expanded rural incomes and ensure inclusive and commercially sustainable economic growth.

Over the life of the program, CNFA facilitates nearly 138 mil USD of new MLA exports (cumulative) from firms assisted by the project and 64 mil USD of additional (cumulative) incremental sales of cattle, shoats, dairy at the farm level. This substantial increase in sales will be driven by at least \$35 million in new private sector investment attracted to targeted value chains. At least, 1,683 AGP-LMD assisted organizations will generate an estimated 5,025 new on and off-farm jobs, leading to improved livelihoods for more than 200,000 households. Additionally, AGP-LMD targets 30% reductions of occurrences of parasitic and contagious livestock diseases in 10 deep focus woredas. This outcome will be realized through livestock management training to farm groups, the development of community animal health workers and through collaboration with NAHDIC. Improved livelihoods combined with AGP-LMD assistance to improve nutrition and promote economic integration for people living with HIV/AIDS (PLWHA) will contribute to a 35% increase in the percentage of infant children receiving a minimum acceptable diet through livestock/dairy products consumption and 5,000 HIV+ producers linked to commercial livestock value chains.

AGP-LMD employs a "**light touch**" approach by supporting local partners to lead interventions through existing cooperatives, associations, government agencies, and private firms to spur the growth of "productive Ethiopia". The light touch **ensures sustainability** of AGP-LMD successes. In addition to using local Ethiopian organizations and building their capacities, this approach is based on the extensive use of local consultancy firms to provide viable commercial services to value chain actors, particularly ones playing a major role in the demand segment of the value chains (processors, traders, retailers).

Using this approach, **AGP-LMD plays a facilitating role**, helping local firms develop commercial relationships with meat/live animal, dairy, and HSL stakeholders. At the producer level, this means working to build effective horizontal organizations that are sustainable, while providing new and needed services to smallholders. The light touch also means that the focus on **capacity-building of**

**local enterprises, associations, and service providers** will be combined with the simultaneous building of the capacity of GOE entities such as the Ethiopian Meat and Dairy Technical Institute and the Ethiopian Leather Industries Development Institute, and the Ministry of Agriculture's livestock extension support system.

AGP-LMD was awarded to CNFA on August 1, 2012 and CNFA started mobilization on September 17, 2012. Since the start date, AGP-LMD has moved from mobilization via analysis, learning and strategy development towards implementation.

AGP-LMD applies a holistic value chain development approach which is reflected by the three intermediate result areas and five project components:

- IR1: Increase productivity and competitiveness of selected livestock value chains
  - Component 1: Moving from analytics to strategy to learning
  - Component 2: Improve the productivity and competitiveness of livestock value chains
  - Component 3: Spur investment and innovation
- IR2: Improve the enabling environment for livestock value chains
  - Component 4: Improve the enabling environment of livestock value chains
- IR3: Improve quality and diversity of household diet through intake of livestock products
  - Component 5: Enhance the nutritional status of rural households.

Integrated into these components are the cross-cutting objectives of engaging people living with HIV/AIDS, gender equity, promotion of ICT solutions, environmental mitigation and natural resource management.

This report describes AGP-LMD's first nine and a half month of operation (September 17, 2012 – June 30, 2013) during which the project moved from analytics to strategy to initial learning on the basis of draft work plan implementation. The report is structured around four main (in time overlapping) phases AGP-LMD engaged in during the reporting period:

- Mobilization Phase (September 2012 – March 2013),
- Analysis Phase (October 2012 – March 2013),
- Strategy Development and Planning Phase (March 2013 – June 2013), and
- Implementation Phase (April 2013 – June 2013).

## MOBILIZATION PHASE (SEPTEMBER 2012 – MARCH 2013)

AGP-Livestock Market Development (AGP-LMD) Project following the contract signing with USAID immediately engaged in the development and implementation of the project mobilization plan including the mobilization of key personnel and national staff, signing of contract with consortium members, securing a Tax Identification Number (TIN), procurement of equipment and project vehicles, initiate registration of CNFA in Ethiopia, facilitation of residency status of expatriate staff, securing the project's offices, and opening the project bank account. Simultaneously, USAID Ethiopia Mission provided a post awards debrief on October 1, 2012 to clarify communications, financial reporting, project deliverables and results expectation.

During the reporting period, AGP-LMD has also conducted series of meetings with private, government, and other projects to establish initial contacts and relationships to facilitate the initial phase of Project implementation. To further facilitate a formal recognition of the project both at the Federal and Region level, AGP-LMD conducted official inauguration of the project on November 17, 2012 at the Federal level with subsequent kick-off events held in SNNPR, Oromia, Tigray, and Amhara.

### DEVELOPMENT OF A DRAFT MOBILIZATION PLAN (15 DAYS AFTER AWARD)

During the early mobilization phase of the AGP-LMD Project, CNFA deployed Patrick Norrell, CNFA's Vice President-Program Development, to Ethiopia to start-up the ground project operations with an immediate mobilization of Marc Steen, the Project's the Chief of Party. With combined efforts of start-up team, the six months mobilization plan was developed and submitted to USAID on October 2, 2012, within two weeks after the project's start date. Most of the activities planned in the mobilization plan are accomplished as planned. Annex 1: Summary of Mobilization Phase.

### DEVELOPMENT OF AN INITIAL YEAR ONE WORK PLAN (30 DAYS AFTER AWARD)

To underpin the realization of the mobilization plan, CNFA deployed Elisabeth Farmer, CNFA's Livelihoods and Food Security Advisor, to Ethiopia to support the Chief of Party in the development of an initial Project Year 1 work plan. AGP-LMD submitted the draft plan on October 17, 2012, one month after the project start date. The draft work plan is a 31-page document that presents a brief overview of the three AGP-LMD value chains: opportunities and constraints – live animals and meat, dairy, and hides, skins and leather - and outlines the AGP-LMD strategy and plan for Year 1, with deep focus on the first six months activity: the strategy and analysis phase. The work plan includes a detailed narrative on Component 1 (Moving from Analytics to Strategy to Learning) and planned activities for all five project components, and the cross-cutting issues gender, information and communication technology (ICT) and environment/natural resources management (NRM).

### REGISTRATION

Preparations for the registration of CNFA as a non-profit organization in Ethiopia were initiated in the first month of the project implementation phase. Local legal advice was obtained regarding registration requirements, pros and cons of registration and registration procedures. Based on the legal advisers guide, CNFA prepared application package including USAID Award Letter, CNFA legal entity documentation, U.S. State Department Support Letter and submitted it to the Ministry of Foreign Affairs through the Ethiopian Embassy in Washington, D.C. The Ministry of Foreign Affairs reviewed the application package, and after CNFA fulfilled a number of additional requirements and

answered clarification questions, the Ministry positively reviewed the package in February 2013 and forwarded the document to Ethiopia Charity and Society Agency (CSA) for further processing. During this process, discussions with USAID started about the registration process, seen that the AGP-LMD project is a contract and thus might also be considered covered under the bi-lateral agreement between the Governments of the Democratic Republic of Ethiopia and the United States of America. The registration process of AGP-LMD is still ongoing to date. Further discussions with USAID legal advisors are foreseen to decide upon the best next steps in the registration process. AGP-LMD in the mean time has obtained further in-depth information and knowledge about the process from comparable USAID financed projects like AGP-AMDe.

In the meantime, CNFA to facilitate procurement of project equipment, and firmly base in-country operations, the need to secure TIN was inevitable. In this process, USAID provided AGP-LMD with significant support in obtaining the TIN with Custom and Inland Revenue Authority, Opening domestic currency bank account with the Commercial Bank of Ethiopia, secured Special Residency Card with the Ministry of Foreign Affairs for the project's expatriate staff.

---

## FINANCE AND ADMINISTRATION

Highest priority during the mobilization phase was the setup of the financial and administrative systems to assure compliance and speedy registration and processing of project expenses. In this regard, CNFA immediately contracted and deployed the international Manager of Finance and Administration to Ethiopia, who arrived on October 15, 2012, within one month after the project starting date. The incumbent of the position immediately took control of the financial and administrative responsibilities required for the proper functioning of the project. Constant support was provided during the mobilization phase by the CNFA HQs Operations and Compliance Department to put in place a well-established financial and administrative systems and procedures. Crucial elements of these efforts were the contracting of experienced national finance and admin and grants staff:

- Fekadu Demesse, the AGP-LMD Fund Manager started on October 1, within two weeks of the project's starting date, bringing in his vital and extensive administrative and financial expertise to the benefit of the project in the mobilization phase, and
- Zenah Tefera, AGP-LMD's experienced Senior Accountant started on October 15, within one month of the project start date.

In addition, CNFA deployed the corporate Financial Controller, Babu Ramasamy, in the first week of December 2012 to further strengthen the development and setup of AGP-LMD's accountable and sound financial systems in line with USAID and CNFA's financial regulations and procedures. The Financial Controller presence was used to provide one-on-one training to the AGP-LMD's Senior Accountant and other key staff members on CNFA's financial systems and USAID financial regulations and compliance requirements while further developing and refining AGP-LMDs financial system to meet with local practices, and CNFA and USAID's requirements.

In April 2013 CNFA deployed Jeanne Bright, CNFA's Director of Operations, to support the project finance and administration team with regard to compliance and operations on human resource filing and documentation, vehicle procurement and registration procedures, setting-up project equipment inventory systems. Additionally, Casey Mock, CNFA's Contract Administrator, travelled to Ethiopia in late May 2013 to support the development of the initial phase of innovation grants implementation. Key achievement includes the development of the first round innovations and investment partnership grants Request for Application (RFA), which was released in mid- June 2013. The RFA attracted 75 innovation grants applications AGP-LMD is currently reviewing to short-list at least 15 applications for second round consideration for an estimated total award of \$1 million.

## STAFFING

Following the signing of the contractual agreement between USAID and CNFA, CNFA immediately deployed the Chief of Party, Marc Steen, to Ethiopia on September 24 2012, one week after the project starting date, to lead the start-up activities and mobilization plan implementation, followed by two other key international staff (Livestock Value Chain Advisor and Manager of Finance and Administration) within one months after the project's starting date. The two national key staff members (The Deputy Chief of Party and the Pro-Poor Value Chain Advisor), under contract with SNV, joined AGP-LMD Project within two weeks after the signing of the sub-contract between CNFA and SNV. At the end of the reporting period, 39 out of the 49 full time positions including the Project's Program Officer, Nega Tilahun, based at CNFA Headquarter are filled-in. The reasons for the 10 open positions include:

- 5 staff (Office Manager, Communications and Outreach Officer, Leather Value Chain Manager and Advisor, and Amhara Regional Coordinator) decided to pursue better job opportunities elsewhere after starting with AGP-LMD and resigned. CNFA has identified replacement candidates for the two positions (Communications and Outreach Officer and Amhara Regional Coordinator) and an approval request has been submitted to USAID. Office Manager Position is replaced in late April.
- 3 out of the 5 drivers have not yet started due to the fact that part of the project vehicles is not operational yet. CNFA has identified candidates for the 3 positions and recruitment of the 3 drivers position is in process, and
- 2 positions under the responsibility of sub-contractor SNV are not filled yet (HIV/AIDS Strengthening Advisor and Dairy Business Development Advisor positions. Annex 2: Staff List.

*Table 1: Key Personnel Mobilization*

NAME	POSITION	STARTING DATE
Marc Steen	Chief of Party	September 24, 2012
Girma Kassa	Deputy Chief of Party	November 13, 2012
Gerald Turnbull Tracy Mitchell	Livestock Value Chain Advisor	October 14, 2012 January 11, 2013 (Replaces Gerald Turnbull)
Meskerem Shiferaw	Pro-poor Value Chain Expert	November 7, 2012
Earle Arthur Johnson John McElwaine	Manager of Finance and Administrative	October 15, 2012 July 2, 2013 (Replaces Earle Johnson)

AGP-LMD faced a number of challenges regarding staffing. AGP-LMD leadership with the support of CNFA Head Office managed to deal with the majority of these challenges successfully:

- 2 initially proposed key staff members declined the contract offer due to accepting other job opportunities before the project was awarded (Livestock Value Chain Manager and Manager Finance and Administration). CNFA immediately identified alternative candidates and managed to deploy them to Ethiopia within one month after the project's starting date.

- 2 key staff members' contracts were ended due to differences in expectations about the job requirements (Livestock Value Chain Manager in December 2013 and Manager of Finance and Administration in March 2013). CNFA immediately identified better qualified candidates who took office within two and four months respectively.
- 3 initially recruited and approved by USAID did not accept the offered position just before or on their starting date due to better job opportunities elsewhere (GOE Capacity Building Advisor, Administrative Assistant, and Grants Coordinator). Alternative candidates have been identified and are expected to start within the coming 2 months.
- Several selected candidates declined the job offer as a result of the offered salary and benefit package. This mainly applied to staff for back office positions.
- AGP-LMD leadership declined four candidates proposed by consortium partners because of lack of matching requirements with the project's nature (Dairy Business Advisor).

## CONTRACTING CONSORTIUM PARTNERS

The AGP-LMD implementation team consists of a consortium of 13 different national and international organizations, each of which contributes their specific expertise, experiences and networks to the benefit of AGP-LMD.

After the project start and deployment of the Chief of Party, CNFA immediately organized an initial consortium partners meeting on October 1, 2012 in the presence of key USAID staff. The meeting was the starting point of concrete engagement of the consortium members to the project. Within one and a half months after the project's starting date, CNFA entered into the full sub-contract agreements with the five international consortium members, facilitating the rapid deployment of international sub-contractors' LTTA's to the project.

### Date Sub-Contract Agreement Signed with International Partners

<b>JE Austin</b>	September 26, 2012
<b>IIE</b>	October 9, 2012
<b>IICD</b>	October 10, 2012
<b>IMC</b>	November 1, 2012
<b>SNV</b>	November 2, 2012

To deploy the engagement of regional implementing partners, in February 2013, AGP-LMD launched the first regular consortium members meeting with the objective of tapping and sharing respective partners experience in agricultural value chain and private sector development followed by tasking Project Year 1 Task Order Agreement.

During the Analytics Phase, J. E Austin Associates took leadership in the value chain and end market analysis process supported by the project's local consulting firms: Precise Consult, BCaD Management Consult, and TREG Management Consult. Contracts with these three firms were established for the value chain desk study, the value chain analysis and the domestic and international end market analysis, enabling environment analyses on Task Order Contractual Arrangement for each engagement.

In January 2013, CNFA deployed CNFA's Program Officer, Nega Tilahun, to Ethiopia with the main objective of assuring the development and signing of the first year Task Orders Agreement with the national implementing partners REST, ORDA, HUNDEE and Self-Help Africa. The Task Orders by the four implementing partners signed on January 28, 2013. Since January 2013, regional implementing partners played crucial roles in speeding-up the implementation of AGP-LMD project with an initial success of the completion of the baseline survey data collection and coding. Currently, AGP-LMD in collaboration with the implementing partners is in the final stage of analyzing the baseline data. In addition, the regional implementing partners' facilitated series of Multi-Stakeholder Platforms AGP-LMD is embarking on in the facilitation of livestock policy reform advocacy apart

from being taking leadership in serving as a front-line implementation agent in multi-faceted AGP-LMD regional interventions.

CNFA deployed Nega Tilahun for the 2<sup>nd</sup> time in May 2013, to provide additional support in the engagement of Regional Implementing Partners in the project's Work Plan development and lead the 2<sup>nd</sup> learning workshop. The goal of the 2<sup>nd</sup> learning workshop includes: current status and challenges of Task Order deliverables implementation and contract modalities, new AGP-LMD reporting cycle to match with AGP's reporting framework and synchronize implementing partners reporting cycle with AGP and AGP-LMD's new reporting cycle, and Regional Implementing Partners budgeting expenditure, recruitment of personnel, and procurement of services and goods, and other necessary inputs to execute activities in the 15 month work plan,

Based on this, Regional Implementing Partners significantly contributed to the development of the AGP-LMD work plan in activity and budget formulations while ensuring the definition of their roles and responsibilities in the implementation of the work plan activities.

---

## **OPENING OF AGP-LMD ADDIS OFFICE**

In order to facilitate the rapid start-up of AGP-LMD Project, CNFA assured temporary office space for its staff, while the permanent office space was being sought. The permanent project office space was leased on December 15, 2012; at CMC road. AGP-LMD is sharing office space with CNFA's Commercial Farm Service Project funded by USAID, in order to assure cost effectiveness.

The office space was divided into different work spaces, meeting rooms, a reception and kitchen. Office furniture was purchased and gradually delivered since late December 2012. The office is equipped with a security and access control system, internet access, telephone lines, and is now fully equipped and operational to the best the Project can offer.

---

## **ASSET PROCUREMENT**

AGP-LMD granted the geographic code privilege that provides for the possibility of local procurement of project equipment. Office equipment/furniture procurement includes 50 laptops/desktops, servers, printers, copiers, EVDO internet devices, GPS devices, desks, chairs, file cabinets and general office accessories procured from the local markets. In December 2012, the project started the procurement process of five vehicles including three Toyota Hilux from Moenco Local Vendor and two Toyota Prados from Dubai Vehicle Dealer Company. AGP-LMD has taken possession of the three Hilux vehicles which are currently in use and the Project is in the process of obtaining 42 # plates for the two Prados. This process should be completed by the end of August 2013. Additionally, through the USAID's Asset Disposition Plan of Phasing Out Projects, AGP-LMD secured one Toyota Land Cruiser from Save the Children which is currently in use.

---

## **DEVELOPMENT OF PROGRAM OUTREACH MATERIALS / BRANDING AND MARKING PLAN PREPARATION**

During the program startup phase, AGP-LMD commissioned an international photographer, Kelley Lynch, to produce a library of photos and short video clips accompanied by appropriate testimonies, quotes and captions, as related to the three project value chains: 1) live animals/meat, 2) dairy and 3) hides and skins, as well as their supporting markets (e.g. animal health, information and communication technology (ICT), and access to finance) and the cross-cutting themes of HIV/AIDS and gender integration and environment/NRM/climate change mitigation. Kelley Lynch visited

Ethiopia from and produced 300 photos and recorded 9 video clips which are now used by AGP-LMD for its branding, marking and promotional activities and materials.

On October 17, 2012, the project submitted its draft Branding and Marking Plan to USAID, and after review by USAID, resubmitted on November 29, 2012 for final approval. Additionally, USAID Ethiopia Mission provided training on USAID's branding and marking requirements and policies for the project's communications and outreach specialist and other key staff members.

Communication and Outreach materials were produced during the reporting period. These materials were cleared by USAID before production. These materials included, banners in four local languages used for federal and regional kick-off events, project brochures, project letterhead, and business cards, press releases for the project launch and kick off events.

### **USAID Launches a New Livestock Project in Ethiopia—November 17, 2012**

"So today it is a great pleasure for me to announce the start-up of a second project, the AGP-Livestock Market Development project, a five-year, \$38 million project in the high potential livestock areas of four regional states: here in Oromia, in Amhara, in Tigray and in the Southern, Nations, Nationalities and People's Region."

Dennis Weller, Ethiopia Mission's Director

<http://ethiopia.usaid.gov/newsroom/press-release/364>

The project has also established contacts with regional media organizations, and facilitated the coverage of the regional kick-off events. These events were televised on regional television networks. Footage of two of these broadcasts have also been acquired. Media briefings and fact sheets were prepared for the regional media personnel in order to inform them about the event and the Project. A follow-up was made to ensure that the news was televised. A media contact list is being updated and consolidated. Moreover, a photographic documentation of the regional kick-off events was made and will be uploaded on the server once the project has facility in place soon.

---

## **PROJECT LAUNCH EVENT**

On November 17, 2012, the project made a major step forwards in terms of engagement and outreach to the Ethiopian Livestock sector with the AGP-LMD Launch Event with the national project launch organized in Adama. This event was televised on the national television. The objective of the launch was to inform the Ethiopian livestock sector actors and stakeholders about AGP-LMD's ambitions, targets and approach and to create understanding visibility and buy in with the main livestock public and private sector actors for the approach as well as the specific composition of the project consortium. USAID Mission Director Dennis Weller presented the keynote address following an opening remark by His Excellency State Minister of Agriculture, Sileshi Getahun. The Federal kick-off meeting drew the attendance of over 150 people comprising Federal and Regional government officials, private sector representatives, industry stakeholders, and national and international implementing partners. CNFA's Executive Vice President for programs, Sylvain Roy, also attended the project's official launch.



State Minister H.E. Ato Sileshi Getahun, H.E. Ato Sani Redi, SNNPR Vice President and Head of SNNP Region Agricultural Bureau, USAID Mission Director Dennis Weller, Dr. Yirgalem Gebremeskel, COR, Marc Steen, AGP-LMD Chief of Party

Following the project launch event, AGP-LMD started its engagement with the regional governments of the four targeted regions by preparing the regional kick-off events. The regional kick-off events were held on December 13, 2012 in Mekele, December 17, 2012 in Awassa, December 27, 2012 in Bishoftu and January 9, 2013 in Bahir Dar. Representatives from the regional governments, private sector and AGP-LMD implementing partners HUNDEE, ORDA, REST and Self Help Africa, delivered opening statements during the one-day events. The regional kick-off events gathered over 290 participants engaged in various livestock and dairy related sector.

The AGP-LMD Chief of Party presented an overview of the project in each kick-off event to provide a synopsis of project implementation strategy followed by a plenary discussion on the overall strategy of the AGP-LMD project, its institutional arrangement and its implementation modality while clarifying the roles, ties and responsibilities of the regional implementing partners.

## **PERFORMANCE MANAGEMENT PLAN (PMP)**

The M&E staff immediately after the project startup developed the project's PMP, which serves as the reference document for project performance measurement. 27 indicators were determined and selected, based upon USAID's FtF and PPR indicators. Out of the 27 selected indicators, five indicators are project specific, while the rest are related to FtF. After the indicators were selected, a Performance Indicator Reference Sheet (PIRS) was prepared for each of the 27 indicators. The PIRS gives precise definitions for each indicator, how indicators could be measured, frequency of data collection and reporting, and methodology, analysis of data collection, data error sources and modalities to address important data quality issues. The PMP the Performance Monitoring Plan was submitted to USAID on December 15, 2013 as per the time table indicated on the contractual agreement.

After the development of the PMP, AGP-LMD reviewed the Life of the Project targets for its indicators. Targets were set based upon AGP-LMD experts' inputs and the available baseline data and secondary statistical resources from various publications. Targets were set for the end of the project as well as for the FtF and PPR indicators for the PY 2013, PY 2014, and PY 2015. AGP-LMD submitted its targets for its 15 FtF indicators on November 15, 2012 using the FtF online data entry system. Some of these targets were reviewed during the work plan preparation based on the value chain analysis, end market analysis, and baseline survey and USAID feedback. The targets were also updated on the FtF online data entry system in June 2013. Annex 3: Project Targets (2013-2017).

AGP-LMD designed a comprehensive M&E approach as described in the PMP, which mainstreams M&E into the entire project system such that technical staff, including the COP, shares responsibilities and are part of the project M&E culture. The regional implementing partners are given the lead in collecting and recording program data under supervision and with support from M&E team. To facilitate the approach data collection, tools and templates were prepared for all the project indicators. This includes field level data collection templates, data consolidation forms and data reporting forms and data analysis using MS-Excel.

While establishing M&E protocols for result level indicators, the project has also been engaged in monitoring accomplishments of planned activities in its work plan. In this regard, the project's M&E team undertakes a monthly and quarterly activity monitoring initiatives to ensure that project activities are progressing according to plan and to identify areas where corrective action can/should be taken. Accordingly, in the reporting period, activity progress monitoring reports were developed for each month and the findings were discussed with the management team. The management team further discussed and identified issues to take the necessary steps to rectify underperformance, solve problems and/or continue good performance.

---

## **BASELINE SURVEY**

The AGP-LMD baseline survey was conducted in the four target regions. The survey's objective is to determine the base values for the project indicators identified in the PMP. Therefore, the survey is designed to collect quantitative data from the livestock value chain actors such as dairy and livestock cooperatives, livestock input suppliers, meat and dairy processors, tanneries, veterinary drug shops, livestock and livestock product exporters. The survey focused on collecting data related to the production capacity of processors and cooperatives, sales volume and value of livestock and livestock products, number of contracts between various livestock operators, and leadership and membership composition of cooperatives.

The baseline data is one of the key tasks of the Implementing Partners' first year task Order. The preparation and execution of the baseline survey involved the development of the baseline survey proposal indicating objectives of the survey, proposed methodologies for data collection and analysis, sampling procedures, etc., survey instruments and implementation guidelines for the implementing partners. The survey instruments consist out of five sets of structured questionnaires for each of the three value chains (i.e. dairy, meat and live animal, and hides, skin and leather value chains), input/



service providers and for sector business associations. The guidelines and survey instruments were shared and discussed with the regional implementing partners, project management and technical staff

members for further improvement and finalization. The implementation guideline was prepared which defined key terms used in the survey, and provided detailed guidance regarding the responsibilities of implementing partners, AGP-LMD, supervisors, and the data enumerators.

The four regional implementing partners led the baseline survey with support from and under guidance of the AGP-LMD's M&E Unit. At the start of the baseline survey, first selected and recruited enumerators and supervisors in their respective regions, based on standard selection criteria defined in the implementation guidelines. AGP-LMD's M&E team supported Implementing Partners in the selection of qualified enumerators and supervisors.

<i>Region</i>	<i>Date</i>	<i>Number of Trainees</i>
<i>Amhara</i>	<i>6-7 March 2013</i>	<i>24</i>
<i>Oromia</i>	<i>20-21 Feb. 2013</i>	<i>36</i>
<i>SNNPR</i>	<i>25-26 Feb. 2013</i>	<i>12</i>
<i>Tigray</i>	<i>13-14 Mar. 2013</i>	<i>18</i>
<b>Total</b>		<b>90</b>

Subsequently, Regional Implementing Partners, in collaboration with AGP-LMD M&E unit, organized a two-day practical training for 90 enumerators, supervisors and IP's staff members to familiarize enumerators, supervisors and regional implementing partners' staff with the survey instruments, and survey field manual. The field manual served as a guiding document for each of the enumerators and supervisors during the data collection process.

The baseline survey was conducted in all the four regions, covering primarily the 46 AGP-LMD target woredas. Besides the data collection in the 46 AGP woredas, data were also collected in non-AGP woredas from the main downstream value actors live processors, exporters and traders. In total, baseline survey data was collected from 828 actors in the four targeted regions Amhara, Oromia, Tigray and SNNPR.

<b>Type of VC</b>	<b>Actors Per Region</b>				
	<b>Amhara</b>	<b>Oromia</b>	<b>Tigray</b>	<b>SNNPR</b>	<b>Total</b>
Dairy	94	180	46	27	301
Meat/ live animal	96	58	30	55	209
Hides and skins	78	64	20	20	162
Input suppliers	81	60	15	15	156
<b>Total</b>	<b>349</b>	<b>362</b>	<b>111</b>	<b>117</b>	<b>828</b>

---

## NATURAL RESOURCE MANAGEMENT AND ENVIRONMENT

At all stages of the AGP- LMD's implementation, environmental sustainability is a key issue under consideration in the entire project activities. During the reporting period, AGP-LMD commissioned a short-term environmental expert, Barney Popkin, to develop an Environmental Mitigation and Monitoring Plan for the project. Under the lead of the consultant, AGP-LMD has assessed and evaluated potential environmental risks associated with anticipated interventions and activities in support of the livestock value chains. The environmental assessment involved field level visits with various livestock value chains drivers such as veterinary drug stores, and livestock processing plants. In addition, the consultant provided hands-on training to AGP-LMD's technical staff in the application of environmental monitoring plan and reporting. AGP-LMD submitted the draft EMMP to USAID on November 17, 2012.

## ANALYSIS PHASE

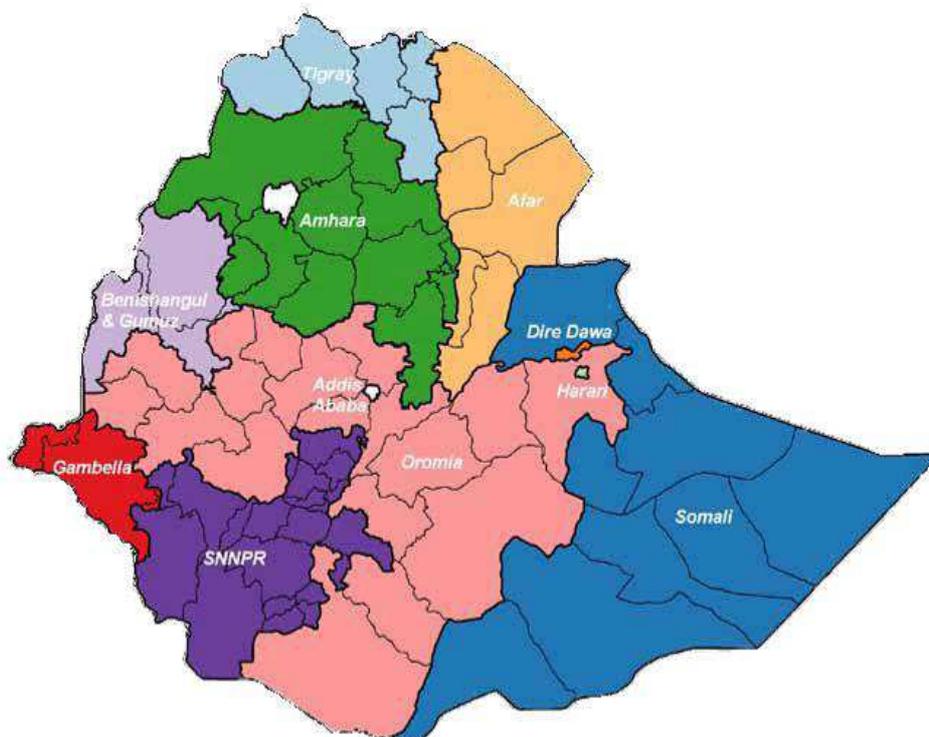
Simultaneous to the mobilization phase, AGP-LMD employed the necessary analysis to gain full understanding of the livestock value chains and markets both at the domestic and international level. Initially, AGP-LMD consortium partners Precise Consult, BCAD Management Consult and TREG Consult, under the guidance and leadership of J.E. Austin Associate completed desk study in order to build upon existing knowledge, former project experiences and reports and studies, followed by the field level value chain analysis and end market study. The final drafts of the value chain and end market analysis were submitted to USAID in the beginning of April 2013.

## COMPONENT 1: FROM ANALYSIS TO STRATEGY TO LEARNING

Before AGP-LMD started with the various analysis, the project's interventions areas were determined, within the framework of the AGP program, USAID's FTF program and the value chain development approach.

### PROJECT INTERVENTION WOREDA SELECTION

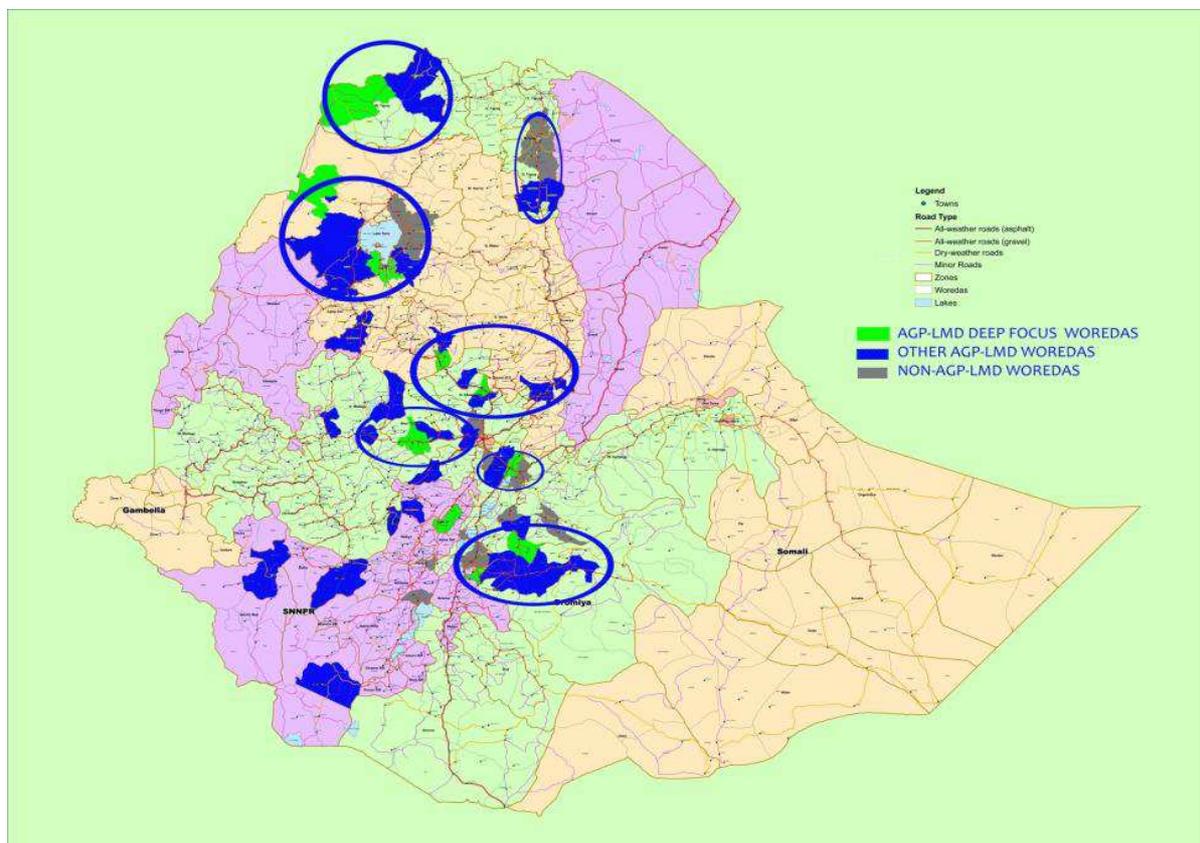
AGP-LMD as one of the AGP components operates in 46 woredas selected from the four main productive regions of Oromia, Amhara, Tigray and SNNPR. AGP-LMD made considerable efforts in scrutinizing the 46 selected woredas through consulting experts, secondary sources, AGP Technical Coordinators, and USAID Ethiopia. The selection processes involve three phases: 1) Identification of Livestock Growth Corridors and Milk Shades, 2) Identification of Specific Woredas, and 3) Identification of 10 Deep Focus Woredas.



Map 1: AGP-LMD Regions: Tigray, Amhara, Oromia and SNNPR

## First Phase: Identification of Livestock Growth Corridors and Milk Sheds

AGP-LMD applies a holistic value chain development approach to achieve its project targets and objectives with a focus on the ‘middle of the value chain’ as an entry point, and AGP Woreda livestock and dairy producers as the primary beneficiaries. In order to effectively implement this approach, AGP-LMD has adopted a “livestock growth corridors” or “milk sheds” (cluster of woredas) approach for the selection of its intervention areas and targeted beneficiaries. Value chains are not limited to specific woreda boundaries or even to regional boundaries. Downstream value chain actors are often not present in the same woreda as their suppliers, while the improvement of the competitiveness of a value chain requires working with the actors along the chain. For the determination of the growth clusters, primary criteria such as availability of key middle value chain actors include cooperatives, processors, and exporters; availability of services including animal health, artificial insemination, animal feed; and the quality and availability of infrastructure comprise roads, access to markets. Based on these processes, seven main livestock growth corridors and milk shades were identified as indicated in Map 2 below.



Map 2: AGP-LMD Intervention Growth Corridors

## Second Phase: Identification of Specific Woredas

In the second phase, AGP-LMF applied criteria outlined in the first phase to select specific Woredas within or adjacent to the livestock growth clusters. The criteria are designed to compare and rank AGP and selected non-AGP Woredas according to their livestock growth potentials. The criteria used are: livestock numbers, heard composition, the contribution of livestock to source of food, nutrition and income, food security status of the Woreda and size of private and communal grazing land. The criteria used by the project to select the livestock growth cluster as well as individual Woredas with high potential for livestock production align with the AGP Woreda selection criteria. Based on these

criteria and being vigilant in order to maximize benefits to a large number of small-holders rather than being sporadic and exerting large investments in non-potential woredas, seven main livestock growth corridors or milk shed areas were identified, and subsequently 46 AGP woredas and 16 non-AGP woredas. The number of AGP and Non-AGP woredas selected for AGP-LMD is indicated in Table 1 below. Annex 4: Woreda List.

### Third Phase: Identification of Deep Focus Woredas

In the third phase, the available information from the selected woredas in phase one and two were used to select those woredas that have the greatest potential for the targeted value chains. This resulted in the selection of 10 Deep focused Woredas: Oromia (4 Woredas), Amhara (3 Woredas), SNNPR (two Woredas), and Tigray (One Woreda). These selected Deep Focused Woredas will be the target woredas the project will invest much of its investments and efforts. AGP-LMD envisions that best practices and success achieved in these woredas is planned to be scaled up to other Woredas.

*Table 1: Summary of proposed intervention woredas*

Region	AGP Woredas	Selected AGP Woredas	Additional Selected Woredas	AGP-LMD Woredas	Number of Deep Focused Woredas
<b>Oromia</b>	<b>39</b>	<b>13</b>	<b>7</b>	<b>20</b>	<b>4</b>
<b>Amhara</b>	<b>25</b>	<b>11</b>	<b>4</b>	<b>15</b>	<b>3</b>
<b>SNNPR</b>	<b>22</b>	<b>16</b>	<b>2</b>	<b>18</b>	<b>2</b>
<b>Tigray</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>1</b>
<b>Total</b>	<b>95</b>	<b>46</b>	<b>16</b>	<b>62</b>	<b>10</b>

## LIVESTOCK VALUE CHAIN DESK STUDY

Before engaging deeply in the value chain analysis, AGP-LMD conducted a Value Chain Desk Study in order to assure that existing studies, reports and experiences from Ethiopia are used in the further analysis and implementation phases. The desk study was performed by the three local consulting consortium members and AGP-LMD staff under the guidance and leadership of J.E. Austin Associates. The consulting firms and AGP-LMD staff were offered training on the concept of value chain analysis and approaches to value chains research methodologies. The desk study involved over 100 sources of secondary documentation accompanied with statistical evidence drawn from the Government of Ethiopia's Central Statistical Agency (CSA) and other internationally accepted data sources such as FAOSTAT and COMTRAD. Additional supporting evidence was also utilized from a wide array of sources including extracts from reports and publications of Ethiopian Society of Animal Production (ESAP), Ethiopian Veterinary Association (EVA), Ethiopian Feed Industry Association (EFIA), Ethiopian Meat Processors and Exporters Association (EMPEA), Ethiopian Live Animal Traders Association (ELTA), and Ethiopian Dairy Producers and Processors Associations (EDPPA).

The findings of the Desk Study provided useful insights regarding constraints impeding the development of selected livestock value chains in Ethiopia while identifying attention areas for the next phase of analysis: the value chain analysis. The Desk Study also addressed topics including gender integration in the livestock value chains, livestock-related policy bottlenecks in Ethiopia, and possible investment segments along the continuum of the value chains. In addition, the Desk Study identified useful information from the experiences of other countries, highlighting information such as Namibia's country level livestock development strategy that enabled Namibia to penetrate the stringent European Union meat markets. The Desk Study includes an inventory of lessons learned

from past livestock related programs in Ethiopia funded by USAID and other international donor agencies. AGP-LMD shared the preliminary findings of the Desk Study with stakeholders during regional kick-off events in order to update stakeholders on the current status of livestock value chain constraints and opportunities. Breakout group discussions were followed by presentations mapping the value chain actors in each region in order to identify opportunities and constraints for the livestock sector. The Desk Study was submitted to USAID on November 17, 2012.

## VALUE CHAIN AND END MARKET ANALYSES

J.E. Austin Associates led the value chain and end market analysis under AGP-LMD oversight and guidance. Team composed of AGP-LMD staff and the local consulting firms formed the field work. Prior to full scale field work, several meeting and workshops were held to prepare the teams the kind of information to collect at the woreda-level in the four project regions (Amhara, Oromia, Tigray, and SNNPR). The Value Chain Analyses were conducted by diverse teams that included specialists from each of the three value chains, business development and farm organization specialists, and specialists that focused on the project's cross-cutting issues: gender, finance and investment, and environment and natural resource management. Value chain analysis teams worked with regional AGP offices and the Woredas' Agricultural and Rural Development Offices to organize the field visits. The team administered a detailed questionnaire in multiple areas of each region, which allowed the analysis to capture differences within a region and between regions, while maintaining a consistent data collection methodology.

Country	Yield (KG)
Republic of South Korea	9,616
Israel	9,583
United States of America	9,118
Sweden	8,152
Denmark	8,131
Algeria	1,320
Morocco	1,102
Egypt	997
Table Angola	482
Sudan	378
<b>Ethiopia</b>	<b>270</b>
Nigeria	240
Bangladesh	206
Tanzania	174

The value chain analysis evaluated each step of a products' flow from raw material production to the ultimate end-user, with the objective of delivering maximum value for the end user for the least possible total cost. For example, the milk production of an Ethiopian dairy cow was compared to productivity levels from other countries to identify this area as a key opportunity for improved productivity in the sector (see table below).

AGP-LMD completed the Dairy, Meat & Live Animal, and Hides, Skins and Leather Value Chain Analyses during the second quarter and submitted the reports to USAID on March 31, 2013. These reports included the following information:

- Market information for the sector,
- Map of value chain from production to consumption
- Analysis of gaps, constraints and opportunities along the value chain,
- Identification of weaknesses and cross-cutting issues, especially those associated with the depth of a value chain such as services, and
- Identification of the possible intervention areas that the project will implement for the coming 5 years.

AGP-LMD also conducted both domestic and international End Market Analyses (EMA) studies for the three value chains during the 2<sup>nd</sup> Quarter. The EMA teams were comprised of a combination of AGP-LMD technical staff, Government of Ethiopia representatives, and staff from partner organizations including Precise, BCaD, and J.E. Austin Associates. These analyses include information that will help the value chain actors understand the *Channels* into which they can compete; the *Context* and *Capabilities* of their value chain and what they can bring to market; the

potential *Customers* for their products and what might be the best approach to reach them; the *Competitors* against whom they will compete with; and the strategic *Choices* necessary to be successful in the target market.

The End-Market Analysis (EMA) is a key component of designing a competitiveness strategy that creates a roadmap for accessing domestic, regional and global markets. AGP-LMD conducted International End Market Analyses in the countries listed in the table below. These countries were selected based on their past or future potential market activities with Ethiopia in the selected sectors.

Country	Sector Analyzed
Italy	Leather
Egypt	Meat & Live Animals
Democratic Republic of Congo	Meat & Live Animals
Angola	Meat & Live Animals
Kenya	Leather
United Arab Emirates	Meat & Live Animals
Turkey	Leather

The end market analysis visit to the United Arab Emirates was conducted to coincide with the Gulf Food Show on February 25 – 28, 2013. AGP-LMD staff and Government of Ethiopia officials highlighted Ethiopian meat products at this event and showed the USAID-funded AGP-LMD project video at the Food Fair. The participants were very surprised to see the video of Ethiopian cattle and were impressed with their quality and quantity.

#### **Meat/ Live Animal Value Chain Overview**

In Ethiopia many producers only sell their livestock when they need the money or when a drought hits. In much of Ethiopia commercial livestock trading has not taken hold. As a result, most farmers do not consider the livestock trade as a profitable endeavor and ignore practices that increase their livestock’s value such as providing adequate and proper nourishment during the years of growth and development, treating the animal properly to prevent scarring, and do not consider the timing of sale designed to maximize sales price. Large numbers of animals are held for five to seven years or more to supply draught power and milk for the family in the highland areas. Animals this old do not produce the best meat and their hides are usually so worn that they have limited value to the leather industry.

That said, however, live animal and meat exports are an important and growing sector of international trade for Ethiopia. For instance, earnings from the export of live animals in 2008 was USD 40 million, while it jumped to USD 207 million in 2011 and such trade has contributed to increased rural incomes and reduced rural poverty in Ethiopia. The economic contribution of the domestic market consumption to the Ethiopian economy by the meat and live animal sectors has also been important. Agriculture in Ethiopia accounts for 41% of GDP and over 80% of total employment with livestock accounting for as much as 40-50% of agricultural GDP.

Livestock is also an important contributor to export earnings, garnering nearly 8% (or USD 211 million) of the USD 2.75 billion in export earnings achieved in 2011. Although informal trade is difficult to quantify, the value of the informal trade in livestock is estimated to be over \$200.

AGP-LMD established preliminary contacts for three new markets as a result of the Gulf Food Fair. These include two UAE-based companies that want to import vacuum-packed beef (Federal Foods and Farm Fresh) and Iranian buyers. The Iranian buyers and AGP-LMD agreed to invite the Iranian Veterinary Office to visit Ethiopian export abattoirs as a first step to establishing this new market relationship. For the vacuum-packed beef opportunity, AGP-LMD staff will follow-up with Abergele and Ashraf Abattoirs, which already have vacuum-packing equipment, to introduce them to these new potential markets.

AGP-LMD submitted End Market Analyses Reports to USAID on April 7, 2013 for each of the three value chains. Annex 5: List of EMA Team Members.

### **Livestock Market Development Project Identifies Opportunities for Value-added Meat Exports**

Ethiopia has traditionally exported beef cattle to Egypt in the form of live animals. In 2011/12, 21,417 cattle were sold in Egypt, valued at 12.25 million USD. However within the last 7 months only 2927 cattle were exported to Egypt, at a value of 1.67 million USD. In recent years, cattle prices have been rising in Ethiopia, making it less viable to sell live cattle to several export markets, including Egypt. Further compounding the problem are several regulatory and logistical issues that further raise the transaction cost for live animals. These include an Ethiopian export restriction on cattle that weigh less than 320 kg, long quarantine periods, insufficient transport options for live animals, and even cumbersome banking requirements for importers.

The USAID-funded Livestock Market Development (AGP-LMD) project recently visited Egypt where it met with importers to discuss this issue. While live animal market issues will take time to improve, AGP-LMD was pleased to learn that there is an immediate opportunity for Ethiopia to export chilled beef cuts to Egypt for approximately 6 USD per kilo. The largest global beef exporters, Australia and Brazil, sell frozen beef cuts to Egypt but AGP-LMD learned that the chilled, or fresh, beef market is underserved in many Middle Eastern countries, including Egypt. Egyptians are familiar with Ethiopian beef and express a preference for the lean animals produced in the Ethiopian pastoral areas, which are then finished in feedlots in the Oromia region near Adama.

### **End Market Analysis Overview**

Ethiopians have been engaged in livestock production and trade for centuries and much of the business of livestock production is not that much different today than what it has been over the years. Yet in a hyper-competitive global economy that demands instantaneous changes to product design and ever higher standards of quality and supply, gaining and maintaining market share, even in one own market is more challenging than ever. For instance, in order to gain more than the one-tenth of one percent of the world's global meat exports (Ethiopia's current share), the industry and government need to adopt new approaches to the livestock trade (and to its many by-products like leather and dairy) and change old habits and customs that are only preventing the industry from taking a significantly larger share of global trade.

Actors along the value chain also need to target and grasp new opportunities and employ creative approaches supplying and developing new products for new and existing markets. A bright spot for the Ethiopian leather industry is the production of leather gloves, which has only recently begun operating in the country. The glove industry, which is currently strictly focused on export markets, is in its infancy and expected to grow quickly in the years to come as more investors discover that Ethiopian hair sheep skin is one of the best materials in the world for making fashion and sports gloves because of its softness and strength. These are the types of new products and industrial ideas that will propel the industry forward. Ethiopia has a number of livestock value chain market opportunities that if realized will power the growth of the livestock industry and value chain as well as the overall economy. Some examples of these opportunities and challenges include:

#### **Live Animal**

Ethiopia currently exports through formal market channels nearly half a million head of animals per year and those numbers are increasing by 15-25% per year. This rapid rise in the export of live

animals creates a conundrum for the country because by lowering the number of live animals exported, Ethiopia would see a reduction in the overall revenue attributed to live animal exports; but the animals that remain in the country will be processed into value added products such as meat, leather and leather products, which will create more jobs and new export markets. An increase in the number of live animals exported, on the other hand, would generate growth in the amount of revenue (GDP) to the country, but the meat and hides, skins and leather industries would continue to suffer shortages of raw material. Addressing the export market for live animals is a balancing act that the Government of Ethiopia and the value chain actors will need to address in order to reach a balance that satisfies the entire value chain.

#### Meat

Ethiopia has potential to increase the volumes and values of domestic and export sales of meat and meat products. This could be achieved by increasing Borena beef exports, expanding commercialization of production and marketing of livestock, diversifying into other products such as the processing of sausages and other similar types of meat and boosting domestic consumption. However, in order to achieve greater sales and exports, a number of challenges must be met including poor product quality, which is the most pronounced concern to be addressed, followed by improving price competitiveness and strengthening business relationships. Most of the recommended actions to improve the marketing of live animals will also contribute to increasing the quality of Ethiopian meat, such as improving traceability systems, moving toward specialization of cattle-raising and improving feed, breeding and vaccination practices and upgrading the transparency of livestock trading systems.

#### Leather and Leather Products

The Ethiopian leather industry has significant potential to become a world class supplier of high quality finished leather and leather products, including shoes, garments, gloves and accessories. Foreign investors have been increasingly discovering Ethiopia's potential. The government of Ethiopia has made the leather and leather products value chain among the top four priority industries in the country due to its strong backward linkages to the rural economy aiding in the alleviation of poverty and its potential for increasing exports and hence the flow of foreign currency into the economy. If the industry players can move beyond the challenges of raw material quality and supply, the Ethiopian brand of leather production has unlimited potential for growth in the coming decade.

#### Dairy

Ethiopia's domestic dairy industry is limited in terms of demand by the low per capita consumption of milk, the predominance of informal, unpasteurized sales (90% in Addis Ababa, 95% nationally), and demand that fluctuates according to fasting periods. Consumers do not have confidence in the quality of milk. Milk prices in urban areas are not easily affordable for middle and low income customers. The opportunity for the dairy industry is to increase demand by promoting the nutritional benefits of milk, coupled with improving the product's quality and reputation, and reducing prices and increasing availability through improvements in value chain productivity and logistics. The industry could also introduce new products and packaging that cater to the consumption patterns of different consumer segments, that extend shelf life, and that meet the price points of middle and low income customers.

---

## BUSINESS ENABLING ENVIRONMENT ANALYSIS

To address AGP-LMD's objective in creating an enabling climate that facilitates and supports the growth and competitiveness of the livestock value chains, AGP-LMD undertook an enabling environment assessment for: Meat & Live Animal, Dairy and Hides, Skins, and Leather Value chains. The project consortium members, PRECISE and BCaD, conducted the assessment. The preliminary findings and recommendations of the studies were presented at the regional validation workshops for further comment and feedback. The findings of the studies provide the evidence and instruments for

policy engagement leading to reforms and amendments in regulations and administrative procedures to enhance the competitiveness of the livestock sector in Ethiopia.

AGP-LMD also presented its planned activities to federal and regional government agencies to ensure buy in and ownership. AGP-LMD's strong desire to work jointly with government representatives, more particularly APHRD and EMDTI, in the value chain and end market analysis was assured as an operational element in the Project.

AGP-LMD has aggressively pursued creating relationships with high-level industry stakeholders to discuss major policy barriers that undermine the competitiveness and potential of the livestock industry. By removing the barriers, the businesses can effectively serve as an engine to economic growth and provide sustainable income sources to small-holder producers. Initial ground work executed has provided AGP-LMD with access to high level government and private sector leaders for discussing policy barriers, opportunities for improving policies, and planning process. AGP-LMD firmly believes that discussions with the public and private sectors will create an understanding of the interests of both parties such that AGP-LMD is an active player in the livestock sector.

## STRATEGY DEVELOPMENT AND PLANNING PHASE

### STRATEGY DEVELOPMENT

In order to develop an informed strategy that can accomplish the intended goals in an efficient and timely manner, AGP-LMD used extensive value chain analyses conducted in each of the four project regions. The analyses enabled AGP-LMD to segment and assess markets, profile and analyze customers, processors, buyers and other actors along the value chain, analyze gaps and opportunities, and identify weakness and crosscutting issues, especially those associated with the depth of a value chain such as services. The international end-market analysis (EMA) was also used as a key component of designing a competitiveness strategy that creates a roadmap for accessing regional and global markets.

Figure 1: Component 1 Process



AGP-LMD shared the value chain and end market analyses with stakeholders in each of the four regions utilizing a multi-stakeholder platform format to prioritize constraints, develop targeted interventions, and plan for collaboration. The project conducted multi-stakeholder platform (MSP) meetings in all four project regions in March 2013 where AGP-LMD validated the analysis findings with the regional stakeholders and then conducted detailed discussions on the identified constraints. These workshops were conducted on March 6-7, 2013 in Oromia and Tigray regions and on March 8-9, 2013 and March 7-8, 2013 in SNNPR and Amhara regions, respectively. Totally, about 323 participants (11% female) participated in the validation workshops. The composition of the regional MSP participants included representatives from different government institutions including BOA, Regional, Livestock Agencies, Cooperative and Marketing promotion (19 %), NGOs (12 %), private sector operators such as input suppliers, producers, processors, traders, cooperatives and unions (69 %). The AGP- LMD project team presented PowerPoint presentations on the challenges and opportunities related to policies hindering the proper functioning and growth of the three value chains. These constraints were then prioritized at each MSP in each region. On the second day of the MSP workshops, sector specific experts and leaders developed strategic interventions to address the constraints.



AGP-LMD compiled the outcomes from each MSP. Key learning including:

1. Constraints and proposed strategic interventions did NOT significantly vary by value chain, nor by region,
2. The priority placed on each constraint DID VARY by value chain and region. Annex 6: List of Constraints and Recommendations.

AGP-LMD then used the value chain and end market analysis reports and the outputs from

the four regional validation workshops to develop the Project's strategy. Under the guidance of J.E. Austin Associates, the AGP-LMD experts developed the projects strategy for the IR 1 and IR 2. The project identified strategies for each component of the project, with 10 Strategic Pillars for IR1 (Increased Productivity and Competitiveness of Selected Livestock), 5 Strategic Pillars for IR2 (Improved Enabling Environment for Livestock Value Chains). While each strategic pillar is generally implemented with *different value chain actors* in the dairy value chain, meat & live animal value chain, and hides, skins and leather value chain, *all of the value chains will benefit from the same type of interventions*. The strategic pillars in each IR are indicated below.

#### **Strategic Pillars for IR1:**

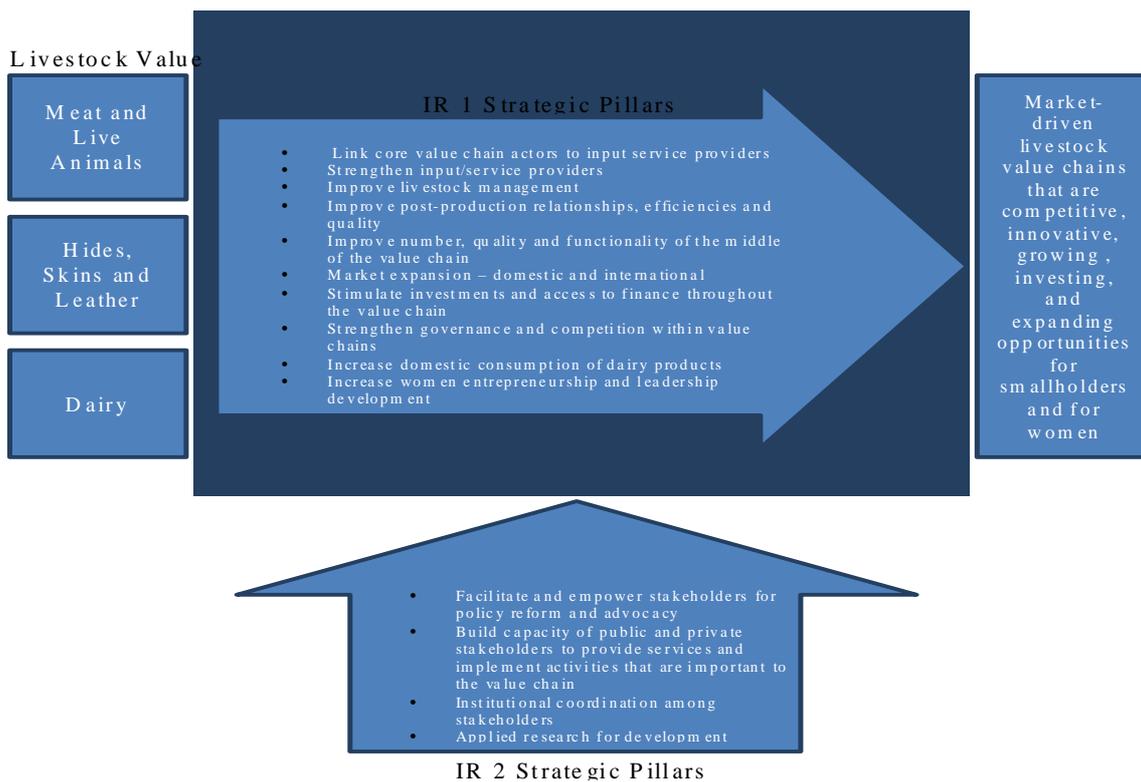
Increased productivity and competitiveness of selected livestock value chains

1. Link value chain actors to input and service providers
2. Strengthen input/service providers
3. Improve livestock management
4. Improve post-production relationships, efficiencies and quality
5. Improve number, quality and functionality of the middle of the value chain
6. Market expansion – domestic and international
7. Strengthen governance and collaboration within value chains
8. Increase domestic consumption of dairy products
9. Increase women entrepreneurship and leadership development
10. Stimulate investments and access to finance throughout the value chain

#### **Strategy Pillars for IR2:**

Improved enabling environment for livestock value chains

1. Facilitate and empower stakeholders for policy reform and advocacy
2. Build capacity of public and private stakeholders to provide services and implement activities that are important to the value chain
3. Institutional coordination among stakeholders
4. Applied research for development
5. Linkage creation with others



## WORK PLAN PREPARATION

One of the major activities accomplished during the reporting period was the preparation of the project's 15-month work plan. Upon completion of the different analytics and strategy development, a planning workshop, conducted in Addis Ababa with active participation of representatives from the four regional implementing partners, was conducted. The workshop enabled the regional implementing partners and AGP-LMD staff to discuss and contribute to the development of the 15-month work plan for the period, April 2013-June 2014. This work plan was developed based on inputs from the value chain and end market analysis undertaken by the project and the subsequent validation workshop. The findings of these analyses and strategy development process was critiqued and presented by the workshop participants, major stakeholders, value chain actors, service/ input providers and value chain supporters including participants from governmental and non-governmental organizations. The constraints and opportunities identified and strategies developed to shape the project implementation towards achieving its results were used as inputs. The AGP-LMD work plan is organized using a strategic format for each program component. The Work Plan is structured to first introduce the ten strategies that contribute to IR1, the five strategies that contribute to IR2, and the six strategic interventions that contribute to IR3. Detailed activity plans are included for each strategy including targets, partners and implementation schedules. The work plan also includes sections on the activities and approaches for each of the cross-cutting features that are included in AGP-LMD.

Following the preparation of a draft work plan, a planning workshop was conducted in each region in which the draft work plan was presented and discussed. These workshops were attended by implementing partners, AGP-TC, which include members from BoA, other AGP projects and various private sector organizations in the target regions. Finalization of the work plan preparation process was undertaken in a one day meeting led by the regional AGP-TC for which representatives from BoA and AGP-AMDe were attended. The draft work plan, along with comments and feedbacks from the different workshops held at federal and regional levels, was finalized and submitted to USAID on

April 17, 2013. Comments and feedback from USAID have been discussed and used to further improve the work plan of the project.

AGP-LMD submitted the Project Strategy and Work Plan to USAID on March 31, 2013 and April 9, 2013, respectively. AGP-LMD received positive feedback from USAID on several components of the work plan. USAID's focus on collaboration with other projects to maximize synergy and avoid duplication was a primary feedback issue. As a result, AGP-LMD and the newly DFID funded PEPE project agreed to closely collaborate on hides, skins and leather value chain interventions in which **AGP-LMD's interventions would be limited to livestock health improvements and improved slaughtering and flaying techniques, handling and preservation at slaughter houses.** The PEPE project plans to address the remainder of the value chain through its program.

## PROJECT DELIVERABLES

Deliverables	Submitted to USAID
Mobilization Plan	October 17, 2012
Branding and Marking	October 17, 2012
Environmental Mitigation and Monitoring Plan (EMMP)	November 15, 2012
Performance Management Plan (PMP)	December 15, 2012
Value Chain Analysis	March 31, 2013
End market Analysis	April 7, 2013
“Push” and “Pull” strategy	April 15, 2013
Work Plan including (a five-to-ten year vision of what AGP-LMD expects to achieve in each value chain, strategy for realizing the above vision and a learning plan)	April 9, 2013
Quarter reports	3 quarter reports
Monthly reports	10 reports
FTF reports	12 FTF Reports
Nutrition Analytics	Not yet finalized
PLWHA Analysis	Not yet finalized

## LEARNING AND KNOWLEDGE DEVELOPMENT

In order to facilitate and assure learning, the AGP-LMD team integrates learning activities in the program's activities and put learning high on the management agenda. AGP-LMD supports the introduction and testing of innovations for livestock value chain development that can successfully be replicated in the livestock sector. This will contribute to AGP-LMD obtaining a leading role in livestock development in Ethiopia, and thus it will play a central role in knowledge development and learning on livestock value chain development and push-pull approaches in Ethiopia. To make this happen “learning and knowledge development” is become critical. For all stakeholders to learn and benefit from the AGP-LMD documentation, dissemination of results is crucial; to improve efficiency and effectiveness of the interventions and to show results to stakeholders, including the sector actors who invested with their resources and USAID that supplied the program funds. The AGP-LMD will therefore create a learning agenda and environment at different project and institutional levels periodically.

### REVIEW and LEARNING EVENTS

AGP-LMD conducted review and learning events with the four implementing partners during the reporting period. At this event, the work plan was presented in detail to the implementing partners and there were interactive sessions in which the partners provided input and guidance on

implementation. In addition, the partners provided feedback on overall project coordination. This feedback was positive overall and there were suggested areas in which project coordination can improve. AGP-LMD staff is cognizant of this lack of understanding of the value chain approach since it is a relatively new concept in Ethiopia and the livestock value chains. As a result, AGP-LMD concluded that implementing partner and stakeholder buy-in, is stronger at the beginning of the value chain; consequently, implementing partner efforts will be strongest at this level. Therefore, AGP-LMD staff recognizes that they will need to conduct the majority of the middle and end of the value chain activities during the coming year.

In order to facilitate and assure learning, AGP-LMD's management agenda integrates learning activities into the program's activities and prioritizes learning. AGP-LMD has conducted nine monthly learning days in each month of the reporting period. The learning days have taught staff about different aspects of the project such as livestock value chain development strategies, Push Pull Strategy, HIV/AIDS and PEPFAR program, ICT and gender, etc. While learning days have been utilized to cross-train AGP-LMD staff among the various disciplines within the Project, they will incorporate a more specific "lessons learned" approach as the project advances in implementation and generates more learning areas discovered.

## IMPLEMENTATION PHASE

### COMPONENT 2: IMPROVE THE PRODUCTIVITY AND COMPETITIVENESS OF LIVESTOCK VALUE CHAIN<sup>1</sup>

AGP-LMD began conducting Component 2 activities during the third quarter in accordance with the newly developed Work Plan. AGP-LMD activities focus on the entire value chain from producers, to processors and end consumers, providing in depth assistance focused on creating market opportunities and linking smallholder farmers to those markets. In-depth, enterprise-level technical assistance is provided to build the competitiveness of value chain firms which will directly impact the commercial viability of the entire value chains. At the producer level, the focus is on improving livestock management and establishing effective, well-governed and collaborative producer organizations. Similarly, for input suppliers and service providers, AGP-LMD focuses on establishing and strengthening these businesses and linking them directly to businesses along the value chain. AGP-LMD also promotes the expansion of business service providers and the sustainable provision of market information for the livestock sector.

#### IR1: STRATEGY 1 - LINK VALUE CHAIN ACTORS TO INPUT AND SERVICE PROVIDERS

Under Strategy 1, AGP-LMD works on interventions that link value chain actors to input suppliers and service providers through organized business-to-business meetings. During the third quarter, AGP-LMD identified value chain businesses whose business activities are constrained due to a lack of required inputs including services, equipment, and other products. These businesses represent four (4) categories of key value chain actors including abattoirs, dairy processors (including milk collection), feedlots, and dairy producers. These value chain businesses were invited to input supply meetings that were conducted in July, 2013, A full listing of these businesses are included in Annex X.

---

<sup>1</sup> Progress monitoring tables for activities planned under component 2, 3, 4 and 5 is attached as Annex 6.

AGP-LMD met with these businesses and determined that they had unmet input needs in seven (7) primary areas: 1) artificial insemination services 2) heifer supply 3) feed supply 4) animal health products and services 5) processing and cooling equipment 6) sanitation products and other meat & dairy processing consumables and 7) beef cattle, sheep & goats. AGP-LMD then conducted field visits and utilized its extensive network in the livestock sector to identify the initial input suppliers that can best supply the needed inputs and services. AGP-LMD identified forty-one (41) input suppliers<sup>2</sup> (see table 1 below. These input suppliers were invited to input supply meetings that were conducted in July, 2013. The full listings of these businesses are included in Annex 8.

Table 1: Input Suppliers Identified

	Oromia	Amhara	SNNPR	Tigray	Total
<b>AI Service</b>	3	1	1	1	6
<b>Heifer Supply</b>	4	2	-	-	6
<b>Feed Supply</b>	5	3	1	1	10
<b>Animal Health</b>	4	2	2	2	10
<b>Processing Equipment</b>	4	2	-	-	6
<b>Processing Supplies</b>	2	1	-	-	3
<b>Note: Companies are located in or operate within the regions listed</b>					41

## IR1: STRATEGY 2: STRENGTHEN INPUT SUPPLIERS AND SERVICE PROVIDERS

In addition to identifying input and service providers (Strategy 1), AGP-LMD is actively developing the input supply sector (Strategy 2). In some instances, AGP-LMD strengthens existing input supply businesses to help them expand their service area, quality of service, and/or product lines. In other instances, AGP-LMD works with entrepreneurs to enable them to start new input supply and service businesses.

During the third quarter, AGP-LMD adapted training modules for Community Animal Health Workers and Animal Health Assistants and then used these materials to train 40 animal health service providers in SNNPR. AGP-LMD also adapted training materials for artificial inseminators and feed producers. These training materials originated from FAO, the regional Bureaus of Agriculture, EMDTI, National Artificial Insemination Center (NAIC), the former Land O'Lakes Program in Ethiopia, and ILRI's Improving Productivity and Market Success (IPMS) Project. They were modified to fit the specific training needs identified by AGP-LMD.

Annex 9: Training Manual List



Animal Health Assistant Training, Tigray, July 1 – 3, 2013

### Targeted Input Supply and Service Providers

- Community Animal Health Workers
- Animal Health Assistants
- Veterinary/Drug Shops
- Artificial Inseminators
- Feed Producers/Suppliers
- Mobile Abattoirs

<sup>2</sup> AGP-LMD identified suppliers of beef cattle, sheep and goats as part of its other strategies and did not include these suppliers in the Strategy 1 reporting to avoid double counting.

The input businesses that AGP-LMD is initially focusing on require both technical and business training. Technical training is conducted by experienced technical experts who conduct the training based on the training modules provided by AGP-LMD. AGP-LMD has identified experienced trainers to conduct the targeted technical training. Business training is conducted through locally based individuals who have relevant business experience, but who do not have experience conducting business management training. For example, a Veterinary Drug Shop Manager is knowledgeable about the business aspects of providing animal health services to farmers; however, they are not experienced at conducting training on these topics. Veterinary Drug Shop Managers are motivated to conduct this type of training for newly trained Community Animal Health Workers to whom they will supply drugs. This win-win relationship develops the business of the Community Animal Health Worker, the Veterinary Drug Shop and results in expanded services for the farmer. Individuals have been identified in each of the four regions and will be trained as business trainers in the upcoming quarter.

### ***Ethiopia Livestock Market Development (LMD) Project Launches Commercialization Plan with Project Mercy Dairy Farm***

AGP-LMD launched a new partnership with the Project Mercy Dairy Farm that will commercialize the farm's activities and provide farm services to nearby rural households. Project Mercy, Inc. is an international not-for-profit relief and development agency that developed a dairy farm on 350 acres of land in ChaCha, Ethiopia. The farm uses artificial insemination to crossbreed local cattle with highly productive American Jersey dairy cattle. The resulting crossbred cattle produce six times more milk than the local cows.



*Crossbred dairy cattle at Project Mercy produce six times more milk than local breeds.*

Project Mercy and AGP-LMD agreed to work together to develop commercial services that will enable rural households in the ChaCha region to begin producing milk for both their family and for commercial sales. The partnership will provide needy rural households with a crossbred heifer, access to the necessary farm inputs such as feed, and access to a market for their milk. A local dairy processor has agreed to purchase the milk from the new farmers and to return part of the milk sales to Project Mercy to pay for the heifer and services over time. This will enable Project Mercy to continue to produce crossbred heifers for other needy families in the area while simultaneously bringing these families into the commercial dairy market. The AGP-LMD project will provide training and technical assistance to Project Mercy to help them develop a commercially-viable plan for producing heifers and feed. In addition, LMD will educate the households on the importance of milk consumption for children's growth and other activities that will improve the nutrition of vulnerable people.

### **SUCCESS STORY 1: ANIMAL HEALTH TRAINER WORKSHOP FUELS ENTREPRENEURIAL SPIRIT IN ETHIOPIA**

On June 17 – 19, 2013, twenty-four recently assigned, enthusiastic animal health assistants gathered around an AGP-LMD-provided animal healthcare expert, eyes fixed on actions and eager to become effective animal health providers in their respective woredas. The young men and women were linked arm and arm receiving practical and tangible advice from real experiences in livestock healthcare and how one can achieve great things with the proper education, resources and attitude. Each trainee had been appointed as an animal health worker within the past year and lacked practical experience to

handle the health problems in the communities. In addition, they frequently ran out of supplies and drugs and did not know how they could develop regular supply relationships.

USAID's Feed the Future Initiative and the Government of Ethiopia's Agricultural Growth Program (AGP) have partnered to produce the Livestock Market Development project (AGP-LMD), a five year project aimed to stimulate growth and sustainability in the livestock value chains in Ethiopia, previously a much underutilized business sector. Ethiopia has one of the highest populated livestock communities (top 10 in the world), however much of this potential for trade and increased productivity and nutrition is inhibited due to poorly functioning value chains. AGP-LMD aims to increase the productivity and competitiveness of livestock value chains, including establishing and strengthening input suppliers and service providers. The AGP-LMD "Animal Health Assistant Training Workshop" is working to improve animal health services to smallholder farmers by improving the skill-base of animal health assistants and building effective business relationships between the health assistants and animal drug and equipment suppliers. The first of these workshops was conducted in South Nation and Nationalities People Regional State (SNNPR) in the city of Hawassa. The three-day workshop involved presentations from experienced professionals and practitioners in animal health and disease prevention from the Ethiopian Bureau of Agriculture as well as local vet doctors and healthcare service providers. The twenty-four trainees practiced various medical examinations, treatments, and surgeries on goats, sheep, and cattle under the guidance of the trainers. AGP-LMD's implementing partner in the region, SELF HELP AFRICA, helped organize the training and learned how to link and strengthen the livestock service providers through these workshops. Private sector companies were encouraged to continue these business relationships to strengthen their part of the livestock value chain. Utilizing local companies and NGOs to conduct these workshops is a prime example of both President Obama's Feed the Future Initiative and USAID's new large-scale reform agenda, USAID Forward. Better service providers in Ethiopia's livestock sector help to eradicate disease, reduce mortality and improve productivity levels while opening up forums and relationships for public-private financing, increased high-quality exports and trade, and a sustainable business culture with strong linkages along the entire livestock value chain. . AGP-LMD has many more of Animal Health Assistant Training programs scheduled for the coming months with hopes of equal and greater results of its initial success in Hawassa.

## IR1: STRATEGY 3: IMPROVE LIVESTOCK MANAGEMENT

The AGP-LMD Strategy 3 includes activities that directly train farmers, primarily those who are organized into producer-groups such as Community Interest Groups (CIGs), Cooperatives, and Unions. The training will improve the productivity and profitability of livestock producers that raise dairy and beef cattle, sheep and goats. During the Quarter, AGP-LMD adapted training modules on dairy cattle management, quality milk production, sheep feedlot management, and beef cattle feedlot management. These modules will be used to conduct training activities within the project woredas. Annex 10: Module Annex.

During the third quarter, AGP-LMD identified 3 individuals who will be trained in August 2013 as dairy management trainers. The remaining 40 dairy management trainers, including 9 women (20%), were then identified in July 2013. Seventeen of these trainers are from the Oromia region, while nine are from Amhara, nine from SNNPR and eight from Tigray. In addition, AGP-LMD identified twenty four trainers from the four regions to be trained as feedlot management trainers (20% women). The remaining 8 feedlot management trainers were identified in July 2013, making a total training group of 32. These individuals come from one of two possible backgrounds. In most cases, they are graduates with diplomas that work with public institutions at the woreda level. These individuals are ideally suited to provide training to large numbers of livestock producers within the target woredas, but require additional training to be able to conduct these activities. These individuals will conduct the majority of the dairy cattle management training. In other cases, the individuals are large feedlot operators who purchase animals from smaller feedlots for live animal export. These trainers are located near Adama, Mojo and Gondar, and are motivated to provide training to smaller feedlots from which they purchase animals.

## IR1: STRATEGY 4: IMPROVE POST-PRODUCTION RELATIONSHIPS, EFFICIENCIES AND QUALITY

Strategy 4 aims to establish and strengthen horizontal relationships among producer groups and downstream businesses to enable producer groups and other businesses to share information, collaborate to provide or procure services, increase bargaining power, reduce costs and improve access through economies of scale, and access to finance. AGP-LMD identified abattoirs and dairy processors during the third quarter that are interested in developing embedded services, including Mojo Modern Abattoir, Organic Export abattoir, Luna Export Abattoir, Elfora Export Abattoir, Abergelle Export Abattoir, Ashraf Export Abattoir, Life Agro Dairy Processor, ALMI Dairy Processor, ELEMENTU Dairy Processor, and Emebet and Her Children Dairy. While some of the businesses have started to provide transportation, feed or artificial insemination services to farmers on a limited basis, they are interested in improving and expanding these services.

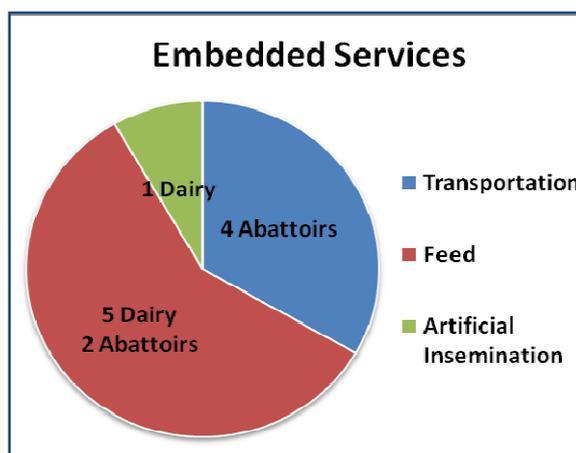


Figure 2: Types of Businesses Interested in Providing Imbedded Services

---

**IR1: STRATEGY 5: IMPROVE NUMBER, QUALITY AND FUNCTIONALITY OF BUSINESSES IN THE MIDDLE OF THE VALUE CHAIN.**

AGP-LMD delivers technical assistance through local service providers and short term technical assistance providers to expand the operational capacity and efficiency of processing businesses, and other businesses that operate in the middle of the value chain. During the reporting period, AGP-LMD identified nine (9)<sup>3</sup> dairy processors, seven abattoirs (7)<sup>4</sup>, and ten (10)<sup>5</sup> feedlots that are in a position to make significant contributions in improving their respective value chain. AGP-LMD staff conducted site visits with these businesses to identify the areas in which AGP-LMD can best assist them. These businesses are the first middle-of-the-value chain businesses that AGP-LMD will assist; however, AGP-LMD will also assist additional businesses in both value chains at the request of specific businesses or cooperatives.

---

**IR1: STRATEGY 6: MARKET EXPANSION – DOMESTIC AND INTERNATIONAL**

Activities under Strategy 6 support the value chains to expand the markets for the three value chains by conducting activities in the following four areas: one-on-one market linkages, facilitation of buyer-visits to Ethiopian processors or exporters, organizing forums and match-making events, and supporting businesses' participation in international and domestic trade fairs. As part of this strategy, AGP-LMD had planned to send businesses to domestic and international trade fairs during the third quarter. The international activities under this strategy were postponed on request of USAID.



The AGP-LMD project made important contacts for new market opportunities during international end market assessments and followed up with these contacts upon their return to Ethiopia. The AGP-LMD team met a live animal importer in Egypt who was interested in importing live animals (cattle) from Ethiopia but the importer did not know where to source the cattle. The AGP-LMD team offered to help connect him to an Ethiopian exporter and then facilitated a meeting between the Egyptian importer and an Ethiopian exporter. **As a result, Moges Assefa sold 1910 cattle to El-Hiab trading in March 2013 for a total contract price of USD 1,033,880, or USD 541 per head.** The current price range for live cattle

exports is USD 500 to USD 600 per animal. AGP-LMD staff is also following up with three companies that import chilled meat, including one Iranian buyer and two UAE buyers.

---

<sup>3</sup> ALMI, Elemtu, Life Agro, Yakla, Emebet & Her Children Dairy, Rut and Hirut, Mama (Sebeta Agro Industry), Jantekel Union, Ada's Dairy Cooperative.

<sup>4</sup> Mojo Modern Abattoir, Organic Export Abattoir, Luna Export Abattoir, Helmix Export Abattoir, Elfora Export Abattoir, Abergelle Export Abattoir, Ashraf Export Abattoir.

<sup>5</sup> Kahlid Mohammed, Israel Degeffa, Moges Assefa, Seyoum Balcha, Zeinab Ahmed, Shag Export, Shek Mohammed, Gebre-Giorgis, Tewedros, Mojo Addis Alem.

Mr. Moges Assefa operates a feedlot in the town of Adama in Ethiopia. His feedlot can hold 2,500 cattle and has been in operation since 2008. Like many other feedlots in Ethiopia, 100 percent of the cattle Mr. Assefa produces are exported as live animals, which are marketed at a higher price. However, Mr. Assefa, along with other feedlot operators trying to make a living in the cattle industry, has had great difficulty trying to find a buyer.

The five-year USAID-funded Agricultural Growth Program-Livestock Market Development (AGP-LMD) project is working to foster growth and reduce poverty by improving the productivity and competitiveness of selected livestock value chains notably live animal and meat, dairy and hides, skins and leather. One of Project's main objectives is to support livestock producers and link them to foreign and domestic market opportunities.

In 2012, Ethiopia exported \$285 million of livestock with over 70 percent in the form of live animals and the remainder as meat products. However, cattle exports to Egypt, one of Ethiopia's major cattle importers, had abruptly stopped in August 2012. Specialists from the AGP-LMD team travelled to Egypt in February 2013 to meet with Egyptian cattle buyers and discovered that changes in the Egyptian economy coupled with poor market information had caused the disruption.

AGP-LMD supplied Egyptian buyers with current market information and encouraged them to reinstate purchases in Ethiopia. As a result of the meeting, PanAfric, an Egyptian company, visited Ethiopia and the AGP-LMD facilitated the purchase of 1,910 head of cattle valued at over \$1 million from Mr. Assefa. In hopes of trying to identify a buyer, Mr. Assefa had been holding the cattle over 120 days beyond the end of their fattening period which reduces their profitability, depresses farm-gate livestock prices and creates disincentives for the commercialization of livestock production. The 1,910 head of cattle sold in this sale were produced by an estimated 200 smallholder farmers and pastoralists throughout Ethiopia, with herds ranging from 50 to 2000 cattle each.

Ethiopia has the largest livestock population in Africa at 52 million animals, but has one of the lowest per capita consumption of meat in Africa at only 19 lbs per person, and contributes less than 1% of global meat exports. AGP-LMD activities will continue to facilitate exports of live animals from Ethiopia and will also address critical problems within the country's slaughterhouses that inhibit their ability to pay a high enough price to attract cattle for slaughter.

---

## IR1: STRATEGY 7: STRENGTHEN GOVERNANCE AND COLLABORATION WITHIN VALUE CHAINS

AGP-LMD will improve the management and governance of FBOs and associations to increase competition within the supply chains and service and inputs provision in the value chains. There are a large numbers of cooperatives in the livestock sector, primarily in the dairy sector. There are also business-oriented dairy unions and cattle fattening cooperatives in peri-urban and urban areas.

AGP-LMD identified 35 Cooperatives, Unions, and small enterprise groups that have requested management and governance training, as well as technical training for its members (Annex 11: List of Cooperatives and Unions). Most of these Unions and Coops have received assistance from previous NGO programs; however, their capacity to develop and operate financially sustainable membership services remains weak. AGP-LMD will focus on enabling the cooperatives to become financially sustainable while ensuring improved patronage services.

## IR1: STRATEGY 8: INCREASE DOMESTIC CONSUMPTION OF DAIRY PRODUCTS

At 19 liters per annum, per capita, Ethiopian annual milk consumption is well below the world average of 105 liters and the African average of about 40 liters.<sup>6</sup> While other AGP-LMD strategies focus on increasing milk production, and making improvements along the value chain to improve the quality of Ethiopian dairy products, Strategy 8 will promote milk consumption. No activities were planned for Strategy 8 during the first year.

## IR1: STRATEGY 9: WOMEN ENTREPRENEURSHIP AND LEADERSHIP DEVELOPMENT

In Strategy 9, AGP-LMD identifies women who are or have the potential to become livestock entrepreneurs and role models and will provide them with training and coaching over an extended period. The objective of this training and coaching is to help women develop technical business skills that will enable them to become successful business owners and operators.

During the reporting period, AGP-LMD identified women in the meat and live animal and dairy value chains to participate in Strategy 9 activities. Annex 12: Description of Women Entrepreneurship. The capacity needs assessments for these women entrepreneurs were initiated, but were not completed. AGP-LMD contracted TREG Consulting to develop the training materials and conduct a series of five (5) multiple-day training sessions with the women entrepreneurs during the upcoming two quarters combined with domestic study tours to promote experience sharing.

## COMPONENT 3: SPUR INVESTMENT AND INNOVATION

AGP-LMD will spur innovation and investment in the livestock value chains through an Investment and Innovation Partnership Program by spearheading innovation grants. During the first year, AGP-LMD adapted CNFA's grants manual, grant application and scoring form to the Ethiopian context, and specifically to the AGP-LMD beneficiaries. AGP-LMD received USAID approval of the Innovation Grants Fund Manual in early June, 2013. AGP-LMD issued a Request for Applications on June 24, 2013 to solicit the first round of grant applications and anticipates awarding 15 grants in the upcoming Quarter.

AGP-LMD also identified priority investment areas for its Innovative Grant Fund (see table below).

	Priority Investment Areas
Meat & Live Animal Value Chain	<ul style="list-style-type: none"> <li>• Intensive meat-animal production</li> <li>• Value Addition at slaughter and processing level</li> <li>• Product utilization</li> <li>• Market expansion (international &amp; domestic)</li> </ul>
Dairy Value Chain	<ul style="list-style-type: none"> <li>• Milk Collection &amp; Chilling</li> <li>• Artificial Insemination</li> <li>• Feed Production</li> <li>• Value Addition at processing level</li> </ul>
Hide, Skin, Leather Value Chain	<ul style="list-style-type: none"> <li>• Hide &amp; Skin preservation</li> <li>• Tannery finishing chemical supply</li> <li>• Leather goods manufacture</li> <li>• Reduction of backyard slaughter</li> </ul>

<sup>6</sup>FAOSTAT, 2007

Improving livestock value chain businesses' access to financing and investment is an integral part of AGP-LMD's effort to sustainably upgrade livestock value chains. During the first year's implementation plan, AGP-LMD identified eight<sup>7</sup> livestock value chain businesses that are interested in obtaining equity investment or financing through financial institutions. AGP-LMD also identified one source of equity investment and ten sources of bank or MFI financing for agribusinesses in Ethiopia.

AGP-LMD assisted two<sup>8</sup> of these businesses that have high-quality business plan to apply for financing, while the others require assistance to develop higher quality business plans. AGP-LMD is in the process of supporting the loan applications of these businesses with various lenders including IFC and DBE. For the businesses that require business plan development assistance, AGP-LMD contracted consortium partners, BCaD Consulting, to conduct 5-day business plan development workshops in each of the four target regions during the upcoming Quarter and the workshops will be conducted in the upcoming quarter.

AGP-LMD conducted its first workshop with financial service providers titled "*Introduction to Livestock Value Chains for Banks in Ethiopia*" in June 2013. Twenty (20) representatives from banks guarantee funds, and insurance companies participated in the workshop with presentations from the Development Credit Authority, International Finance Corporation, Oromia International Bank, Nyala Insurance Company, and AGP-LMD staff. The workshop introduced the banking and financial services sector to the opportunities and constraints associated with providing services to livestock businesses and facilitated a discussion of possible risk mitigation mechanisms. The workshop succeeded at educating the financial institutions on the major investment opportunities in the sector and preparing the banks for linkages with businesses referred by AGP-LMD.

National Bank of Ethiopia is in the process of enacting a directive that allows banks to directly invest in non-banking businesses (see excerpt below). It is believed that the directive will bring significant changes to the ways in which banks intermediate between savers and investors in Ethiopia. One, the directive will change how banks structure their finances and manage their liquidity. Secondly, it will enable banks to finance ventures for an ownership stake in businesses. Furthermore, banks will be able to offer interest free financial services (e.g., Islamic banking). Implications of these to the LMD project, and specifically to the actors in the various livestock value chains is that it (1) provides them with the opportunity to approach the banks, not only as creditors but as potential investors willing to share risks for an ownership stake that promises comparably attractive returns, (2) entrepreneurs that could not borrow from banks due to religious reasons (we have seen examples of this in Humera and SNNPR) will have the chance to benefit from interest free credit services of the banks.

---

<sup>7</sup> GUTs Agro Industry, Life Agro, Abdu's Cattle Fattening, Emebet & Her Children dairy, S & S, Velocity, Kobel, Yakob Resson, ALMI, DMG

<sup>88</sup> Abdu's Cattle Fattening, GUTS, DMG

## PRIVATE SECTOR GAINS TRACTION WITH LIVESTOCK BANKING WORKSHOP IN ETHIOPIA

Ethiopia, one of Africa's leading actors in development, has experienced remarkable progress in health, education, and economic growth and transformation over the last decade. The number of private sector businesses has increased from almost none in 1991 to more than 45,000 today, and GDP growth is seven percent; Ethiopia has one of the fastest growing economies in Africa with the World Bank recently showing faith and confidence in future growth and sustainability. The private sector is continuing to move forward and linkages are being formed both in the public and private spheres forming substantial business and investment relationships.

The livestock sector accounts for 12 to 16% of the annual GDP, and despite its role in economic development the sector and its actors have received relatively limited attention and support in the past. Public-private partnerships are limited and few linkages exist in the livestock sector to stimulate access to credit and investment. Banks have very limited knowledge of the opportunities in the sector and often shy away from lending to livestock businesses due to their perception of very high levels of risk.

On June 12, 2013, AGP-LMD organized the first livestock banking conference at the Radisson Blu Hotel in Addis Ababa. This frontier banking conference's mission was two-fold: 1) illuminate, discuss, and advise Ethiopian banks on the structure and relationship of actors in the various livestock value chains (meat/live animal, dairy, hides/skins/leather) and 2) given the current financing constraints and risk-sharing mechanisms, introduce the opportunities and challenges of investment in the livestock sector. LMD was able to bring in participants in executive positions from 8 commercial banks (about 50% of all private and public banks) in Ethiopia.

After a morning of presentations from AGP-LMD value chain advisors, guarantee funds (International Finance Corporation and USAID's Development Credit Authority) , and livestock insurance providers, much fruitful and productive discussion followed among the participants with questions and concerns. In the coming months, LMD will organize more of these banking workshops with the objective to establish mature relationships between the livestock and the banking sector in Ethiopia.

## IR2: IMPROVED ENABLING ENVIRONMENT FOR LIVESTOCK VALUE CHAINS

### COMPONENT 4: IMPROVE THE ENABLING ENVIRONMENT OF LIVESTOCK VALUE CHAINS

AGP-LMD has been working, in collaboration with stakeholders, on critical enabling environment issues that need to be addressed by the Government of Ethiopia to bring about upgrading in the productivity and competitiveness dairy and meat/live animal value chains. Improvements in the enabling environment are necessary to meet the aggregate targets of AGP-LMD through private sector participation, conduit investment climate, and enforcing regulatory frameworks. The enabling environment issues to be promoted include sets of policies, institutions, support services and other conditions that collectively contribute the private sector to foster and thrive competitively both in the globalized economy as well as domestically.

In Ethiopia policy making is practiced at the federal and regional government levels. The Project's positive engagement with all federal and regional government policy makers, and facilitation of public-private dialogue forums, is crucial to build trust and contribute to the improvement of the enabling environment for livestock sub-sector development.

AGP- LMD has been following a process approach that includes identification of key policy players, organization of forums to facilitate dialogue on key issues, and communication of the outcomes in a manner that ensures ownership and buy-in as well as creating understanding between policy analysts and policy makers and enhance positive engagement.

#### IR 2: STRATEGY 1: FACILITATE AND EMPOWER STAKEHOLDERS FOR POLICY REFORM AND ADVOCACY

Over the last ten months AGP- LMD was actively engaged with government institutions (Ministries of Agriculture, Trade, Industry) and private stakeholders (Meat and Live Animals Association, Leather Industries Association) as well as the Ad-hoc Livestock Committee under the Private Sector Development Task Force of the Rural Economic Development and Food Security (REDF) in facilitating policy discussions to alleviate and reform bottlenecks identified by different stakeholders. Activities performed and results achieved under Strategy 1 of IR2 include below.

##### **Identification of Stakeholders and Policy Champions for Policy Reform**

AGP-LMD organized 5 consultative meetings in total (one at federal and four at regional level) to identify stakeholders as well as policy champions for policy reform in the livestock sector. Participants of the consultative meeting were briefed by AGP-LMD staff about the need and importance of having a forum and a group of policy champions drawn from government, private as well research and academic institutions that are capable of articulating policy options and positively engage decision makers. Discussions that followed resulted in the identification of 20 policy champions taking into consideration their knowledge of the policy making process, familiarity with the actors, knowledge and expertise.

The champions will spearhead subsequent discussions on policy bottlenecks identified by stakeholders such as access to land and finance, VAT on import of feed supplements, business registration and licensing, incentives and propose road maps and policy options for decision makers.

## Engagement with Ministry of Trade

AGP-LMD Chief of Party Marc Steen, Deputy Chief of Party, Girma Kassa and Mr. Mohamed Abdinoor from USAID met with State Minister of Trade Yacob Yala on February 27, 2013. The meeting was aimed at introducing the AGP-LMD project to the State Minister and discusses ways and means of working together as well as establishing institutional linkages, which will pave the way for enhanced collaboration. The meeting was also an occasion to hear from the State Minister regarding the restructuring that was taking place in the Ministry of Agriculture aimed at enhancing inter-ministerial linkages and coordination.

Following the meeting, the State Minister asked AGP-LMD to forge closer relation with his Ministry and provide assistance in the following areas.

- Strengthening and updating the Livestock Marketing Information System (LMIS) for improving domestic trade and expanding export of livestock,
- Design a traceability system for live animals and meat and piloting at least in one wereda using appropriate identification method in the beginning but introducing new technology in the foreseeable future, and
- Collaboration with AGP-LMD on interventions on livestock feed improvement to enhance livestock productivity.

As a follow up, AGP-LMD has teamed up with PRIME and FAO to continue supporting the Livestock Market Information System (LMIS) while simultaneously working on options to upgrade and expand the coverage. AGP-LMD has been working on a draft memorandum of understanding (MoU) in consultation with USAID, FAO, and PRIME for the operationalization of LMIS. It is expected that the draft MoU will be finalized and be signed by Ministry of Trade and USAID in due course.

AGP-LMD brought forward the implementation of traceability activities as a result of the discussion with the State Minister but also the attention it deserves in light of recent media events surrounding meat exports. Three round of discussion have been held with the Animal Health Regulatory Directorate of the new State Ministry of Agriculture on traceability and agreement has been reached for undertaking a Scoping Study by experts to be deployed by AGP-LMD. USAID has also agreed to deploy Andrew Clark from USAID East Africa for a few days to work on a SoW for undertaking the Scoping Study after having discussed the issues related to traceability and visiting selected livestock areas. What was discussed and agreed upon with the Ministry is that AGP-LMD will build on the activities that are underway in the Ministry to avoid parallel intervention.

### Challenges of Vet Pharmacy Owners in Amhara Region

Veterinary pharmacy owners are bitter in their response and mentioned that farmers complain of poverty and the tax revenues regarding pharmacies have increased so much. Service tax (what they called *Ya-gelgelot* in Amharic) has gone up from 300 Br several years back to 3500 Br now and main revenue (*Ye-fregeber*) from 2000Br to 19,000 Birr.

### Somali Region's determination in recognizing CAHWs' role to improve the animal health situation

Privatization of veterinary health service started 15 years ago in the region. Community animal health has good support from the Regional Government and the system works very well. Save the Children UK, Southern East Range Land Project (SERP) and Ministry of Agriculture gave CAHW training. The number of veterinary pharmacies has increased from 1 in 1997 to 36 in 2012. Number of veterinarians working in Somali Region has gone down from 25 to 18, the number of veterinary assistants has increased from 52 to 131 and number of animal health technicians or CAHWs is currently 669. The annual sale of veterinary pharmacies is 55,239,316 Br. Since the price of livestock has gone up, livestock owners don't mind spending on the health of their animals. (Source: Andy Cattley of PLI) All this is because of the recognition of the role CAHWs play by the Regional Government.

## **Contributions to Policy discussion on Draft Proclamations**

Three senior staff of AGP- LMD (Senior Policy Advisor, Animal Health Advisor, Hides, Skins, Leather Advisor) provided critical inputs to a national workshop organized by Ministries of Trade and Industry on February 28, 2013 dedicated to discuss two-draft proclamations to improve the marketing system of hides and skins as well as live animal trade. The proclamations when enacted are expected to introduce standardization in feedlot and abattoir operations. They are also expected to bring new licensing procedures to enhance professionalism in the sector and cut back informal and unregulated trading activities.

## **AGP-LMD appointed to Lead the Ad-hoc Livestock Group for the Private Sector Development Task Force**

Upon the request of USAID, AGP-LMD's Chief of Party is selected to take leadership of the ad-hoc committee under the Private Sector Development Task Force (PSDTF) of the Rural Economic Development and Food Security Working Group (RED&FS) which is tasked to "refine, as necessary, regulatory framework to stimulate private sector engagement in livestock production."

The ad-hoc committee met for the first time on April 17, 2013 and reviewed milestones set by the Agricultural Transformation Agency (ATA)'s maps / work plans and evaluated progress achieved by the Government of Ethiopia in terms of legal and institutional reforms as per the commitments made at The G8 Summit in South Africa in 2012 .

The progress made so far include:

- Draft two proclamations by Ministry of Trade to address the constraints affecting live animals trading and raw hides and skins marketing systems.
- Institutional reform by the government to form a new State Ministry for Livestock Development under the auspices of the MOA.

The draft proclamations are submitted to the Council of Ministers for approval and subsequent enactment by the parliament early next year .The establishment of a dedicated State Ministry for the livestock sector and enhanced coordination with Ministries of Trade and Industry is expected to enhance the performance of the three value chains.

The ad-hoc committee also highlighted other policy constraints that need attention, namely:

- High Value Added Taxation (VAT) on animal feed supplements that lead to high cost of production. MDTI informed the meeting that they have conducted an assessment to address the challenge and have submitted a report to the relevant high level officials at MoA and Ministry of Finance and Economic Development (MoFED).
- Status of implementation of already approved livestock related proclamations and regulations that were developed with the support of previous USAID projects.

A second and follow up meeting of the Livestock Working Group under the PSDTF was organized by AGP-LMD on June 28, 2013 at its premises on CMC road. The meeting was attended by participants from Ministries of Agriculture and Trade, FAO, Private Enterprises Program Ethiopia (PEPE), Tufts University, USAID, AGP-LMD and the Live Animal Exporter Association, Feed Producers Association. Participants were updated on the progress made so far on the issues identified during its first meeting in April 2013.

- The participant from the State Ministry informed the meeting of the two proclamations on animal movement and trade, and hides and skins trade have been submitted to the Council of Ministers and the State Minister of Trade has been working to get them reviewed and

endorsed by the Council for submission to the House of Representatives (Parliament). With the closure of the parliament at the end of June 2013 the enactment of the proclamation will be expected after mid-September when parliament reconvenes.

- In the mean while the Ministry of Trade had requested AGP-LMD to provide technical assistance in the preparation of guidelines and procedures for the implementation of the proclamations in anticipation of their enactment after the Ethiopian New Year in September 2013. As a follow-up, AGP-LMD will provide support in sensitization and popularization of the proclamations once they are gazetted, prepare policy briefs for dissemination to stakeholders, preparing regulation and guidelines for the implementation of the proclamations.
- No discussion has taken place on the VAT Study submitted to officials of Ministry of Agriculture and Ministry of Finance and Economic Development (MoFED) because of other competing engagements.
- Participants were informed about the recently issued Oromia and Afar regional land proclamations that have special provisions on land leasing for forage production. It was agreed that a copy of these laws be made available for closer scrutiny and understanding of their implications for the livestock industry.
- The Chair of the Feed Industry Association informed participants that his committee met with the new State Minister for Livestock and has informed him about the need for the establishment of a Dairy Board and the minister has agreed to hold subsequent meetings towards its realization.

---

## IR 2: STRATEGY 2: CAPACITY BUILDING FOR PUBLIC AND PRIVATE STAKEHOLDERS

Based on its plans to undertake assessment of capacity building needs of GOE, AGP-LMD's DCOP, Senior Policy Advisor and the Animal Health Senior Advisor were engaged in a preliminary discussion with heads of Animal and Plant Health (APHRD), Extension, Meat and Dairy Technology (MDI)-Directorates of Ministry of Agriculture (MoA). The meeting was dedicated to identifying policy and capacity building issues that LMD and the Directorates can jointly undertake with the aim of strengthening the institutional capacities of the MoA. The discussion resulted in identification of a number of policy and capacity building issues related to the two Directorates such as phased privatization of the animal health services, drug store management by the private sector, and training of Community Animal Health Workers (CAHWs) in remote highland and pastoral areas.

In the same manner, AGP-LMD conducted a preliminary capacity gap review for other government institutions working with LMD such as Trade and Industry as well as regional Bureaus of Agriculture and Livestock Agencies for the development of the two value chains-dairy and meat/live animals. The capacity gaps review have been taken as an input to develop a Scope of Work for a local consultancy to conduct a detailed assessment and develop a government capacity building strategy under AGP-LMD.

Furthermore AGP-LMD was invited to be a member of the new Policy Support Unit being established within the Ministry of Agriculture. The AGP-LMD accepted the invitation and agreed to work with the members of the Policy Support Unit. Joining the Unit will provide a good opportunity for influencing policy-making process as well strengthening institutional capacities.

During the reporting period, AGP-LMD ICT staff led by the DCoP has brokered a partnership deal with PRIME and FAO for the expansion and upgrade of Livestock Marketing Information System

(LMIS). USAID and the Ministry of Trade will soon sign a memorandum of understanding for the operationalization of the system.

---

## IR 2: STRATEGY 3: INSTITUTIONAL COORDINATION AMONG STAKEHOLDERS

As part of its work plan to strengthen institutional coordination and providing platform for interaction, AGP-LMD supports the organization of quarterly MSPs for the livestock sub-sector between private and public value chain operators, industry associations with a view to improve performance and productivity of the sector.

Accordingly, AGP- LMD managed to organize 4 regional MSPs in Amhara, Oromia, SNNPR, and Tigray during the reporting period. The MSP's objectives were to create awareness on the status of project implementation, to share experiences with GRAD, to enhance understanding of the critical value chain constraints and propose ways and means to find solutions through a facilitated public-private dialogue.

The MSP meetings brought together different actors from government, private sector, grass roots farm based organizations that are engaged in dairy, meat and live animal, hides, skins and leather value chains. Service and product providers that play a role in supporting and facilitating the livestock sector development participated in the meeting. 125, 75, and 73 participants attended the MSPs held in Amhara, Oromia, and Tigray regions, respectively.

The agenda items presented for discussion at the regional MSP meetings were critical value chain constraints that were identified in the course of the consultative process for developing AGP-LMD project strategies and work plans and included access to land and credit, VAT on animal supplements, lack or shortage of animal forage, registration and licensing as well as lack of incentives.

The MSP participants deliberated on the issues presented at length. Participants debated from different angles, from their practical experiences and encounters with government officials. The participants of the meetings in all the MSPs finally agreed to find appropriate solutions for the constraints through the responsible government institutions and assigned focal persons accordingly. AGP-LMD expects to steer other projects into engagement with the designated authorities for appropriate solutions and the outcomes will be reported in the next MSP meetings. Meeting chairs and co-chairs were selected to take the process forward.

MSPs organized during the reporting period were successful in meeting expected outcomes which increase stakeholders awareness about the project plan and future support; share experiences from other stakeholders on value chain development, consensus on identification of critical bottlenecks undermining livestock value chain developments; assign responsibility in seeking solutions; agree on MSP leadership- chair, co-chairs (dairy and meat and live animal) and secretariat.

---

## IR 2: STRATEGY 4: APPLIED RESEARCH FOR DEVELOPMENT

AGP-LMD believes policy formulation and implementation process should always be evidence-based. In this regard, the different MSPs conducted in the target regions have identified critical policy issues, regulation and procedures gaps that constrain the smooth functioning of the value chains.

During the reporting period AGP-LMD commissioned a study through the two local consulting companies for AGP-LMD, BCAD and Precise Consult, to carry out an analysis of the Business Enabling Environment (BEE) of the three value chains and the consulting firms have submitted the final report in June, 2014. The assessment identified a number of gaps in the business enabling environment for the livestock value chains under review and a summary is included below.

The business registration and licensing system is one of the areas found to be restrictive in this regard. The new licensing system that required separate licenses for very closely related business activities such as livestock rearing, fattening, animals products processing, feed production and processing and the pre-requisites for renewal of licenses are the disincentives for investors. This might prohibit entry into the livestock industry and narrow down the tax base for the nation. The current livestock marketing in Ethiopia is dominated by informal operators. Bringing these operators into the formal system and widening the tax base needs reconsideration of the current business licensing proclamation that requires specific license for very closely related business activities. There is also a capacity gap in enforcing formal livestock businesses at all levels of the government structure which is believed to emanate from bureaucratic hurdles attributable to the low attitude of the employees. Thus, there is a need to build this capacity and enforce formal livestock marketing at all levels of the market.

The county's potential in generating economic opportunities coupled with the gradual improvement of investment incentives is attracting both domestic and FDI to the HSL sector. But access to finance is still the major constraint for the value chain operators as fixed assets are demanded for collateral. The sector has to compete with less risky businesses such as industry, building and retail. The need for collateral in order to get bank loans and the difficulty of getting physical securities by the new livestock business operators, the requirement of L/C based transaction for live animal export operations and its inconvenience to the importers are among the major financial constraints affecting the live animal value chain. The withdrawal of consignments after getting bank loan with the agreement to export animals for which L/C, contractual agreement and other relevant documents are submitted to the bank is the wrong act by some operators negatively affecting access to such loans by the trustworthy actors. Thus, there is a need to lobby the government for more attractive policies enabling access to finance for livestock investments. Development partners such as USAID which supports private businesses through bank loan guarantee schemes should be support by involving as many private banks as possible in the USAID guarantee scheme.

---

## IR 2: STRATEGY 5: LINKAGE CREATION WITH OTHER USAID PROJECTS

Strong coordination, networking, and sharing of experiences through the establishment of linkages is needed for successful implementation of FTF projects. Since its inception AGP-LMD started to collaborate and coordinated with AGP, AGP-AMDe, ATA, GRAD, PRIME, LAND and CIAFS to promote synergy and alignment.

AGP- LMD participated in the Joint Review of Implementation Status (JRIS) missions at the federal level in Addis Ababa, at the regional levels in Bahir Dar, Mekele and Addis in Oromia. Like the other AGP partners (AGP, AGP-AMDE, ATA and CASCAPE), LMD presented a progress report for the last nine months of its operation. JRIS participants were told that during the first six months until April, 2013, AGP-LMD was finishing the analysis phase and had produced reports on value chain analysis, end market analysis, business enabling environment analysis and the development of a strategy and work plan for 2013 and 2014. As a follow up, AGP-LMD started implementation from the beginning of May 2013 and the activities carried out were highlighted in the presentation.

AGP-LMD also presented its work plan for the next twelve months (July-2013-June 2014), emphasizing its approaches and principles of the middle of the value chain and providing the linkages between value chain actors and producers. The presentation was well received by the participants followed by questions and comments.

What came out strongly from JRIS meetings in the regions and the federal level was the need for closer coordination between AGP and AGP partners including LMD. What was emphasized in the review is to identify common activities, harmonize plans and leverage competencies of partners to enhance implementation. Although the current structure is adequate, the coordination between the

partners and AGP is relatively weak. AGP-LMD was advised to collaborate with AGP and AGP-AMDe on strengthening Common Interest Groups (CIGs) also working on livestock value chains.

The JIRS meeting was not only an event for the presentation of performance reports and plans but also as an important forum to show AGP-LMD work plans, approaches, and principles endorsed by the primary stakeholders of AGP. It also provided important networking opportunities for buy-in and ownership to the program. Proudly, AGP-LMD is now a full member of the AGP structure.

In order its collaboration at the federal level, AGP-LMD organized a meeting to present its draft work plan for government institutions that include: Ethiopian Meat and Dairy Technology Institute (EMDTI), Animal and Plant Health Directorate (APHRD), the Animal Production and Feed Directorate (APFD) from Ministry of Agriculture and the Directorate Live Animals Trade in Ministry of Trade. The objective of the presentation was to share the draft work plan and ensure alignment and harmonization of the activities with the relevant government institutions at federal level. The presentation was well received and laid the basis for future collaboration and establishment of a coordination mechanism.

The presentation and sharing of information was in line with AGP-LMD's "bottom up" approach in developing its strategy and work plans with its primary stakeholders. AGP-LMD continuously engaged with regional bureaus and agencies as well as regional AGP Technical Committees and Coordination Structures to share the findings of its analysis, development of its strategy, and presentation and endorsement of its plans.

### **LMD Fosters Cross-Learning between Sister Projects**

Based on its strategy of learning and adopting best practices, AGP-LMD organized a learning session with Francis Chabari, CNFA's CoP for Kenya Dry Lands Livestock Development Project (KDLDP) who was in Addis Ababa for the IGAD Drought Resilience Workshop. In his presentation, Mr. Chabari shared KDLDP's experience on market accessibility, value addition, access to finance, and livestock productivity and policy dialogue.

The discussions that followed with AGP-LMD staff were very important in highlighting some of the lessons that AGP-LMD can potentially adopt and use, for example, provision of animal health services using CHAWS, fodder production and sales as income generating activity by women, access to community finance using mobile phone service, value addition in animal products and women centered income generating activities.

### **AGP-LMD Participates in Inception FAO 's Inception Workshop of a New Project**

The project's two senior advisors (Policy and Animal Health) participated in a half-day project inception meeting organized by FAO. FAO's Technical Support project is a new project designed by FAO in collaboration with MOA to support the AGP program in the areas of livestock and IPM. It is a \$1.5 million USD project sourced from GAFSP and planned to last for the coming four years. The implementing arrangement follows the AGP program implementation structure by involving partners like Regional Bureaus of Agriculture and federal MOA. The two major components of the project are: IPM and forage development in targeted AGP woredas and selected watersheds, which are not yet identified.

The support program is targeting the capacity building aspects of the forage development and also engages animal health and nutrition policy issues. The policy issues identified include analysis of past and present government policies and strategies of the livestock sector, review of on-going development assistance in support of the livestock sector and provide support to policy and strategy formulation, for example, strategy document on feed resources and improvement. It is believed that these activities have direct linkage with activities of AGP-LMD enabling environment component that

needs further discussion and coordination with the new FAO project to avoid duplication of efforts and create synergy.

### IR3: IMPROVED QUALITY AND DIVERSITY OF HOUSEHOLD DIET-THROUGH INTAKE OF LIVESTOCK PRODUCTS

#### COMPONENT 5: ENHANCE THE NUTRITIONAL STATUS OF RURAL HOUSEHOLDS

The objective of AGP-LMD's Component 5 is to improve the quality and diversity of household diets through the intake of livestock products. AGP-LMD accomplishes this objective by focusing on two major activity areas: nutrition Social and Behavior Change (SBC) activities and Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) United States President's Emergency Plan for AIDS Relief (PEPFAR) wrap around activities. The primary aim of the AGP-LMD nutrition intervention is to reduce stunting through improvement of the quality and diversity of household diet through intake of livestock products. AGP-LMD applies a holistic value chain development approach with the objective of improving small holder incomes and nutritional status. Beside this, the project focuses on enhancing women economic employment/control of resources in the value chains. These activities, in combination with the nutrition SBC activities will enable rural households to reach the primary aim of the AGP-LMD intervention. The value chain activities of the project will make dairy and meat products more available and accessible at the district level. Seasonal fluctuations in livestock production and marketing are one of the challenges that reduce the consumption of livestock products. AGP-LMD under this component will promote the adoption of existing and innovative household food preservation and storage technologies that will enable target households to preserve surplus livestock products for a longer period to improve their availability. The PEPFAR wrap-around activities within the AGP-LMD project aim to improve the nutrition and economic status of People Living with HIV (PLHIV) households by linking adult PLHIV to economic strengthening activities along selected livestock value chains: meat/live animals; hides and skins; and dairy. To meet the above objectives under this component, the project has initiated the implementation of activities starting from collecting various back ground data and undertaking coordination activities with other nutrition partners.

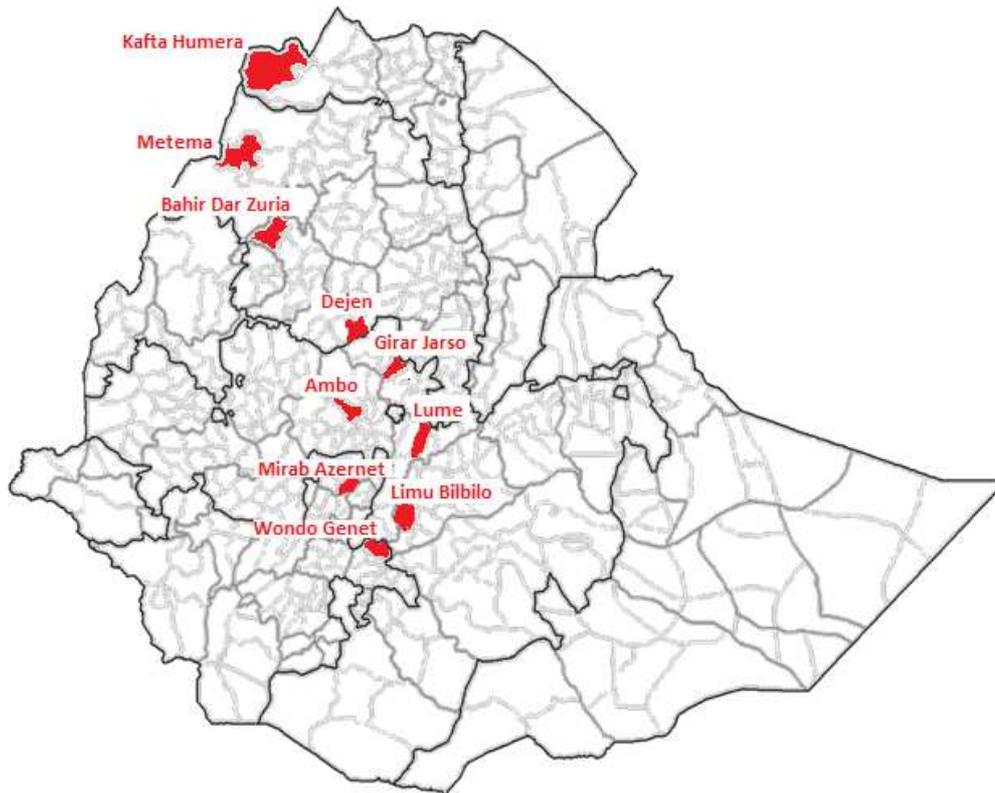
#### **Capacity Assessment of Implementing Partners (IPs)**

For efficient implementation and realization of the project's goal, AGP-LMD carried out an assessment of the capacity of the project's regional IPs in areas of nutrition and HIV/AIDS. The findings identified Relief Society of Tigray (REST) and Organization for Rehabilitation and Development in Amhara (ORDA) as having extensive experience in nutrition SBC; Self-help Africa also has nutrition SBC experience in mung beans promotion, though not on Infant and Young Child Feeding (IYCF) or dietary diversification promotion; HUNDEE does not have experience in nutrition SBC, but does have experience in SBC activities on harmful traditional practice (HTP) mitigation. All partners have experience in HIV/AIDS, at least as a cross-cutting issue, though the degree of interventions varied from partner to partner. REST and ORDA have considerable experience in implementing HIV/AIDS related programs. However, HUNDEE and Self-Help Africa have limited experience and capacity in HIV/AIDS related programs as compared to REST and ORDA. The assessment report, including findings and recommendations, was prepared. Based on the identified gaps, AGP-LMD staff will provide the required technical support such as providing formal and on the job training (through supportive supervision) to the partners in nutrition and HIV/AIDS and will follow-up for the attainment of the recommended points by the IPs during field visits.

## **Nutrition and HIV Preliminary Assessment**

A preliminary nutrition and HIV/AIDS assessment was conducted by the Intermediate Result 3 (IR3) team in the AGP-LMD deep investment woredas of Oromia, South Nations Nationalities People (SNNP), Amhara and Tigray regions from February 25 to March 22, 2013. The objective of the assessment was to collect background secondary data on nutrition and HIV/AIDS and to use the assessment findings as an input for designing the upcoming nutrition and HIV/AIDS analytics methodology and the components implementation strategy. In addition, data was collected to identify stakeholders working on nutrition and HIV/AIDS in the target regions and woredas for further collaboration with them. In all regions, agriculture bureaus, health bureaus and offices working on networking of HIV/AIDS were visited during the assessment. The data was collected through interviews of the key government officials of the agriculture and health bureaus/offices, representatives from networks for people living with HIV (NEP+) and PLHIV associations using predesigned checklists. In addition to interviews, hard and soft copies of secondary data, which were collected from the assessed regions, were reviewed. Nutrition data such as standard anthropometric assessment, IYCF KAP and food preservation and storage assessment results or records were not obtained from the visited government sectors of the target woredas and regions. Some interviewed government staff responded to the team that although some non-governmental organizations conducted assessments at different times, they did not share the report to the woreda or regional health offices/bureaus. Hence, AGP-LMD could not access data on the ground to estimate the stunting rate of the target woredas and others before the planned assessment under IR3 was conducted. This means that there is a need to conduct assessments for each of necessary variable. ENGINE, CONCERN Worldwide, Japan International Cooperation Agency (JICA), Alive & Thrive project, Save the Children and Amhara Development association were identified as major partner organizations working on long-term nutrition activities in various woredas of the regions. The four regional BoH officials highly recommended AGP-LMD to sign a MoU with them before the implementation will start.

At woreda level, the assessment was conducted in the AGP-LMD ten deep focus woredas; namely, Mirab Azernet Berbere and Wondo Genet woredas of SNNPR; Ambo, Lume, Limu Bilbilo and Girar Jariso woredas of Oromia region; Metema, Dejen and Bahir Dar woredas of Amhara region; and Humera woreda of Tigray region. In addition to the woreda agriculture and health offices, PLHIV associations were visited in each woreda to assess their experiences and capacities except in Lume woreda, where there is no PLHIV association. Absence of organized PLHIV association in the woreda might lead the program to follow different approaches to identify PLHIVs such as working with health facilities to identify target PLHIVs who are currently taking ART. In general, all woreda health offices have demonstrated considerable experiences in implementing HIV/AIDS programs including economic strengthen activities. In addition to this, PLHIVs associations do have strong experiences in engaging their members on economic strengthening activities. By using existing structures, the AGP-LMD project will be able to implement the intended ES activity smoothly.



**Fig.2:** Map of the ten deep investment woredas with nutrition and HIV/AIDS preliminary assessment

Hence, two PLHIV associations were identified and assessed in Metema and Limu Bilbilo woredas, four PLHV associations in Bahir Dar Zuria woreda, and one PLHIV association in each of the other woredas. The assessment result will be used as a tool to identify the associations’ experiences and capacity in terms of HIV/AIDS mitigation responses before starting work on economic strengthening activities with them. The collected information included demographic data of the target woredas; lists of stakeholders implementing nutrition or HIV/AIDS programs in the target regions and woredas; and health (focusing on nutrition and HIV/AIDS) and agriculture (focusing on livestock) related background information of the woredas. The assessment served as an opportunity to introduce the nutrition and HIV components of AGP-LMD to the major government stakeholders, HIV/AIDS networks and associations in the target regions and woredas.

### **Collaboration with Feed the Future (FtF) and Other Partners**

AGP-LMD has begun collaboration with FtF partners such as Empowering the New Generations to Improve Nutrition and Economic Opportunity (ENGINE), Agri-business Marketing Development (AMDe) and Graduate Resilience to Achieve Sustainable Development (GRAD) to work on better coordination and avoid activity overlaps in the same areas. AGP-LMD is a member of the FtF nutrition technical working group (TWG). AGP-LMD met ENGINE and AMDe bilaterally to discuss the nutrition and HIV/AIDS activities, which have been implemented by each of the projects following the recommendation gained during the nutrition pathway<sup>9</sup> presentation conducted at the USAID office in January 2013. For instance, AGP-LMD was advised to incorporate livestock product consumption indicators and to target women for the nutrition SBC activities and set clear indicator for

<sup>9</sup> Nutrition path way was designed to see the positive and negative effect of the FtF partners towards the local households’ nutritional status and provide recommendations to each of the partners based on the gaps identified. AGP-LMD participated and contributed in all nutrition path way meetings.

them. Based on the lesson learned on animal source diet in the ten woredas, AGP-LMD was advised to expand to the other woredas.

AGP-LMD met ENGINE in order to avoid geographic overlap of the same activities between ENGINE and AGP-LMD. The meeting revealed that ENGINE collected data on anthropometric and IYCF knowledge attitude and practice (KAP) in Wondo Genet woreda of SNNPR, which is one of the ten deep investment woredas of AGP-LMD. Hence, AGP-LMD will not collect data for the same variables in this woreda; instead it will use ENGINE's data as the baseline and complement it with the other variables which are very important to design the AGP-LMD nutrition methodology/strategy. It was also agreed to collaborate on the nutrition SBC messages and strategies to harmonize messages and avoid activity duplication in the same area. Since the SBC activities need a comprehensive channel with corresponding messages, working in the same woreda will not cause difficulties as long as the messages are similar and the channel is different. AGP-LMD discussed with ENGINE and harmonized the component five-impact level indicators with ENGINE's indicator. In addition, ENGINE shared the drafted cooking demonstration standard operating procedure (SOP) with AGP-LMD; the project will contextualize it for the target woredas and use this SOP for cooking demonstrations.

Although ENGINE is present in all AGP woredas in the country, there are Kebeles where certain SBC activities have not been implemented by ENGINE. It was agreed that ENGINE would provide the list of their SBC activities in operational Kebeles in the targeted woredas and the list of Development Agents (DAs) trained by ENGINE in those woredas. AGP-LMD was also informed that ENGINE planned to use multiple channels to deliver health and nutrition related messages to the target audiences such as radio talk shows, TV-spots as well as drama and Community Conversation (CC). However, ENGINE will not use the Care Group Model approach that was planned to be applied by AGP LMD to reach the target households. This enables ENGINE and AGP-LMD to deliver SBC activities without applying similar approaches on the same community groups and to bring synergetic effects at the community level. This will help bring the intended behavioral change by conducting harmonized messages through different channels. ENGINE adopted the ALIVE & THRIVE IYCF posters during the meeting and was in the process of designing new SBC materials for modifying the materials which were already in place. ENGINE finalized the base line data collection and will share the results with AGP-LMD once the report is approved by USAID. In addition, ENGINE had a plan to conduct formative research focusing on the influential factors of adolescent nutrition, maternal nutrition and IYCF in the sixteen AGP woredas of which six (Limu Bilbilo, Girar Jarso, Metema, Bahir Dar Zuria, Wondo Genet, Mirab Azernet) are AGP-LMD deep investment woredas. AGP-LMD will observe the variables used in the formative research and will use ENGINE'S assessment results.

AGP-LMD learned from the experience of ENGINE, ALIVE & THRIVE<sup>10</sup>, and CONCERN<sup>11</sup> on the area of IYCF and SBC activities, and acquired different documents such as monitoring and evaluation (M&E) checklists, IEC materials and different assessment results during the reporting period. Detailed technical issues were discussed with these partners especially on their achievements and constraints. The experiences that AGP-LMD learned from these partners include: ALIVE & THRIVE involved men in the nutrition SBC activities and the Television and radio messages of ALIVE & THRIVE mainly focused on fathers. They identified through their routine monitoring activities that the involvement of men in child caring is improving, though ALIVE & THRIVE has not yet conducted an end line assessment to measure the improvement. CONCERN established task forces at kebele and woreda level; they supported the nutrition SBC activities in their respective areas in liaising the project with the community and solving routine SBC implementation constraints on the

---

<sup>10</sup>Alive & Thrive is a five year project funded by Bill & Melinda Gates to support the Ethiopian government in IYCF promotion.

<sup>11</sup> CONCERN Ethiopia conducts nutrition SBC projects by integrating them with Community Management of Acute Malnutrition (CMAM) programs in Productive Safety Net Program (PSNP) woredas of SNNP, Amhara, and Tigray.

ground. Some of the challenges to achieve positive nutritional behavior mentioned by the partners were also related to cultural barriers, households' food insecurity or poor economic status of rural households, inadequate focus on IYCF by the government, and work load of health personnel and change agents. Some M&E tools were collected from ENGINE, although the SBC approach ENGINE is using is different from AGP-LMD and will not allow for substantial adoption.

Furthermore, a team from AGP-LMD participated in the joint FtF nutrition field visit which was organized by USAID, ENGINE, GRAD & AMDe from March 12-14, 2013. The team visited complementary food demonstration supported by GRAD in Arsi Negele woreda of Oromia region; AMDe supported farmer cooperatives (one of the potential cooperative working on crop processing in collaboration with Guts Agro Processing plant) and Guts Agro Processing plant in Sidama Elito woreda of SNNPR; and ENGINE's nutrition activities at Gedeb woreda of SNNPR. Lessons, including the effectiveness of incorporating complementary food demonstration, were learned from this field visit. AGP-LMD will try to incorporate the complementary food demonstration in the intended CG model.

AGP-LMD participated in the quarterly FtF workshop, which was organized by USAID on March 19, 2013. The main objective of this FtF workshop was to leverage existing microfinance and agriculture projects to include nutrition activities. At the workshop, AGP-LMD presented its nutrition objective, indicators and activities. The group appreciated the revised nutrition indicators for the AGP-LMD project and recommended some action points, including conducting nutrition-focused value chain assessment sharing expertise between FtF projects and AGP-LMD to undertake SBC and training activities together for more efficiency. It was also recommended that AGP-LMD undertake hygiene and sanitation activities, as improved hygiene is a crucial component of both the quality of milk production and nutrition. AGP-LMD learnt from ENGINE's presentation of its baseline and other survey results that some high product potential woredas were identified as having high stunting rates<sup>12</sup>. This indicates that there is no guarantee for good nutritional status among the community in the absence of positive nutritional behavior, even in woredas with high product potential.

The Intermediate Result 3 (IR-3) team joined the value chain team for the health and nutrition concerns at the cattle breeding site of Project Mercy, and Ruth and Hirut dairy processing plant visits which are located 90kms north of Addis Ababa, in Chacha town, Oromia region in February, 2013. Project Mercy aims to contribute to the improvement of nutritional status of the area through improving milk production in the households by increasing access to hybrid Borena and Fogera cattle with Jersey, which are known to have high milk production. As a continuation of this, the IR-3 team participated in the meeting between AGP-LMD and Project Mercy regarding the signing of a Memorandum of Understanding (MoU) between them. The IR-3 team advised Project Mercy to incorporate the nutrition SBC activities in their project, as availability of milk does not guarantee a better nutritional status of the community. Based on the discussion, AGP-LMD decided to include Project Mercy in the nutrition SBC capacity building trainings.

### **Nutrition Workshops Participation**

AGP-LMD participated in a one-day workshop that was organized by the Federal Ministry of Health (FMoH). The FMoH presented the preliminary nutrition related data projection results, which were developed using the PROFILES<sup>13</sup> model; the draft national nutrition advocacy plan, which was set based on the PROFILE result; and costing need and preliminary approach of costing for national

---

<sup>12</sup> Please note that this information is based on a presentation by ENGINE at the quarterly FtF workshop, March 19, 2013

<sup>13</sup> PROFILE is evidence based computerized tool, which uses the recent, and specific country data to project the economic and health consequences of inadequately addressing a country's nutrition problem over a defined time period and to support nutrition advocacy.

nutrition program (NNP) to the participant partners. Finally, participants including AGP-LMD provided inputs on the presented subjects. As a continuation of this, AGP-LMD participated in Ethiopia's revised NNP launching workshop which was organized by the FMOH in Addis Ababa from June 24<sup>th</sup> to 26<sup>th</sup>. The revised NNP endorsed the two years nutrition program planning starting from June 2013 and provides valuable focus on IYCF programs. The work-shop offered a good opportunity for the partners to learn from various nutrition programs achievements and researches through presentations and panel discussions.

Moreover, the African Alliance for Improved Food Processing (AAIFP) project launching workshop which was organized by TECHNOSERVE on April 18, 2013 was also attended by AGP-LMD. The AAIFP project is implemented by TECHNOSERVE in partnership with the U.S. based organization, Partners in Food Solution (PFS), with the aim of increasing the quality and competitiveness of the Ethiopian food processing sector and expanding the availability of affordable and nutritious food. It was noted that TECHNOSERVE has provided technical support with a cereal wheat fortification to the food processor companies such as floor, pasta and macaroni companies. In addition to human food fortification, the project supports animal feed fortification that will improve the human nutrition through improving livestock products indirectly. Various countries have a trend of fortifying dairy products including milk with micronutrients such as Vitamin A, C, D and Iron attempting to improve the nutrition status of the community.<sup>14</sup> AGP-LMD will collaborate with TECHNOSERVE to provide technical support for the dairy product fortification through IR3.

### **5.1. Nutrition Analytics**

Overlying secondary nutrition data, to use the information as a background for the nutrition assessment and nutrition SBC methodology designing, was one of the plans under this intervention area. As a result, a preliminary nutrition and HIV/AIDS assessment was conducted in the AGP-LMD deep focus woredas of Oromia, SNNP, Amhara and Tigray regions. The objective of the assessment was to collect background secondary data on nutrition to use the assessment findings as an input for designing the upcoming nutrition analytics methodology and strategy. In all regions, agriculture and health bureaus and offices were visited during the assessment to collect nutrition secondary data. Hence, demographic and health (nutrition related) information was collected from the assessed woredas and regions. However, nutrition data such as standard anthropometric assessment, IYCF KAP and food preservation and storage assessment results or records were not obtained from the visited government sectors of the target woredas and regions.

Although it was initially planned to carry out nutrition assessments such as anthropometric, IYCF KAP, barrier of livestock product analysis, and household livestock product preservation and storage in the ten AGP-LMD deep focus woredas from May to June, 2013, the delay in signing the MoU hindered the nutrition assessment activities. The AGP-LMD staff met with the FMoH (the national nutrition focal and nutrition policy advisor) to introduce the project to the ministry and discuss the issue of collaboration in March, 2013.<sup>15</sup> AGP-LMD met with USAID to discuss the constraints of signing a MoU with the Bureau of Health (BoH) in the four intervention regions: Oromia, Amhara, Tigray and SNNPR. USAID provided a bilateral agreement signed by USAID and the Ministry of Finance, Economy and Development (MoFED) for AGP-LMD to discuss with the BoH, as the agreement covered the USAID Feed the Future FtF agriculture and nutrition activities. In addition, USAID informed AGP-LMD there was no need to sign a MoU with the BoH as USAID has an agreement with the MoFED. Based on this recommendation, AGP-LMD was in the process of approaching the BoH together with the regional IPs. If the BoH does not accept that option, CNFA will sign a letter of intent with the BoH. If the MoU is mandatory to implement the nutrition components, only USAID will sign the MoU with the BoH.

---

<sup>14</sup> Guidelines on food fortification with micronutrients, WHO

<sup>15</sup>This is because CNFA was not registered in the country as an NGO and thus could not sign an agreement with any government body

The International Medical Corps (IMC) internal short-term advisor (STTA) on nutrition provided a four hour overview to the AGP-LMD nutrition team on barrier analysis in June, 2013.

## **5.2. Utilization (improving household nutrition related behaviors)**

AGP-LMD drafted training manuals for “training of trainers” (ToT), reference manuals and manuals to train farmers on mainstream dietary diversification in dairy management and dairy bull calf feeding. IEC materials were also collected from Alive and Thrive to be adopted for this training.

## **5.3. Availability**

Based on the initial plan, a planning document was drafted to link nutrition and HIV/AIDS components with other IRs. The planning document outlines how IR1, IR2 and cross cutting activities contribute to the nutrition in the nutrition path way<sup>16</sup>, how IR3 will integrate with related IR1 and cross cutting activities, how IR1 will collaborate with related IR3 activities and how the plans will be ensured.

## **5.4. HIV/AIDS wrap around**

### **Development of AGP-LMD Economic Strengthening (ES) Operational Guideline**

The development of the AGP-LMD ES operational guideline was completed during the reporting period, as planned. The purpose of this ES implementation guideline is to provide AGP-LMD’s implementing partners (IPs) with overall directions and operational mechanisms for the ES component of the project. This is to ensure that the ES interventions are based on evidence, need and capacity of PLHIV and to lead IPs to focus ES interventions mostly in the domain of livestock value chains.

In general, the guidelines are intended to serve as a working guide for ES program implementation and Micro and Small Enterprise (MSE) development in the context of local areas, AGP-LMD project areas and markets that draw from the strong partnership and engagement with town-level organizations. More specifically, it is intended to provide a clear and systematic ES program implementation guide for respective IPs; enable IPs to understand requirements of the minimum packages of services of ES programs so as to provide standard services to beneficiaries at all levels ; set ES standards and share with IPs to be used in the course of implementing the program and facilitate the process of developing actionable and evidence-based ES implementation plans by providing systematic step-wise guidance.

### **Conduct ES baseline assessment for PLHIVs**

The implementation of the AGP-Livestock Market Development wrap-around HIV/AIDS component will start after the household ES assessments are conducted in the ten focus investment woredas. Even though the ES baseline assessment was planned to be carried out for the reporting quarter, the selection of a consultant firm was completed and then the execution of the assessment period has been postponed into the next reporting period. Following the assessment, ES strategies were planned to be developed in the reporting period. However, this was not implemented in the reporting period as the baseline assessment was not conducted. In addition, the program planned to establish ES steering committees at the woreda levels. Nevertheless, this activity was not performed as planned due to unavailability or non-existence of the woreda level responsible persons for ES activities.

---

<sup>16</sup> This is the path way identified by the FtF partners to show how each of the FtF agriculture projects will affect nutrition positively and negatively and to take action to inhibit the negative effects and enhance the positive impacts.

## **AGP-LMD becomes a member of USAID Economic Strengthening Technical Advisory Group (TAG)**

Currently, USAID/PEPFAR gives greater emphasis on ES activities for HIV/AIDS interventions. Accordingly, USAID conducted an assessment on ES implementation of USAID/PEPFAR partners in their HIV/AIDS portfolio in collaboration with the private firm Livelihood and Food Security Technical Assistance (LIFT) in Ethiopia. In the assessment result LIFT forwarded three interrelated sets of recommendations to the implementing partners: 1) to produce a strategic guidance to help USAID/PEPFAR understand, manage and improve its ES portfolios 2) to develop a standard that all ES programs should follow. LIFT also provided other program-specific recommendations to the partners included in the assessment based on their specific program implementation.

One of the key findings of the assessment was that intra- and inter-organization linkages, in terms of information sharing and programmatic linking in the implementation of ES activities, were rather weak. In addition, the financial constraints and limitations of staff capacity and non-standardized ES approaches and outcome indicators pose significant challenges to the effectiveness of the interventions. The findings of the USAID/LIFT assessment were presented to PEPFAR IPs in a workshop organized in August 2011. The ensuing discussions on future success raised the need to create a platform to allow information sharing and programmatic links among programs of IPs, government, and other stakeholders. As a result, USAID initiated and lead the formation of ES TAG to provide technical support and guidance for USAID IPs, the Government of Ethiopia (GoE) and other stakeholders. Therefore, during the reporting period, AGP-LMD participated in these ES TAG meetings. As the AGP-LMD program is at an early stage of implementation, participating in such kind of technical meetings is a good opportunity to learn from other partners' experiences. Thus, this platform will be supporting the program in multiple ways.

As part of this initiative, during the reporting period, AGP-LMD Senior HIV/AIDS advisor, together with members of USAID ES TAG, conducted a joint, technical support in the northern corridor of the country during which more than ten USAID PEPFAR IPs were visited. In addition to participating in the provision of technical supportive advice, AGP-LMD acquired practical experiences from the field visit that supports ES implementation of the project. Generally, the following lessons were identified: visited PEPFAR implementing partners have been following their own ES guidelines, assigned ES focal persons and produced manuals, however, the status of implementation among these partners differs. For some visited projects at present, beneficiaries have selected their individual or group micro business, started taking loans from their own saving account, some of them for the second time after returning back the first loan with interest. Moreover, organized beneficiaries started getting matching fund.

### **Collaboration with other organizations working on HIV/AIDS**

AGP-LMD collaborated with the HIV/AIDS Prevention and Control Office (HAPCO) and NEP+ and met the offices to introduce the objectives of the AGP-LMD project, and discuss on the possibility of collaboration and networking with other organizations implementing similar programs. HAPCO showed willingness to collaborate with AGP-LMD program in the development of the national economic strengthening guidelines for PLHIV. This will enable the program to gain experiences and skills through exchanges of experiences on different HIV/AIDS related issues among different partners working on HIV/AIDS in general and with economic strengthening portfolio in particular. It may also create room to introduce AGP-LMD HIV/AIDS components to large implementers who are involved in HIV/AIDS impact mitigation across the country. In addition, NEP+ provided profiles of PLHIV associations that exist in the country. This data was used as an input for the preliminary PLHIV assessment, which was conducted in March.

## **AGP-LMD Matching Fund Transfer and Management Modality Manual**

In addition to other ES services, financial support, such as providing revolving funds and grant and matching funds, is the common financial scheme usually introduced to support beneficiaries to run their micro businesses. Accordingly, the AGP-LMD ES program has a plan to provide matching funds to substantiate group/individual's own saving for eligible and competent program beneficiaries. During the reporting period, the Matching Fund Transfer and Management Modality Manual with its detailed matching fund transfer conditions, size, and modality and management has been developed as planned.

### **5.5. Nutrition Monitoring**

IMC's internal STTAs on M&E and Nutrition provided support to the AGP-LMD IR3 team in drafting the nutrition and HIV monitoring tools in May and June, 2013. Hence, the nutrition and HIV/AIDS performance tracking tool, indicator tracking tools, log-frame matrix, biannual nutrition monitoring methodology and training reporting template were drafted during the reporting period. The entire nutrition and HIV/AIDS monitoring methodology will be finalized once the nutrition and ES strategies are developed. In addition, the M&E advisor provided half-day training to the IR3 team on M&E. Additionally, the M&E technical advisor from headquarters came for two weeks in May 2013 to support the team.

As indicated in the table below, there was a delay in starting the nutrition assessments, such as anthropometric, IYCF KAP, barrier of livestock product analysis, and household livestock product preservation and storage, due to the delay in signing the MoU with the MoH/BoH. In the PLHIV ES section, the below mentioned three activities (validation workshop, ES strategy development and establishment of ES steering committees at woreda levels) were not implemented as planned as the validation workshop and ES strategy are subsequent activities of ES assessment findings. Since the ES assessment was delayed as a result of an unexpected prolonged process of selection of the consulting firm, these activities remain pending until the assessment will be conducted and the findings are obtained. AGP-LMD planned to establish ES steering committees at the woreda level. Nevertheless, this activity was not performed due to unavailability of the woreda level responsible person for ES activities.

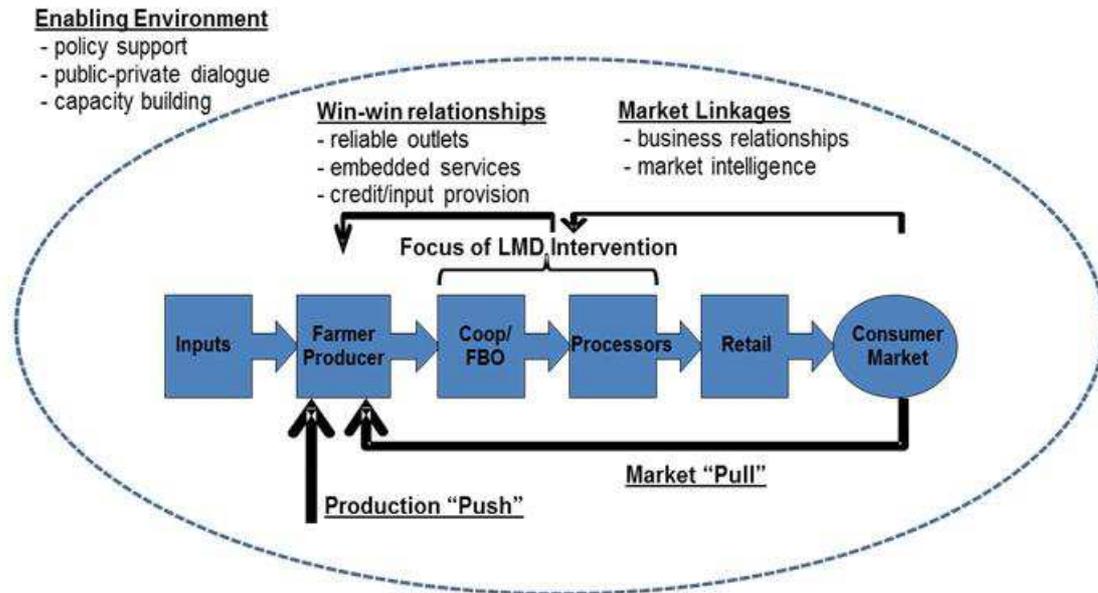
### PRO-POOR

The GOE jointly with different development partners has formulated and implementing pro-poor policies and strategies particularly focused on the youth and women as primary targets. According to Growth and Transformation Plan Annual Progress Report for F.Y. 2011/12 (Draft), Ministry of Finance and Economic Development February 2013, the allocation of government expenditure has a priority focus on growth-enhancing pro-poor sectors in agriculture development, food security, water, education, health, road, and rural electrification programs. In 2010/11 and in 2011/12, government expenditure allocated to these sectors accounted for about 66 % and 70.4 % of the total government expenditure, respectively.

The attention given by the government to the poor has attracted the interest of development partners including USAID through of additional investment in safety net programs of the Government of Ethiopia for a decade now. Starting the end of 2002, the safety net program of the government has facilitated and graduated about half a million poor household members. AGP-LMD is working on Pro-Poor value chain with the intention of supporting the priorities of the government to up- lift the safety net graduates that have built assets by linking them to markets to sell their surplus production. The beneficiaries are households selected among the graduates of Productive Safety Net Program (PSNP).

AGP-LMD initiated relationships with Pastoralist Resilience Improvement Marketing Expansion (PRIME)/Mercy Corps, Graduation Resilience to Achieve Sustainable Development (GRAD), the Household Asset Building Program (HABP) and Productive Safety Net Program (PSNP) of the GOE under the Ministry of Agriculture (MOA) to explore areas collaboration and create synergy. AGP-LMD initiated linkages with USAID's funded PSNP-GRAD program in order to develop the push-pull strategy, which supports PSNP graduates to further integrate in the livestock value chain markets. AGP-LMD have developed its push pull strategy and started implementing of the push-pull activities in collaboration with PRIME and GRAD. The push pull strategy is submitted to USAID on April 15, 2013.

The push-pull strategy will provide continuous support to subsistence-level households in order to help them graduate from subsistence farming to mixed farming, and to continue to grow and move towards commercial farming. The nature of the support changes along the process, from direct asset building and capacity development, to increasing the production and productivity of individual farmers or farmer groups (*push*), to developing business relationships and investment opportunities between the smallholder farmers and farmers' groups and downstream value chain actors (*pull*).



The push side will be the responsibilities of HABP, GRAD and PRIME, which are working on increasing production at individual livestock smallholder level. The role of AGP-LMD is creating collaboration with these organizations and linking the small holders with buyers when their livestock products increase. To this end, AGP-LMD is working with same actors, in the middle of the VC, with PRIME for the purpose of pulling products to the market from the livestock small holders. On the other hand with GRAD, AGP-LMD will expand its corridors to the safety net woredas and pull the products that the small holders are producing. It will also work in the same way with HABP to reach to the PSNP graduates. HABP is a government program that works with the PSNP graduates and non-graduates by providing technical and financial assistance.

In the reporting period, a Push-Pull coordination meeting took place among AGP-LMD, PRIME, GRAD and HABP. It was an introductory meeting where all participants presented respective project plans. AGP-LMD and GRAD also exchanged documents with regard to animal health, serving as a starting point for AGP-LMD and GRAD collaboration. This has given an opportunity to know for the activities of each partner and opportunities for future collaboration and synergy. The next quarterly meeting will take place in September 2013.

The MSPs meetings held in Amhara, Oromia, SNNPR and Tigray laid a good foundation for meeting value chain actors, government representatives and identifying issues. The process of identifying participants and preparing agenda items were undertaken in collaboration with the implementing partners and GRAD. The issues identified are: problems identified with regard to animal health, allocation of land for dairy farms, and public vs. privatization of abattoirs. The team gave the responsibilities of each issue to the participants in order to discuss with concerned bodies and seek solutions. The issues will be presented to the stakeholders during the next quarterly meeting at the end of September.

AGP-LMD took field visits to both SNNPR and Tigray regions in order to lay the ground for market linkages and to determine surplus producers in Graduation Resilience to Achieve Sustainable Development (GRAD) and Household Asset Building Program (HABP) woredas. The focus of the visit was to assess the capacity of the PSNP graduates in producing livestock products. The bureaus and offices visited were regional livestock agriculture bureaus, and woreda offices of trade, agriculture, cooperative and food security. In addition, discussions with CARE and REST regional offices on how AGP-LMD and these organizations could work with GRAD and AGP-LMD in assisting the graduates and non-graduates were discussed. The woredas visited were Loke Abaya

(GRAD woreda) and Dale (PSNP woreda) in SNNPR and Edamehoni/Maichew, Ofla/Korem, Alamata and Raya Azebo in Tigray region. In both regions, middle of the value chain actors were visited and agreements were reached to further assess cooperatives and identify need-based assistance for buying the livestock products of the smallholders. The team also held discussions with a local buyer who has already developed a good relationship with GRAD. The buyers indicated that they would like to purchase shoats from the household but had concerns about quality assurance. In order for the communities to improve the qualities of shoats, GRAD is planning to offer assistance along the value chain from purchasing to fattening stages. However, during the reporting period under poor value chain of the project, in collaboration with the Meat and Live Animals manager, was also able to identify three interested buyers in the Modjo area.

---

## ENVIRONMENT

At the initial stage of the project implementation, AGP-LMD commissioned a short-term environmental expert, Barney Popkin, to develop an Environmental Mitigation and Monitoring Plan for the project. Under the lead of consultants, AGP-LMD has assessed and evaluated potential environmental risks associated with anticipated interventions and activities in support of the livestock value chains. The environmental assessment involved field level visits with various livestock value chains drivers such as veterinary drug shop stores, and livestock processing plants. In addition, the consultant provided hands-on training to AGP-LMD's technical staff in the application of the environmental monitoring plan and reporting.

Natural resource and environmental issues are considered crucial to AGP-LMD's activities at all stages. Mitigation measures for activities that have potential negative impact on the social, physical and biological environment were planned ahead with their effectiveness monitored regularly. It is a responsibility that all stakeholders involved in the project intervention give due attention to proper management of the environment and reduced impact on climate change. In addition, the project provides due attention proper use, amelioration and protection of resources to ensure sustainable production systems.

To this end, the project has prepared and submitted to USAID-Ethiopia the Environmental Mitigation and Monitoring Plan (EMMP) and "Environmental Review Report (ERR) and document. To ensure compliance, AGP-LMD has included an Environmental Compliance section to the AGP-LMD Grant Manual.

### **Review and Development of Training Material**

Implementation of the Environmental Mitigation and Monitoring Plan (EMMP) was made for activities for which mitigation and monitoring plan is developed. Activities which require a detailed mitigation and monitoring plan were also identified including: animal health assistant refresher trainings, to conduct anthropometric, IYCF KAP, dietary diversity and barrier analysis surveys, survey the food preservation storage technology and finally, training on procurement, storage, management, use, and disposal of hazardous chemicals.

The required preconditions to conduct the trainings on area of environment completed in the reporting period. Preparation of manual and training materials on Integrated Pest Management (IPM) and principles of sustainable organic agriculture both in English and Amharic languages completed. Training material preparation on conservation-based forage development and solid waste management is in progress. IPs will use the manual and relevant organizational staff training implementation. In addition, the training manual organized to facilitate training for community animal health worker is reviewed. Major topics included in the manual as a reference for trained community animal health workers include: procurement of chemicals, Transportation of chemicals, Storage of chemicals, Preparation and spraying of chemicals, Precautionary measures after chemical spraying, Safe disposal of chemical containers and other sessions included in the manual are animal welfare and animal

freedoms. Some issues discussed in this regard include: the five animal welfares, animal welfare ethics, welfare and development and needs and behaviors of animals .Actual facilitation of planned trainings will be done in the coming periods.

### **Environmental Reviews, Mitigation and Monitoring**

Environmental screening, mitigation and monitoring plans were prepared for activities that have moderate impact on the environment. In total, 57 different activities were planned in the program section of the project for the month under different Intermediate Results (IRs) and cross cutting sections. According to the result of an environmental screening exercise, 48 (84%) of the activities were identified to have very low risk, 5 (9%) to have no significant adverse impact and 4(7%) with specified mitigation but no adverse impact. Thus, AGP-LMD developed the mitigation and monitoring plan for the four remaining activities classified under moderate and unknown risk in need of mitigation planning. In addition, the team established a preliminary environmental and natural resources survey aimed at identifying gaps and developing mitigation measures for selected actors. The survey was completed in selected project woredas of Oromia regional state. There were 19 different private and government institutions visited and surveyed extensively. The major environmental issues identified from the field assessment include chemical and hazardous waste, air pollution, water pollution, natural resource depletion, solid waste, odor, noise and health and safety risks. This survey will continue in other regions in the coming periods. Technical advice was given to sixteen private and cooperative livestock value chain actors on reducing, reusing, and recycling waste. There was discussion on proper waste disposal from production farms, slaughterhouses, and processing plants. Technical advice was also given to government extension workers.

### **Development of Pesticides Evaluation Report and Safer Use Action Plan (PERSUAP)**

A Terms of Reference (ToR) for finalization of livestock Pesticides Evaluation Report and Safer Use Action Plan (PERSUAP) has been prepared and submitted to USAID-Ethiopia. The initial intention of PERSUAP was to organize pesticide evaluation reports and to use safer action plans based on practical experience learned in selected woredas. Based on the statement of work, the selection for potential consulting firms is completed. However, due to extended time required to complete this process, the draft document paper is pending revision for submission. Finalization of the document is to be completed soon after integrating feedbacks and comments. A draft contract form to be used for agreement in PERSUAP study has been prepared.

---

## **ICT**

AGP-LMD ICT activities focus on integrating effective technologies in the three target value chains to assist in improving efficiencies in financial transactions, productivity, increasing quality production, consumption and export by improving market linkage via ICT systems through on-line and offline market information dissemination tools as well as promotional technologies. The project also focuses on knowledge management opportunities to link projects in livestock and knowledge management for development in the livestock sector. The ICT part of the project will work on collaborating and adopting technologies that exists both nationally and internationally. AGP-LMD recognizes that, the value chain actors have limited market information and access and low access to and adoption of technologies/practices. Moreover, the limited rural finance and business management skills coupled with low level of development of ICT infrastructures and skills has resulted in the forgoing of the value business would have added to the performance. Taking these limitations as an opportunity, the AGP-LMD project considers ICT as a cross cutting issue that will enhance performance and revenues of the selected value chains.

The AGP-LMD ICT team started identifying the value chain actors and how information flowed in the process. Gaps, limitations were identified as well as opportunities for ICT in bridging that gap.

The project conducted continuous meetings with value chain managers and attended value chain analysis validation workshops with value chain actors, implementing partners; regional government representatives, research centers, subject matter academicians and other stakeholders to clearly identify, prioritize constraints and possible solutions with strategic approaches. Based on information gathered, the project produced ToR (Terms of Reference) to hire DOT Ethiopia, IICD's local implementing partner, for base line study on the current status of ICT facilities and services, market information dissemination mechanisms, ICT awareness among value chain actors, and key information sources at regional and national levels.

## **ICT Assessment**

In the reporting period, AGP- LMD's ICT implementation phase focused on ICT assessment in ten AGP-LMD deep focused woredas, evaluating the current status of mobile banking technology in Ethiopia, identifying possible collaboration with other stakeholders to start and run the existing National Livestock Market Information System NLMIS, identifying gaps and limitations on the current Agricultural Resource Information System (ARIS), finding ways for regional expansion.

The overall access to information and the opportunities that arise from this access are vital for social and economic development. Today, the development of ICT solutions is essential if real results are to be achieved. In rural settings, access to information affects actors and supporters in their value chain decisions of where, when, and at what price to sell whereby increasing profitability. Therefore, various ICT options need to be explored to facilitate efficient systems for sustainable delivery of relevant information and services. During the reporting period, one of the major activities accomplished was the facilitation and coordination of ICT assessment in ten deep focus AGP-LMD woredas. In April, AGP-LMD developed a Terms of Reference (ToR) explicitly defining the objective, scope of work, responsibilities and commitments, and expected deliverables within the agreed time duration for the ICT assessment.

The aim of the assessment was to examine the current ICT environment and to observe and analyze if ICT systems and services are currently assisting producers, processors, trade unions, cooperatives and sector governmental institutions in the livestock sector. As per the implementation plan, the assessment took place from May 8, 2013 to July 18, 2013. During the assessment, regular support and follow-up including on-site supervision was made by the AGP-LMD ICT team. Currently, the ICT office is reviewing the final draft assessment report.

The assessment report indicates that there are various opportunities and potential challenges in implementing ICT based technologies in the 10 AGP-LMD woredas. These include the existence of a high number of mobile phone users throughout the value chain which will make market, educational, and other training information accessible at hand anywhere and anytime. The findings of the assessment further reveals that some government offices both regional and mostly federal have access to internet that can be used to access different web platforms. In addition, there are also capacity gaps in ICT skills and tools in each region, lack of awareness on ICT capabilities, and a lack of mobile literacy. In regards to traceability, there is no mechanism for cattle identification or registration thus far in the ten woredas. Based on the assessment, AGP-LMD is planning to address the gaps, prioritized by region, which include raising ICT awareness of actors in the value chain and among stockholders in the livestock sector, addressing the soaring demand in market information systems, traceability and other ICT tools in improving productivity, quality, consumption and exporting capacity. During the ICT assessment, some of the challenges AGP-LMD and DOT Ethiopia observed lack of mobile network availability in Ambo Woreda.

## **NLMIS, National Livestock Market Information System**

The AGP-LMD views lack of market information as bottleneck for the livestock value chain development and is focusing on adopting/developing and expanding LMIS (Livestock Market

Information System) via web based and mobile SMS service to all AGP-LMD woredas, and introducing mobile banking in the livestock sector and IVR (Interactive Voice Response system). The ICT has also identified the use and dissemination of mass media (TV, radio, video and audio productions) to create and enhance awareness creation on best practices. Accordingly, adopting/developing and expanding LMIS (Livestock Market Information System) via web based and mobile SMS service, mobile banking on pre pilot phase, video productions are included in the project work plan.

The project discussed with MDTI staffs on the existing Livestock Market Information System to assess technical and financial background, gaps and limitations, and identifying possible sustainable strategies. The outcomes from the discussion provide ideas on who developed the system; how data is collected and entered into it, how quality data entry is assured, how the system is managed and who is doing what.

AGP-LMD also conducted meetings with Mercy Corp's PRIME for possible collaboration on upgrading and expanding the usability of the Livestock Market Information System as a quick win solution. The meetings were led by AGP-LMD's DCoP focusing on building an ICT technical team from both projects to revise the draft concept note developed by Mercy Corp. Accordingly, the revised concept note will be submitted to the Ministry of Trade (MoT) in the future for signing of a quadrilateral MoU between AGP-LMD, FAO, PRIME and MoT. The concept note explicitly shows a list of activities that each project will handle and the estimated budget to implement a sustainable, accurate and timely market data collection and dissemination system.

### **Animal Information Resource System (ARIS)**

ARIS is a tool used to collect and analyze animal resource data in a timely manner that the African Union has implemented, currently hosted in Kenya. The MoA took the initiative to customize this tool as a suitable way for collecting animal information in Ethiopia. AGP-LMD began discussions with the MoA to expand usability of the system at regional levels. Major discussion points focused on the functionalities, internet infrastructure, accessibility and gaps of the system. The outcomes of the discussion indicate that the system is currently under customization and requires heavy effort for accessibility at the regional level because of low regional internet connectivity. AGP-LMD and the MoA agreed to continue discussions with other responsible officials in the MoA to further investigate gaps and opportunities for the system to be functional and easily accessible both at federal and regional levels.

### **Capacity Needs Assessment**

In addition, AGP-LMD undertook a capacity gap analysis of federal ministries and regional government bureaus. The AGP-LMD team used interviews, questionnaires and observations to identify the capacity need gaps. Meetings organize to address capacity need assessments at the federal Ministry of Trade and Ministry of Agriculture. With focused groups in each of the ministries, constraints were identified and prioritized which in the future will be used by AGP-LMD as pillars to formulate a capacity building strategic document. Major constraints include ICT skill and other capacity limitations. Capacity need assessments at Tigray and Amhara regional governmental bureaus and private organizations were also conducted. Various meetings were held with regional Bureau of Agriculture, Bureau of Trade, value chain actors and stakeholders (processors, unions, cooperatives, exporters, abattoirs, feedlot operators and buyers). The output from the assessment showed that there is lack of ICT awareness, lack of ICT tool skills and capacity limitations. The outcome has been shared among other colleagues for open discussions that will lead to future capacity building strategies.

## ANNEXES

### ANNEX 1: PROGRESS MONITORING OF MOBILIZATION PLAN

(For the Period Sept 17, 2012-March 2013)

#### Start-up and Coordination

Activities	Sep-12		Oct-12			Nov-12			Dec-12			Jan-13			Feb.-13			Mar.-13			Activity Status	Remark			
	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1			2	3	4
<b>Start-up and coordination</b>																									
<b>Staffing</b>																									
Field start-up team to Ethiopia																								Completed	
Submit mobilization plan																								Completed	
Mobilize and field Chief of Party to Ethiopia																								Completed	
Mobilize DCOP to Ethiopia																								Completed	
Mobilize Pro-Poor Value Chain Advisor																								Completed	
Mobilize and field Head of Admin and Finance																								Completed	
Hire and mobilize technical staff																								Completed	
Hire and mobilize administrative and support staff																								Completed	About 80% completed in the planned period.
<b>Planning and reporting</b>																									
Submit draft Year 1 work plan																								Completed	
Develop and submit performance monitoring plan (PMP) and M&E plan (EMMP)																								Completed	
Submit final Year 1 work plan																								Completed	
Organize LMD and partners retreat																								Completed	
Submit monthly reports																								Completed	Continuous activity
Submit quarterly reports																								Completed	
Submit annual report																								NA	Submitted in July
<b>Office setup</b>																									
Open temporary Addis office																								Completed	
Procure office equipment																								Partly	
Procure furniture																								Completed	
Open permanent Addis office																								Completed	In December
<b>AGP coordination and GFDRE relations</b>																									
Initiate CNFA NGO registration with Ethiopian Embassy																								Completed	Process initiated but not completed. It is on progress
Formalize institutional arrangement with AGP/Ministry of Agriculture																								Completed	
Coordinate quarterly Meeting with AGP-AMDe																								Completed	
Participate in AGP Fed. & Regional TC meetings																								Completed	
Conduct federal program launch																								Completed	
Conduct regional kick-off meetings																								Completed	
Participate in Livestock & Pastoralism Technical Working Group																								Completed	Participated in months the meeting was organized
<b>Program outreach and marketing</b>																									
Develop branding and marking plan																								Completed	
Field photographer to Ethiopia																								Completed	
Develop program outreach materials																								Completed	
Launch program website																								Not Completed	Due to USAID request not to launch the website

ANNEX 2 LIST OF AGP-LMD STAFF AS OF JUNE 2013

S.No.	Name	Position	Stating date
1.	Marc Steen	Chief of Party	24-Sep-12
2.	Edget Tilahun	Regional Coordinator for Oromia	1-Oct-12
3.	Fekadu Demesse	Innovation Fund Manager	1-Oct-12
4.	Girma Abebe	Meat Processing Business Development Advisor	1-Oct-12
5.	Kassa Bayou	Senior Animal Health Advisor	1-Oct-12
6.	Rahel Alemu	M&E Coordinator	15-Oct-12
7.	Kebede Woldegiorgis	Regional Coordinator for Tigray	15-Oct-12
8.	Zenah Tefera	Senior Accountant	15-Oct-12
9.	Amdework Berhanu	Agricultural Investment, Credit & Finance Manager	1-Nov-12
10.	Mundino Shanko	SNNPR Coordinator for SNNP	1-Nov-12
11.	Tebeje Nigussie	VC Manager Meat and Live Animals	1-Nov-12
12.	Tesfaye Lemma	Meat Processing Business Development Advisor	1-Nov-12
13.	Cheru Tessema	Natural Resource & Environmental Advisor	2-Nov-12
14.	Medhin Weledearegay	Cooperative Business Development Advisor	3-Nov-12
15.	Abraham Getachew	M&E Manager	5-Nov-12
16.	Sosena Demissie	Senior Gender Equity Advisor	5-Nov-12
17.	Meskerem Shiferaw	Pro-poor Value Chain Expert	7-Nov-12
18.	Mekdes Asfaw	Diary Business Development Advisor	12-Nov-12
19.	Girma Kassa	Deputy Chief of Party	13-Nov-12
20.	Amare Siraw	Sr. HIV/AIDS Advisor	2-Jan-13
21.	Hanna Yemane	Sr. Nutrition & SBC Advisor	2-Jan-13
22.	Tracy Mitchell	Livestock Value Chain Advisor	11-Jan-13
23.	Haimanot Tefera	PEPFAR Grant Coordinator	1-Feb-13
24.	Michael Tekalgne	ICT Manager	1-Feb-13
25.	Seble Lemma	ICT Training Coordinator	1-Feb-13
26.	Belay Demissie	Senior Policy Advisor	15-Feb-13
27.	Genene Tariku	SBC specialist	15-Feb-13
28.	Girma Tekalign	Nutrition Monitor	15-Feb-13
29.	Tamirat Tafesse	SBC specialist	15-Feb-13
30.	Zewdu Getachew	Nutrition Monitor	15-Feb-13
31.	Yohannes Mehari	Dairy Value Chain Manager	26-Feb-13
32.	Mihiret Teamir	Office Manager	22-Apr-13
33.	John McElwaine	Manager Administrative and Finance	2-July 13
34.	Tilahun Zelalem	Driver	1-Aug-13
35.	Matiwos Ketsela	IT Technician	5-Aug-13
36.	Fikrete Nigussie	Finance Assistant	19-Aug-13
37.	TBD	Administrative Assistant	
38.	TBD	Business Development Advisor	
39.	TBD	Business Development Advisor	
40.	TBD	Business Development Advisor	

S.No.	Name	Position	Stating date
41	TBD	Communication and Outreach Officer	
42	TBD	Driver	
43	TBD	Driver	
44	TBD	Driver	
45	TBD	GOE Capacity Building Advisor	
46	TBD	HIV/AIDS Economic Growth Advisor	
47	TBD	Innovations Grant Coordinator	

ANNEX- 3 PROJECT INDICATORS AND TARGETS

USAID-AGP-Livestock Market Development Project Target- USAID FTF &PPR Indicator													
Indicator Number			Performance Indicator Name	Unit of Measure	Disaggregation	Targets							
Project	USAID	AGP				2013	2014	2015	2016	2017	Total		
<b>IR1: Increased productivity and competitiveness of selected livestock value chains</b>													
<b>Component Two: Improve the productivity and competitiveness of livestock value chains</b>													
1.2.1	4.5.2(23)	PDO Indicator 2	Value of incremental sales (collected at the farm level) attributed to project implementation	USD	<i>Live cattle</i>		587,903	1,800,000	6,800,000	14,450,000	22,100,000	45,737,903	
					<i>Live Shoats</i>		114,000	348,000	1,200,000	2,550,000	3,900,000	8,112,000	
					<i>Milk</i>		148,403	400,000	1,000,000	3,000,000	7,000,000	11,548,403	
					<i>Total</i>		850,306	2,548,000	9,000,000	20,000,000	33,000,000	65,398,306	
1.2.2	4.5(2):		Number of jobs attributed to FTF implementation	Number	<i>Value chains</i>	<i>MLA</i>	125	225	600	600	750	2,300	
						<i>Dairy</i>	100	275	700	800	850	2,725	
						<i>Male</i>	158	350	910	980	1,120	3,518	
						<i>Female</i>	68	150	390	420	480	1,508	
						<i>Total</i>	225	500	1,300	1,400	1,600	5,025	
1.2.3	4.5(4)		Gross Margin per unit of land, kilogram, or animal of selected product	USD	<i>Cattle live</i>		46.00	48.00	51.00	54.00	57.50		
					<i>Shoats Live</i>		9.00	9.40	9.80	10.20	10.60		
					<i>Milk</i>		6.53	7.23	8.03	8.93	10.00		
1.2.4	4.5.2(5)	Sub component 1.2 Indicator 3	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	No	<i>Value chains</i>	<i>MLA</i>	<i>Male</i>	336	2,440	3,998	5,880	7,105	19,760
							<i>Female</i>	144	1,046	1,714	2,520	3,045	8,468
							<i>Total</i>	480	3,486	5,712	8,400	10,150	28,228
						<i>Dairy</i>	<i>Male</i>	240	2,391	3,998	4,900	5,880	17,410
							<i>Female</i>	103	1,025	1,714	2,100	2,520	7,461
							<i>Total</i>	343	3,416	5,712	7,000	8,400	24,871
						<i>Total</i>	<i>Male</i>	576	4,831	7,997	10,780	12,985	37,169
							<i>Female</i>	247	2,071	3,427	4,620	5,565	15,930
							<i>Total</i>	823	6,902	11,424	15,400	18,550	53,099
1.2.5	4.5.2(7)		Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	No	<i>Value chains</i>	<i>MLA</i>	<i>Male</i>	487	3,486	5,712	8,400	10,150	28,235
							<i>Female</i>	209	1,494	2,448	3,600	4,350	12,101
							<i>Total</i>	696	4,980	8,160	12,000	14,500	40,336
						<i>Dairy</i>	<i>Male</i>	1,120	3,416	5,712	7,000	8,400	25,648
							<i>Female</i>	480	1,464	2,448	3,000	3,600	10,992
							<i>Total</i>	1,600	4,880	8,160	10,000	12,000	36,640
						<i>Total</i>	<i>Male</i>	1,607	6,902	11,424	15,400	18,550	53,883
							<i>Female</i>	689	2,958	4,896	6,600	7,950	23,093
							<i>Total</i>	2,296	9,860	16,320	22,000	26,500	76,976

USAID-AGP-Livestock Market Development Project Target- USAID FTF &PPR Indicator												
Indicator Number			Performance Indicator Name	Unit of Measure	Disaggregation	Targets						
Project	USAID	AGP				2013	2014	2015	2016	2017	Total	
<b>IR1: Increased productivity and competitiveness of selected livestock value chains</b>												
<b>Component Two: Improve the productivity and competitiveness of livestock value chains</b>												
1.2.6	(4.5.2(11))		Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	No	Value chains	MLA	21	60	100	250	500	931
						Dairy	10	52	90	200	400	752
						Total	31	112	190	450	900	1,683
1.2.7	(4.5.2(36))	Sub component 1.2 Indicator 3	Value of exports of targeted agricultural commodities as a result of USG assistance	USD		Cattle, Live	1,200,500	4,500,000	10,000,000	18,000,000	28,000,000	61,700,500
						Sheep's/Goat Live	227,000	1,200,000	2,000,000	5,000,000	7,000,000	15,427,000
						Sheep/Goat Meat, chilled	644,800	2,500,000	6,500,000	12,000,000	19,000,000	40,644,800
						Meat(Cattle)	134,000	500,000	3,500,000	7,000,000	10,000,000	21,134,000
						Total	2,206,300	8,700,000	22,000,000	42,000,000	64,000,000	138,906,300
1.2.8	CUSTOM 4.5.2-17 (PPR)		Percent change in value of international exports of targeted agricultural commodities as a result of US assistance	USD		MLA	1.5%	5%	10%	10%	15%	42%
1.2.9	4.6.2-9 (PPR)		Number of private sector firms that have improved management practices as a result of USG assistance	No	Value chains	MLA	30	63	140	209	261	703
						Dairy	2	60	92	139	174	467
						HSL	32	123	232	348	435	1,170
1.2.10	GNDR-2 (PPR)		GNDR-2 Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	%	Value chains	MLA	20%	25%	30%	35%	40%	
						Dairy	30%	35%	40%	45%	50%	
1.2.11	4.5.2-43		Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	No	Value chains	MLA	TBD	TBD	TBD	TBD	TBD	TBD
						Dairy	TBD	TBD	TBD	TBD	TBD	TBD
						HSL	TBD	TBD	TBD	TBD	TBD	TBD

USAID-AGP-Livestock Market Development Project Target- USAID FTF & PPR Indicator												
Indicator Number			Performance Indicator Name	Unit of Measure	Disaggregation	Targets						
Project	USAID	AGP				2013	2014	2015	2016	2017	Total	
<b>IR1: Increased productivity and competitiveness of selected livestock value chains</b>												
<b>Component Three :Spur Investment and Innovations</b>												
1.3.1	4.5.2-38		Value of new private investment in the livestock sector or food chain leveraged by the Project implementation	USD	Value chains	MLA	450,000	1,500,000	3,500,000	6,000,000	9,000,000	20,450,000
						Dairy	525,000	1,000,000	3,000,000	4,500,000	6,000,000	15,025,000
						Total	975,000	2,500,000	6,500,000	10,500,000	15,000,000	35,475,000
1.3.2	4.5.2-30		Number of MSMEs receiving USG assistance to access loan	No	Value chains	MLA	20	30	40	50	50	190
						Dairy	20	30	40	50	50	190
						Total	40	60	80	100	100	380
1.3.3	4.5.2-29		Value of agricultural and rural loans	USD	Value chains	MLA	53460	1,050,000	2,450,000	4,200,000	6,300,000	14,053,460
						Dairy	62370	700,000	2,100,000	3,150,000	4,200,000	10,212,370
						Total	115830	1,750,000	4,550,000	7,350,000	10,500,000	24,265,830
1.3.4	4.6.2-10		Number of firms receiving USG assistance to invest in improved technologies	No	Value chains	MLA	50	10	15	15	15	105
						Dairy	4	6	8	10	12	40
						Total	54	16	23	25	27	145
<b>[Intermediate Result 2] : Improved enabling environment for livestock value chains</b>												
<b>Component Four: Improve the enabling environment of livestock value chains</b>												
2.4.1	4.5.1-24		Number of livestock related Policies, Regulations, and Administrative Procedures in development, passed, or being implemented as a result of the Project assistance		Sector	<i>Agriculture sector</i>	3	6	9	9	10	12
					Stage of Development	Stage 1 of 5( Analyzed)	1	3	3	2	1	
						Stage 2 of 5 ( Drafted)		1	3	3	2	
						Stage 3 of 5 (Presented)	2		1	3	3	
						Stage 4 of 5(passed)		2		1	3	
						Stage 5 of 5 (implementation )			2	2	1	
2.4.2	COSTOM 4.6.2-6 (PPR)		Number of public-private dialogue mechanisms utilized as a result of USG assistance				12	16	20	20	20	88

Indicator Number			Performance Indicator Name	Unit of Measure	Disaggregation	Targets					
Project	USAID	AGP				2013	2014	2015	2016	2017	Total
<b>IR1: Increased productivity and competitiveness of selected livestock value chains</b>											
<b>Intermediate Result 3: Improve quality and diversity of household diet through intake of livestock products</b>											
<b>Component Five: Enhance the nutritional status of rural households</b>											
3.5.1	3.1.9(15)		Number of children under five reached by Project-supported nutrition programs	No	Male	620	3,000	TBD	TBD	TBD	TBD
					Female	620	3,000	TBD	TBD	TBD	TBD
					Total	1,240	6,000	TBD	TBD	TBD	TBD
3.5.2	3.1.9(1)		Number of people trained in child health and nutrition through Project-supported programs	No	Male	700	1,500	TBD	TBD	TBD	TBD
					Female	300	3,500	TBD	TBD	TBD	TBD
					Total	1,000	5,000	TBD	TBD	TBD	TBD

USAID-AGP-Livestock Market Development Project Target- NON-USAID Indicators													
Indicator Number			Performance Indicator Name	Unit of Measure	Disaggregation	Targets							
Project	USAID	AGP				2013	2014	2015	2016	2017	Total		
<b>IR1: Increased productivity and competitiveness of selected livestock value chains</b>													
<b>Component Two: Improve the productivity and competitiveness of livestock value chains</b>													
1.2.19			Number of farmers' organizations/sector organization newly established or strengthened as a result of the Project assistance	No	Value chain	MLA	32	60	100	125	150	467	
						Dairy	37	58	80	103	123	401	
						Total	69	118	180	228	273	868	
<b>Intermediate Result 3: Improve quality and diversity of household diet through intake of livestock products</b>													
<b>Component Five: Enhance the nutritional status of rural households</b>													
3.5.7			Percentage of households with pregnant mothers and lactating women and/or caretakers of children under 2 involved	%			TBD	TBD	TBD	TBD	TBD	TBD	
3.5.8			Number of agricultural/livestock extension workers trained on dissemination of dietary diversity messages and on food preservation and storage techniques	NO	Male		TBD	TBD	TBD	TBD	TBD	TBD	
					Female		TBD	TBD	TBD	TBD	TBD	TBD	
					Total		TBD	TBD	TBD	TBD	TBD	TBD	
3.5.9			Number of farmers/livestock owners who receive SBC messaging through agricultural/livestock extension workers	No	New	Male		TBD	TBD	TBD	TBD	TBD	TBD
						Female		TBD	TBD	TBD	TBD	TBD	TBD
						Total		TBD	TBD	TBD	TBD	TBD	TBD
					Continuing	Male		TBD	TBD	TBD	TBD	TBD	TBD
						Female		TBD	TBD	TBD	TBD	TBD	TBD
						Total		TBD	TBD	TBD	TBD	TBD	TBD
Total	Male		TBD	TBD	TBD	TBD	TBD	TBD					
	Female		TBD	TBD	TBD	TBD	TBD	TBD					
	Total		TBD	TBD	TBD	TBD	TBD	TBD					
3.5.10			Prevalence of stunted children 6-36 months of age	NO	6-36 Old	Male		TBD	TBD	TBD	TBD	TBD	
						Female		TBD	TBD	TBD	TBD	TBD	
						Total		TBD	TBD	TBD	TBD	TBD	
3.5.11			Percentage of pregnant and lactating women in targeted woredas consuming food from at least four different groups	%			TBD	TBD	TBD	TBD	TBD		
<b>Cross cutting</b>													
CC-1			Number of assisted firms/organizations adopted environment as a cross-cutting issues as the result of the Project assistance		No		13	25	40	70	100	248	
CC-2			% increase of the number of women in leadership positions in assisted farmers' based organizations.		%		15%	5%	5%	10%	10%	45%	

## ANNEX 4: AGP-LMD WOREDA LIST

<b>Region</b>	<b>Woreda from Non AGP</b>	<b>Woreda from AGP</b>	
<b>Oromia</b>	Akaki	Hidebu-Habote	Limu-Bilbilo (DF)
	Adama	G/Jarso (DF)	Digluna Tijo
	Sululta	Y/Gulele	Dodola
	Sashamene	Ambo (DF)	Adaba
	Arsi Negele	Dendi	Kofle
	Tiyo	Welmera	Sinana
	Robe Bale	Bako	Ada'a
		Lume (DF)	Gutu Gida
		Weliso	Horo
<b>Amhara</b>	Debre Berhan Town	Metema (DF)	Dejen (DF)
	Gondar Zuria	Takusa	Awabel
	Fogera	Dera	Enemay
	Limo Kemkem	Bahir Dar Zuria (DF)	Basona Worana
		Semen Achefer	Tarma Ber
		Debub Achefer	
<b>SNNP</b>	Hawassa Zuria	Chena	Gedeb
	Shone (Badewacho)	Enemore	Yem
		Mirab Azernet (DF)	Konta
		Melga	Debub Ari

		Wondo Genet (DF)	Shey Bench
		Esira	
<b>Tigray</b>	Enderta	Kafta Humera (DF)	Raya Azebo
	Hintalo Wajirat	Tahataye Adiyabo	Ofla
	Kilte Awulaluo	Asgede Tisimbala	Endamohoni
<b>DF=Deep Focused Woredas</b>			

ANNEX 5: EMA TEAM MEMBERS:

Name	Country	Dates of travel	Organization
Afework Yohannes Germamo	Egypt	9-Feb-2013 – 14-Feb-2013	BCaD
Girma Abebe Yami	Egypt	9-Feb-2013 – 14-Feb-2013	LMD
Dr. Melaku Asefa Kiros	Egypt	9-Feb-2013 – 14-Feb-2013	APHRD
Taye Tibebe Yeshita	Kenya	24-Feb-2013 – 1-Mar-2013	LIDI
Haimanot Asmerew Hileselassie	Kenya	24-Feb-2013 – 1-Mar-2013	LMD
Henok Mechal Haile	Angola	20-Feb-2013 – 25-Feb-2013	EMDTI
Tesfaye Lemma Gesese	Angola	20-Feb-2013 – 25-Feb-2013	LMD
Antigegn Kebede Belay	Turkey	11-Feb-2013 – 19-Feb-2013	LIDI
Haimanot Asmerew Hileselassie	Turkey	11-Feb-2013 – 19-Feb-2013	LMD
Afework Yohannes Germamo	DR Congo	17-Feb-2013 – 22-Feb-2013	BCaD
irma Abebe Yami	DR Congo	17-Feb-2013 – 22-Feb-2013	LMD
Melake Asefa Ejeta	DR Congo	17-Feb-2013 – 22-Feb-2013	AED
Dr. Elias Walelign Dagnachew	UAE	22-Feb-2013 – 28-Feb-2013	APHRD
Hailemelak Asessfa	UAE	25-Feb-2013 – 1-Mar-2013	Precise
Tebeje Nigussie Kibru	UAE	22-Feb-2013 – 28-Feb-2013	LMD
Kent Ford	Italy	28-Jan-2013 – 31-Jan-2013	JAA

ANNEX 6: RECOMMENDATIONS FROM MSP WORKSHOPS AND LMD  
STRATEGIC PILLARS

**IR 1**

<b>Value Chain</b>	<b>MSP Recommendations</b>	<b>IR1 Strategy</b>
MLA, Dairy, HSL	Feed – improve seeds, credit access, feed manufacturing, use of by-products Animal health – private service provision, access to drugs Breeds – private AI, bull stations, specialized heifer production Equipment – assist local equipment production, access to imports	1, 2, 4
MLA, Dairy, HSL	Provide training & study tours to improve skills & knowledge	3, 5
MLA, Dairy, HSL	Increase product flow through formal/licensed channels, create economies of scale, improve quality	4, 7
MLA, Dairy, HSL	Improve product quality, improve inadequate standards	4, 5, 7
MLA, HSL		4, 5
MLA, Dairy, HSL	Provide training & study tours to improve skills & knowledge	5
MLA, Dairy, HSL	Increase product prices	6
Dairy	Promote consumption, milk days, quality	8
MLA, Dairy, HSL	Improve access to finance at all levels	10

**IR 2**

<b>MSP Recommendations</b>	<b>Strategic Pillars</b>
Avail land with concessional price	Facilitate and empower stakeholders for policy reform and advocacy (Strategy 1)
Improve credit facilities without collateral	
Revise Taxation on feed supplements	
Remove Multiple Taxation on animal movements	
Improve coverage and functionality of LMIS	Build capacities for public and private stakeholders (Strategy 2)
Provide training for lobbying and advocacy	
Work on the standards for acceptance of Ethiopia products.	
Training on gender mainstreaming in the value chains	

Institutional coordination between projects programs and implementing partners	Establish linkages with FTF and other implementing partners (Strategy 3)
Research for least cost forage development	Undertake demand driven selected research (Strategy 4)
Create Conducive environment to formalize the cross boarder trade	Institutional coordination for reform (Strategy 5)

ANNEX 7: PROGRESS MONITORING TABLES (APRIL 1-JUNE 30, 2013)

**IR1:** Increased productivity and competitiveness of selected livestock value chains

Activity Description	Performance Indicators	Target: Apr 1.-June 30, 2013			Achievement : Apr. 1-June 30, 2013			Implementation Schedule (Month)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>IR 1: INCREASED PRODUCTIVITY AND COMPETITIVENESS OF SELECTED LIVESTOCK VALUE CHAINS FOR THE BENEFIT OF SMA</b>												
<b>COMPONENT 1: FROM ANALYSIS TO STRATEGY TO LEARNING</b>												
<b>1.1.1 Establishment of Communities of Practice</b>												
1.1.1.1 Quarterly AGP-LMD and consortium partners review and learning event	# events	NA	NA	1	NA	NA	1				Completed	
1.1.1.2 Exchange visits between implementing partners	# visits	NA	NA	0	NA	NA	NA				NA	
1.1.1.3 Review, define learning areas within strategy pillars and appoint leaders	# learning areas	12	3	15	12	3	15				Completed	
1.1.1.4 Establish community of practice for each strategy	# community of practice	NA	NA	15	NA	0	15				Completed	
1.1.1.5 Organize monthly AGP-LMD learning day	# learning days	NA	NA	3	NA	NA	3				Completed	
1.1.1.6 Quarterly community of practice learning meetings and documented lessons learned or good practices.	# lessons learned or good practices documented	NA	NA	3	NA	NA	0				Not Completed	
<b>1.1.2 Innovations and Good Practices</b>												
1.1.2.1 Organize MSPs with a learning agenda	# MSP	NA	NA	4	NA	NA	3				Completed	MSP in SNNPR conducted in July
1.1.2.2 Monthly Innovations support team monitoring meetings with a learning agenda	# Meetings	NA	NA	0	NA	NA	NA				NA	
1.1.2.3 Define and document lessons learned and good practices for reports, newsletters	# lessons learned shared	NA	NA	0	NA	NA	NA				NA	
1.1.2.4 Quarterly FtF Push-pull meeting with a learning	# meetings	NA	NA	1	NA	NA	1				Completed	
<b>1.1.3 Cases, Studies, Presentations</b>												
1.1.3.1 Cases of good practice produced	written by	NA	NA	0	NA	NA	NA				NA	
1.1.3.2 Presentations made in conferences, seminars	presentations	NA	NA	0	NA	NA	NA				NA	
1.1.3.3 Share good practices and lessons learned via quarterly AGP-LMD newsletter	# newsletters	NA	NA	0	NA	NA	NA				NA	
<b>1.1.4 Staff Development</b>												
1.1.4.1 Annual performance reviews	# reviews	NA	NA	0	NA	NA	NA				NA	
1.1.4.2 AGP-LMD staff annual development plan	# plan	NA	NA	0	NA	NA	NA				NA	
1.1.4.3 Implementation of staff development plan	# staff	NA	NA	0	NA	NA	NA				NA	
1.1.4.4 Annual retreat: review of strategy based upon learning.	# retreat	NA	NA	0	NA	NA	NA				NA	

Strategies/Activities	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
		<b>1.2.1 Link Value Chain Actors to Input and Service Providers</b>										
1.2.1.1 Organize business meeting between value chain actors and input suppliers and service providers (organize business to business meetings)												
1.2.1.1.1 Identify tanneries, hides and skins traders, dairy processors, feedlot operators, slaughtering house, input and service providers etc.	MLA	# firms	NA	NA	26	NA	NA	26			Completed	
	Dairy		NA	NA	20	NA	NA	20				
	HSL		NA	NA	16	NA	NA	16				
1.2.1.1.2 Organize business meetings to encourage new contractual agreements	MLA	# meetings	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
Same activity as above	MLA	# deals	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.1.2 Prepare input suppliers profile and distribute bi-annually	MLA	# profiles	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
<b>1.2.2 Strengthen Input Suppliers and Service Providers</b>												
1.2.2.1 Adapt training modules for technical and business trainings	MLA	# modules	NA	NA	2	NA	NA	2			Completed	Except HSL
	Dairy		NA	NA	2	NA	NA	2				
	HSL		NA	NA	2	NA	NA	0				
1.2.2.2 Develop input supply and service provider trainers at the local level												
1.2.2.2.1 Identify BSPs and technical trainers	MLA	# trainers	20	4	24	20	4	24			Completed	
	Dairy		10	2	12	10	2	12				
	HSL		8	2	10	8	2	10				
1.2.2.2.2 Conduct TOT for identified trainees on business and technical management	MLA	# trainees	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.2.2.3 Conduct training to input/service providers (vet. shops, animal health workers, farm stores, AI providers, feed suppliers, salt providers, mobile slaughtering service, private abattoirs, etc.) (PLHIV candidates to be identified as trainees as possible)	MLA	# trainees	35	15	50	33	7	40			Completed	Completed in June in Tigray
	Dairy		0	0	0	NA	NA	NA				
	HSL		0	0	0	NA	NA	NA				
1.2.2.2.4 Conduct coaching/progress meetings with TOT and IPs	MLA	# meetings	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.2.2.5 Coaching & monitoring input suppliers and service providers	MLA	# trainees coached	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
<b>1.2.3 Improve Livestock Management</b>												
1.2.3.1 Adapt or develop training modules for technical training (Beef cattle and shoat management, Feedlot management, Dairy management, Dairy beef feeding, Hide/skin and slaughtering management (HIV/AIDS, Nutrition & Gender topics to be integrated in training))												
	MLA	# modules	NA	NA	2	NA	NA	2			Completed	Except HSL
	Dairy		NA	NA	2	NA	NA	2				
	HSL		NA	NA	1	NA	NA	0				
1.2.3.2 Develop livestock management trainers at the local level (TOT)												
1.2.3.2.1 Identify technical trainers	MLA	# trainers	26	6	32	20	4	24			Completed	
	Dairy		26	6	32	3	0	3				
	HSL		22	6	28	8	2	10				
1.2.3.2.2 Conduct TOT on Beef cattle and shoat management, Feedlot management, Dairy management, Dairy beef feeding, Hide/skin and slaughtering management (PLHIV to be mainstreamed)	MLA	# trainers trained	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.3.3 Conduct livestock management training to FBO/ Cooperatives, CIGS, Producer Groups, DAs, Feedlots, etc.												
1.2.3.3.1 Identify women and men to participate in training & make plans for daycare service to be provided during training	MLA	# trainees identified	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.3.3.2 Conduct training to FBO/ Cooperatives, CIGS, Producer Groups, DAs, Feed Lot Operators, Commercial Dairy Farm Operators	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.3.3.3 Coach trained FBO/ Cooperatives, CIGS, Producer Groups, DAs, Feed Lot Operators, Commercial Dairy Farm Operators	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	

Strategies/Activities	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>1.2.3 Improve Livestock Management</b>												
1.2.3.4 Organize in-country study tours for selected FBO/ Cooperatives, CIGS, Producer Groups, DAs, Feed Lot Operators, Commercial Dairy Farm Operators	MLA	# participants	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
1.2.3.5 Support ongoing ectoparasite control program to increase its effectiveness and sustainability												NA
1.2.3.5.1 Organize meetings to develop supply relationships between CAHWS and BoAs.	MLA	# participants	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.3.6 Raise awareness on improved livestock management including ecto-parasite control, list diseases, etc.												NA
1.2.3.6.1 Print & distribute flyers & posters	MLA	# people reached	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
1.2.3.6.2 Prepare & disseminate messages through the regional radio program	MLA	# people reached	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
<b>1.2.4 Improve Post-production Relationships, Efficiencies and Quality</b>												
1.2.4.1 Assist tanneries, processors and hide & skin traders , feedlot operators, etc. to develop embedded services/out grower activities (trainings, credit facility, input/salt etc. )												
1.2.4.1.1 Identify tanneries, hides and skins traders, dairy processors, feedlot operators, slaughtering house etc. interested in developing embedded/out grower services	MLA	# firms	NA	NA	4	NA	NA	9				Completed
	Dairy		NA	NA	4	NA	NA	17				
	HSL		NA	NA	4	NA	NA	4				
1.2.4.1.2 Provide technical support for the development of embedded services & out grower services	MLA	# services analyzed	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.2 Organize meetings between buyers and sellers ( FBO, CIG, Cooperatives, Feed Lot Operators, HSL traders, Processing Industries, etc) to improve sales	MLA	# meetings	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
same activity as above	MLA	# deals	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.3 Support the introduction and expansion of quality-based payment systems for raw material suppliers												
1.2.4.3.1 Identify quality-based payment systems	MLA	# systems	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.3.2 Identify firms to pilot the systems	MLA	# firms	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.3.3 Train producers about the new system	MLA	# trainees	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
1.2.4.4 Support FBOs to serve as effective marketing agents for producers												
1.2.4.4.1 Conduct training on marketing and product handling	MLA	# trainees	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
1.2.4.4.2 Assist FBOs, CIGs, & coops to strengthen/establish/operate collection centers and/or chilling centers for milk, animals, skins & hides (technical & financial support)	MLA	# centers	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				
	HSL		NA	NA	0	NA	NA	NA				
1.2.4.5 Link producers from PSNP-GRAD, HABP and PRIME to processors and market opportunities												
1.2.4.5.1 Identify graduates/producers from PSNP-GRAD, HABP and PRIME	MLA	# producers	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA
1.2.4.5.2 Identify interested buyers for producers identified in 1.2.4.5.1	MLA	# firms	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.5.3 Organize buyer & seller meetings	MLA	# meetings	NA	NA	0	NA	NA	NA				NA
	Dairy		NA	NA	0	NA	NA	NA				NA
	HSL		NA	NA	0	NA	NA	NA				NA
1.2.4.6 Conduct marketing and product handling training for aggregators/traders (private)	MLA	# trainees	0	0	0	NA	NA	NA				NA
	Dairy		0	0	0	NA	NA	NA				NA
	HSL		0	0	0	NA	NA	NA				NA

Strategies/Activities	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>1.2.5 Improve Number, Quality and Functionality of Businesses in the Middle of the VC</b>												
1.2.5.1 Support new and existing processors to maximize operational capacity & efficiency												
1.2.5.1.1 Identify businesses, and conduct training and technical needs assessment	MLA	# firms	NA	NA	5	NA	NA	5			Completed	Except HSL
	Dairy		NA	NA	5	NA	NA	5				
	HSL		NA	NA	4	NA	NA	0				
1.2.5.1.2 Conduct customized business management training (advertising, market development, financial management, etc.)	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.5.1.3 Conduct customized technical training including introducing new technology (technical skills, packaging, value addition, SOP, quality standard familiarization training, etc)	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.5.1.4. Conduct customized environmental stewardship and occupational safety training	MLA	# firms	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.5.1.5 Conduct customized PLHIV & Gender training for Human Resources personnel	MLA	# firms	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.5.1.6 Organize and conduct domestic (1) and international (2) study tours	MLA	# of tours	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.5.2 Provide technical assistance for new product development, including for by-products and nutritionally fortified products	MLA	# new products	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.5.3 Support the establishment of accredited certifying firms for livestock value chains												
1.2.5.3.1 Identify firms to become accredited certifiers	MLA	# firms	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.5.3.2 Provide technical support for firms to become accredited certifier	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.5.3.3 Link local/international accredited certifiers to value chain firms	MLA	# firms	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
<b>1.2.6 Market Expansion – Domestic and International</b>												
1.2.6.1 Conduct training of trade fair participants	MLA	# trainees	7	2	9	0	0	0			Canceled	
	Dairy		5	1	6	0	0	0				
	HSL		0	0	0	NA	NA	NA				
1.2.6.2 Send businesses to participate in domestic trade fairs to identify new customers	MLA	# firms participating	NA	NA	4	0	0	0			Canceled	
	Dairy		NA	NA	6	0	0	0				
	HSL		NA	NA	0	0	0	0				
1.2.6.3 Send businesses to participate in international trade fairs to identify new customers.	MLA	# firms participating	NA	NA	4	NA	NA	NA			Canceled	
	Dairy		NA	NA	0	NA	NA	NA				
	HSL		NA	NA	0	NA	NA	NA				
Based on two activities above	MLA	# deals	NA	NA	5	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.6.4 Conduct buyers and sellers meeting/communication for new product and new market development	MLA	# meetings	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.6.5 Facilitate visits of possible buyers in Ethiopia	MLA	# buyers visited Ethiopia	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
1.2.6.6 Organize forums to introduce market opportunities	MLA	# forums	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	
<b>1.2.7 Strengthen Governance and Collaboration within Value Chains</b>												
1.2.7.1 Provide TOT to regional partners to provide training on leadership and governance, collaboration capacity and service provision	MLA	# trainers trained	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.7.2 Provide (above) training to FBOs, CIGs, Coops, Associations (PLHIV to be mainstreamed)	MLA	# trainees	0	0	0	NA	NA	NA			NA	
	Dairy		0	0	0	NA	NA	NA			NA	
	HSL		0	0	0	NA	NA	NA			NA	
1.2.7.3 Assist sectorial associations to open regional chapters (technical assistance and/or sponsor event)	MLA	# Associations	NA	NA	0	NA	NA	NA			NA	
	Dairy		NA	NA	0	NA	NA	NA			NA	
	HSL		NA	NA	0	NA	NA	NA			NA	

Strategies/Activities	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark	
		M	F	Total	M	F	Total	A	M	J			
<b>1.2.8 Increase Domestic Consumption of Dairy Products</b>													
1.2.8.1 Increase awareness of nutritional importance of dairy consumption via publications & multimedia materials, including utilizing IEC materials and IR3 staff expertise to expand access to IR3 dietary diversification campaigns	Dairy	type of promo.	NA	NA	0	NA	NA	NA				NA	
1.2.8.2 Participate in school milk day events	Dairy	# events	NA	NA	0	NA	NA	NA				NA	
1.2.8.3 Provide technical and marketing assistance for milk outlets/shops	Dairy	# shops	NA	NA	0	NA	NA	NA				NA	
<b>1.2.9 Women Entrepreneurship and Leadership Development</b>													
1.2.9.1 Identify women entrepreneurs for LMD assistance	MLA	# women ID'd	0	20	20	0	20	20				Completed	Except HSL
	Dairy		0	30	30	0	30	30					
	HSL		0	20	20	0	0	0					
1.2.9.2 Conduct capacity need assessment of identified women	MLA	# women assessed	0	20	20	0	0	0				Not completed	Ongoing and will completed in July
	Dairy		0	30	30	0	0	0					
	HSL		0	20	20	0	0	0					
1.2.9.3 Adapt business, technical and leadership training modules. Include education on nutrition and HIV/AIDS.	MLA	# of modules	NA	NA	4	NA	NA	0				Not completed	Ongoing and will completed in July
	Dairy		NA	NA	2	NA	NA	0					
	HSL		NA	NA	1	NA	NA	0					
1.2.9.4 Conduct business, technical and leadership training, including education on nutrition and HIV/AIDS.	MLA	# of trainees	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0	NA	NA	NA				NA	
1.2.9.5 Conduct study tours and experience sharing	MLA	# of participants	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0	NA	NA	NA				NA	
1.2.9.6 Provide coaching to women entrepreneurs	MLA	# women coached	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0	NA	NA	NA				NA	
1.2.9.7 Evaluate new technologies with special application for women entrepreneurs in the livestock value chains	MLA	# diagnostic studies	NA	NA	0	NA	NA	NA				NA	
	Dairy		NA	NA	0	NA	NA	NA				NA	
	HSL		NA	NA	0	NA	NA	NA				NA	
1.2.9.8 Disseminate information on women-appropriate technology or practices to women entrepreneurs in the livestock value chains	MLA	# women receiving info.	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0	NA	NA	NA				NA	
1.2.9.9 Conduct gender mainstreaming trainings for LMD staff, IPs, and targeted beneficiaries	MLA	# trainees	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0	NA	NA	NA				NA	
1.2.9.10 Evaluate livestock appropriate lending products considering the special needs of women entrepreneurs and integrate recommendations into LMD recommended lending products	MLA	# diagnostic studies	NA	NA	0	NA	NA	NA				NA	
	Dairy		NA	NA	0	NA	NA	NA				NA	
	HSL		NA	NA	0	NA	NA	NA				NA	
1.2.9.11 Evaluate market information activities/technologies for effectiveness in reaching women and integrate recommendations into LMD	MLA	# diagnostic studies	NA	NA	0	NA	NA	NA				NA	
	Dairy		NA	NA	0	NA	NA	NA				NA	
	HSL		NA	NA	0	NA	NA	NA				NA	
1.2.9.12 Select and promote successful women entrepreneurs during MSPs as "women of the quarter"	MLA	# women selected	0	0	0	NA	NA	NA				NA	
	Dairy		0	0	0	NA	NA	NA				NA	
	HSL		0	0	0							NA	

Strategies/Activities	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>1.3.10 Stimulate Investments and Access to Finance throughout the VC</b>												
1.3.10.1 Use innovation grant funds to strengthen the value chain businesses supported by IRI: Component 2												
1.3.10.1.1 Identify priority investment areas for grant funding	MLA Dairy HSL	# of investment areas	NA NA NA	NA NA NA	4 4 4	NA NA NA	NA NA NA	4 4 4			Completed	
1.3.10.1.2 Conduct training on USAID regulations and management of grant funds	MLA Dairy HSL	# trainees	9 4 NA	4 13 NA	13 NA NA	NA NA NA	NA NA NA	0 0 0			Not completed	Due to pending approval of grants manual
1.3.10.1.3 Train local implementing partners on grant application development	MLA Dairy HSL	# trainees	9 0 0	4 0 0	13 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.4 Conduct outreach campaign on identified priority investment areas through MSPs, flyers, and posters	MLA Dairy HSL	# campaigns	NA NA NA	NA NA NA	4 0 0	NA NA NA	NA NA NA	0 NA NA			Not completed	
1.3.10.1.5 Support development of grant proposals with lead firms	MLA Dairy HSL	# firms	NA NA NA	NA 6 7	NA NA NA	NA NA NA	NA 0 0				Not completed	
1.3.10.1.6 Receive grant proposals	MLA Dairy HSL	# proposals	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.7 Conduct pre-award evaluative assessments (capacity, environmental)	MLA Dairy HSL	# assessments	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.8 Review & Score grant proposals	MLA Dairy HSL	# applic. scored	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.9 Conduct final review and approval of grant proposals by CNFA HQ and USAID/Ethiopia	MLA Dairy HSL	# proposals	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.10 Sign grant agreements	MLA Dairy HSL	# agreements	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.11 Disburse funds and begin grant project implementation	MLA Dairy HSL	# disbursed	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.1.12 Provide grant information/updates at MSPs	MLA Dairy HSL	# MSPs	0 0 0	0 0 0	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2 Stimulate investment, credit & finance throughout the value chains												
1.3.10.2.1 Link livestock businesses to equity investors	MLA Dairy HSL	# firms	NA NA NA	NA NA NA	2 2 1	NA NA NA	NA NA NA	0 0 0			Not Completed	Ongoing but behind Schedule
1.3.10.2.2 Assist value chain businesses in preparing and upgrading business plans	MLA Dairy HSL	# firms assisted	NA NA NA	NA NA NA	12 10 10	NA NA NA	NA NA NA	0 0 0			Not Completed	
1.3.10.2.3 Conduct business plan training for value chain businesses	MLA Dairy HSL	# trainees	35 28 21	15 12 9	50 40 30	NA NA NA	NA NA NA	0 0 0			Not Completed	
1.3.10.2.4 Link value chain businesses with financial institutions	MLA Dairy HSL	# firms linked	NA NA NA	NA NA NA	13 10 10	NA NA NA	NA NA NA	0 0 0			Not Completed	
1.3.10.2.5 Provide technical assistance to encourage financial relationships among value chain businesses	MLA Dairy HSL	# firms assisted	NA NA NA	NA NA NA	20 20 15	NA NA NA	NA NA NA	0 0 0			Not Completed	
1.3.10.2.6 Training and awareness raising for financial institutions (introduction to livestock, loan appraisal, finance & gender)	MLA Dairy HSL	# trainees	28 12 40	12 40 15	40 15 20	NA NA NA	NA NA NA	5 20 NA			Completed	
1.3.10.2.7 Link value chain businesses to credit guarantee programs	MLA Dairy HSL	# firms linked	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2.8 Develop mobile banking solutions for livestock value chain businesses (detailed activities in ICT section)	MLA Dairy HSL	# applications launched	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2.9 Support the development of tailored financial products for the livestock sector with special focus to gender	MLA Dairy HSL	# products	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2.10 Attend & sponsor participation of businesses at international investment forums	MLA Dairy HSL	# participants	0 0 0	0 0 0	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2.11 Organize national/regional investment forums	MLA Dairy HSL	# forums	0 0 0	0 0 0	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	
1.3.10.2.12 Provide technical support to cooperatives to build their capacity in providing financial services	MLA Dairy HSL	# coops	NA NA NA	NA NA NA	0 0 0	NA NA NA	NA NA NA	NA NA NA			Not completed	

## IR 2: Improved enabling environment for livestock value chains

Strategies/Activities	Performance Indicator	Target : Apr 1.-June 30, 2013			Achievement: April 1-June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>2.4.1 Facilitate and Empower Stakeholders for Policy Reform and Advocacy</b>												
2.4.1.1 Organize consultative meetings to identify stakeholders (2013) for policy reform	# meetings	NA	NA	5	NA	NA	5				Completed	
2.4.1.2 Conduct consultative meetings to identify groups of policy champions	# meetings	NA	NA	5	NA	NA	5				Completed	
2.4.1.3 Organizing update meeting to get more policy champions	# meetings	NA	NA	NA	NA	NA	NA				NA	
2.4.1.4 Organize workshops and meetings to create awareness on policy gaps on livestock value chains -presentation of BEE study results	# workshops	NA	NA	1	NA	NA	0				Not completed	Postponed to next quarter
2.4.1.5 Identify additional policy and institutional gaps	# assessments	NA	NA	1	NA	NA	1				Completed	
2.4.1.6 Organize experience sharing study tour (within country- to Tigray) for policy experience on land allocation for agri-business and to Oromia region on livestock supply, processing and market linkages)	# participants	NA	NA	0	NA	NA	NA				NA	
2.4.1.7 Organize small core group meetings to identify critical policy entry points and organize dialogue for influencing policy making and enforcement		NA	NA	0	NA	NA	NA				NA	
2.4.1.7-1 Conduct meetings to initiate dialogue on commercialization and privatization of animal health and slaughtering services	# meetings	NA	NA	2	NA	NA	2				Completed	
2.4.1.7-2 Organize consultative meetings to promote gradual reduction of backyard slaughtering	# meetings	NA	NA	2	NA	NA	2				Completed	
2.4.1.7-3 Conduct small group meetings to dialogue on access to land and short lease period for dairy, hides and skins and feedlots	# meetings	NA	NA	2	NA	NA	2				Completed	
2.4.1.8 Present policy briefs and decide on follow up actions- by conducting Enabling Environment findings review meetings)	# policy briefs	NA	NA	1	NA	NA	0				Not completed	Postponed to next quarter
2.4.1.9 Provide technical assistance in analyzing/reviewing Policies/ Regulations/ Administrative Procedures at different stage	Policies/Regulations/Administrative	NA	NA	3	NA	NA	3				Ongoing	
<b>2.4.2 Capacity Building for Public and Private Stakeholders</b>												
2.4.2.1 Conduct a capacity gap assessment	# reports	NA	NA	1	NA	NA	1				Completed	
2.4.2.2 Organize trainings on thematic areas identified under the capacity gap assessments											NA	
2.4.2.2.3 Training on negotiation skills for government officials and policy analysts	# trainees	NA	NA	0	NA	NA	NA				NA	
2.4.2.2.4 Organize international study tour to Kenya for dairy benchmarking, mobile banking, coops, meat grading, and service provision.	# participants	NA	NA	0	NA	NA	NA				NA	
2.4.2.2.5 Organize twinning arrangements for EMDTI with Indian National Dairy and Meat Technology Institute	# participants	NA	NA	0	NA	NA	NA				NA	
<b>2.4.3 Institutional Coordination among Stakeholders</b>												
2.4.3.1 Develop TOR/SoW for stakeholders	# MSPs	NA	NA	1	NA	NA	1				Completed	
2.4.3.2 Organize federal consultative meetings to identify MSPs stakeholder institutions and resource persons	# meetings	NA	NA	1	NA	NA	0				Completed	
2.4.3.3 Establish federal MSPs in consultation with key actors and identify MSP leaders and secretariats (Federal Level)	# TORs	NA	NA	1	NA	NA	0				Not completed	Postponed to next quarter
2.4.3.4 Conduct MSP meetings on quarterly basis (1 and 4 at Federal level in 2013 and 2014, respectively)	# MSP meetings	NA	NA	5	NA	NA	2				Partially completed	Federal, Tigray and SNNPR MSPs postponed to July
<b>2.4.4 Applied Research for Development</b>												
2.4.4.1 Identify researchable topics by MSPs in collaboration with other projects involved in research- LIVES, CASCAPE, CIAFAS , KLDP, LAND at Federal level.	# identified topics	NA	NA	1	NA	NA	1				Initiated but not completed	
2.4.4.2 Commission studies on prioritized topics	# researches	NA	NA	0	NA	NA	NA				NA	
2.4.4.3 Present study findings at regional MSP meetings	presentation	NA	NA	0	NA	NA	NA				NA	
2.4.4.4 Prepare policy briefs on different studies (at Federal level)	# policy briefs	NA	NA	0	NA	NA	NA				NA	
2.4.4.5 Pilot test for shoat skins quality to support the ecto-parasite control campaigns in the four regions ( 400 shoat skins)	# skin tested	NA	NA	0	NA	NA	NA				NA	
2.4.4.6 Conduct joint meeting with ELLA, research centers, Sebena-NAHDIC and MOA to discuss on improvement of skins quality	# meetings	NA	NA	0	NA	NA	NA				NA	
<b>2.4.5 Linkage Creation with Other USAID Projects</b>												
2.4.5.1 Participate in joint coordination meetings with FtF program implementing partners at regional level (AGP-AMDe, GRAD, AGP, PRIME, CIAFS, CASCAPE, KLDP, RED&FS PSDTF & LAND) for experience sharing and building synergy.	# meetings	NA	NA	1	NA	NA	NA	1			Completed	
2.4.5.2 Organize monthly PSDTF livestock sector meetings at federal level	# meetings	NA	NA	3	NA	NA	2				Completed	2 of 3 completed
2.4.5.3 Organize planning meetings to identify joint activity implementation with partners (GRAD, PRIME, CIAFS and HABP)	# meetings	NA	NA	4	NA	NA	2				Completed	
2.4.5.4 Participate in Joint Review and Implementation Support (JRIS) visits with partners	# visits	NA	NA	0	NA	NA	2				Completed	

### IR3: Improved quality and diversity of household diet-through intake of livestock products

Activity Description	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1-June 30, 2013			Implementation Schedule (months)			Activity Status	Remark	
		M	F	Total	M	F	Total	A	M	J			
<b>Nutrition Analytics</b>													
3.5.1.1 Provide training to the IPs on the survey data collection and participate in the data collection	# trainees	10	5	15	0	0	0				Not Completed		
3.5.1.2 Conduct anthropometric, IYCF KAP, dietary diversity and barrier analysis survey in the 10 LMD focus woredas	# woredas	NA	NA	10	NA	NA	0						
3.5.1.3 Conduct preservation and storage assessment in the 10 LMD focus woredas	# woredas	NA	NA	10	NA	NA	0						
3.5.1.4 Conduct validation workshops	# workshops	NA	NA	0	NA	NA	NA						
<b>Utilization (Improve Household Nutrition-related Behaviors)</b>													
3.5.2.1 Design SBC methodology based on survey results	# documents	NA	NA	0	NA	NA	NA				NA		
3.5.2.2 Include zoonotic disease prevention plan in the nutrition strategy	# plan	NA	NA	0	NA	NA	NA				NA		
3.5.2.3 Conduct strategy workshop	# workshops	NA	NA	0	NA	NA	NA				NA		
3.5.2.4 Train LMD stakeholders, IPs and other partners on designed SBC methodology	# trainees	0	0	0	NA	NA	NA				NA		
3.5.2.5 Establish or strengthen regional training team	# teams	NA	NA	0	NA	NA	NA				NA		
3.5.2.6 Develop or adopt IEC materials for care group materials, posters, flyers, billboards	# and type IEC materials	NA	NA	TBD	NA	NA	0				Ongoing		
3.5.2.7 Conduct message harmonization and standardization workshop	# of workshop	NA	NA	0	NA	NA	NA				NA		
3.5.2.8 Print and distribute poster, flyers, flip charts, billboards based on the context of the woredas	# poster, flyers, billboards	NA	NA	0	NA	NA	NA				NA		
3.5.2.9 Mainstream dietary diversification in TOT of dairy management and dairy bull calf feeding	# trainees	0	0	0	NA	NA	NA				NA		
3.5.2.10 Mainstream dietary diversification in dairy training of FBO/ Cooperatives, CIGS, Producer groups, DAs, feed lot operators, commercial dairy farm operators	# trainees	0	0	0	NA	NA	NA				NA		
3.5.2.11 Conduct campaign on nutrition SBC in the ten LMD focus woredas	# secession	NA	NA	0	NA	NA	NA				NA		
3.5.2.12 Conduct SBC message on dietary diversification to the care takers of under two children and pregnant mothers through campaign	# person	NA	0	0	NA	NA	NA				NA		
3.5.2.13 Conduct orientation workshop for government partners	# workshops	0	NA	0	NA	NA	NA				NA		
3.5.2.14 Establish task force at woreda and/or Kebele level including DAs, HEWs, Religious Leaders, Women Affairs Offices etc	# taskforces	0	NA	0	NA	NA	NA				NA		
3.5.2.15 Train DAs on dietary diversification	# trainees	0	0	0	NA	NA	NA				NA		
3.5.2.16 Reach farmers/livestock owners with SBC messaging through DAs	# farmers	0	0	0	NA	NA	NA				NA		
3.5.2.17 Select and train community mobilizers/change agents on SBC strategy	# trainees	0	0	0	NA	NA	NA				NA		
3.5.2.18 Implement SBC strategy on households with pregnant and children under 2 months	households with pregnant and children under 2	0	NA	0	NA	NA	NA				NA		
<b>Availability (improve availability of livestock-based foods)</b>													
3.5.3.3 Design plan to link nutrition with other IRs	# document	NA	NA	1	NA	NA	1				Completed in May		
3.5.3.1 Develop nutrition strategy incorporating livestock product availability	# document	NA	NA	NA	NA	NA	NA				NA		
3.5.3.2 Promote and support adoption of product preservation and storage technologies	# of villages	NA	NA	NA	NA	NA	NA				NA		

Activity Description	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1-June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>HIV/AIDS and PEPFAR Wrap-around Activities</b>												
3.5.4.1 Review Economic Strengthening (ES) documents and strategies and based on it develop AGP-LMD ES operational guideline	# documents	NA	NA	1	NA	NA	1				Completed	
3.5.4.2. Conduct ES assessment in the ten deep investment woredas	# woredas	NA	NA	10	NA	NA	0				Ongoing	
3.5.4.2.1. Conduct validation workshops	# workshops	NA	NA	4	NA	NA	0				Behind the schedule	
3.5.4.3. Develop ES strategy for PLHIV	# documents	NA	NA	1	NA	NA	0					
3.5.4.4. Prepare matching fund manual	# documents	NA	NA	1	NA	NA	1				Completed	
3.5.4.5. Identify HIV-affected households to be linked to market opportunities, job and microenterprises												
3.5.4.5.1. Establish ES committees and technical supportive advisory group at woreda level	# committees	NA	NA	10	NA	NA	0				Not Completed	
3.5.4.5.2. Identify and mobilize ES agents who supports ES and nutrition activity	# ES agents	NA	NA	NA	NA	NA	NA					
3.5.4.5.3. Select targets PLHIVs	# people	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1. Engaging PLHIVs in Livestock Value Chain Development												
3.5.4.6.1.1. Identify PLHIV associations who are working in value chains	# PLHIV	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1.2. Conduct rapid needs and gaps assessment	# assessment	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1.3. Provide upgrading capacity building trainings	# Participants	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1.4. Link individuals or PLHIV associations to market opportunity in livestock value chains	# people linked	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1.5. Create employment opportunity for individual PLHIV's with large firms	# job created	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.1.6. Provide matching fund	# matching fund	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2. Saving to lead to Market led microenterprise development												
3.5.4.6.2.1. Establish Savings groups usually include 10 to 20 people, nominally self-selected	# established saving groups	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.2. Provide a three to five-day orientation on the mechanisms of running a savings group	# participants	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.3. Elects a management committee (president, vice-president, treasurer, and secretary) and establishes bylaws	# management committee	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.4. Follow group members to begin saving small amounts of money	# Group	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.5. Provide business skill training	# participants	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.6. Establish microenterprises	# established microenterprises	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.2.7. Provide Matching Fund	# matching fund	NA	NA	NA	NA	NA	NA				NA	
3.5.4.6.3. Conduct experience sharing event among different PLHIV associations, partners and individuals	# experience sharing meeting	NA	NA	NA	NA	NA	NA				NA	
3.5.4.7. Include PLHIV in any care service activities												
3.5.4.7.1. Mapping of existing care groups	# woreda	NA	NA	NA	NA	NA	NA				NA	
3.5.4.7.2. Establish ES service linkages	# woredas	NA	NA	NA	NA	NA	NA				NA	
3.5.4.8. Networking with HIV/AIDS institutions like Networks of HIV Positives(NP+), HPACO .	# regions networked with	NA	NA	NA	NA	NA	NA				NA	
<b>HIV and Nutrition Monitoring</b>												
3.5.5.1 Develop the methodology for nutrition monitoring	# document	NA	NA	1	NA	NA	0				Ongoing	
3.5.5.2 Conduct supportive supervision	# visites	NA	NA	0	NA	NA	NA				NA	
3.5.5.3 Conduct semi-annual nutrition monitoring for PLHIV and other targets	# report	NA	NA	0	NA	NA	NA				NA	

## Cross Cutting Issues

### Pro-Poor Value Chain

Activity Description	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1- June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>Pro-Poor Value Chain</b>												
1. Field visit to the 4 regions to assess the status of PSNP+ graduates and non-graduates.	# visits	NA	NA	4	NA	NA	2				Completed	2 of 4 completed
2. Organize quarterly "Push-Pull" coordination and progress monitoring meetings	# meetings	NA	NA	1	NA	NA	1				Completed	
3. Organize quarterly MSPs per region in collaboration with GRAD	# MSPs	NA	NA	4	NA	NA	3				Completed	3 of 4 completed
4. Organize meeting on the enabling environment	# meetings	NA	NA	1	NA	NA	1				Completed	
5. Facilitate forward and backward market linkages for PSNP+ graduates	# linkages	NA	NA	0	NA	NA	NA				NA	
6. Link PRIME beneficiaries and PSNP graduates to livestock markets (same activity as 1.2.4.5 under IR 1)	# beneficiaries	NA	NA	0	NA	NA	NA				NA	
7. Identify interested buyers for the graduates	# buyers	0	0	0	3	0	3				Completed	
8. Develop and implement joint capacity development plans for buyers	# plans	NA	NA	1	NA	NA	NA				NA	
9. Jointly facilitate market linkages between targeted producers and buyers	# linkages	NA	NA	0	NA	NA	NA				NA	
10. Develop win-win relationship between producers and downstream value chain actors including the provision of embedded services.	# contracts	NA	NA	0	NA	NA	NA				NA	
11. Capacity strengthening to cooperatives, unions and processors in collaboration with partners on animal husbandry, health and marketing.	# cooperatives, unions and traders	NA	NA	0	NA	NA	NA				NA	
13. Facilitate access to finance to PSNP+ graduates	# finance access	NA	NA	0	NA	NA	NA				NA	
12. Create access to variety of financial products or inputs as embedded services	# products	NA	NA	0	NA	NA	NA				NA	
13. Create access to credit/equity funds for the middle of the value chain actors linked to PSNP + graduates	# credit access	NA	NA	0	NA	NA	NA				NA	
14. Provide report on market information to partners	# report	NA	NA	0	NA	NA	NA				NA	
15. Coordinate study tours to neighboring regions for graduates and non-graduates	# study tours	NA	NA	0	NA	NA	NA				NA	
16. Develop market entry points for dairy and livestock value chains for women (in collaboration with Gender Equity Advisor)	# entry points	NA	NA	0	NA	NA	NA				NA	
17. Provide training to women's groups in business skills development, access to finance, and other technical areas as needed (in collaboration with Gender Equity Advisor)	# training	NA	NA	0	NA	NA	NA				NA	

## Environment

Activity Description	Performance Indicator	Target : Apr 1.-June 30, 2013			Achievement: Apr. 1-June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Total	M	F	Total	A	M	J		
<b>ENVIRONMENTAL MONITORING AND MITIGATION STRATEGY</b>												
<b>1. Environmental Reviews, Mitigation and Monitoring</b>												
1.1 Conduct environmental reviews for project activities and develop EMMPs for high environment risk activities	# ERRs and EMMPs	NA	NA	3	NA	NA	3				Completed	2 of 3 completed
1.2 Develop the PEURSUAAP for HSL, MLA and dairy VCs	# reports	NA	NA	1							Not completed	Ongoing, but behind the Schedule
1.3 Implement EMMPs	# EMMPs implemented	NA	NA	2	NA	NA	1				Partially Completed	1 of 2 completed
1.4 Review LMD training manuals and other documents (e.g. business proposals) about their environmental friendliness	# reviewed documents	NA	NA	2	NA	NA	2				Completed	
<b>2. Meat and Live Animal Value Chain</b>												
2.1 Organize training on Integrated Pest Management( IPM) and supervision, monitoring and evaluation (M&E), rodent control by IPM and rodenticides per PERSUAAP.	# trainees	15	10	25	0	0	0				Not completed	Behind the Schedule
2.2 Training on multipurpose forage species; practicing soil and water conservation measures and proper farming methods(rotational cropping , alley farming, use of cover crops( 1 event in 2013 and 4 in 2014)	# trainees+116	12	13	25	0	0	0				Not completed	Behind the Schedule
2.3 Training on environmentally sound meat product packaging (3 events in 2014)	# trainees	0	0	0	0	0	0				NA	
2.4 Training or refresher on veterinary medicines, biological handling and storage: manufacturing, application, storage, disposal (2 events in 2014)	# trainees	0	0	0	0	0	0				NA	
<b>3. Dairy Value Chain</b>												
3.1 Training on effects of raw milk and milk products for human health (3 events in 2014)	# trainees	0	0	0							NA	
3.2 Training on procurement, storage, management, use, disposal of hazardous chemicals (1 event in 2013 and 2 in 2014)	# trainees+122	10	10	20	0	0	0				Not completed	Behind the Schedule
3.3 Experience sharing tour on good environmental practices (2 events in 2014)	# study tour	0	0	0	0	0	0				NA	
3.4 Training on procurement, storage, management , use, and disposal of in hazardous chemicals (2 events in 2014)	# trainees	0	0	0	0	0	0				NA	
3.5 Training on solid waste management (1event in 2013 and 2 in 2014)	# trainees	13	12	25	0	0	0				Not completed	Behind the Schedule
<b>4. Hides, Skins and Leather Value Chain</b>												
4.1 Experience sharing tours on good practices of chemical management (1 event in 2014)	# study tour and # people	0	0	0	0	0	0				NA	
4.2 Training on safe use of leather processing materials hazardous to human health (1 event in 2014)	# trainees+128	0	0	0	0	0	0				NA	
4.3 Regional level train-the-trainer (TOT) in water and waste water management, solid waste and hazardous materials management (1 event in 2014)	# trainees, # trainings	0	0	0	0	0	0				NA	

# ICT

Activity Description	Performance Indicator	Target : Apr 1- June 30, 2013			Achievement: Apr. 1-June 30, 2013			Implementation Schedule (months)			Activity Status	Remark
		M	F	Tot.	M	F	Tot.	A	M	J		
<b>Information and Communication Technology (ICT)</b>												
1. Provide ICT assessment in AGP-LMD selected Woredas	# assessment report	NA	NA	1			0	0	0			Draft report produced
2. Field assessment follow-up by two ICT team members for two days	# report	NA	NA	1			0	0	1			Completed
3. Initiate market data collection and entry from ten AGP-LMD focus Woredas to the existing Livestock Market Information System												NA
3.1 Organize meetings with stakeholders to assess possible collaboration	# meetings	NA	NA	2			0	0	2			Completed
3.2 Facilitate training for data collectors	# trainees,	0	0	0	NA	NA	0					NA
3.3 Facilitate training for data collection supervisors	# trainees	0	0	0	NA	NA	0					NA
3.4 Facilitate training for system coordinators	# trainees,	0	0	0	NA	NA	0					NA
3.5 Incentivize market data collectors, supervisors and coordinators in focus words	# collectors	0	0	0	NA	NA	0					NA
3.6 Organize an event to start official operation of the existing LMIS in selected ten Woredas	# event	0	0	0	NA	NA	0					NA
4. Facilitate adaption/development of new Market Information System that serve each of the three value chains. Hire BSP/technology vendor					NA	NA	0					NA
4.1 Gap identification assessment					NA	NA	0					NA
4.1.1 Organize monthly meetings between key stakeholders and assess existing Livestock Market Information System gaps, limitations, opportunities and identify key stakeholders with their role in the process of sustainable system implementation	# meetings	0	0	0	NA	NA	0					NA
4.2 Requirement analysis and design phase					NA	NA	0					NA
4.2.1 Organize regular meetings for system requirement integration between direct stakeholders	# meetings	0	0	0	NA	NA	0					NA
4.2.2 Organize meetings to develop business model design including hardware, operating system, programming, communication, hosting and security issues	# business model design	0	0	0	NA	NA	0					NA
4.2.3 Put system into use (phase in new system while gradually replacing the old system), test system performance and make adjustments as necessary	# new MIS system	0	0	0	NA	NA	0					NA
4.2.4 Provide training for more data collectors and supervisors	# trainees	0	0	0	NA	NA	0					NA
4.2.5 Conduct market information entry in selected woredas	# woredas	0	0	0	NA	NA	0					NA
5. Provide video and TV productions in cooperation with communication unit to lift up producers and consumers awareness towards adapting best practices (E.g. animal husbandry, slaughtering, increase milk consumption)	# productions	0	0	0	NA	NA	0					NA
6. Development/upgrade marketing and promotion web platforms. (Hire BSP)					NA	NA	0					NA
6.1 Assess, upgrade/development promotional web platforms at national level	# platform	0	0	0	NA	NA	0					NA
6.2 Provide training for web administrators	# trainees	0	0	0	NA	NA	0					NA
6.3 Assess to identify opportunities and recommendation of implementing digital training platforms at regional level (E.g. mobile learning, e-learning)	# reports (included in ICT assessment)	NA	NA	1			0	0	1			Completed
7. Participate ICT 4Ag Conference in Rwanda; The digital springboard for inclusive agriculture							0	0	0			Canceled
8. Development of innovative financial options (mobile banking or branchless banking as a pre -pilot phase in Oromia region)												NA
8.1 Organize study tours to learn experiences on mobile banking/branchless banking from similar projects in Kenya, Namibia and India for the two ICT team members	# study tours	NA	NA	1			0	0	0			Canceled
8.2 Organize discussion forums with mobile banking implementing stakeholders to discuss technical, financial collaboration	#Participants	NA	NA	20			0	0	20			Completed
8.3 Establish in-house design of mobile banking solution in collaboration with finance and investment office	# design	0	0	0	NA	NA	NA					NA
8.4 Deploy mobile banking/branchless banking service on pre- pilot base in selected woredas	# mobile solutions	0	0	0	NA	NA	NA					NA
9. Expand Animal Resource Information System (ARIS)												NA
9.1 Organize discussion forums with the regulatory body of Ministry of Agriculture (MoA) to identify gaps and limitation on the current ARIS and find ways of expanding it to regional woreda level	# forums	NA	NA	1			0	0	1			NA
9.2 Based on the gaps and limitations identified, provide strategic plan development addressing technical and financial issues	# strategic plan	0	0	0								NA
10. Organize forums for knowledge sharing platform implementation	# forums	NA	NA	1			0	0	1			Completed
11. Initiate and implement the formulation of grand funded ICT supported pilot projects with implementing partners	# projects	0	0	0								NA

ANNEX 8: VC BUSINESSES INTERESTED IN NEW BUSINESS RELATIONSHIPS WITH INPUT SUPPLIERS

	Contact Person	Sex	Business Location	Region	VC Business
1	AyeleTesfaye	M	Wondeneto genet	SNNPR	Dairy producer
2	Fantu W/Yohannes	F	Hawassa	SNNPR	Fantish Dairy production
3	HailuRega	M	Gedeb	SNNPR	Hunjo cattle breeding
4	NigatuZenebe	M	Hawassa	SNNPR	Dairy producer
5	MeazaMengistu	F	Hawassa	SNNPR	Abyssinia cattle fattening
6	AbearshWorkneh	F	Hawassa	SNNPR	Dairy producer
7	AshenafiDemlo	M	Melga	SNNPR	Diary producer
8	Samuel Elias	M	Awassa	SNNPR	Cattle fattener
9	WelakGanemao	M	Melaga	SNNPR	Milk distributor
10	MekuriaDebesso	M	Melaga	SNNPR	Dairy association
11	MitinTekeba	F	Hawassa	SNNPR	Dairy
12	Beris Burka	M	Wondogenet	SNNPR	Moda Dairy producer
13	SimretLemamo	F	EltoUnion	SNNPR	Union, deputy manager
14	Genet G.Michael	F	Hawassa	SNNPR	Eden-gnet Dairy farm
15	MeretechMekonnen	F	Hawassa	SNNPR	Kalmer Dairy association, chair person
16	KassahnDenssa	M	Wendo-Genet	SNNPR	Family dairy, chair person
17	SimachewChekol	M	Hawassa	SNNPR	AGP, SNNPR- coordinator
18	DukaleLamisso	M	Hawassa	SNNPR	Nigat Dairy cooperatives
19	ZewuduGezu	M	Wondo Genet	SNNPR	Dairy association
20	BInyamAdmassu	M	Hawssa	SNNPR	AberashWorkneh
21	TsegayBeliale	M	From Maichew town	SNNPR	Fattening
22	Mulugetaenquay	M	“	SNNPR	Feed lot
23	MewaelBerhe	M	“	SNNPR	Fattening
24	MeseleGebre	M	“	Tigray	dairy
25	AsefaMehari	M	“	Tigray	dairy
26	TiumayYirga	F	“	Tigray	Shoats fattening
27	KahsayBerhanu	M	“	Tigray	“
28	GirmayTadesse		“	Tigray	Fattening
29	Mache Hadush	M	“	Tigray	Feed lot
30	AlemayouhNigusse	M	E/mohoniwereda	Tigray	dairy
31	MulugetaMoges	M	From Korem town	Tigray	Gion union
32	G/medhinHailesilassie	M	“	Tigray	Shoats fattening
33	TsegayWele	M	E/mohonichinkomajo	Tigray	Fattening
34	AlemAsnake	F	Korem	Tigray	Sheep fattening
35	MehamedKedir	M	Raya -azebo	Tigray	Fattening
36	KaletaHalefom	M	“	Tigray	Fattening
37	DerejeDirbaba	M	-	Oromia	Oromia Livestock agency
38	Astatke	M	Burayu	Oromia	Burayu District
39	MeseretChalchisa	M	Addis Alem	Oromia	Dhamotu Dairy coop
40	MuhamedAmdi	M	Adama	Oromia	Fattening
41	KasayeNegash	M	Adama	Oromia	Fattening

42	ZelalemDamise	M	Bekoji	Oromia	
43	ZewdeShiferaw	M	Nakamte	Oromia	
44	TsegayeBelema	M	Dandi	Oromia	
45	FikreKebede	M	D/Tijo	Oromia	
46	AdaneLema	m	D/libanos	Oromia	Selale Dairy coop
47	Dr.AlemtsehayTesfa	M	Mojo	Oromia	Lume dairy coop
48	DerejeDejene	M	Tiyo/Asela	Oromia	Dairy Farmer
49	EmiruZewde	m	A.A.	Oromia	
50	AlemayehuAsaye	M	Holeta	Oromia	NASEBA
51	Dr. ErmiyasTesgera	M	Mojo	Oromia	MMEA
52	Daniel Admasu	M	Chancho	Oromia	Dairy Farm
53	HailemeakaelArara	M	Welmera	Oromia	Dairy Farm
54	GonfaBayisa	M	Muketuri	Oromia	HUNDEE
55	MuletaSobeka	M	Muketuri	Oromia	
56	Demise Mitike	M	Fitche	Oromia	Demisew Farm
57	DejeneMitiku	M	Fitche	Oromia	Dejene Farm
58	Michael shiferaw	M	Adama	Oromia	Dairy Farm
59	Daniel Admasu	M	Chancho	Oromia	
60	NiguseRegassa	M	Modjo	Oromia	
61	TsegaleabBerehe	M	A.A	Oromia	
62	Fikru A/work	M	Jate	Oromia	
63	JemalAbalw	M		Oromia	
64	Abiy W/Aregay	M	Beyo	Oromia	
65	MergaHabtamu	M	D/libanos	Oromia	Dairy coops
66	AsreteKasaye	F	Modjo	Oromia	
67	Tomas Fikadu	M	Waliso	Oromia	
68	FaranjooGamada	M	A/sirree	Oromia	Dairy coop
69	JifaraSime	M	Toke Kutaye	Oromia	Ambo Nyemer
70	FeyisaBedhadha	M	Wuchale	Oromia	Dairy coos
71	Kassa Ababa	M	Sululta	Oromia	Dairy Farm
72	Elizabeth Atnafu	F	Bekoji	Oromia	
73	AbdiYifat	M	Adama	Oromia	Wonji union - Fattening
74	HailuTadesse	m	Chancho	Oromia	Selale dairy union
75	Dr. ErmiasTesegera	M		Oromia	
76	Eshete	M	Lume	Oromia	S&S farm
77	DejeneFufa	M	Toke Kutaye	Oromia	Farmer
78	MelakuBekele	M	Weliso	Oromia	
79	FeyoraMenduba	M	Weliso	Oromia	Berga dairy coop
80	SeyfuBerga	M	Sululta	Oromia	Meseret& fam. P.L.C
81	SerkalemAbebe	F	Holeta	Oromia	Dairy Farm
82	Tadelealemu	M	Sululta	Oromia	Dairy farm
83	Abel Adisu	M	Bishoftu	Oromia	
84	Milion Haile	m		Oromia	G.Fana dairy
85	BamudUsman	M	Assela	Oromia	Arsi dairy farm
86	AbenezerAlemayehu	M	Holeta	Oromia	Naseba
87	HabtamuTadele	M	Holeta	Oromia	

88	MuletaGutema	M	Ambo	Oromia	Dhanga Ambo
----	--------------	---	------	--------	-------------

### Input Supply Businesses Identified for Strategy 1 Meetings

No	Name	Sex	Woreda	Region	Type of business
1	AdaneTsfahun	M	Wodnogenet	SNNPR	Fura feed processing
1	SolomomnBelam	M	Wondo genet	SNNPR	Fura feed processing
2	Zelalem Lela	M	Hawassa	SNNPR	BIG, HR manager
3	TeketelSehibo	M	Awassa	SNNPR	Awassa Flour S/c
4	Dr. EmiruZewde	M	Addis Ababa	SNNPR	ALPPIS, Manager
5	BirhanuWidago	M	Melga	SNNPR	Livestock Extension
6	ChemessaFola	M	Hawassa	SNNPR	AI technician
7	WondimuMussie	M	Tula	SNNPR	AI technician
8	Abebe Shire	M	Debezeit	SNNPR	AKF & Alema farms
8	Dr. AsratYirga	M	Ziway	SNNPR	AKF & Alema farms
8	Jan Couzijnsen	M	DebreZeit	SNNPR	AKF & Alema Farms
8	Daniel GAsaaw	M	Ada'a	Oromia	AlemaFeed
8	SedesaGelan	M	Weliso	Oromia	
9	Aberra Elias	M	Hawassa	SNNPR	Gizachew Vet drug supply
10	HussenAliye	M	Addis Ababa	Tigray	ELECTRO MECCE
10	TarikeMuluset	M		Oromia	Electro.Mec.
10	Dr. GetahunFikuru	M	Adama	Oromia	
11	SemereKiros	M	'	Tigray	Vet. pharmacy
12	BelachewAdmase	M	Adama	Oromia	Hiwot Vet, Pharmacy
13	TemesgenKibru	M	Sululta	Oromia	Pharmacy
14	Fufa Dorsa	M	Holeta	Oromia	Private Pharmacy
15	FeysaBulcha	M	D/Libanos	Oromia	Vet.
16	TilayeAlemayehu	M	Bakotibe	Oromia	Vet.
17	BayisaBekele	M	Ginchi	Oromia	Pharmacy
18	BaheraFeyisa	M	Ginch	Oromia	Pharmacy
19	Dr. MulunehAsefa	M	Ambo	Oromia	DVM
20	Ibrahim Yesuf	M	Bako	Oromia	Vet.Pharmacy
21	MulugetaDagne	M	Adama	Oromia	Wonji Union - Feed
22	DemelashMulugeta	M	Adama	Oromia	Wonji union
23	AlemayehuUka	M	Guder	Oromia	Animal feed pro.
24	Seble H/Mariam	F	Adama	Oromia	Adama Drug store
25	Dr. Ebrahim A/kadir	M	Adama	Oromia	Drug store
26	Dr. TesfayeKuma	M	GobaSayo	Oromia	Anno Agro.Indu.
27	FosiyaKele	F	Adama	Oromia	Vet clinic
28	MedinYasin	M	A.Alem	Oromia	Addis Alem vet
29	Geberegziabher	M	Sululta	Oromia	Life Agro
30	Merga H/Michael	M	A.A.	Oromia	Marast G.M
31	TadeseZergaw	M	Muketuri	Oromia	Private
32	Asfaw Mare	M	Mojo	Oromia	Organic
33	AmsaluWudie	M	Modjo	Oromia	Organic
34	GadiseGobena	M	Ambo	Oromia	M.G.G.Fa

35	AsmamaewTadesse	M	Hawassa	SNNPR	Almi-fesh milk
36	Mohammed ali	M	Bahir Dar	Amhara	AI Center
37	Temesgen Abate	M	Bahir Dar	Amhara	BD AI Center
38	Mesfin Asnakew	M	Bahir Dar	Amhara	Kobel
39	Getachew Alemnu	M	Bahir Dar	Amhara	Embet & Her Children
40	Daniel Zebene	M	Bahir Dar	Amhara	Ashraf
41	Dejene Gabriel	M	Bahir Dar	Amhara	Elfora

## ANNEX 9: TRAINING MODULES (ADAPTED FROM LONGER FAO MODULE)

### Training for Animal Health Assistants - Course outline

- 1) Introduction
  - a. Animal health defined
  - b. Appearance of healthy animal (indicators)
  - c. Causes of diseases
  - d. Classification of diseases (infectious, non-infectious, parasitic, etc..)
  - e. Principles of disease control
- 2) Ruminant animals (cattle sheep and goats)
  - a. Overview of the anatomy of ruminants (digestive system)
- 3) Common diseases of economic importance (cattle)
  - a. Foot and mouth disease (FMD)
  - b. Contagious Bovine Pleuro-Pneumonia (CBP)
  - c. Anthrax
  - d. Blackleg
  - e. Brucellosis
  - f. Pasteurellosis
  - g. Bloat
  - h. Acidosis
  - i. Mastitis
  - j. Milk fever
  - k. Heart water
  - l. Calf scour
  - m. Tuberculosis (TB)
  - n. Hydatid diseases
  - o. Others common in the region
- 4) Diseases of economic importance of sheep and goats
  - a. Pneumonia
  - b. Ovine and Caprine Pasteurellosis
  - c. Contagious Caprine Pleuro Pneumonia (CCPP)
  - d. Peste des Petits Ruminants (PPR)
  - e. Sheep and goat pox
  - f. Tick born diseases (heart water)
  - g. Helminthosis
  - h. Skin diseases (Mange, ked etc..)
  - i. Lymphadenitis in goats
  - j. Others common in the region
- 5) Drugs commonly used for treating animals and their characteristics
  - a. Important techniques
  - b. Practical sessions
  - c. Sterilization of instruments
  - d. Injections ( SC, IM and IV)
  - e. Vaccination
  - f. Drenching
  - g. Spraying
  - h. Dipping

- 6) Diagnosis of diseases
  - a. Physical examination of animals
  - b. Clinical examination of animals
  - c. Identification of external and internal parasites
- 7) Private veterinary service, veterinary ethics and commercial service delivery
- 8) Identification of clinic materials and utilization
- 9) Veterinary drug storage and utilization

## **Outline for ToT in Dairy Cattle Management**

### **Part I**

(Lecture and Participatory methods used)

- Review of the Dairy industry in Ethiopia
- Factors to be considered in establishing Dairy farm
- Feed resources for Dairy cattle production
- Feeding and management different classes of Dairy animals
- Procedures of dairy formulation
- Exercises in ration formulation
- Overview of measures of reproductive performance
- Reproductive management of Dairy cattle
- Diseases of economic importance in dairy cattle
- Economics of dairy production
- Clean milk production and handling

### **Part II**

Practical sessions

- Dairy conformation in different breeds
- Identification and evaluation of common feed resources
- Appropriate methods of feed mixing, storage and feeding
- Management of cultivated pastures
- Milking cows
- Heat detection and determination of breeding time
- Visit to commercial farms

### ***Materials used for training***

Dairy training manual prepared by EMDTI

Formulations of ration for sheep and goats (Technical bulletin No.16, Prepared by Ethiopia Sheep and Goat Productivity Improvement Project): Modified for dairy cattle feeding

ANNEX 11 : STRATEGY 7 - UNIONS AND COOPERATIVES IDENTIFIED TO WORK WITH LMD

**A. Dairy**

<b>Name</b>	<b>Region</b>	<b>Locality/place office found</b>	<b>Status</b>
1. Selale Dairy Union	Oromia	Chancho	Union
2. ARSI Dairy Union	Oromia	Assela	Union
3. Biftu Berga Dairy Union	Oromia	Holeta	Union
4. Ada Dairy Cooperative	Oromia	Bisheftu	Primary Coop
5. Mojo Dairy Cooperative	Oromia	Mojo	Primary Coop
6. Hora Ambo Dairy Coop	Oromia	Ambo	Primary Coop
7. Hiwot Dairy union	Amahara	DebreBrehan	Union
8. Jantekel Dairy Union	Amahara	Gondar	Union
9. Lama Bora Dairy Association	Amahara	Gondar	Association
10. Baher Dare Dairy Cooperative	Amahara	DebreBrehan	Primary Coop
11. HiwotBrehan Dairy Cooperative(PLWHIV)	Amahara	Baher Dare	Primary Coop
12. Yetenora Dairy Cooperative	Amahara	Debremarkos	Primary Coop
13. Andasa Dairy Cooperative	Amahara	Andasa	Primary Coop
14. Sebate Amite Dairy Cooperative	Amahara	Sebate Amite	Primary Coop
15. Zemen Dairy Union(under reformation)	Tigray	Mekele	4 primary dairy coops
16. Humera Dairy Union(Under Reformation)	Tigray	Humera	6 Primary dairy coops
17. Hashenge union	Tigray	ofla wereda	Multi purpose with dairy coop
18. Bukra union	Tigray	EndamohomiWoreda	Multi purpose with dairy coop
19. DebueNegat Dairy Association	SNNPR	Hawassa	Dairy businesses in town hawassa

20. Melegano Youth Dairy Cooperative	SNNPR	Melgano	Primary dairy coop
21. Wacha and Surrounding Livestock Rearing, Fattening and Dairy Producers Cooperative	SNNPR	Chena	Primary dairy coop
22. Nemaj Dairy Cooperative	SNNPR	Enemore	Primary dairy coop
23. KalMer dairy cattle breeders youth coops	SNNPR	Hawasa	Primary dairy coop

### B. Meat and Live Animal

Name	Region	Locality/place office found	Status
1. Wonje Union	Oromia	Wonje	Fattening Cooperatives
2. Caninus cattle fattening	Oromia	Ambo	SME-Cattle fattening
3. Esayas and Epheram Cattle fattening	Oromia	Fecha	SME-Cattle fattening
4. Feyakegna Meat Transport	Oromia	Fecha	SME-Meat distribution
5. Debrehass Union	Tigray	Enderta	Animals Trading union
6. Abreha and Degfa Animal fattening and Vet service	Tigray	Mekele	SME-Cattle fattening
7. Iemlemraya union	Tigray	raya azebo	Multi-purpose holding Fattening coop
8. Kokit Cattle fattening coop	Amahara	Metema	Primary coop
9. South Omo Cattle Trading union	SNNPR	South Omo	Trading Union
10. Egna Le Egna Cattle Fattening Cooperative	SNNPR	Chena	Cattle fattening
11. Bora Livestock fattening Coops	SNNPR	Hawasa	Cattle fattening
12. Abisinyia Livestock fattening Coops	SNNPR	Hawasa	Cattle fattening
13. Sidama ELTO Coop union- Animal Feed Processor	SNNPR	Hawasa	Feed supply

ANNEX 12: STRATEGY 9 – PROFILES OF WOMEN IDENTIFIED FOR ENTREPRENEURSHIP/LEADERSHIP TRAINING

Amhara Region

Education Levels	Total	Dairy	MLA	Remarks
Read and write	4	-	4	All PNSP
1-4 grade	4	3	1	1 PNSP+2 Asso
5-8 grade	3	2	1	1 PSNP
9-12 grade	7	3	4	3 PSNP
Diploma	2	-	2	1 Manager
Total	20	8	12	

SNNPR Region

Education Levels	Total	Dairy	MLA	Remarks
Read and write	2	1*	1	*Butter trader
1-4 grade	5	1*	4	3 PNSP
5-8 grade	11	6	5	1 PSNP 3 AGP 2 Animal health
9-12 grade	5	3	2	2 AGP
Total	23	11	12	

Tigray Region

Education Levels	Total	Dairy	MLA	Remarks
No education	12	7	5	8 PSNP +4 AGP
1-4 grade	-	-	-	-
5-8 grade	1	1	-	PSNP
9-12 grade	7	6	1	4 PSNP + 3 AGP

Total	20	14	6	
-------	----	----	---	--

**ANNEX-13: CHECK LIST FOR THE NUTRITION SECONDARY DATA COLLECTION**

**A. Check list for nutrition Preliminary assessment of AGP-LMD nutrition sector in the target woredas**

**For regional health offices**

1. Contact person:

1.1. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.2. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.3. If there is non-responded information, take the contact person's address for further data collection:

Full name \_\_\_\_\_

Position \_\_\_\_\_

Tel #: office \_\_\_\_\_; mobile \_\_\_\_\_

Mention for which information he/she is needed \_\_\_\_\_

2. Demographic data:

2.1. Number of zones in the region: \_\_\_\_\_

2.2. Number of woredas in the region: woredas \_\_\_\_\_ town administrations \_\_\_\_\_

2.3. Total Population size of the region: \_\_\_\_\_; male \_\_\_\_\_; female \_\_\_\_\_

2.4. Proportion of < 5 yrs \_\_\_\_\_ proportion of <2 yrs children \_\_\_\_\_ proportion of PLWs \_\_\_\_\_

2.5. If there is data of further age division, explain the proportion: \_\_\_\_\_

3. Nutrition assessments

3.1. Is there anthropometric survey conducted in the target woredas? (Mention the target woredas in the region) \_\_\_\_\_

3.2. If yes, fill the down table. If anthropometric survey was not conducted in the target woreda, ask for the woreda which had survey and has similar food security and health status with the target

woreda and list the result in the down table. Also mention that with which of target waredas is the woreda similar in the remark. (fill the age group in the blank of the topic)

3.3.

Woreda	Time of the last survey (dd-dd/month/year)	GAM rate among ___age	SAM rate among ___age	Sever stunting among ____age	moderate stunting among ___age	Name of organization conducted the survey	Remark

Comment:

---



---



---



- 3.6. Is there IYCF barrier analysis survey conducted in the target woredas or any woreda in the region? \_\_\_\_\_
- 3.7. If yes, which organization led the assessment? \_\_\_\_\_
- 3.8. Ask for a means to get the report.

4. Integration and coordination

- 4.1. Which organizations are working on IYCF in the region? List with their main approach.

Name of organization	The main approach to promote IYCF	Target woredas

Additional comment:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- 4.2. Is there a nutrition forum in the region? \_\_\_\_\_

4.3. Who are the members of the forum?

\_\_\_\_\_

\_\_\_\_\_

- 4.4. How often the forum is organized? \_\_\_\_\_

- 4.5. Is there a nutrition stakeholder's map or list of 3w? \_\_\_\_\_

4.6. If yes, ask to get it.

4.7. AGP-LMD has community level IYCF promotion and care group model will be part of the promotion (explain about care group for them), whom do you think we can use as change agent in the community? Why?

\_\_\_\_\_

---

---

---

4.8. Is there a University/college with Nutrition department in the region?

**For regional agriculture offices**

1. Contact person:

1.1. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.2. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.3. If there is non-responded information, take the contact persons address for further data collection:

Full name \_\_\_\_\_

Position \_\_\_\_\_

Tel #: office \_\_\_\_\_; mobile \_\_\_\_\_

Mention for which information he/she is needed \_\_\_\_\_

2. Was food/livestock product preservation and storage assessment conducted in the region?

---

3. If so, who does conduct the survey? \_\_\_\_\_

3.1. Ask them to share you the report or result. If not possible to get it now, look for option to receive it soon. \_\_\_\_\_

---

3.2. Is there livestock product preservation and storage technique adopted by the bureau? \_\_\_\_\_

3.3. If yes, what is that?

---

---

3.4. If yes, is there module or guideline for this? \_\_\_\_\_

3.5. If guideline/module is available, ask to get it or discuss the way to get it soon:

---

---

4. Discuss on the DAs training and their participation on SBC

**For woreda health offices**

1. Name of the Woreda: \_\_\_\_\_  
2. How far is it from the zone capital town? \_\_\_\_\_ from the region capital town? \_\_\_\_\_

3. Contact person:

3.1. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

3.2. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

3.3. If there is non-responded information, take the contact persons address for further data collection:

Full name \_\_\_\_\_

Position \_\_\_\_\_

Tel #: office \_\_\_\_\_; mobile \_\_\_\_\_

Mention for which information he/she is needed \_\_\_\_\_

5. Which organizations are working on IYCF in the target woreda/s? What specific activities are being implemented to promote IYCF?

\_\_\_\_\_  
\_\_\_\_\_

6. Demographic data:

6.1. Total Population size of the region: \_\_\_\_\_; male \_\_\_\_\_; female \_\_\_\_\_

6.2. Number of < 5 yrs \_\_\_\_\_ number of <2 yrs children \_\_\_\_\_ number of PLWs \_\_\_\_\_

6.3. If there is data of further age division, explain the size: \_\_\_\_\_

6.4. Number of kebeles in the woreda: rural \_\_\_\_\_ urban \_\_\_\_\_

7. Health structure and health related data:

7.1. Number of health centers in the woreda \_\_\_\_\_

7.2. Number of health posts in the woreda \_\_\_\_\_

7.3. Is there kebele without health post? \_\_\_\_\_

7.4. If there is, how many \_\_\_\_\_

7.5. Is there a kebele without HEWs? \_\_\_\_\_

- 7.6. If there is, how many \_\_\_\_\_
- 7.7. How many WHDTLs are available in the woreda \_\_\_\_\_
- 7.8. How many of them are trained on IYCF/ENA? \_\_\_\_\_
- 7.9. Is there a kebele without WHDTLs?
- 7.10. Ask for the WHDTLs structure in the woreda and describe very well:

---



---



---

7.11. What are the five ten top diseases of under five children? (from the first to fifth)

\_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_ ;  
 \_\_\_\_\_ ; \_\_\_\_\_

8. Nutrition assessments

8.1. Is there anthropometric survey conducted in the woredas? If yes, fill the down table for the most recent one.

Time of the last survey (dd-dd/month/year)	GAM rate among ___age	SAM rate among ___age	Sever stunting among ___age	moderate stunting among ___age	Which Organization conducted the survey	Remark

Comment: \_\_\_\_\_

---

8.2. Is there IYCF related survey conducted in the target woredas? If yes, fill the down table for the most recent ones: or you can ask for the report.

Types of survey	time of the last survey (dd-dd/month/year)	Study age group	List the variables	Conducted organization	Result



9.4. How often the forum is held?

---

9.5. Is there a nutrition stakeholder's map or list of 3w? \_\_\_\_\_ask for it if it is already there.

9.6. Is there a forum at kebele/village level? \_\_\_\_\_

9.7. Who are the members of the forum?

---

---

---

9.8. Who are influential people at the kebele level?

---

---

---

9.9. AGP-LMD has community level IYCF promotion and care group model will be part of the promotion (explain about care group for them), whom do you think we can use as change agent in the community? Why?

---

---

---

---

**For woreda agriculture offices**

1. Contact persons:

1.1. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.2. Full name: \_\_\_\_\_

Position: \_\_\_\_\_

Tell #: office \_\_\_\_\_; mobile \_\_\_\_\_

1.3. If there is non-responded information, take the contact persons address for further data collection:

Full name \_\_\_\_\_

Position \_\_\_\_\_

Tel #: office \_\_\_\_\_; mobile \_\_\_\_\_

Mention for which information he/she is needed \_\_\_\_\_

2. Background data:

2.1. Is the woreda highland or low land? High land kebeles \_\_\_\_\_ low land kebeles \_\_\_\_\_  
mid land kebeles \_\_\_\_\_

- 2.2. What percent of the people is agrarian? \_\_\_\_\_ agro-pastoralist? \_\_\_\_\_ Pastoralist? \_\_\_\_\_
3. Nutrition related data:
- 3.1. Was livestock product preservation and storage assessment conducted in the woreda?
- 3.2. If so, ask them to share you the report or result. If not possible to get it now, look for option to receive it soon.
- 3.3. Does the office promote livestock product preservation and storage technique at the household?
- 3.4. If yes, what is that? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- 3.5. How many DAs are in the woreda? Male \_\_\_\_\_; female \_\_\_\_\_
- 3.6. How many of them are LEWs? Male \_\_\_\_\_; female \_\_\_\_\_
- 3.7. How many DAs are trained on dietary diversification (eg, by ENGINE)?  
 Male \_\_\_\_\_; female \_\_\_\_\_
- 3.8. Does the woreda agriculture office involved on nutrition SBC?
- 3.9. If yes, what is that?
4. Livestock related
- 4.1. Which kebeles are known with high livestock products? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- 4.2. How many households/what proportion is estimated in the woreda owning livestock?

1.1. Name -	
1.2. Position -	
1.3. Contact Address -	
1.4 .Telephone -	
<b>2. General Information</b>	
2.1. Name of PLHIV Association	
# of Members	
Male_____ Female_____	
2.2. Address of Association:	
2.3. Region                      Town                      Tel	
2.4. PO. BOX                      Fax                      Email	
<b>3. Foundation history</b>	
3.1, Year of Establishment	
3.2, Has legal certificate from MOJ:    Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>4. Management of Association</b>	
4.1, Does the association have board of directors / Management committee?    Yes	
No <input type="checkbox"/> <input type="checkbox"/>	
4.2, How often the management committees/ board meet?	
Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Biannually <input type="checkbox"/>	
Annually <input type="checkbox"/> Other specify -----	
<b>5. Partnership/Funding</b>	
5.1, Who are the partners of the association?	
-----	
-----	
-----	
5.2, Name of donor organization/s?	

<p>-----</p> <p>-----</p> <p>-----</p>	
<p>5.3. Does the association participated in any HIV/AIDS related forums?</p>	
<p>5.4, Community involvement in the association's activity?</p> <p>-----</p> <p>-----</p> <p>-----</p>	
<p>5.5, Annual average amount of fund? In ETB</p> <p style="text-align: center;"> <input type="text"/>                      <input type="text"/> </p>	
<p><b>6. Technical areas</b></p>	
<p>6.1, What are the programmatic areas of the association?</p> <p style="margin-left: 40px;">- Prevention            <input type="checkbox"/></p> <p style="margin-left: 40px;">- Care and support    <input type="checkbox"/></p> <p style="margin-left: 40px;">- Treatment            <input type="checkbox"/></p> <p style="margin-left: 40px;">- Others -----</p> <p>-----</p>	
<p>6.2, What are the major activities in the program/s?</p> <p style="margin-left: 40px;">- Prevention -----</p> <p>-----</p>	

<p>- Care and support-----</p> <p>-----</p> <p>- Treatment -----</p> <p>-----</p> <p>- Income generating activities -----</p> <hr/> <p>N.B: if they have livestock IGA experiences (ask-types of IGA, for how long, IGA approach ,how many of them participated ,what are success, constraints, challenges , support needed etc)</p> <p>If there were/are IGA activities what are Constraints, success and challenges-----</p> <p>-----</p> <p>Others_____</p>	
<p>6.3, Who are the program targets/ beneficiaries in the last five years?(Seek data segregated by sex )</p> <p>-----</p> <hr/>	
<p>6.4, Level of geographic coverage/ impact sites of the organization?</p> <p>- Kebele level      <input type="checkbox"/>      # of Kebeles -----</p> <p>- Woreda level      <input type="checkbox"/>      # of Woredas-----</p> <p>- Region level      <input type="checkbox"/>      # of Regions-----</p>	

<b>7. Financial management</b>	
<b>7.1, Banking</b>	
7.1.1, Does the association have a bank account? Yes                      No <input type="checkbox"/> <input type="checkbox"/>	
7.1.2, If yes, Cheques are signed and/or cash is withdrawn by whom?  -----  -----	
7.1.3, Who decides on how funds are expended? Who is involved in the process?  -----  -----	
7.1.4, What is the organization financial management tracking system?  - Single entry <input type="checkbox"/>  - Double entry <input type="checkbox"/>  - Peachtree <input type="checkbox"/>	
7.1.5, What is the percentage of administrative Vs direct program cost?  -----  -----	
7.1.6, What is the frequency of financial auditing?  - Biannual <input type="checkbox"/>  - Annual <input type="checkbox"/>  - Every two years <input type="checkbox"/>  - Other -----  -----	

<b>7.2. Cash handling</b>	
7.2.1. Where the cash at hand is kept? ----- -----	
7.2.2. What amount of cash is regularly kept? ----- -----	
7.2.3. Cash balances is done at ----- interval - Daily <input type="checkbox"/> - Weekly <input type="checkbox"/> - Bi monthly <input type="checkbox"/> - Monthly <input type="checkbox"/>	
7.2.4. Who has the authority to disburse cash? ----- -----	
7.2.5. Is the cash on hand reconciled on a regular basis? By whom? ----- -----	
<b>8. Financial documentation</b>	
8.1. Does the organization have financial management policy / manual?  Yes <input type="checkbox"/> No <input type="checkbox"/>	
8.2. Are invoices and/or receipts obtained for all disbursements?  Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>9. Human resources and its management</b>	
9.1. Does the organization have HR management policy/ manual? (Inquire their organization chart)	

Yes <input type="checkbox"/>	No <input type="checkbox"/>
9.2. Number of technical staff of the association	
- Male -----	
- Female -----	
- Total-----	
9.3. Number of Support staff of the association	
- Male -----	
- Female-----	
- Total-----	
9.4 Do you have volunteers? Yes      No	
<b>10. Reporting</b>	
10.1. What is the frequency that the association submits its financial reports?	
- Monthly	<input type="checkbox"/>
- Quarterly	<input type="checkbox"/>
- Bi annually	<input type="checkbox"/>
- Annually	<input type="checkbox"/>
10.2. What is the frequency that the association submits its activity reports?	
- Monthly	<input type="checkbox"/>
- Quarterly	<input type="checkbox"/>
- Bi annually	<input type="checkbox"/>
- Annually	<input type="checkbox"/>

## Questionnaires for Woreda/Regional Health Offices/HAPCO

Region \_\_\_\_\_

Zone \_\_\_\_\_

Woreda \_\_\_\_\_ -

### 1. Contact Information

#### 1.1 Name

#### 1.2 Position

#### 1.3 Contact Address

#### 1.4 Telephone

1. How many kebeles are found in the woreda
2. What are the experiences of the woreda on HIV related activities?
  
3. How many numbers of PLHIVs are found in the woreda  
Male \_\_\_\_\_ Female \_\_\_\_\_ Total \_\_\_\_\_
4. # of PLHIV associations in the Woreda
5. # of OVC in the Woreda  
Male \_\_\_\_\_ Female \_\_\_\_\_ Total \_\_\_\_\_
6. # of organizations who are working on HIV/AIDS mitigation response in the woreda?
7. What are the experiences of the woreda on HIV related activities?
8. Does HIV/AIDS relate forums are available in the woreda?
9. What is the general experience of the woreda on economic strengthening program/IGAs implementation targeting PLHIV/OVC?
  
10. How is your partnership with organization working on HIV/AIDS Program?
11. Who are your partners including associations, microfinance institutions etc for any HIV related projects?
12. What is your experience working with USAID/PEPFAR?
13. What was the success of the woreda in implementing HIV/AIDS Programs?
14. What are the gaps/constraints you faced during the previous and current implementation and what do you try to overcome them?
15. Any additional ideas you want to share in this regards?
  
16. What would be your recommendation for us in regarding to implementing AGP-LMD ES activities in the woreda?

ANNEX-15: ORGANIZATIONAL MAPPING FOR HIV/AIDS

No	Name of Organization	How long the Organization stays	Area of HIV/AIDS Intervention/ Types of Program	Does the Organization have experiences on ES activities	Target groups	Organization contact person address	Comments