

# Agricultural Growth Program- Livestock Market Development

*Expanding Livestock Markets for the Small-holder Producers*

## YEAR 3 ANNUAL REPORT

(JULY 1, 2014 - JUNE 30, 2015)



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Prepared by AGP-Livestock Market Development Project (AGP-LMD)

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*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*

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## List of Attachments

- Attachment 1: Year 1-3 Indicator Table
- Attachment 2: Year 3 Success Stories

## List of Acronyms

AEW	Agricultural Extension Worker
AGP-LMD	Agricultural Growth Program – Livestock Market Development
AHA	Animal Health Assistant
AI	Artificial Insemination
AKLPD	Agricultural Knowledge, Learning, and Documentation Project
ALPPIS	Addis Livestock Production and Productivity Improvement Service
ASF	Animal Source Food
B2B	Business-to-Business

BDS	Business Development Service
CAADP	Comprehensive Africa Agriculture Development Program
CAHW	Community Animal Health Worker
CBO	Community Based Organization
CDTF	Capacity Development Task Force
CG	Care Group
CIG	Community Interest Group
CNFA	Cultivating New Frontiers In Agriculture
COP	Chief of Party
CP	Cleaner Production
CVO	Chief Veterinary Officer
DA	Development Agent
DBC	Designing for Behavior Change
DCA	Development Credit Authority
DCoP	Deputy Chief of Party
DVS	Directorate of Veterinary Services
EDGET	Ethiopians Driving Growth, Entrepreneurship, and Trade
ELTA	Ethiopian Meat Producer Exporters Association, Live Animals Traders Association
EM	Effective Microorganisms
EMDIDI	Ethiopian Meat and Dairy Industry Development Institute
EMMP	Environmental Mitigation Management Plan
EMPIA	Ethiopian Milk Processors Industry Association
ENGINE	Empowering New Generations to Improve Nutrition and Economic Opportunities
ERR	Environmental Review Reports
ES	Economic Strengthening
EU	European Union
FTE	Full-Time Employment
FTF	Feed the Future
GOE	Government of Ethiopia
GRAD	Graduate Resilience to Achieve Sustainable Development
GTP	Growth and Transformation Plan
HEW	Health Extension Worker
HP	Health Post
HRM	Human Resources Management
ICT	Information and Communications Technology
IP	Implementing Partner
IR	Intermediate Result
IVR	Interactive Voice Response
IYCF	Dietary Diversity, Key Infant and Young Child Feeding
KFT	Kifya Financial Technologies
LIDI	Leather Industry Development Institute
LITS	Ethiopian Livestock Identification and Traceability System
LIVES	Livestock and Irrigation Value Chains for Ethiopian Smallholders
LVC	Livestock Value Chain
LWG	Livestock Working Group
MLA	Meat and Live Animals
MOA	Ministry of Agriculture
MOH	Ministry of Health
MOI	Ministry of Industry
MOT	Ministry of Trade
MOU	Memorandum of Understanding
MQS	Mille Quarantine Station
MSP	Multi-Stakeholder Platform
MTR	Mid-Term Performance Evaluation
NAIC	National Artificial Insemination Centre
NGO	Non-Governmental Organization
NLMIS	National Livestock Market Information Collection and Dissemination System
NXP	Non-Expendable Products
OIE	International Animal Health Organization
PEPFAR	President's Emergency Plan for AIDS Relief
PLHIV	People Living with HIV
PLW	Pregnant and Lactating Women
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PRIME	Pastoralist Areas Resilience Improvement through Market Expansion
PSNP	Productive Safety-Net Program
QBMP	Quality Based Milk Payment
RF	Request for Proposal
SC	Steering Committee
SCG	Saving and Credit Group
SMS	Short Message Service
SNNPR	Southern Nations and Nationalities Peoples' Region

SPS	Sanitary and Phyto-Sanitary Standards
STTA	Short Term Technical Assistance
TEC	Technical Evaluation Committee
TOR	Terms of Reference
TOT	Training of Trainers
UAE	United Arab Emirates
USAID	United States Agency for International Development
USG	United States Government
VAT	Value-Added Tax
WDAL	Women Development Army Leaders
WG	Working Group
WISE	Organizations for Women in Self-Employment
YSM	Young Stock Mortality

## I. Executive Summary

The U.S. Agency for International Development (USAID) funded Agricultural Growth Program-Livestock Market Development (AGP-LMD) project completed its third project year in June 2015. The Year 3 Annual Report herein summarizes activities and results achieved during Year 3 in relation to the USAID-approved Year 3 Work Plan. The report herein contains:

- **Results achievements Year 3 on Feed The Future and the project's Custom Indicators;**
- Progress updates, organized by project component; supported by an updated indicator table as seen in **Attachment 1 – Year 1-3 Indicator Table;**
- Discussion of challenges encountered, whether they were solved or are still outstanding, and discussion of proposed solutions to new or ongoing challenges;
- Discussion of best practices that can be taken to scale; and
- Submission of success stories as seen in **Attachment 2 – Year 3 Success Stories.**

The third year is characterized by the Feed the Future program and the AGP-LMD project mid-term performance evaluations. The AGP-LMD project MTE took place in March 2015, exactly half way through the life of the project. The mid-term performance evaluation confirmed that the AGP-LMD project is “roughly in track to meet most PMP targets<sup>1</sup>”. The MTR highlighted the following very notable positives:

- **Capacity Building:** Individuals interviewed were very positive about project technical and business training, which we believe has been the most successful element of the project to date.
- **Women's Participation:** The specially designed entrepreneurship, governance and leadership training focused on women, and the substantive involvement of women in all project activities.
- **Business-to-Business:** This activity is greatly appreciated as a process for introducing firms to one another, breaking down resistance to cooperating with one another, and facilitating collaboration locally and internationally.
- **Dairy Value Chain:** The project is doing a very good job of developing the dairy sector, especially with regard to collection centers and processors at all levels.
- **Investment:** The project is providing grants totaling more than USD 6 million to leverage private investment, and has helped nine borrowers obtain USD 2.2 million in DCA financing.
- **Regional Livestock Working Groups (LWGs):** This is a highly regarded platform for bringing together government, NGOs, business interests, and producers to discuss practical issues and problems affecting the livestock sector and recommend solutions.

The Feed the Future program External Mid-Term Performance Evaluation<sup>2</sup> highlighted the AGP-LMD project's remarkable achievements concerning:

- The support provided to the women in Agribusiness Leadership Network, which was setup by the AGP-LMD project made and created an important impetus for Gender Equity.
- The coordination between GRAD and the AGP-LMD projects in the production and marketing of shoats both in the Oromia and Tigray regions is an example of a successful push/pull dynamic that can inform other situations. Although the end-buyers of shoats were in both cases outside the GRAD woredas, geographical disparities were overcome through the development of a close working relationship between GRAD and the AGP-LMD projects' staff who were, together, able to support the entire length of the value chain (from feed production through livestock fattening to end marketing). Situations where a similar dynamic might prevail could be limited in number, but the success of this interaction between the two projects provided a demonstration of what can be achieved, and some lessons as to the extent of the cooperation needed to achieve it.

During the current reporting period of July 1<sup>st</sup> 2014 to June 30<sup>th</sup> 2015, the AGP-LMD project recorded a wide range of accomplishments, and met or exceeded some of the projected targets. Some of these outcomes include:

- **The value of domestic sales** of livestock products (collected at the farm-level) during Year 3 was valued at **USD 25,905,708**. These sales **benefitted 198,116.5 households**.

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<sup>1</sup> Agricultural Growth Program – Livestock Market Development (AGP-LMD) Project, External Mid-Term Performance Evaluation Report; Kurt Rockeman, Beyene Tadesse, and Tsehaye Redda; Tufts University Africa Regional Office, Addis Ababa, 2015.

<sup>2</sup> Feed The Future Ethiopia, External Mid-Term Performance Evaluation Report; George Gray, Laura Kuhl and Demese Chanyalew. Tufts University Africa Regional Office, Addis Ababa, 2015.

- By implementing the “Push/Pull” strategy, the AGP-LMD project in collaboration with USAID funded projects GRAD and PRIME, resulted in **linking 8,989 vulnerable households to markets.**
- The value of **livestock products exports as a result of AGP-LMD’s interventions and activities totaled USD 26,305,277, which accounts for 28 percent of Ethiopia’s 2015 meat exports (i.e. period between the beginning of the year to July 2015).** Seven million USD worth of exports is the direct result of the participation of the Ethiopian meat and live animals sector in the Gulf Food Fair in Dubai.
- The **number of full-time jobs created as a result of project implementation was 927.**
- The **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 totaled 61.** This now accounts for **88 percent of the Life of Project target.**
- The value of **new private investment in the livestock sector/food chain leveraged by the project during Year 3 totals USD 12,636,689.** Of this total, USD 7,019,585 was in the MLA value chain USD 4,668,208 was in the Dairy value chain.
- The project **facilitated USD 8,178,961 in loans to 12 enterprises.**
- The **project trained 7,868 individuals on agricultural sector productivity and food security.**
- Two policy issues were advanced due to the AGP-LMD project’s work. First, the option of **Public Private Partnerships** for the management of livestock marketing and quarantine infrastructure is seriously being considered by the Government of Ethiopia. Second, the Directive for the **Rural Land Rent for Enterprises** - which increased land lease period from 5 years to 25 years -passed.
- The **number of children under five reached by project-supported nutrition programs totals 22,796 (11,464 female).**
- The **number of people reached through child health and nutrition trainings totals 84,553 (35,028 female).**
- The AGP-LMD project trained 170 women entrepreneurs during the year and set up a coaching system for women entrepreneurs making use of regional public institutions to assure follow up.

Building on the summarized list of achievements above, the Year 3 Annual Report herein provides a progress update on the project’s three immediate results/five components, as well as by cross cutting components (ICT, Environment, Pro-poor). Following progress updates, there is a “Project Administration” section of this document, which also includes a progress update on project management, monitoring and evaluation, collaboration with strategic partners, and communication/marketing. The final sections of this document include sections on, “Challenges Encountered and Proposed Solutions,” and “Scalable Best Practices.” These sections serve as part of the dialogue and reflection processes that CNFA aims to use to document lessons learned and inform/adapt future project activities.

## II. Project Overview

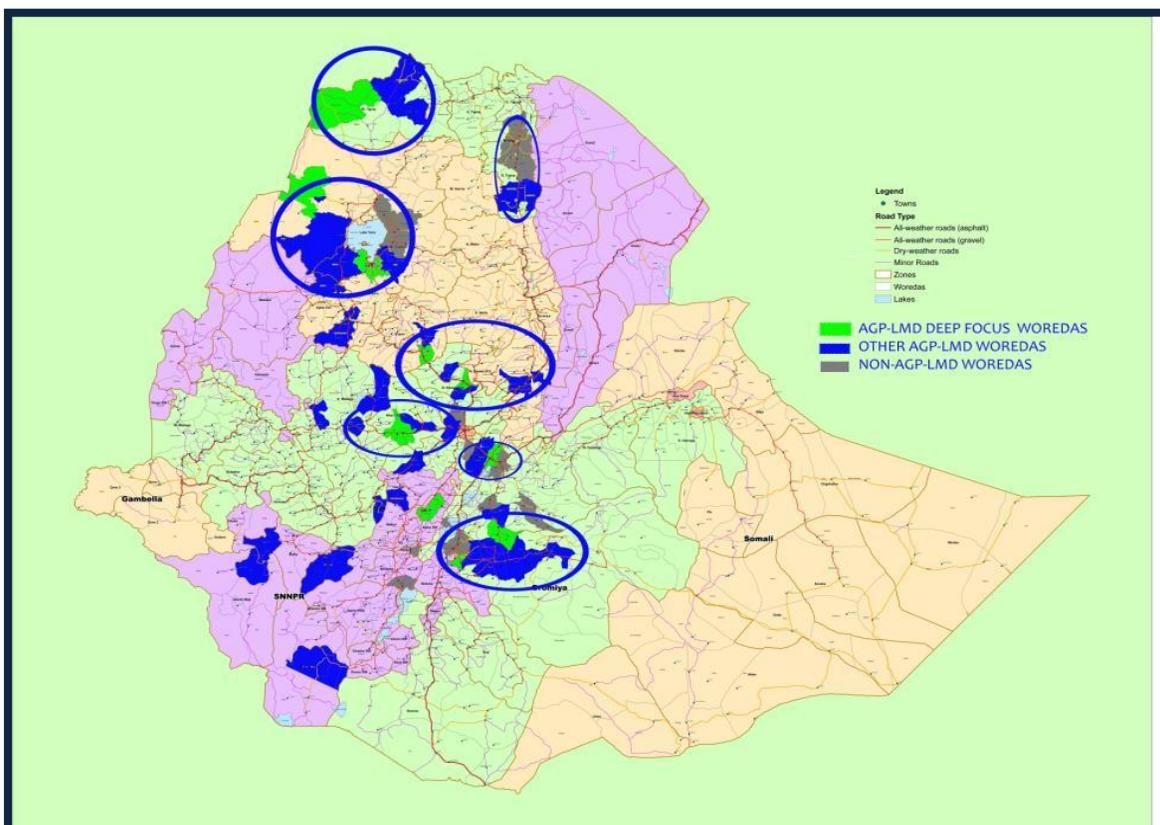
USAID/Ethiopia’s Agricultural Growth Program-Livestock Market Development (AGP-LMD) project is USAID’s contribution to the Government of Ethiopia Agricultural Growth Program’s (AGP) livestock development activities, and to the U.S. Government Feed the Future (FTF) initiative. The goal of the GoE-AGP is to, “end poverty and enhance growth” and the FTF’s goal is to, “sustainably reduce poverty and hunger.” With both of these goals in mind, **the objective of the AGP-LMD project is to foster growth and reduce poverty by improving the productivity and competitiveness of the dairy, meat, and live animal value chains.**

Based on an objective that unifies AGP and FTF priorities, **the simplified project goal of AGP-LMD is to improve smallholder incomes and nutritional status.** To achieve the goal of improving smallholder incomes and nutritional status the AGP-LMD project has three intermediate results (IRs):

1. Increased productivity and competitiveness of selected livestock value chains;
2. Improved environment for effective livestock value chains; and
3. Improved quality and diversity of household diets.

AGP- LMD is a five-year program that started on September 17, 2012. The geographic focus of the project overlaps with GoE AGP-targeted woredas and the USAID-Graduate Resilience to Achieve Sustainable Development (GRAD) and USAID-Pastoralist areas Resilience Improvement through Market Expansion (PRIME) targeted interventions areas in Tigray, Amhara, Oromia and the Southern Nations, Nationalities, and Peoples’ Region (SNNPR). Within these four regions, AGP-LMD operations mainly focus on the seven “livestock/dairy growth corridors” identified at the start of the project. These corridors and milk sheds have given the project a focus area for IR1, while covering 46 AGP woredas and 16 non-AGP woredas. For the IR3 activities, AGP-LMD activities focus on 10 deep-focus woredas. While the majority of activities take place mainly in the highly productive areas of Ethiopia that have the largest livestock populations, the Pro-Poor value chain development activities focus on selected food-insecure woredas where the program is able to target graduates of the Productive Safety-Net Program (PSNP), pulling their products into the marketplace and ultimately increasing their household incomes. These activities are implemented in collaboration with USAID’s GRAD and PRIME projects, using the push-pull strategy.

*Figure 1. AGP-LMD Intervention Growth Corridors and Woredas*



Under the project’s three IRs listed above, the project has five components, each of which has key strategies. As Year 3 project implementation took place before the May 2015 Mid-Term Review (MTR) (which recommended reduced strategy numbers), the report herein will report on the USAID-approved strategies from the Year 3 Work Plan:

<b>TABLE 1 - USAID-approved strategies from the AGP-LMD Project Year 3 Work Plan</b>				
<b>IR 1 Increased productivity and competitiveness of selected livestock value chains</b>			<b>IR 2 Improved enabling environment for livestock value chains</b>	<b>IR 3 Improved quality and diversity of household diets</b>
<b>Component 1 Moving from Analytics to Strategy to Learning</b>	<b>Component 2 Improve the Productivity and Competitiveness of Livestock Value Chains</b>	<b>Component 3 Spur Investment and Innovation</b>	<b>Component 4 Improve the Enabling Environment of Livestock Value Chains</b>	<b>Component 5 Enhance the Nutritional Status of Rural Households</b>
No Strategies; Only Activities	Strategy 1 – Link Value Chain Actors to Input and Service Providers	Strategy 10 – Stimulate Investments and Access to Finance throughout the VC	Strategy 1– Facilitate and Empower Stakeholders for Policy Reform and Advocacy	Strategy 1– Behavior Change Communication
	Strategy 2 – Establish and Strengthen Input Suppliers and Service Providers		Strategy 2– Capacity Building for Public and Private Stakeholders	Strategy 2 – Community Mobilization
	Strategy 3 – Improve Livestock Management		Strategy 3 – Institutional Coordination among Stakeholders	Strategy 3 – Influencing the Enabling Environment at the Program and Service Delivery Level
	Strategy 4 – Improve Post-Production Relationships, Efficiencies, and Quality		Strategy 4 – Applied Research for Development	Strategy 4 – Identify Strategic Targets and Intervention Areas
	Strategy 5 – Improve Number, Quality and Functionality of Businesses in the Middle of the Value Chain		Strategy 5 – Linkage with others USAID Programs	Strategy 5 – Provide Capacity Building
	Strategy 6 – Market Expansion – Domestic & International			Strategy 6 – Provide Market-Based Solutions
	Strategy 7 – Strengthen Governance & Competition within Value Chains			Strategy 7 – Matching Fund Transfer
	Strategy 8 – Increase Domestic Consumption of Animal Products			Strategy 8 – Develop Partnership and Sustainability
	Strategy 9 - Women Entrepreneurship and Leadership Development			
<b>Cross Cutting – ICT, Environment, Gender and Pro-Poor Value Chain Development</b>				

The AGP-LMD project is led by CNFA and supported by 13 consortium partners. CNFA mobilized a team of international partners: the Netherlands Development Organization (SNV), International Medical Corps (IMC), J.E. Austin & Associates (JAA), the Institute for International Education (IIE), the International Institute for Communication and Development (IICD). In addition, CNFA also mobilized four large and regional partners operating in the AGP-LMD project intervention regions; they are: the Relief Society of Tigray (REST), the Oromo Grassroots Development Initiative (HUNDEE), the Organization for Rehabilitation and Development in Amhara (ORDA) and Self Help Africa. Local consulting firms TREG, BCaD, Precise Consult and DOT Ethiopia also support the program’s relevant studies/analyses.

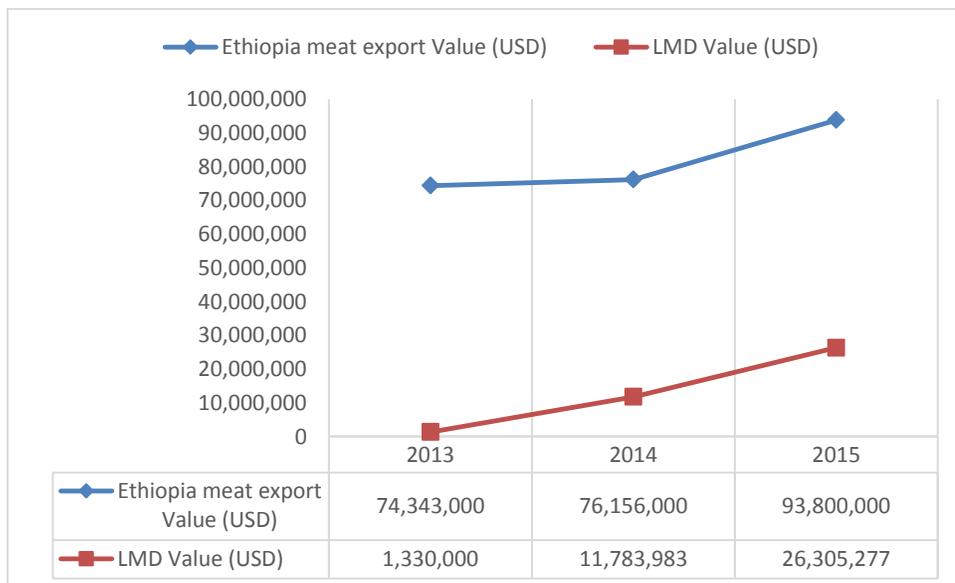
### III. Progress Updates from Year 3 (July 1, 2014 – June 30, 2015)

The Year 3 Annual Report is organized by the project’s five components and, where applicable, by strategy. In addition to the components and strategies that pertain to the projects three IRs, the Year 3 Annual Report also includes text for the project’s three crosscutting components – ICT, Environment and Pro-poor. All program activities and subsequent impacts for this reporting period are found in **Attachment 1: Year 1-3 Indicator Table**.

- The **number of full-time jobs created as a result of project implementation in Year 3 was 927**. In the past this indicator was underreported and the project found a more accurate way to monitor and capture this indicator.
- The **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 totaled 613 by the end of Year 3**. This was an increase from the Year 2 result of 499 and 613 now accounts for **88 percent of the Life of Project target**. These beneficiaries received capacity development support that includes business plan development support; livestock management training; entrepreneurship and leadership training programs; business-to-business and business-to-investor forums; and project innovation grants.
- The value of **new private investment in the livestock sector/food chain leveraged by the project during Year 3 totals USD 12,636,689**. Of this total, USD 7,019,585 was in the MLA value chain USD 4,668,208 was in the dairy value chain. During Year 3, the AGP-LMD project also worked closely together with the USAID/DCA credit guarantee facility to assure businesses and organizations in livestock sector had access to bank loans. During Year 3, the project **facilitated USD 8,178,961 in loans to 12 enterprises**. Of these 12 enterprises, six were small businesses and six were medium-sized businesses.
- During Year 3, the **project trained 7,868 individuals on agricultural sector productivity and food security**.
- Year 3 also marked a significant **increase in value of export of livestock products to a total value of USD 26,305,277**. Most of these exports were to the Middle East - a high number of these exports occurred as a result of business-to-business (B2B) meetings and deals made as a result of attending the Gulf Food Fair in Dubai.

The AGP-LMD project’s contribution to Ethiopia’s meat exports increased from two percent in 2013 and 15 percent in 2014 to 28 percent of the total national exports in 2015.

**Graph 1: National livestock export and AGP-LMD’s contribution from 2013 to 2015.**



*Source: Ethiopian Revenue and Customs Authority (ERCA), and the Ethiopian Meat & Dairy Industry Development Institute (EMDIDI) - July /2015*

- By supporting the achievements made at the on-farm and market levels in the livestock sector, the project also made progress on improving the enabling environment for the livestock sector in Ethiopia. During Year 3, two new policy issues were advanced. First, the option of **Public Private Partnerships** for the management of livestock marketing and quarantine infrastructure is seriously being considered by the Government of Ethiopia. Second, the Directive for the **Rural Land Rent for Enterprises** - which increased land lease period from five years to 25 years passed.

- By the end of Year 3, the **number of children under five reached by project-supported nutrition programs totals 22,796 (11,464 female)**. Also during Year 3, the **number of people trained in child health and nutrition through project-supported programs totals 84,553 (35,028 female)**. In addition, the nutrition team picked up momentum in implementing **social behavioral change communication campaigns and cooking demonstrations**.
- The AGP-LMD project also **facilitated linkages to 8,989 vulnerable households** in Year 3. This was achieved through coordination with other USAID-funded projects such as PRIME and GRAD.

The AGP-LMD project is proud to report that at the close of Year 3 – and as seen in the table below – USAID/Ethiopia received and approved all major strategy and planning project deliverables. These documents will continue to guide the AGP-LMD project implementation.

## Component 1: Moving from Analytics to Strategy to Learning

Component 1, although placed under IR1, is a project wide support component of the AGP-LMD project as it concerns all IR's equally. This component is based on a project-wide learning strategy that is designed to support the technical teams in capturing learning and incorporating this learning into their activity planning. As such, project staff members – through learning days, the development of success stories, etc. – are engaged in asking why certain activities and interventions lead to successes and why others do not.

Component 1 activities that were conducted in Year 3 are as follows:

*The project **Learning and Knowledge Development Plan** supports the introduction and testing of innovations for livestock value chain development that can successfully be replicated in the livestock sector, if the innovation and the key success factors are properly captures, documented and made available to the 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 the knowledge development and learning on livestock value chain development and push-pull approaches in Ethiopia.*

### **Quarterly innovations support team monitoring meetings with a learning agenda**

This activity was designed to capture the learning from grants implementation by focusing once a quarter not only on the implementation process, but also to capture the lessons learned from grants implementation - considering the significant progress made. During the year, it was decided that staff members involved in grants implementation would meet more organically on an as needed basis, supported by site visits. Consequently, innovation progress monitoring meetings were held monthly, since January 2015. Exchange of experiences regarding grants implementation were conducted during the meetings.

### **Define and document lessons learned and good practices for reports and newsletters**

In Year 3, the AGP-LMD project contributed its insight, experiences, examples of practical cases and results achieved in the implementation of the push/pull approach for the development of the USAID framework for a push/pull approach for inclusive market systems development. The framework was published in February 2015 on USAID's microlinks.org website<sup>3</sup>.

Special attention was given to the push/pull approach in the learning agenda, as an additional strategy implemented in collaboration with a number of other FTF and GoE initiatives. Initial steps to improve an enabling environment were undertaken by organizing MSPs where government, non-government organizations and the private sector met to share experiences, discuss challenges and seek solutions. Moreover, the project worked towards linking push and pull activities through learning and encouraging more synergy, by organizing regular supply workshops to connect animal producers with buyers. Additional learning was also provided through capacity building of cooperatives, processors, buyers and producers and women entrepreneurs.

The FTF review report of the AGP-LMD project, indicated that the push/pull strategy be scaled up further over the remaining years of the project lifespan.

### **Cases, Studies, Presentations and Other Exchanges**

In order to facilitate learning from the AGP-LMD project within and outside the livestock sector, cases of good practices, and presentations were prepared for sharing to wide audiences.

#### Cases of good practice produced

During the reporting quarter, the AGP-LMD project team produced four cases of good practice focusing on women in the livestock sector. One case described the effect of the SNNPR Field Day, at which dairy farmers in SNNPR were introduced to and given access to Effective Microorganisms (EM) technology. Two other cases described the outcomes of the AGP-LMD project activities for women's leadership and entrepreneurship development under IR1 Strategy 9. The remaining case outlined the importance of women-friendly Information and Communications Technology (ICT) solutions.

#### Presentations

The AGP-LMD project prepared presentations and factsheets that represent the project and its best practices during conferences, seminars and learning events. In January 2015, the AGP-LMD project's achievements were presented at Self Help Africa's (SHA's) annual review meeting. The experiences with the private sector that SHA gained as an AGP-LMD project implementer were highly appreciated.

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<sup>3</sup>[https://www.microlinks.org/sites/default/files/resource/files/LEO\\_Framework\\_for\\_a\\_Push\\_Pull\\_Approach\\_to\\_Inclusive\\_Market\\_Systems\\_Devel...pdf](https://www.microlinks.org/sites/default/files/resource/files/LEO_Framework_for_a_Push_Pull_Approach_to_Inclusive_Market_Systems_Devel...pdf)

Also in January 2015, the AGP-LMD project shared its experiences on gender mainstreaming and gender specific project activities at the annual national Women in Agribusiness Leadership Network (WALN) Conference, which was organized by USAID's AGP-LMD and AGP-AMDe projects.



Picture 1 - (Left to right) H.E. the U.S. Ambassador to Ethiopia, Mrs. Patricia Haslach; USAID Ethiopia Mission Director, Mr. Dennis Weller; and H.E. the First Lady of Ethiopia, Mrs. Roman Tesfaye at the WALN conference

A key lesson learned from AGP-LMD's implementation is that gender mainstreaming alone is not sufficient to bridge the gender gap and reach gender equity. The AGP-LMD project shared the specific project strategies and activities it designed to empower and support women in the livestock value chain in gaining access to and control over benefits and resources. The case of one of the project's clients and grantees (Hirut Dairy) was presented to illustrate the importance of women's access to resources in increasing the income of women headed and smallholder farmers' households.

During the National Livestock Technical Working Group meeting, the AGP-LMD project presented the conclusions of the PPP for Livestock Infrastructure Management. This triggered a discussion with relevant government officials about the possibilities of PPP for the management of livestock infrastructures like markets and quarantine stations. The project also made presentations at the AGP Steering Committee meeting in October 2014, and the Economics Association of Ethiopia's annual conference.

### **Field Days**

During Year 3, the AGP-LMD project organized field day events with the objective of sharing basic information on different technologies and good animal and produce husbandry practices. Over 405 participants were reached through such events.

### **Annual Staff Performance Evaluation**

The AGP-LMD project conducted an annual performance evaluation of its staff members in a manner that aligns the existing competencies with the required competences by using competency profiles as the basis for performance assessments and staff development.

### **Staff training**

Staff development activities were decided on as a result of annual performance reviews, and/or following the identification of a project need for increasing the capacity of one or several project staff members on a specific area of topic. The following staff development activities were implemented:

- Four AGP-LMD project staff participated in the USAID Procurement Compliance training
- The Administration and Finance Manager participated in a USAID-organized fraud prevention session
- The M&E coordinator participated in a USAID workshop on the inclusion of GPS data in the USAID monitoring system
- Continuous coaching was provided by the Administration and Finance Manager to the Office/HR Manager in Human Resource Management
- The AGP-LMD project's Nutrition and People Living With HIV/AIDS (PLWHA) staff participated in a training on the Designing Behavioral Change organized and provided by International Medical Corps (IMC);
- The AGP-LMD project's PLWHA Economics Strengthening Advisor participated in an exchange visit to GRAD-supported Village Economic and Social Associations (VESA);
- A Women's Day celebration was also used to increase the awareness of AGP-LMD project staff about the importance of gender equity in AGP-LMD's work. This activity was organized in collaboration with the Institute for International Education (IIE).

- The project also provided a two-day environmental compliance and reporting training in October, 2014 to non-environment project staff that are responsible for the collection of environment related information from grantee sites.

### AGP-LMD External Mid-Term Performance Evaluation Report

The AGP-LMD project mid-term performance evaluation presented analysis of collected quantitative and qualitative information on project performance to assess progress towards meeting the project’s goal and objectives. Prior to the mid-term performance evaluation, all AGP-LMD project staff came together to reflect on the two and half years of project implementation, and each project units shared their lessons learned as a team.

The outcomes of the mid-term evaluation were presented to all AGP-LMD staff, allowing space for feedback and discussions on the learning from the evaluation in terms of where the project stands, areas for improvement, new approach etc. The MTR was also used as basis of reflection and discussion during the annual staff retreat, and during planning of the Year 4 work plan.

### Annual Retreat

The AGP-LMD project successes and results were presented, and reflected upon so that areas of organizational improvement can be noted, highlighted and discussed during the annual staff retreat. The role of the retreat was to discuss how the project can improve its work plan implementation, and achieve better results, based on lessons learned from Year 2. The discussions also greatly considered the findings and recommendations of the MTR, and were conducted by IR team (including cross cutting themes), so as to discuss lessons learned and possible areas of improvement in a result oriented manner.

TABLE 2 – Summary of Component 1 Activities in Year 3	
Component 1 Activities	Explanation for Deviation (if applicable)
<p><b>Link Value Chain Actors to Input and Service Providers</b></p> <ul style="list-style-type: none"> <li>• Quarterly AGP-LMD and consortium partner Learning Days (Target: 4; Actual: none)</li> <li>• Organize Monthly AGP-LMD Coordination Day (Target: 12; Actual: 11)</li> <li>• Exchange visits between implementing partners (Target: 2; Actual: none)</li> <li>• Establish “Community of Practice” for each strategy (Target: 1; Actual: N/A)</li> <li>• Quarterly “Community of Practice” learning meetings and documented lessons learned or good practices (Target: 4; Actual: N/A)</li> </ul>	<ul style="list-style-type: none"> <li>• Will conduct exchange visits between IPs in Year 4;</li> <li>• Project determined “Community of Practice” activities to be too burdensome and rather include break-out sessions into learning day agendas</li> </ul>
<p><b>Innovations and Good Practices</b></p> <ul style="list-style-type: none"> <li>• Quarterly “Innovations Support Team” meetings with a learning agenda (Target: 4; Actual: 3)</li> <li>• Define and document lessons learned and good practices for innovations through reports, newsletters (Target: 8; Actual: 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Project determined “Innovation Support Team” activities to be too burdensome and the project decided to let staff involved in innovation grants meet more organically and include break-out sessions into learning day agendas</li> </ul>
<p><b>Cases, Studies, Presentations</b></p> <ul style="list-style-type: none"> <li>• Cases of good practice produced (Target: 6; Actual: 2)</li> <li>• Presentations made in conferences, seminars (Target: 8; Actual: 4)</li> <li>• Share good practices and lessons learned via quarterly AGP-LMD newsletter (Target 4; Actual 0)</li> </ul>	<ul style="list-style-type: none"> <li>• Case Studies; Presentation and Newsletter targets note met as a result of delayed hire of Learning and Communications Manager;</li> </ul>
<p><b>Staff Development</b></p> <ul style="list-style-type: none"> <li>• Annual performance reviews (Target: 30; Actual: 15)</li> <li>• AGP-LMD staff annual development plan (Target: 1; Actual: 1)</li> <li>• Implementation of staff development plan (Target: 3; Actual: 2)</li> <li>• Annual retreat: review of strategy based upon learning. (Target: 1; Actual: 1)</li> </ul>	

## Component 2: Improve the Productivity and Competitiveness of Livestock Value Chains

### IR1: Strategy 1 – Link Value Chain Actors to Input and Service Providers

During Year 3 of implementation, the AGP-LMD project conducted business meetings between value chain actors, input suppliers and service providers in each of the four project regions, in order to build and strengthen commercial relationships between input supply companies and value chain businesses. These meetings were structured as one-day “mini-trade fairs,” a new format for Ethiopia’s livestock sector.

While morning sessions included presentations by input supply companies describing their company profiles and services, the afternoon sessions featured tabletop displays from each company exhibiting their products and directly interacting with potential buyers. These meetings resulted in a total of 359 deals being made with 76 in Amhara, 87 in Oromia, 134 in SNNPR, and 62 in Tigray. Moreover, these meetings also effectively provided a forum for farmers to learn about improved management practices and technologies, and the companies that provide these products and services.

As a result of business to business (B2B) meetings, different input suppliers such as Neway, Bk Additives, Merkeb Union, Biotech, WISE team, Crown packaging, GASCO, Woljajji, Naseb Animal Nutrition, Ethiofeed, Ashishi Life Science, Markos Plc., ALPPIS, Alama Koudijs, and ELFORA made total sales worth 3,222,715 Birr in the four AGP-LMD regions in Year 3.

The AGP-LMD project organized three B2B meetings (Activity 1.2.1.1.2) for Amhara, Oromia, SNNPR, and Tigray regions, linking five service providers with primary dairy cooperatives, dairy unions, and livestock agency officials/experts. This was done because the AGP-LMD project recognized that there was lack of maintenance, and that important resources such as cream separators, butter churners and other small-scale milk processing equipment were stored non-functionally in primary dairy cooperative stores. A total of 70 participants (10 female) attended the meetings, and five dairy equipment maintenance and installation service providers explained their services to attendees. This linkage was the first of its kind. A total of 39 participants expressed interest in contracting maintenance service including 15 in Amhara, 14 in Oromia, 4 in the SNNPR, and 6 in Tigray.

The AGP-LMD project organized an input supply directory including 150 input suppliers (Activity 1.2.1.3). Data was collected on each firm, organized by service type, and then merged into a single directory. The directory is being prepared for final printing, approval, and distribution.

### IR1: Strategy 2 – Establish and Strengthen Input Suppliers and Service Providers

In addition to linking input suppliers and service providers to value chain businesses (Strategy 1), the AGP-LMD project also develops and strengthens the livestock-related input supply sector (Strategy 2). During Year 3, the AGP-LMD project strengthened input and service providers in several key sectors: Livestock Health Services (private and public), Feed Supply (private), Artificial Insemination Services (private and public), Livestock Slaughter Services (private), and Business Development Services (private).

#### Livestock health service sector

Ethiopia’s livestock sector is constrained by the prevalence of many diseases and health problems that result in high mortality, morbidity, reduced productivity, low farmer incomes, reduced quality of animal products, and restricted market access for Ethiopia’s live animals and meat products in some international markets. Livestock producers have limited access to animal health services, most of which are provided by public sector Animal Health Assistants (AHAs) and veterinarians. To improve access to animal health care, the AGP-LMD project embarked on a multi-pronged strategy through both public and private sector animal health service providers.

The AGP-LMD project strengthened the skills of public AHAs during the 2014/15 period by providing 42 AHA’s (11 female) with a five-day training to teach how to identify and treat over 19 prominent diseases for cattle, sheep and goats that included practical laboratory and hands-on sessions with live animals. AHAs are already animal health professionals, but many had received very little practical training for their positions and did not have access to continuing education programs. Subsequent to their training, the AGP-LMD project learned that the majority of those trained AHAs were successfully applying their training by providing improved services to farmers (quality and timeliness) and sharing their knowledge with other AHAs and farmers.

Moreover, the AGP-LMD project conducted a series of five-day refresher training courses to improve technical and management skills, and also the service provision and input supply skills of Community Animal Health Workers (CAHWs). Seventy CAHWs (11 female) from the SNNPR attended the five-day training.

#### Feed supply sector

The number of feed processing plants in Ethiopia is low relative to the size of its livestock population, and most are located within 100km radius of the capital city. Although there are emerging feed processing plants

in the regions, they face challenges in feed processing and marketing. The AGP-LMD project supported these plants through technical training and market linkages by using the business-to-business fora. As a result, the processing plants improved their sales and technical knowledge.

Ethiopia's livestock sector is heavily dependent on small feed retailers that sell agro-industrial by-products and formulated feed supplements to livestock producers. These retailers generally operate in very small shops, selling only livestock feed products. However, many of these entrepreneurs lack the skills to be able to advise their customers on the best types of feed for different types of animals. The AGP-LMD project therefore supported these retailers in building their technical knowledge through a five-day training. To supplement the training, a feed processing and marketing manual was prepared and distributed.

### **Innovation grants for the feed sector**



Picture 2 - Ethio-Feed Ribbon Cutting Ceremony by Ethiopian Livestock State Minister and USAID Mission Delegate

USAID's AGP-LMD project provided an innovation grant to Ethio-Feed, a private sector feed company, to develop new types of livestock feed from previously unutilized agricultural waste products. Ethio-Feed used its \$95,000 grant to establish a regional livestock feed distribution network for the AGP-LMD project regions based on an innovative franchise model, creating employment for youth and women. Ethio-Feed purchased feed processing machinery and installed them in three sites: Anno, Wonji and Endemehoni.

Subsequent to which, the AGP-LMD project provided a five-day technical support training to all Ethio-Feed franchise businesses. The technical support included feed processing machinery handling and utilization, and feed processing and marketing.

USAID's AGP-LMD project held a ribbon-cutting ceremony at Anno to inaugurate a livestock feed manufacturing facility, financed through an innovation grant to Ethio-Feed PLC in the presence of the Ethiopian Livestock Resource Development Sector Minister and the Acting USAID Mission Director. Four machines including a chopper, a miller, a mixer, and a mineral nutrient block-maker are now serving Anno Agro-Industry and surrounding farmers by producing compound feed. The manufacturing equipment provided to Ethio-Feed through the AGP-LMD grant created easy access to affordable and nutritious livestock feed for over 400 dairy farmers and feedlot operators in the Bako, Sire and Anno Districts of the Oromia Region. The feed ingredients come from agricultural by-products that are readily available. Shortage of affordable and nutritious feed is a major constraint for Ethiopian livestock farmers, which is what led Ethio-Feed PLC to focus on the development of new feed from agricultural by-products and other ingredients, previously considered as waste.

In a joint effort, the AGP-LMD project partnered with major national feed companies to identify feed retailers in its project areas, and provided them with training on both technical feed issues (mixing, storing, feed uses and rates, evaluating ingredients) and the business of retailing livestock feed (marketing and retailing).

### **Artificial Insemination Services**

Cross-bred dairy cows reliably produce three to ten times more milk than indigenous cows in Ethiopia. Artificial insemination is the most economical way to improve cattle breeds through cross-breeding. AGP-LMD conducted several activities during the 2014/15 period to expand artificial insemination services in the four project regions, including improving the skills of public sector artificial inseminators, developing new private sector inseminators, and supporting ALPPIS, a private-sector artificial insemination company, to expand its services.

The AGP-LMD project conducted a seven-day refresher training to 31 male and female AI technicians in Holeta, Oromia (Activity 1.2.2.2.3.2). The training included both theoretical and practical components, and was undertaken at a commercial dairy farm owned by the National Artificial Insemination Centre (NAIC). The refresher training updated AI technicians on pregnancy diagnosis, and the overall provision of AI services. Official policy indicates that refresher trainings are provided every other year. Due to government budget limitations, the AGP-LMD project provided support in filling this gap.

The AGP-LMD project also trained 12 private artificial inseminators during the 2014/15 period. Together with the 31 AI technicians initially trained by the project, the number of private inseminators in the country more than doubled. The newly trained private AIs were livestock specialists selected from high-potential livestock regions where there is a large demand for private artificial insemination services. The training was an intensive 45-day program that involved both classroom and hands-on activities, including a wide range of practical sessions with live cattle and reproductive organs from slaughterhouses. Following their training, the private inseminators will have access to locally produced semen as well as imported semen through World Wide Sires in the United States.

### **Innovative grant in breed improvement sector**

The Addis Livestock Production and Productivity Improvement Service (ALPPIS) is one of the AGP-LMD project's grantees with AI technicians highly performing in genetic improvement services. As one of its milestones, ALPPIS imported 7,800 doses of semen – 6,300 doses of which (300 doses of HF sexed, 4,000 HF conventional, and 2,000 doses of Jersey conventional semen) were from World Wide Sires, and 1,500 doses of HF from Tsion in Israel. The AGP-LMD project handed over the imported semen from World Wide Sires and Tsion to ALPPIS in October 2014 and January 2015, respectively. An additional 2,502 doses of semen (2,302 conventional and 200 sexed) requested from World Wide Sires is currently being processed. As the only private firm engaged in livestock genetic improvement, ALPPIS organized different trainings, workshops and seminars on genetic improvement. During these events, ALPPIS trained and reached 379 (99 female) producers. Since importing the new genetic material, 3,113 (52 percent) doses of conventional and 300 doses (100 percent) of sexed semen coming from World Wide Sires, and 150 (10 percent) doses of conventional semen coming from Tsion Israel were distributed to dairy farmers. The distribution of the imported semen is expected to tremendously improve the current low productivity of the farms served.

### **Slaughter Services**

Municipal slaughterhouses provide services to butchers, restaurants, consumers, governmental and non-governmental institutions. The AGP-LMD project trained 184 male and female slaughterhouse workers on meat hygiene and quality. The trainees have since applied their new skills in their respective local slaughterhouses. Moreover, they in turn trained their co-workers who did not have the opportunity to receive training from the project. Such trainings led to significant increases in worker productivity. For example, the Sululta Slaughterhouse reported having increased its maximum performance by 35 percent.

The training also identified the need for facility improvements (i.e. cleanable surfaces, ability to hang carcasses, updating slaughterhouse equipment, safety materials, waste management, and environmental safety issues) so that sanitary practices can be more effective. The slaughterhouse managers and workers were very receptive to using improved sanitation and slaughter practices, and the project received reports from trainees that abattoirs are implementing improved sanitation practices at their respective slaughterhouses. The improvements include new cleaning procedures, protective clothing and personal hygiene, improved inspection procedures to prevent the processing of diseased animals, and efforts to upgrade municipal and local private slaughterhouse facilities.

Moreover, recent discussions were held within the relevant Ethiopian government entities, and at the AGP-LMD project's Multi-Stakeholder Platform meetings regarding the improvement of local slaughterhouses and the privatization of municipal slaughterhouses, which could provide an opportunity for investment into these important service providers in the livestock value chain.

### **Innovative grant in local slaughterhouse improvement sector**

In Year 3, the AGP-LMD project conducted follow-up visits to its slaughterhouse/service grantees. S&S Farm is one of the projects that received a grant award from USAID's AGP-LMD project and received training on slaughterhouse facility improvement. Subsequently, the farm's construction designs were reviewed and updated, with technical backstopping from the AGP-LMD project. The project also completed the procurement process required to purchase a refrigerated truck and machinery for the slaughterhouse.

## **IR1: Strategy 3 – Improve Livestock Management**

Ethiopia has the largest livestock population in Africa. However, poor farm-level livestock management practices have led to very low productivity. The AGP-LMD project activities include animal husbandry training for farmers (primarily those who are organized into producer groups such as Community Interest Groups [CIGs], Cooperatives and Unions) using qualified trainers. In Year 3 of implementation, the AGP-LMD project trained 41 trainers (13 female) from all four project regions based on programs designed to

improve livestock management practices, including feedlots, sheep and goat hybrids, and dairy farm management. The trainers included zonal level agricultural experts, woreda level development agents, private sector trainers, and field agents from private sector companies, such as feedlots or dairy processors. The livestock management training in Year 3 was designed to focus on project grantees.

#### Dairy Cattle Management

The AGP-LMD project provided a three-day dairy cattle management training to 349 (171 female) dairy farmers among whom 69 (25 female) were from Tigray, 140 (66 female) were from Oromia, 92 (64 female) were from the SNNPR, and 48 (16 female) were from Amhara. Trainees received on-farm demonstrations on dairy farm management, urea-molasses block-making, silage-making, and straw-urea treatment, in addition to receiving theoretical training. The purpose of the training was to improve milk quality, so that milk rejection rates are minimized and milk wastage is reduced, thereby increasing milk producers' earnings.

The AGP-LMD project also designed and executed trainings in dairy beef production. The massive synchronization program that is being undertaken by the government is likely to result in the birth of more crossbred calves, half of which may be male. The cost of raising bull calves by dairy farmers is substantial for small producers. Therefore, there is a need to find market outlets for these unwanted animals, one of such likely business alternatives is veal production. The training covered calf-rearing, examining costs of rearing marketable animals, and methods of fattening, based on prevailing production systems.

It is here important to note that calf mortality is one of the major challenges in the Ethiopian dairy industry. Calf mortality rates are reported as high as 30 percent, which significantly reduces the chances of growing replacement heifers. Moreover, male calves of high genetic merit are lost before they can contribute genes for the next generation. One of the most often cited causes of such high mortality is the producers' lack of knowledge in calf management, which results in harmful practices. The training program was initiated to address such issues.

The training on calf management was conducted in Amhara and the SNNP regions. It involved theoretical and practical sessions, and a visit to a local dairy farm practicing good calf rearing. A total of 94 (30 female) producers of which 28 were from Amhara (10 female) and 66 from the SNNPR (20 female) attended the three-day training on calf management. One of the points of emphasis was the importance of colostrum feeding within 24 hours after birth of the calves – which was a practice totally unknown to farmers. Participants also were trained on the practical exercise of making colostrum replacers from different ingredients.

#### Study Tours

In Year 3, the AGP-LMD project mobilized meat and live animal value chain actors from all four focus regions to visit feedlot operators, and government run and private sheep ranches in Adami Tulu and Adama, of Oromia. Participants were able to observe the management practices firsthand and also discuss feeding, animal prices, and major constraints with feedlot operators and ranch managers.

An in-country study tour was also organized for 27 (7 female) dairy producers from the Tigray, Amhara, Oromia, and SNNP regions. The producers visited: Genesis Farm, Azu Dairy Farm, Woljeejii Agricultural Plc, Yakla Milk Processing, and Alpha Fodder, all of which are businesses that were selected for their application of good dairy practices. In addition to observing these practices, the participants were able to learn the reasons behind the farms' decision to raise bull calves, thus gathering lessons that could be applied on their own farms. The in-country tours also allowed participants to witness and evaluate new practices and technologies, and to explore and facilitate business and technical collaborations with one another. Major lessons gathered during feedback sessions included: hygienic handling of dairy cows (milking), calf-rearing, barn development using locally available material, waste management, land utilization for forage production, watering and feed trough construction, record-keeping, timely culling, utilization of brewery by-products as feed sources, feed storage, effective microorganisms (EM) utilization, and biogas development.

#### Field Days

The AGP-LMD project organized a field day event in the SNNPR for farmers from all four project regions. The objective of the field day was to share basic information about mastitis, AI, EM technology, and good dairy husbandry practices. Four hundred and five participants (143 female) attended the field day event. The majority of the participants were dairy producers from Amhara (107 total, 29 female), Oromia (59 total, 31 female), the SNNPR (198 total, 69 female), and Tigray (41 total, 14 female). Field day participants were taught on: how to differentiate clinical from subclinical mastitis; the losses that can be caused due to hypocalcaemia; the impact of EM technology on feeding and dairy farming; methods of genetic improvement; and AI technology utilization. As practical demonstrations, participants were able to practice treating wheat bran and crop residue (hay and *teff* straw) using EM, and to perform the California Mastitis Test (CMT).

At the end of the field day, 18 producers ordered a total of 670 liters of activated EM and 445 liters of molasses directly from Woljeejii Agricultural Industry Plc., demonstrating the effectiveness of the field day approach. Furthermore, as a long-term result of the seminar and field day, Woljeejii Agricultural Industry established Hawassa as an agent, and has since managed to sell 1,000 liters of activated EM.

Other field days organized by the project focused on liver fluke disease control in small ruminants and bag silage-making technology, issues which have long plagued small and large ruminant producers.

Gugufu Sheep Breeding Plc is one of the potential project grantees engaged in the MLA value chain. The breeding center is multiplying improved Awassi sheep to supply private producers and NGOs. This ranch applies lamb creep feeding, a new technology learned during a study tour to Namibia sponsored by the AGP-LMD project. Creep feeding was introduced by the AGP-LMD project at this farm to enhance growth of lambs and consequently improve weaning weight. The structure allows young animals (lambs) separated access to feed, while adult animals are kept away, thereby ensuring young animals get better quality feed. The plan is to have such structures in the different paddocks within the ranch to enhance easy access of quality feed for lambs. This new technology was demonstrated during several field days.

Chena Woreda in the SNNPR is one of the AGP-LMD's project woredas with feedlot potential. The project delivered technical support and training on feedlot operation. Furthermore, the project delivered information required for effective cattle finishing and marketing to beneficiaries in the woreda, specifically targeting grant beneficiaries. The training included 35 participants (18 female) selected from different cooperatives.

### **IR1: Strategy 4 – Improve Post-Production Relationships, Efficiencies, and Quality**

At its outset, the AGP-LMD project conducted an economic analysis of embedded service providers in the MLA sector. The analysis showed how livestock transportation services, animal health services, and feed provision services can be profitably provided by abattoirs and feedlots. The findings were presented to MLA businesses in a workshop organized by the project. Several of the businesses expressed an interest in providing these services and are currently arranging the financing and logistics to be able to do this. Of the 30 participants attending the workshop, 26 MLA businesses were provided with technical and other support for the development of embedded services.

To maintain the quality of export carcasses, the AGP-LMD project conducted awareness creation and held discussion groups on Carcass Quality-Based Payment Systems for export abattoirs. The discussion team was composed of the AGP-LMD project, the Ministry Of Agriculture, the Ethiopian Meat and Dairy Industry Development Institute, the Ethiopian Meat Producer and Exporters' Association, export abattoir owners, managers, and marketing officers.

The quality payment concept was completely new for a number of abattoirs, which led some to show resistance in implementing the concept immediately, but promised to implement it in the future. Other abattoirs however, showed strong willingness to implement quality-based payments after the highly successful Luna Export Abattoir shared its experience of how it implemented the system, and the results it obtained. The outcome of discussions led the AGP-LMD project MLA team to conclude that it should continue conducting similar discussion fora for other abattoir owners, their major animal suppliers, and concerned stakeholders, in an effort to gain consensus on implementing quality-based Payment Systems by all abattoirs.

#### *Dairy Sector*

Quality-based payment systems create an incentive for farmers to produce higher quality milk, which enables processors to more efficiently manufacture high quality and diversified dairy products. To this end, the AGP-LMD project conducted quality-based payment training to 440 (170 female) dairy farmers who are supplying their milk to eight milk processors (i.e. Almi, Adea, Elemtu, Emebet, Family, Life-Agro, Rut & Hirut, and Yakla). Four of these milk processing companies (Almi, Nuredin Hassan Agro Industry, Life Agro-Industry Plc, and Elemtu) have introduced quality based payment systems based on alcohol testing and milk density measurement.

Approximately 90 to 95 percent of milk marketed in Ethiopia is channeled through informal milk markets. This informal milk marketing, together with poor milk product handling and inefficient transportation services results in huge resource wastage and creates dangerous health hazards to consumers. The AGP-LMD project conducted a series of milk marketing and product handling trainings in Amhara, Tigray, and the SNNPR. The objective was to encourage milk collectors to utilize formal milk supply chains, and become more effective marketing agents in serving producers. A total of 93 (23 female) milk collectors attended the training.

The training, which had both theoretical and practical elements, focused mainly on: better management of milk collection and supply centers; factors affecting milk quality and hygiene; milk collection, transportation, testing, storage and temperature; supply chain structure (number of agents between milk producers and consumers) and its impacts on quality and prices; and market information. Trainees practiced lactometer, alcohol and clot-on-boiling testing - routine tests employed during milk collection. The training

also demonstrated the relationship between the production, collection and supply of quality milk, and the final production of quality processed products acceptable and desirable by consumers. The training indicated that supply of good quality processed products is essential for the promotion of product diversification, and creating positive market conditions along the supply chain.

### Cooperatives and Associations

The grants provision process for cooperatives is underway in all four regions. Each prospective cooperative was reviewed with respect to its grant readiness, matching fund status, land ownership, among other factors. A baseline assessment and SWOT analysis of 18 cooperatives in the four AGP-LMD project regions were conducted, and the results of the SWOT analyses were discussed with cooperative leaders, and the regional and zonal cooperative officials. A cooperative coaching plan was then developed for each of 16 cooperatives (13 are either current or prospective grantee coops). These coaching plans are intended to help the target cooperatives enhance their productivity and competitiveness during the grant implementation process (assuming approval of the award).

From September 18 to 24, 2014, as part of the AGP-LMD project supported ‘Coop Best Practices Study Tour’, three Ethiopian dairy cooperatives (Selale Dairy Cooperative Union, Ada Dairy Cooperative, and Tigray Multi-Purpose Marketing Cooperative) attended the *International Dairy Enterprise Alliance* workshop in Kenya. The event is expected to improve these three cooperatives’ future operations as a result of gaining a great deal of practical knowledge.

### **IR1: Strategy 5 – Improve Number, Quality and Functionality of Businesses in the Middle of the Value Chain**

The AGP-LMD project organized an international study tour to Namibia by sponsoring 11 participants consisting of farmers, private businesses, and government organizations, with the purpose of learning improved management practices that can easily be applied to enhance productivity of their businesses. As a result of the study tour, the owner of Gugufu Sheep Breeding Ranch adopted and applied the creep feeding structure he observed in Namibia.



Picture 3 - Creep Feeding Structure Adopted from Namibia by Gugufu Ranch

Tour participants also observed the processing of meat and meat by-products in Namibia, such as smoked and dried meat, which are suitable for Ethiopian consumers. An interesting innovation observed was the cutting and packing of bones for markets. Although butchers in Ethiopia do sell bones as a by-product, cutting, packing and placing them on shelves in supermarkets is uncommon. One of the participants, who is the owner of the Moringa Meat Supermarket, has since started selling bones through his business.

Government officials and AGP-LMD project staff, who were part of the tour, learned a great deal regarding Namibia’s traceability system, which will be a model for the Ethiopian Livestock Identification and Traceability (LITS) system, currently in development. A common understanding was reached that the system can be easily implemented if it has the commitment of all stakeholders. The participants also learned valuable practices from Meat Co., and how the company strives to benefit the producers in order to receive a continuous and reliable supply of quality animals. Participants indicated their interest in providing these types of services in Ethiopia in order to improve their supply chain.

In Year 3, the AGP-LMD project supported export and domestic abattoirs in identifying opportunities for commercialization of by-products. A theoretical and practical training was provided to 32 (six female) participants to share international experiences on by-product utilization, leading to profit maximization. Participants learned how to increase their profits by commercializing internal offal, such as red and green offal, and external by-products such as horns and hoofs. Practical training on intestine preparation took place at Alana Processing Company and tallow preparation at Addis Ababa Domestic Abattoir.

The AGP-LMD project trained workers and management staff of the (new) Halal and Abyssinia export abattoirs. Training topics mainly focused on general manufacturing practices, animal handling, sanitation, slaughtering techniques, meat transportation, and cold chain management in an effort to fill the skill gaps of new workers, and to enable them to produce wholesome, safe, and high-quality products to boost meat exports. A total of 174 participants (74 female) attended the training from the two abattoirs. The training enabled abattoirs to expand their operational capacity, and the efficiency of their processing businesses. The AGP-LMD project also provided technical support and special training in quality assurance to the teams at the abattoirs. Such training is needed so that the abattoirs can receive certifications in HACCP and

ISO22000-2005, which ultimately improves a company’s ability to produce quality meat, and gain access to superior markets.

### IR1: Strategy 6 – Market Expansion – Domestic & International

The AGP-LMD project actively works to expand markets for livestock products, both within Ethiopia and internationally, by supporting businesses’ participation in international and domestic trade fairs, facilitating buyer visits to Ethiopia (including one-on-one meetings), and also organizing fora and networking events.

In Year 3, the AGP-LMD project hired an international consultant from Hamman Marketing Associates to develop an Ethiopian Meat and Live Animals logo and brand. The AGP-LMD project also organized a one-day workshop to discuss the development of the logo and brand with relevant stakeholders. The workshop arrived at three possible options for brands and logos which they handed over to the MoA for further action.



Trade fairs are among the most successful activities conducted by the AGP-LMD project to expand markets for livestock products. The Gulf Food Fair is an annual trade and sourcing platform for connecting food exporters with buyers from the Middle East, Africa, and South Asia. The AGP-LMD project assisted Ethiopia’s meat and live animal actors to be prepared and to participate in the Gulf Food Fair 2015. The Ethiopian pavilion was attractively decorated with posters depicting different types of meat and animals products, and meat product promotional DVDs were also on display. The Ethiopian delegation, led by the Minister of Trade, was comprised of 100 participants including exporters of meat, live animals and other agricultural commodities, representatives from the Ministry of Trade, the Ethiopian Meat and Dairy Industry Development Institute (EMDIDI), the Ethiopian Meat Producer Exporters Association, the Live Animals Traders Association (ELTA), and USAID Ethiopia.

Representatives of the live animal sector promoted the country’s export trade by providing visitors with information about Ethiopian live animal production, health status, and the supply chain processes in place to ensure export of safe, high quality livestock products from Ethiopia.

Companies from the United Arab Emirates, Egypt, Kuwait, and Qatar expressed interest in making quarterly purchases of deboned frozen beef from Ethiopia, and meat exporters like Luna, Organic, and Abyssinia have since held discussions with the potential buyers regarding product specification, quality, delivery system, and price. Subsequently, Luna Export Abattoir signed a contract with Gulf Link General Trading to buy chilled goat meat (six tons per week) and Organic Export Abattoir made a deal with Cambio Company to buy frozen beef (20 tons per month).

**TABLE 3 – Sales Made As a Result of Participation in the Gulf Food Fair**

Buyers	Sellers	Types and Quantity of Products	Estimated Value
<b>Gulf Link General Trading</b>	Luna Export Abattoir	6 tons of shoats carcass/week	1,560,000 USD (Per annum)
<b>Cambio Meat Trading LLC</b>	Organic Export Abattoir	20 tons of shoats carcass/month	1,200,000 USD (Per annum)
<b>Siam Trading</b>	Abyssinia Export Abatt.	4.5 tons of shoats carcass/ week	1,170,000 USD (Per annum)
<b>Yalamalam Livestock Trading</b>	Abaki General Trading	1200 live camels, 800 camels, 7000 sheep and 3000 goats	780,000+424,000+ 560,000+240,000 = 2,004,000 USD
<b>IYAD Meat Trading</b>	Abaki General Trading	1800 camels	1,170,000 USD
<b>Total</b>			<b>7,104,000 USD</b>

*NB: 1 ton shoats carcass = 5,000 USD; 1 head of camel = 650 USD; 1 head of cattle = 530 USD; 1 head of shoat = 80 USD*

As a result of their participation in the food fair, Ethiopian abattoirs and live animal exporters were able to increase their exports to the Middle East.

TABLE 4 – Gulf Food Fair Participants				
No	Name	Institution	Position	Email address
1.	Mr. Ayele Dejene	Modjo Export Abattoir	Owner and General Manager	
2.	Mr. Abebe Tesema	Modjo Export Abattoir	Operation Manager	
3.	Almaz Arega	Modjo Export Abattoir	Marketing Manager	almazarega@gmail.com
4.	Tirhas ArefeAyene	Luna ExportAabattoir	Marketing Manager	Lunaexport@ethionet.et
5.	Eminet Demissie	Mojo Modern Export Abattoir	Marketing expert	terhas@lunafamexport.com
6.	Liliy Abdurahm	Organic Export Abattoir	Marketing Manager	orgaicabattoir@yahoo.com
7.	Kahalid Hashim	Hashim Export abattoir	General Manager	<a href="mailto:helimexplc@gmail.com">helimexplc@gmail.com</a>
8.	Tewdros Taddese	Abyssinia Export abattoir	General Manager & owner	<a href="mailto:shebatra2006@gmail.com">shebatra2006@gmail.com</a>
9.	Fasil Abadi	Jigjiga Export Aabattoir	General Manager	<a href="mailto:guhad@jeshplc.com">guhad@jeshplc.com</a>
10.	Ghiday G/medhin	Frigorifico	Director	<a href="mailto:gdebessu@gmail.com">gdebessu@gmail.com</a>
11.	Aman Rkhan	Boran Food PLC	General Manager	
12.	Abebaw Mekonen*	Ethiopian Meat producer & exporter Association	Secretary General	<a href="mailto:abebaw.ml@gmail.com">abebaw.ml@gmail.com</a>
13.	Mekonen Gashu	EMDIDI	Marketing Manager	<a href="mailto:emdidiplanning@gmail.com">emdidiplanning@gmail.com</a>
14.	Addis Fikire	EMDIDI	Marketing Expert	addsfkr@gmail.com
15.	Mulugeta Challa	MoT	Director, Live animals Export	
16.	Desta Gebre	Livestock Agency, SNNPR	Head Of Livestock Agency	
17.	Abreha Hailu	TAMPA, Tigray	Head of TAMPA	

Abergelle Export Abattoir, one of AGP-LMD’s potential grantees, previously was engaged in the slaughter and sale of meat products including frozen boneless beef, chilled beef, frozen and chilled goat and sheep carcass, and other by-products to countries including: Kuwait, Jordan, Bahrain, Qatar, UAE, Comoros, Angola, Oman, and Egypt. By the end of 2012 however, due to supply and market challenges, the company ceased export activities. In Year 3, the AGP-LMD project, in collaboration with the GRAD project, conducted a supply workshop to improve Abergelle animal supply. Sixty-five participants (12 female) participated in the workshop and were linked with potential buyers including Abergelle. The AGP-LMD project also provided support to the abattoir by giving training on meat hygiene and managing their 57 workers (19 females). Abergelle has since exported three tons of sample chilled shoat meat (valued at USD 15,000) to the OASIS Livestock and Slaughter house L.L.C. in Dubai. The company subsequently signed a contract with Abergelle for two and a half years.

The AGP-LMD project also succeeded in linking Abyssinian Export Abattoir to the Dubai market. Abyssinia Export Abattoir is a new abattoir constructed specifically for meat exports. The abattoir, which has a daily slaughtering capacity of 2,500 sheep/goats, and 300 beef cattle, had no market linkages until the AGP-LMD project facilitated involvement of inspectors from Dubai, thereby gaining their approval of Abyssinian Export Abattoir’s products for markets in the United Arab Emirates (UAE). Abyssinian is now exporting the equivalent of three tons of meat products per day.

#### **IR1: Strategy 7 – Strengthen Governance & Competition within Value Chains**

In developing the dairy sector, USAID recognizes the centrality of formal milk processors. On July 10, 2014, USAID hosted the Ethiopian Milk Processors Industry Association (EMPIA) and introduced them to several companies in the United Arab Emirates (UAE). Dairy business owners, active dairy processors, government officials, representatives of USAID, and the local press participated in the workshop.

The Gojam Dairy Development and Marketing Union was also formed in Year 3, with technical support from the AGP-LMD project, and in collaboration with facilitators from the government of Ethiopia’s Cooperative Agency, the Management Committee and members of the Yetnora Dairy Cooperative. The Union brought together four primary dairy cooperatives from around the East Gojam Zone’s Dejen Woreda, and in so doing mobilized sufficient resources to establish a 5,000 liters/day milk processing plant.

The aforementioned new union issued and declared 8,000 shares at ETB 2,000 per share, in order to collect ETB 16,000,000 for development in the coming five years. At the time of the union’s establishment, the

founding dairy cooperatives bought 1,257 shares, with a total value of ETB 2,514,000. The Union anticipates selling additional shares in the coming years to newly joining dairy cooperatives. It also secured 4,000 square meters of land necessary for a new office and processing plant construction and infrastructure (electric power, water line, and access road) from the Dejen Woreda Administration.

In a similar restructuring exercise, the AGP-LMD project advised the Jantekel Dairy Union on a plan to strengthen its operations, while simultaneously positioning it to receive an AGP-LMD project grant for development of a new 10,000 liter/day milk processing plant. Ten primary dairy cooperatives were consolidated to form the Jantekel Dairy Union, which will be served by 46 delegates (eight female). The Union Board was also restructured to be comprised of nine board leaders, three of whom are women. The selection of three women for leadership positions in the union was greatly influenced by the AGP-LMD project. The new union has already raised five million Birr from existing and newly joined primary cooperatives, and a ground-breaking ceremony was held in June 2015 for its new milk processing plant in Gonder Town, on a 3,500 square meters of land granted by the Gonder City Administration for free.

The AGP-LMD project, together with the Ethiopian Chamber of Sectoral Associations, sponsored the Ethiopian Domestic Abattoirs and Butchers' Association to convene a workshop to approve the formal establishment of the Association. The founding workshop for the Ethiopian Domestic Abattoirs and Butchers Association was held on March 12, 2015. Forty-three leaders representing regional butchers' associations in 14 towns and cities participated. They were joined by 33 stakeholders from various government offices and NGOs. This new association will be a platform for more than 1,567 butchers in 14 towns situated in the project target regions, and for other potential butchers all over the country.

In collaboration with EMDDI, and the Ethiopian Milk Processors Industry Association, the AGP-LMD project co-organized and co-facilitated a workshop on Milk Quality for Consumers' Safety on June 25 and 26, 2015 in conjunction with the World Milk Day event. Eight papers related to milk quality issues were presented in the workshop. Over 100 participants from 30 milk processing companies, the MOA, MOI, MOT, MOH, and various NGOs involved in dairy sector partook in the workshop.

#### **IR1: Strategy 8 – Increase Domestic Consumption of Animal Products**

School milk days can play a major role in laying a foundation for increased dairy consumption in a society, as they introduce and remind children, parents, and the public to the benefits of milk consumption during early childhood. The AGP-LMD project, in collaboration with LIVES and regional government officials organized five world school milk day events in the Amhara, Oromia, SNNP and Tigray regions. In Oromia, the SNNPR and Tigray, the school milk days were celebrated in collaboration with LIVES. Across the four regions, a total of 3,232 (1,616 female) participants including students, parents, teachers, and invited guests attended the events. Students presented poems, drank milk, and engaged in Question and Answer and drawing contests - all commemorating the nutritional and health benefits of milk. Free pasteurized milk, yogurt, cheese, t-shirts and brochures were distributed to participants during the events.

The importance of milk and dairy products in schools lies not just in the size of the market itself, but also in its consumers: children. Children represent an important market, not only because they drink more milk per head than adults, but also because dietary habits established in childhood tend to persist into adult life. Thus, children who drink milk and consume dairy products regularly are likely to continue to do so as adults. Compared to last year, this year's students - who have had more exposure than their older cohorts to cheese through such popular products as pizza and cheeseburgers - showed more interest in tasting cheese. Such changes in consumption behavior suggest that one may reasonably expect growth in the market for processed dairy products over time if consumer exposure to new products continues. School milk days are one way to ensure this early exposure.

World Milk Day was celebrated in Addis Ababa in collaboration with other partners through a two-day consultative workshop on milk quality. Workshop participants were from the MoA, MoT, MoI, MoH, development partners - LIVES, ENGINE, EDGET - federal authorities and agencies (including House of Representatives' Standing Committee for Social, Trade, Industry and Agriculture), business associations, milk processors, and the media. A total of 121 (21 female) participants attended the workshop which took place on June 25 and 26, 2015.

Additionally, four World Milk Day events were organized in Amhara, Oromia, the SNNPR, and Tigray on June 30, 2015. During these events, leaflets were distributed to participants, posters were posted on vehicles, and banners with the 2015 world milk day motto "Quality Milk for the Safety of Consumers" were hung in the main squares of regional towns, and around the celebration sites. Regional music bands performed different cultural music and dances, and key messages on World Milk Day were conveyed throughout the events.



Picture 4 - 15th World Milk Day Celebration in Amhara

Moreover, dairy processors displayed their various products and distributed their dairy products to World Milk Day audiences for free. The active participation and sponsorship of dairy processors shows that future World Milk Day events can be organized with little to no support from the AGP-LMD project.

A rapid dairy market assessment was conducted in eight selected cities and towns (Adama, Addis Ababa, Bahir Dar, Debre Zeit, Gondar, Hawassa, Humera, and Mekelle). This study was commissioned by the AGP-LMD project through SNV. The objective of the assessment was to provide relevant information on the market environment and potential opportunities for enhancing AGP-LMD's ability to create effective market linkages between dairy processors and retail outlets; determine products that retail outlets could source locally; establish supply requirements; and document the assistance needed to spur higher sales and increase the quality and safety of dairy products. Information was collected from a total of 358 dairy market actors which included: dairy cooperatives, unions, private processors, retailers, and consumers from the eight study areas. Secondary data sources supplemented the primary data collected.

The information collected from each study area is organized under four major topics: Milk and milk products consumption, Milk and milk products retailing and distribution; cooperative action; and private processors. In addition, import and export of milk and milk products, and an overview of dairy processors, retail outlets and their linkages are highlighted. Overall, collective and private milk processors and retailers play a significant role in the dairy value chain by linking producers with consumers. Processors generally operate under substandard required capacity - both material and technical. Most large private processors are concentrated in and around Addis Ababa to consciously exploit the high market demand for dairy products by higher income urban populations. Most processors (collective and private) operate at levels below installed capacity due to the limited supply of milk. Processors also report product packaging problems which are aggravated by seasonal supply and demand fluctuations.

### IR1: Strategy 9 – Women Entrepreneurship and Leadership Development

Under Strategy 9, the AGP-LMD project develops the skills of women entrepreneurs engaged in the livestock sector, and works to create an enabling environment for these women to successfully operate their businesses. While female participation in livestock labor activities is quite high, women as a group are underrepresented in business and marketing activities - particularly in leadership positions.



Picture 5 - Women Entrepreneurship and Leadership Training Graduates (February 15)

The AGP-LMD project's Women Entrepreneurship and Leadership Development strategy identified 120 (MLA 45, Dairy 75) women entrepreneurs for assistance. Capacity needs assessments of the identified women entrepreneurs were conducted for Amhara and Oromia regions in August 2014, and for Oromia and Tigray in September 2014. Based on the needs assessment, five training modules were identified. The Women Entrepreneurship and Leadership training program was developed to address business management and leadership skills in an incremental way, first by providing them with the new skills, then allowing the women to apply them in their own environment, and after a month, returning for the next training module. These training sessions were conducted for 107 (35 MLA, 72 Dairy) women in the four AGP-LMD regions by the Organization for Women in Self Employment (WISE) in Year 3. Trainings were supplemented by local study tours during which time women were able to see successful examples of other livestock business activities and successful women role models. All 107 women took part of a study tour to Oromia Region in February 2015.

TABLE 5 – Number of Women Entrepreneurs Trained in Business and Leadership				
Type of Training	Regions	Beneficiary Sector		Total
		MLA	Dairy	
<b>Women Entrepreneurship and Leadership Development (5 modules over five months)</b>	Amhara	12	14	26
	SNNPR	9	22	31

TABLE 5 – Number of Women Entrepreneurs Trained in Business and Leadership				
Type of Training	Regions	Beneficiary Sector		Total
		MLA	Dairy	
	Oromia	7	24	31
	Tigray	7	12	19
<b>Total trained</b>		<b>35</b>	<b>72</b>	<b>107</b>

As part of its strategy, the AGP-LMD project continues to promote the trained women entrepreneurs at MSP meetings conducted in each region. The meetings are intended to reward outstanding achievements, promote women entrepreneurs within their broader community, and showcase women entrepreneurs who can serve as role models for other women. Out of the total number of trainees, eight trainees (two from each region) were selected from the two value chains as role models and recognized by MSPs.

In 2014/15, AGP-LMD, jointly with AGP-AMDe, organized the Women in Agribusiness Leadership Network National Conference in Addis Ababa. The conference brought together women leaders in agribusiness to share their experiences and to create opportunities for networking and collective action. Eighty women from the first round of AGP-LMD's women entrepreneurs and leadership training participated in the conference and shared their experiences.

The AGP-LMD project provided individual coaching to support the trained women entrepreneurs. In order to develop an institutionalized, sustainable coaching program, the project first organized a TOT on business coaching for 19 (eight female) selected regional government experts. These coaching candidates received their own instructions from October 15 to October 18, 2014. These senior trainers then cascaded the business coaching training to an additional 77 (29 female) woreda-level government experts in the four regions in January and February 2015.

TABLE 6 – Government Experts Trained on Business Coaching				
Type of Training	Region	No. of Participants by Sex		Total
		M	F	
TOT Business Coaching TOT for regional experts (Oct 15-18)	Amhara	5	1	6
Same training	SNNPR	3	2	5
Same training	Oromia	1	2	3
Same training	Tigray	2	2	4
Same training	Federal AGP Gender		1	1
<b>Total</b>		<b>11</b>	<b>8</b>	<b>19</b>
Woreda experts trained on business Coaching (Feb. 9-11)	Amhara	23	5	28
Same training (Jan 21-23)	SNNPR	13	9	22
Same training (Jan 26-28)	Oromia	7	11	18
Same training (Jan 12-14)	Tigray	5	4	9
<b>Total</b>		<b>48</b>	<b>29</b>	<b>77</b>

TABLE 7 – Year 3 Women Entrepreneurs Coaching Activities				
Month	Women engaged in MLA	Women engaged in Dairy	Total women coached	Region
March 2015	3	7	10	Oromia, SNNPR
April 2015	6	14	20	Amhara
May 2015	7	14	21	Tigray
June 2015	7	14	21	Oromia
<b>Total</b>	<b>23</b>	<b>49</b>	<b>72</b>	

Between March and June 2015, coaching activities were conducted by trained woreda experts for 72 (23 MLA, 49 Dairy) women entrepreneurs across all four AGP-LMD project regions. These woreda coaches

continue to support the women entrepreneurs in their work. One challenge observed in some of the woredas is high staff turnover. In an attempt to address this issue, refresher trainings on coaching will be conducted in the future, and will include new regional and woreda level government staff.

In Year 3, a study was commissioned and completed on women appropriate technologies and practices for women entrepreneurs in the livestock value chain. Results of the study were presented to and discussed with invited stakeholders and technical experts. Following the recommendations emanating from these discussions, results of the study will be incorporated into the AGP-LMD project technical program, and disseminated in Year 4 during farmer field days.

To facilitate improvement in the efficiency and profitability of technical experts of their businesses, awareness creation workshops on Information and Communication Technologies (ICT) were conducted for trained women entrepreneurs. Follow-up training will be conducted by the AGP-LMD project ICT team in collaboration with the Ethiopian Agriculture Transformation Agency next year.

## Component 3: Spur Investment and Innovation

### IR 1: Strategy 10 – Stimulate Investments and Access to Finance throughout the VC

#### Using Innovation Grant Funds to Strengthen the Value Chain Businesses

By the close of Year 3, the AGP-LMD project can report **21 grants under implementation**. Each of these grants has a fully executed grant agreement approved by both USAID and CNFA. Grant agreements include Environmental Review Reports (ERRs) and business plans.

To allocate these grant funds, the AGP-LMD project issued two RFA’s under its Innovation Grant Fund program. The solicitation for RFA 1 took place during Year 2 and resulted in 78 submissions and the identification and selection of 21 potential grantees. The solicitation for RFA 2 took place during Year 3 and resulted in 52 submissions, which met the solicitation’s general requirements.

To facilitate comparison of the applications, submissions were categorized by type of operation i.e. cooperatives, enterprises, and women-owned businesses. The Technical Evaluation Committee (TEC) then further evaluated the applications for their innovative approach in addressing: livestock value chain constraints, their impact on business growth, household income, employment, and other criteria. The TEC also scrutinized financial statements supplied with individual applications to determine likely viability of the proposed activity. This round of evaluation reduced the field of candidates to 32.

Technical specialists from the IR1, MLA, and dairy teams were then assigned as ‘Account Managers’ to each of these candidates to work with them in completing a standardized Grant Application Summary. This summary detailed the activities to be undertaken, its impacts on specific value chain constraints, market development, incremental household income, and employment (disaggregated by gender). These Grant Application Summaries were complemented by case-specific financial analyses (cash flow, and profit and loss projections) based on current and historical records provided by the applicant, and local market studies (supply and demand, price data). Once this process was completed, the Senior Livestock Value Chain Advisor reviewed the summary application, and those summaries that were technically approved, were passed on to the Chief-of-Party for final review.

Although thorough, the evaluation process is tedious. The Mid-Term Review team thus recommended that the grant award process be brought to ‘orderly completion’ to allow sufficient time for those grants awarded, to mature, and demonstrate impact over the second half of the project’s life. It was jointly concluded by USAID project management and the AGP-LMD project to limit the additional RFA 2 grant awardees to 22 (four grant applications had already been finalized and forwarded for USAID approval in the third quarter of FY ’15). Meetings were held with the AGP-LMD project regional teams, account managers, and finance and investment staff to re-examine the status of the remaining applicants. Readiness-to-implement, financial preparedness, severity of the constraints addressed, and time to reach maturity were some of the criteria used to determine award priorities. This process culminated in a final list of 22 candidates for consideration. Thus, at the end of Year 3, the project created a list of 47 selected grantees, of which 21 are grants under implementation (valued at \$2,067,500) and 26 grants under development (valued at \$2,0001,680).

TABLE 8 – Grants Under Implementation	
VC Focus	Grant
<b>Dairy (14)</b>	Project Mercy
	Evergreen Integrated Milk Production and Process
	Harme Milk and Milk Product PLC/ Dairy Laboratory
	Anno Agro Industry PLC Anno Agro Industry PLC
	Elemtu Integrated Milk Industry Share Company
	Gobe Improved Heifer Multiplication and Integrated Agro Business Company
	Life Agro Industry
	Yakla Milk and Milk Products Trade Private Enterprise (Yakla)
	Martha Kassa Milk and Milk Products Shop
	Almi Milk Processing Factory
	Kal-Mer Dairy & Milk Processing Enterprise (KM-DMPE)
	Emebet and Her Children Milk & Milk Products PLC
	Abeynesh Gizaw
	Serk Addis Dairy
<b>MLA (3)</b>	Yakalaget Export/Import PLC Mobile Abattoir Establishment
	Dr. Amsalu Mobile Butcher (DOT Net)
	S&S Farms PLC

TABLE 8 – Grants Under Implementation	
VC Focus	Grant
Input Suppliers(3)	Addis Livestock Production and Productivity Improvement Service (ALPPIS)
	Ethio-Feed PLC (Feed Expansion project)
	GUTS Agro Industry Plc
Financial (1)	Kifiya Financial Technology PLC

In addition to officially signing and implementing the aforementioned 21 grants under contract, the AGP-LMD project also worked with 26 other entities. At the close of Year 3, the project is proud to report that **26 grants are under development**. These 26 grants under development are in various stages of maturity, with the various required grant documentation and management paperwork being compiled for review from CNFA and USAID. Of these 26, 18 are dairy and eight are MLA grants. At the close of Year 3, the grantees listed in the table below were already deeply engaged with the AGP-LMD project staff on the following activities:

- Site-documentation to verify validity of grant proposal;
- Financial audit to verify ability of grantees to “match” the grant investment;
- Environmental Review Reports (ERRs) and Environmental Mitigation Management Plans (EMMPs) prepared, including site visits;
- Development of detailed business plans (including cash flow analysis and profit/loss statements);
- Initial procurement specifications drafted and vendors contacted for non-expendable products (NXP);
- Appointment of internal AGP-LMD Project Account Manager; and
- SAM/Non-Terrorist checks of each grantee.

Building on these activities completed in Year 3, the project anticipates to have fully executed grant agreements for those applicants listed in the table below the end of Quarter 1 in Year 4.

TABLE 9 – Grants Under Development	
Status/Remark	Grant
Approved by COR; Awaiting CO Approval (6)	Tigray Multipurpose Marketing Federation
	Yetnora Dairy Farmers Cooperative Union (FCU) in Gojam
	Bokra Farmers’ Cooperative Union
	Biftu Berga Dairy Cooperative
	BahirDar Dairy Cooperative
	Azu Dairy Farm
Awaiting COR approval (1)	Selale Dairy Cooperative Union
CNFA Reviewing Grant Agreement Docs (2)	Dr. Alemtsehay
	Jantekel Dairy Development Marketing Cooperative Union Limited
Preparing Grant Agreement Docs (17)	Gugufu Sheep Breeding Center PLC
	Angolola Primary Dairy Cooperatives
	Tsige Milk Production and Processing
	Sarotin Milk
	Zewde Bitew Dairy Breed Improvement
	Senga Madileb Meat Processing
	Rut and Hirut Milk Cow Breeding, Dairy Production and Processing Plc
	Halal Food Industries PLC
	Awash Melkasa Agro-Industry
	Hirut Dairy Products Distributor (HDPD)
	Fikirte Dairy Processing Plant
	Siket Cattle Fattening Women Cooperative
	Moringa Farms PLC
	Egna Legna Fattening and Dairy Cattle Enterprise
	Aberash Workneh
Abergelle International livestock Development PLC	
Bizunesh Animal Husbandry	

The majority of **Dairy Value Chain innovation grants** target constraints in the middle of the dairy value chain. The project has strategically selected ‘anchor’ or ‘cornerstone’ grants, which were chosen with the belief that these enterprises have the potential to significantly increase collection and processing capacity - supporting Strategies 4 and 5 under Component 2. By focusing grant funds into these enterprises, AGP-LMD can create a ‘pull’ effect, drawing raw milk from the informal into the formal value chain, stimulating existing dairy farmers to undertake measures to increase their productivity, and providing the incentive for interested farmers on the periphery of the value chain to enter into milk production.

The majority **MLA Value Chain innovation grants** target increasing supply capacity and sophistication of slaughter and meat processing services - supporting Strategy 5 under Component 2.

In addition, innovation grant awards were also made to enterprises providing **production inputs and direct or embedded support services** - such as feed or AI services - supporting Strategies 2 and 4 under Component 2.

To address the critical constraint of limited access to finance in both the dairy and MLA livestock value chains, one of AGP-LMD’s earliest innovation grants was made to an ICT-company pioneering mobile banking solutions for rural Ethiopia –supporting Strategy 10 under Component 2.

It should be noted that the matching nature of the AGP-LMD innovation grants leveraged USG funds to attract matching investment and to date, the project can report grant matching valued at \$4,740,705 - a ratio over the 2:1 target ratio. Although attracting significant private investment from outside sources, AGP-LMD grants are relatively moderate in size, ranging in value from \$66,000 - \$99,979 with an average of \$92,201. The attraction of this external investment is a recognition of their strategic significance and economic potential to the livestock sector in Ethiopia.

Many of AGP-LMD’s anchor grants awarded in Year 2 matured over the course of 2015, achieving notable results, as seen in the text boxes below.

### **Stimulating Investments and Access to Finance**

During Year 3, the AGP-LMD project achieved significant results in facilitating and leveraging investments into the dairy, meat, and live animal value chains. The project assisted ten businesses to access \$4.7MM in loans from local banks, and to invest \$5.5MM of their own funds into these value chains. As a result, nearly 150 jobs were created and five businesses in dairy and meat processing adopted new technologies. Moreover, these investments created market access to over 1200 smallholder farmers as suppliers of raw milk or live animals to the newly created expanding companies.

Under the capacity-building component of Strategy 10, AGP-LMD trained 18 Business Development Services (BDS) providers and prepared 38 businesses for bank loans. The project’s support included revising and upgrading business plans, completing loan application packages, and connecting livestock businesses with lending banks.

Under the same strategy, the AGP-LMD project organized four high-level regional livestock investment forums. More than 100 businesses took part in these forums and a substantial number of these businesses were local and foreign investors. In addition to businesses and investors, the forums were attended by high-level government officials from the Ministries of Agriculture, Trade and Industry, as well as federal and regional investment commissions and staffs from other major developmental partners.

Details of the aforementioned activities and achievements are described below:

#### **Over 150 businesses identified and screened for equity investment opportunities**

During Year 3, the AGP-LMD project identified and screened 151 livestock businesses from all four regions to evaluate their suitability to link with interested investors (Activity 1.3.10.2.1.1&2). More than 95% of the preliminary identification and screening work was completed during the preparatory stages of the regional investment forums, while the remaining 5% was performed over the course of Year 3 as needed.

In addition, the project conducted extensive media, promotional, and marketing activities to enlist businesses for investment opportunities, as well as physical scouting of businesses in the regions. Of the businesses surveyed, close to 70% (~100) demonstrated potential for investment linkages and as a result the project provided further support to these businesses.

#### **Over 100 businesses prepared and connected with investors through investment forums and individual meetings**

Over the course of the reporting period, AGP-LMD managed to prepare and connect over 100 businesses to investment opportunities – 17 percent of the businesses were owned by women. The businesses received project support in preparing business profiles, and were coached on how to pitch their businesses to investors before they were connected to investors during the forums. Due to a higher than expected attendance rate to the regional investment forums, the AGP-LMD project exceeded the anticipated amount of achievements.

Of the connections created during the forums, there were serious investment leads involving 20 livestock businesses and 13 investor companies (10 local; 3 foreign). A US-private equity investment brokerage firm and social investment funds from the US, Singapore, and the Netherlands were among the companies interested in investing in the livestock sector. The forums also helped 30 businesses create vital connections for sales relationship and partnerships with other actors in their respective dairy, meat, and live animal value chains.

Local businesses engaged in animal feed production and processing, heifer production, dairy production and processing, live animal fattening and export, meat processing and export pitched themselves to investors during the forum. Animal feed businesses, dairy farms, and dairy processing companies received the most interest from investors. During Year 4, AGP-LMD will follow-up on promising leads to ensure that they result in actual investment deals between investors and businesses.

In addition to businesses and investors, the forums were attended by high-level government officials from the Ministries of Agriculture, Trade, and Industry, as well as federal and regional investment commissions, and other major developmental partners. This has created opportunities for livestock businesses to directly present their challenges; mainly in relation to access to land, credit, and infrastructure (e.g., electric power).

### **38 businesses identified and screened for debt financing (bank loans)**

During Year 3, AGP-LMD identified and screened 38 livestock businesses from the four regions for access to credit support (Activity 1.3.10.2.3.1&2) – 50 percent (19 of the businesses) were women owned. The businesses are engaged in various activities along the livestock value chain such as: shoats and cattle fattening, live animal export, meat processing, dairy farming, and milk processing. Their financing needs can be categorized into working capital for raw material and operations, purchase of machinery and equipment, purchase of vehicles and tractors, advance for import/export, and loans for various construction purposes.

In evaluating the suitability of businesses for bank loans, the project reviewed their business plans, conducted site visits, and gathered information from promoters and other stakeholders. Based on the results of the assessment, the project screened and selected about half of the businesses that applied for support this year for further assistance.

### **10 livestock businesses assisted to access over \$4.7 million USD in loans from local banks**

During Year 3, AGP-LMD assisted 10 livestock businesses to access \$4.7MM in loans from commercial banks in Ethiopia (Activity 1.3.10.2.3.4 & 5) – five (50%) of the 10 businesses that received loans were women owned. Approximately 75 percent (\$3.6 million) of the value of the loans were facilitated through the Development Credit Authority (DCA) loan guarantee program, while the balance was facilitated without credit guarantees. Beneficiary businesses invested a total of more than \$5. million USD of their own funds towards their respective projects.

Borrowing businesses ranged from small, to medium and large businesses, with loan sizes ranging from \$20,000 to over \$3MM. In general, meat and live animal businesses tend to have much larger financing requirements than dairy businesses, although this varies depending on the businesses’ stage of growth, area of business, and level of engagement.

Beneficiary dairy processing companies received a combined average of 7,000 liters of raw milk per day from about 800 smallholder farmers. Averaging nine liters/farmer/day, which at an average price of about nine Birr/liter will translate into just over 80 Birr (four USD) of daily income for each smallholder farmer. Similarly, beneficiary live animal fattening and export companies reported purchasing close to 8,000 cattle from 400 farmers and 3,000 shoats from about 60 farmers. One average, a typical smallholder farmer supplies 20 cattle and 50 shoats at a time. This translates to a per transaction income of 25,000 Birr (at 500 Birr/unit) for shoat farmers and 140,000 Birr (at 7,000 Birr/unit) for cattle farmers.

Detailed descriptions of beneficiary businesses by loan size in ascending order (from the smallest to the largest) is provided in the table below.

<b>Name of business</b>	<b>Borrowed (USD)</b>	<b>Own investment (USD)</b>	<b>Type of business</b>	<b>Region/town</b>
<b>Age’e Dairy Farm (F)</b>	\$20,000	\$30,000	Dairy farm	Oromia/Nequemt
<b>Belaj Technology (F)</b>	\$50,000	\$50,000	Dairy equipment import	Addis Ababa
<b>Emebet &amp; Her Children Dairy Processing (F)</b>	\$60,000	\$80,000	Cheese production	Amhara/B/Dar
<b>Emiru Fattening</b>	\$60,000	\$200,000	Live animal fattening	Oromia/Adama

TABLE 10 – Loan beneficiaries				
Name of business	Borrowed (USD)	Own investment (USD)	Type of business	Region/town
Excel Agro Industry	\$250,000	\$500,000	Live animal fattening	Oromia/Meki
Mulu Dairy Farm & Processing (F)	\$150,000	\$350,000	Dairy farm & processing	Tigray/Mekele
Hirut & Rut Dairy Processing (F)	\$175,000	\$600,000	Dairy farm & processing	Amhara/D/Birhan
Borena Dairy	\$225,000	\$115,000	Dairy farm	Oromia/Adama
Kegna General Trading	\$850,000	\$1,200,000	Live animal fattening	Oromia/Adama
Verde Beef Plc	\$3,050,000	\$2,400,000	Feedlot and beef export	Oromia/Ziway

### 18 BDS providers trained to provide support to women owned businesses

During Year 3, AGP-LMD identified and delivered a TOT to 18 Business Development Service (BDS) providers. The trainees provided BDS to 22 women applicants of the RFA-2 AGP-LMD Innovation Grant in August 2014. The support included a three-day training on Enterprise Management Skills, and two days of assisted work to complete their grant applications.

In Year 4, AGP-LMD plans to partner with the Dairy Development Program of the Dutch Embassy, and expand the BDS capacity building program to a larger scale. Discussions had during Year 3 with representatives of the Dutch program were positive.

### Six financial products developed and being considered for piloting

A commissioned financial diagnostic study identified and proposed five financial product concepts for testing with financial institutions early this year (Activity 1.3.10.2.6). Although at least two of the product concepts were believed to be of practical relevance and applicability, AGP-LMD was not able to find financial institutions willing to test these product concepts. Possible push back from the National Bank and high cost of piloting were among the major reasons mentioned by financial institutions for pulling back. In due consideration of the high level of motivation and engagement required at the higher management level of financial institutions, the project plans to leverage the DCA and IP relationships at the regional level to obtain buy-in from banks or MFIs to pilot test these products.

In addition, AGP-LMD is currently reviewing a proposal to develop micro-insurance products for livestock. If the product concepts are fully developed, they will be piloted under the grant supported activities that Kifiya Financial Technologies (KFT) is undertaking in collaboration with Sidama MFI. Buy-in is expected to be gained through leveraging our grants to dairy and live animal cooperatives (potential clients of the proposed system) and KFT. Furthermore, the AGP-LMD project will strongly work with implementing partners in designing and presenting a model that clearly makes the business case for all parties participating in the scheme.

### Assisted the development of a mobile banking solution for livestock businesses

AGP-LMD provided a grant to Kifiya Financial Technologies, for the creation of a mobile banking platform that would host financial services for livestock businesses in the SNNPR. The mobile banking solution created by KFT in collaboration with Sidama MFI was launched in Wondogent of SNNPR.

Partners have thus far enrolled over 200 savings clients onto the platform. Based on Sidama MFI's request, clients are being enrolled for saving mobilization only. KFT and Sidama plan to add-on other financial services such as credit and micro-insurance services for livestock in the future. In this regard, the AGP-LMD project is working with KFT to develop financial services that are better aligned with project objectives and add more value to livestock businesses (Activity 1.3.10.2.8).

TABLE 11 – Summary Component 3 Activities in Year 3	
Component 3 Activities	Explanation for Deviation (if applicable)
<p><b>Support equity investment in VC businesses</b></p> <ul style="list-style-type: none"> <li>Identify businesses interested in equity investment (Target 30MLA/30Dairy; Actual 72 MLA/79Diary)</li> <li>Evaluate businesses for suitability of equity investment (Target 30MLA/30Dairy; Actual 72MLA/79Dairy)</li> </ul>	<ul style="list-style-type: none"> <li>Target exceeded due to the well-attended regional investment forums this year.</li> </ul>

**TABLE 11 – Summary Component 3 Activities in Year 3**

Component 3 Activities	Explanation for Deviation (if applicable)
<ul style="list-style-type: none"> <li>• Prepare businesses for equity investment (soft support): building profiles of businesses and coaching (Target 15MLA/15Dairy; Actual 40MLA/47Diary)</li> <li>• Prepare businesses for equity investment (hands-on support): financial and management due diligence (Target 3MLA/3Dairy; Actual 3MLA/2Diary)</li> <li>• Identify interested investors and connect them with livestock businesses (Target 26MLA/25Dairy; Actual 25MLA/26Diary)</li> </ul>	
<p><b>Develop localized Business Development Services (BDS) providers (private)</b></p> <ul style="list-style-type: none"> <li>• Conduct BDS capacity building needs assessment (Target 1; Actual 1)</li> <li>• Develop training materials (Target 3; Actual 3)</li> <li>• Identify BDS candidates (Target 25; Actual 18)</li> <li>• TOT to deliver training to BDS providers (Target 25; Actual 18)</li> <li>• Refresher Training to BDS providers (Target 50; Postponed)</li> <li>• Delivery of BDS Services to Livestock VC businesses (via vouchers and other methods) (Target 100; Actual 44)</li> </ul>	<ul style="list-style-type: none"> <li>• This activity was de-prioritized to invest resources on activities that more directly contribute to project/strategy targets this year. As well as exploit possible collaboration opportunities with a BDS program of the Dutch Embassy in Y-4.</li> </ul>
<p><b>Support debt financing to VC businesses</b></p> <ul style="list-style-type: none"> <li>• Identify businesses interested in debt financing, and the type of financing needed (working capital, medium and long term loans) (Target 10MLA/10Dairy; Actual 15MLA/23Dairy)</li> <li>• Evaluate suitability of businesses for debt financing (Target 10MLA/10Dairy; Actual 12MLA/22Dairy)</li> <li>• Prepare businesses for debt financing (soft support): recommending changes to business plan and advising on licensing and other requirements for loan applications (Target 3MLA/3Dairy; Actual 6MLA/13Dairy)</li> <li>• Prepare businesses for debt financing (hands-on support): revising/upgrading business plans and building project profiles/summaries (Target 7MLA/7Dairy; Actual 6MLA/13Dairy)</li> </ul>	<ul style="list-style-type: none"> <li>• Combined targets met or exceeded for most of the sub-activities. Any deviations from target are due to this activity being demand driven.</li> </ul>
<p><b>Prepare businesses for debt financing (hands-on support): revising/upgrading business plans and building project profiles/summaries</b></p> <ul style="list-style-type: none"> <li>• Referral to banks with credit guarantees (i.e., DCA) (Target 7MLA/7Dairy; Actual 6MLA/13Dairy)</li> <li>• Referral to banks without credit guarantees (Target 3MLA/3Dairy; Actual 2MLA/1Dairy)</li> <li>• Training to livestock businesses (business and financial trainings) (Target 15MLA/15Dairy; Actual 6MLA/16Dairy)</li> </ul>	<ul style="list-style-type: none"> <li>• Target largely met</li> </ul>
<p><b>Training to banks in risk management</b> (Target 30 Banks/15 people; Postponed)</p>	<ul style="list-style-type: none"> <li>• This activity was postponed to Year 4 to give time for the recruitment of high caliber international consultant to deliver the training.</li> </ul>

<b>TABLE 11 – Summary Component 3 Activities in Year 3</b>	
<b>Component 3 Activities</b>	<b>Explanation for Deviation (if applicable)</b>
<b>Design and pilot financial products/models</b> (Target 1; Postponed)	<ul style="list-style-type: none"> <li>• Obtaining high level buy-in from banks/MFIs is taking more time than initially anticipated</li> </ul>
<b>Organize/sponsor forums for the financial sector</b> (Target 1; Actual 4)	<ul style="list-style-type: none"> <li>• Target exceeded due to the regional investment forums</li> </ul>
<b>Financial assistance to financial businesses - measured as milestones met within grant agreements</b> (Target TBD; Actual 2)	

## Component 4: Improve the Enabling Environment of Livestock Value Chains

The AGP-LMD project is engaged with public and private institutions to enhance their capacity in policy formulation, enforcing regulatory frameworks, and providing adequate services. It has been working to attain the 12 targeted policy, procedure and administrative changes required to create a more conducive environment for the optimal operation of the value chains. Thus far, the AGP-LMD project supported the Government of Ethiopia in introducing institutional and policy reforms, and improving regulations and procedures on seven issues, which are at different stages of adoption.

**TABLE 12 – Seven Policy Issues at Different stages of Adoption**

No	Seven areas of Improvement	Stage of adoption
1	Rural land rent for enterprises has increased in Amhara region from 5-8 years to 25 years	Passed
2	Live animal trading proclamation	Passed
3	Proclamation for establishment of veterinary statutory body	Under development
4	Proclamation on animal health, welfare and veterinary public health	Under development
5	Livestock Identification and Traceability System	Implementation
6	Public Private Partnership (PPP) for managing livestock services	Implementation
7	Policy analysis to point out the key challenges in live animal trading proclamation. These also includes the various forums AGP-LMD organized to clarify provisions in the proclamation	Implementation

### IR2 – Strategy 1: Facilitate and Empower Stakeholders for Policy Reform and Advocacy

One of the means for advocating reform and change is supporting livestock value chain actors in establishing forums and facilitating policy dialogue at the regional and federal levels. The AGP-LMD project thus supported the formation of livestock working groups in each of the regions and at the federal level. The respective regional working groups met four times in the course of Year 3, and a total of 21 working group meetings were organized (16 at the regional level and five at federal level). The livestock working groups identified the policy issues specific to each region, deliberated on the mechanisms for advocacy, and set up the agenda for the larger multi-stakeholder platforms.

All eight MSPs organized during Year 3, especially those in the regions, were successful in creating a vibrant discussion forum for stakeholders in the value chain. Government authorities also actively participated in the MSPs and pledged to play their part. Some of the key outcomes were as follows:

- Participants in all MSPs agreed that land allocation, size, and short lease periods are the primary bottlenecks for livestock investment. The Amhara region adopted land use planning practices from Tigray by extending leasing of rural land from what was five to eight to 25 years.
- The growing shortage of livestock feed was a major issue discussed in all of the MSPs, along with the need for conscientious extension efforts to enhance production and productivity of available feed resources. MSPs indicated that the distribution and use of inferior quality concentrate feed is one of the major problems hindering the development of the sector, and that the responsible authority should take all necessary regulatory measures to control the quality of concentrate feed.
- It was concluded that VAT on animal feed supplements is a major contributing factor to the rise in feed costs for dairy and beef production, which in turn is affecting the competitiveness of the country in the export market. The VAT issue was studied by EMDIDI and brought to the attention of authorities at the Ministry of Finance and Economic Development. The Feed Association, in collaboration with the AGP-LMD project, is pursuing the lifting or minimization of VAT on feed, in the same way that VAT on poultry feed was lifted by the government.
- The Live Animals Trading Proclamation was recognized as a bill that could modernize the livestock sector. However, some of its articles and provisions are considered as potential challenges and risks. As a result, it was recommended that the Ministry of Trade and its bureaus at the regional level (along with the AGP-LMD project) create forums to raise awareness among stakeholders, and to provide feedback on the implementation instruments (the guidelines and procedures).
- The introduction of Public Private Partnership (PPP) in the management of livestock services was well received in all federal and regional MSPs. Participants emphasized the need to develop a national PPP policy and guideline, by drawing experiences from neighboring countries. The regions showed keen interest in testing and piloting PPPs in public slaughterhouses, live animal markets, and other livestock service facilities to ensure continued service provisions.
- Proper transportation of livestock is an issue of growing importance in the international trade of livestock. Live animal exporting countries are required to comply with international transport, and welfare standards and requirements of importing countries. These escalating standards for livestock transport present a growing challenge for Ethiopia seeking expanded access to external markets.

## **LMD support on Proclamation and regulations**

The AGP-LMD project continues to support MoA in the development of a new unified policy and regulatory framework for animal health services, which complies with current scientific advances, as well as international standards and requirements of trading partners. In Year 3, the project closely worked with the MoA and the OIE legal expert team in reviewing proclamations on the establishment of a veterinary statutory body on animal health, welfare and veterinary public health, and two subsidiary regulations.

### **Support the development of standards and implementing guidelines on milk quality**

During the reporting year, the AGP-LMD project carried out a study to design a strategy on milk quality standards. The study proposed the creation of legislated national dairy regulations, the formation of a regulatory inspection service, and the introduction of a quality based milk payment (QBMP) system that improves raw milk quality through incentive payments. Moreover, the study recommended the most appropriate milk quality parameters to be included in the milk quality standard system along all stages of the value chain, and proposed applicable milk sampling and a testing framework. The study also identified training needs to run the milk quality standard system and estimate the budget for the set-up and initial rollout of the recommended QBMPs.

### **Sensitization and awareness workshop on implementation of the Live Animal Trading Proclamation for government officials, traders, feedlot operators and transporters**

The AGP-LMD project supported the regional Trade and Marketing Bureaus of Amhara, Oromia, the SNNPR, and Tigray to organize discussion forums with the objective of creating common understanding on the implementation of the new live animal trading proclamations. These forums provided an opportunity for livestock actors to discuss and debate the proclamation with relevant GoE representatives. The proclamation implementation issues were identified and discussed as follows:

- The implementation process requires substantial inputs in terms of financial investment, capacity building, changing the mindsets of producers, market actors, and law enforcement agencies.
- The feasibility of private-public-partnership in managing livestock markets, which can assure more effective and efficient use of livestock infrastructure.
- The proclamation can possibly contribute to curbing illegal livestock trading only by establishing attractive incentives for legal operators.
- The need for delineation of tasks and responsibilities between MoT and MoA and their line bureaus at the regional level to avoid duplication of efforts and competition between actors.

Representatives from the MoT and the regional Trade and Transport Bureaus are currently working on proposed solutions to these identified challenges.

### **Initiate dialogue on commercialization and privatization of animal health and slaughtering services**

The AGP-LMD project in partnership with MoA, LVC-PPD, and regional livestock agencies organized five multi-stakeholder workshops on commercialization and privatization of animal health services. During the workshops, participants overwhelmingly supported the rationalization of veterinary services delivery. It was noted that the current public sector strategy of subsidizing the provision of veterinary clinical services is not sustainable, that it adversely affects development of the private sector, constrains delivery of core public goods, and should be progressively withdrawn. It was also indicated that licensing requirements are stringent and a grace period of several years (strictly applied) should be granted before full compliance is required of new service centers - thus encouraging the establishment of private veterinary service centers.

Moreover, the AGP-LMD project supported the implementation of a two-year initiative to pilot an Ethiopian Livestock Identification and Traceability System (LITS). The primary objective of the pilot initiative will be to test LITS on a smaller scale and assess its feasibility, cost effectiveness, and viability.

During Year 3, the AGP-LMD project in partnership with the MoA and LVC-PPD organized five workshops to enrich and create awareness on the roadmap for privatization of veterinary services. The roadmap secured strong buy-in and ownership from regional livestock agencies and other stakeholders. The Public Private Partnership (PPP) study conducted by the AGP-LMD project in collaboration with other stakeholders was presented in regional and federal MSPs and other forums, thus creating increased awareness and acceptance of PPP approaches in managing livestock services.

The AGP-LMD project supported regional governments to sensitize stakeholders on the current status of meat hygiene and safety for supply to the domestic market. The urgency for significant upgrading of existing domestic abattoirs to meet the sanitary requirements for supplying hygienic and wholesome meat for public consumption was highly noted by regional governments and all stakeholders.

## **IR2: Strategy 2– Capacity Building for Public and Private Stakeholders**

### **Liquid Nitrogen Plant Technicians Training**

The National Artificial Insemination Centre in collaboration with the AGP-LMD project organized training for 17 technicians working at liquid nitrogen plants. The training resulted in an increase in NAIC's technical

capacity to conduct maintenance and serve the LN2 production plans throughout the country, which will in turn increase the efficiency of semen production, collection, and distribution centers to produce and distribute quality semen to woredas.

### **Support the capacity of regions in meat hygiene and food safety supplied to the domestic market**

The AGP-LMD project supported Amhara, Oromia and the SNNPR in conducting quick assessments of the quality and safety of meat supplied to the domestic market in 25 selected towns of the three regions. It was found that domestic abattoirs are characterized by poor standards of operation, sanitation, and hygiene. Following the assessment, regional livestock agencies organized four sensitization workshops to present their findings, and highlight the minimum standards to be followed in controlling the hygiene and safety of meat. Participants urged regional authorities to take practical steps to control the hygiene and safety of meat using the existing federal and regional laws. Twelve towns were selected to conduct additional assessments and dialogues for the implementation of a control strategy.

### **Livestock Identification and Traceability System (LITS)**

During Year 3, an MoU between USAID and the MoA was signed formalizing the piloting of the Ethiopian Livestock Identification and Traceability System (LITS) in the Borena and Abergelle areas, with support from the AGP-LMD project.

To facilitate implementation of the pilot a working group (WG), chaired by the Chief Veterinary Officer (CVO) of the Directorate of Veterinary Services (DVS) and composed of stakeholders representing the value chain, was established. With the support of the WG, a Steering Committee (SC) was established and the inaugural meeting was held in February 2015. The SC is chaired by the State Minister of Livestock and is co-chaired by the State Minister of Trade. To assist with the implementation of the LITS pilot at primary markets, two local committees were established in the Borena corridor.

#### *Field visits to project pilot sites*

Field visits were undertaken in the two primary selection sites: the Borana corridor and the Abergelle market shed. A deeper understanding of the implementation practicalities was gathered, and appraisal and feedback was obtained from a wide range of stakeholders in the value chain. All stakeholders understood and supported the implementation of the LITS pilot project.

Eleven feedlots and four export abattoir operators indicated their willingness to participate in the pilot project, and participants were advised that the animal identification devices (laser printed twin tags) would be sold at replacement costs estimated at \$1.25 per animal.

One of the most important steps in implementing the LITS pilot project is the tagging, primary health certification, and data capture at the primary markets. This entails ensuring the availability of adequate and appropriate types and diversity of staff and infrastructure at the primary markets at the start of the LITS pilot project. The MoT included staffing at primary and secondary markets, and the building and improvement of infrastructure in their new annual budget. It is envisioned that the local LITS committees will also greatly assist with addressing staffing and infrastructural issues at the primary markets.

#### *Recruitment and Procurement*

The LITS office was established at the DVS offices in the Ministry of Agriculture. The AGP-LMD project recruited two technical staff for the office, and the MoA made two staff members available to lead the implementation. Furthermore the AGP-LMD project procured two vehicles, office furniture, and equipment for the LITS office. The team is housed by the MoA.

After a competitive bid process, one company was selected to establish a customized database for the Ethiopian LITS. Under the EU-LVC PPP project, 97,500 laser-printed twin set tags, and 300 applicators were procured.

#### *Study Tour*

Sixteen representatives of relevant regional and federal organizations participated in a study tour of Namibia's state of the art LITS program (NamLITS). Participants learned key lessons for the implementation of LITS pilot project, including:

- The importance of having a national legal framework for the implementation and enforcement of animal identification and traceability.
- The need for efficient livestock movement control systems.
- Geographically focused and phased approach in implementing a pilot LIT system before large scale application,
- Ensuring stakeholder commitment from the outset for successful implementation of LITS.

Moreover, participants learned that while public funding is often essential at the outset of such projects, in order to ensure its long term sustainability, it is important that the system evolves to enable operating costs to be shared by all beneficiaries, including farmers.

### **Study on Public private partnership in livestock services**

The MoA requested USAID's AKLDP and AGP-LMD projects to assess Public Private Partnership options for the soon-to-be completed Mille Quarantine Center. A team of experts from AKLDP, the AGP-LMD project, MoT, and MoA shared their findings on PPPs for livestock services following their assessment mission to Mille, Somaliland, and Djibouti. The study findings were presented to the MoA, and during several MSPs and regional forums.

The study triggered positive discussions in all four regions, and regional authorities decided to pilot PPP arrangements in the management of live animal markets and domestic abattoirs. The SNNPR marketing and cooperative bureau, and AGP requested the project to come up with a PPP model to manage the livestock market built by AGP in the region. There is now a change of attitude and motivation to implement PPP models in managing municipal abattoirs in all four regions. The AGP-LMD project is planning to organize workshop at the regional level to discuss PPP options for livestock markets and slaughterhouses in Year 4 to help them in choosing the right models for implementation.

## Component 5: Enhance the Nutritional Status of Rural Households

The AGP-LMD project is implementing nutrition-related social behavioral change (SBC) activities mainly affecting nutritionally vulnerable groups, including children 6-23 months old, pregnant and lactating women (PLW), and people living with HIV (PLHIV) in ten deep focus woredas (Bahirdar, Dejen and Metema in Amhara, Girarjarso, Ambo, Lume and Limubilbilo in Oromia, Wondogenet and Azernet in the SNNPR, and KaftaHumera in Tigray). The expected overall outcome of IR3 is to improve the quality and diversity of household diets through the intake of livestock products.

Three strategic approaches were planned for Year 3 under the nutrition intervention. They were: (1) behavioral change communication with a focus on improving household nutrition-related behavior (particularly towards improving animal source food consumption); (2) community mobilization; and (3) creating an enabling environment (i.e. facilitating the situation for the activity to be implemented in the area where it is to be implemented) at service delivery level.

### IR3: Strategy 1– Behavior Change Communication

#### **Provide TOT to IPs and Woreda Nutrition Focal Persons on Maternal and Child Nutrition Modules for Care Groups (CGs)**

The AGP-LMD project conducted a TOT on Maternal and Child Nutrition Modules for CGs to enhance the knowledge, skills and capacity of IPs, and woreda nutrition focal persons on dietary diversification (with focus on consumption of livestock products for children aged 6-23 months and PLW); and to cascade the training to health extension workers (HEWs)/promoters and volunteers. Thirty-four trainers successfully completed the training. Subsequent to which, they were able to train 187 HEWs (167 female) and HEW supervisors (20) in the ten deep focus woredas. The trained group facilitated SBC activities in their respective woredas to increase awareness on maternal and child nutrition, particularly animal source food consumption.



Picture 6 - Cooking demonstration during training in Bahir Dar

#### **Provide Quarterly Training to CG Volunteers on Maternal and Child Nutrition Modules to be implemented through the CG Approach**

One-day long quarterly trainings on maternal and child nutrition modules were provided by trained HEWs at the kebele level, in order to enhance the knowledge and skills of CG volunteers/WDALs, and promote dietary diversification among PLW and children aged 6-23 months.

The trainings took place in Metema and BahirDar woredas in Amhara for 149 CG leaders, and in the Humera Woreda of Tigray for 643 CG leaders. During the trainings, WDALs were equipped with key maternal and child nutrition practices aimed to benefit PLWs and children aged 6-23 months. Trainees were also introduced to the CG approach, and CG volunteer roles and responsibilities necessary to effectively provide comprehensive education and counseling to improve nutrition-related behavior.

#### **Provide Training to Agriculture Extension Workers (AEWs)/Development Agents (DAs) on Dietary Diversity, Key Infant and Young Child Feeding (IYCF) Messages and Livestock Product Preservation and Storage**

The AGP-LMD project trained 225 AEWs on dietary diversity to provide them with basic knowledge of key maternal, infant and child nutrition, with focus on animal source food consumption. The trained DAs/AEWs provided nutrition messages to a total of 75,324 farmers (30,905 female) in the four regions. The transmission of the key messages is continuous, and delivered during every meeting between a DA and farmers. The provision of messages during such regular meetings influences male involvement in child and maternal nutrition practices. As a result of these rapports, male farmers agreed to purchase and allocate resources for nutritional food preparation to help support growing children.

### IR3: Strategy 2 – Community Mobilization

The AGP-LMD project organized a total of 40 nutrition campaigns (four per woreda) and community events to inform people by transmitting key nutrition messages on the importance of the first 1,000 days and safe milk and meat consumption. More than 19,308 (9,312 female) community members (mothers, fathers, and youth), and Woreda Sector Offices were reached through these campaigns.

The AGP-LMD project connected with religious leaders with the objective of using religious ceremonies and Sunday gatherings (in predominantly Christian areas) to promote the importance of children's and

mothers' nutritional wellbeing. The project specifically reached out to religious leaders in the Amhara and Tigray regions, where the vast majority of the population is Orthodox Christian, as children in both regions mostly do not consume animal source food during fasting seasons.

The AGP-LMD project organized a one-day workshop for 300 religious leaders of the Muslim, Orthodox and Protestant faiths. The training, conducted in all four regions, focused on the importance of the first 1,000 days, the benefits of feeding children under two animal source food, and the importance of children's and mothers' nutritional wellbeing. The purpose of the training was to raise awareness among religious leaders on the importance of children's and mothers' nutritional wellbeing, thus ensuring that they can educate their respective communities on key nutrition issues during religious ceremonies and gatherings.

Religious leaders were encouraged to serve as key actors in efforts geared towards bringing positive nutritional behavioral change among followers to improve awareness on child nutrition. As religious leaders play a major role in determining who will need to fast, their understanding of the impact of stunting on the physical, and cognitive development of children is crucial. Moreover, they are in the best position to provide counseling regarding animal source food consumption for children, pregnant and lactating mothers.

The AGP-LMD project plans to work closely with religious leaders, particularly in Amhara and Tigray to document the changes related to animal source food consumption by children, pregnant and lactating mothers, during long fasting seasons, and their positive or negative contribution in reducing stunting.

### **Conduct Nutrition Education and Cooking Demonstrations Focusing on Livestock Products at Health Post (HP) Level Once Per Month**

During Year 3, dietary diversity education and cooking demonstrations were conducted in all ten deep focused woredas. The activity aimed to increase mother/care giver knowledge and skills regarding the best ways to diversify their children's diet from locally available food and livestock products. A total of 5,520 participants (5,401 female) attended the nutrition education and cooking demonstrations, and a total of 22,803 (11,464 female) under-five children benefited as a result of their mothers' and fathers' participation. Following the nutrition education and demonstration sessions, mothers were better equipped to implement what they learned, resulting in more diversified diets at the household level.



Picture 7- Nutrition education and cooking demonstration in Humera woreda of Tigray

Schools are also important for AGP-LMD's nutrition messaging on the importance of safe milk and meat consumption, on HIV/AIDS prevention, and the importance of nutritious food consumption by PLHIVs. The AGP-LMD project established 31 school nutrition clubs in all ten deep focus woredas. It was noted that youth are more open to change and easily influenced by their peers. The school nutrition clubs thus play a major role in transmitting nutrition messages to the school community, their peers and their families on safe milk and meat consumption, as well as HIV/AIDS.

### **IR3: Strategy 3 – Influencing the Enabling Environment at the Program and Service Delivery Level**

#### **Establish Woreda Level Nutrition and HIV/AIDS Taskforces, and Conduct Meetings with the Taskforce to Assess the Progress made by LMD Nutrition-HIV/AIDS related Activities.**

The AGP-LMD project established nutrition and HIV/AIDS taskforces in the ten deep focus woredas. The taskforce members include woreda administrators (serving as chairpersons), the agriculture office heads, health office heads, education office heads and representatives from women, children, youth affairs etc. The AGP-LMD project organized 32 taskforce meetings where the project's progress is presented, challenges pertaining to nutrition and HIV/AIDS interventions are discussed, so that solutions on how to overcome the challenges were deliberated and agreed upon.

<b>TABLE 13 – Activities Carried Over to Year 4</b>	
<b>Activities</b>	<b>Reason for remaining</b>
Reach pregnant and lactating mothers with maternal and child nutrition messages for behavioral change through GC volunteers	Not yet started because CG volunteer training is not completed
Disseminate nutrition SBC materials aimed at pregnant and lactating mothers with children under two years of age and PLHIV through maternal and child health and ART clinics, etc.	Waiting for approval from USAID
Provide training to PLHIV saving and credit association leaders on dietary diversity, consumption and preservation of safe livestock products and hygiene and sanitation	Waiting on approval of the Training manual from USAID to conduct the training
Reach PLHIV with nutrition SBC messages through trained saving and credit association leaders and health workers	Same as above

<b>Activities</b>	<b>Reason for remaining</b>
Organize radio programs to help raise interest and community dialogue and discussion on nutrition issues (radio spot for one month, online discussion)	Ongoing
Distribute nutrition SBC materials (posters, flyers, flip charts) to school children, health facilities and other key points in the woreda	Waiting on approval from USAID to print and distribute
Identify and certify model individuals and families and disseminate their practices widely through the CG model	Waiting for training on SBC and completion of the whole module
Support grassroots mass media interviews with parents, women’s group leaders and kebele officials regarding their roles (local radio/ TV programs to promote nutrition at large)	Ongoing
Prepare success stories and lesson learned on nutrition- and HIV-related activities to share with taskforces, the government and partners	Ongoing

### HIV-AIDS PEPFAR WRAP-AROUND ACTIVITIES

The HIV/AIDS wraparound activities of the AGP-LMD project focus on improving the household economic and nutritional status of HIV/AIDS affected and infected households by linking People Living with HIV (PLHIV) with economic strengthening activities. The core activities accomplished in Year 3 include identification, selection, and orientation of potential beneficiaries on the Economic Strengthening intervention of the AGP-LMD project. Training was also given on community level savings and credit group formation and management, as well as business selection, planning, and management provided to woreda level facilitators, technical teams and potential beneficiaries. To enhance project performance, technical assistance was given to regional AGP-LMD project staff.

#### **IR3: Strategy 4 – Identify Strategic beneficiaries and Intervention Areas**

##### **Identify and provide orientation to the selected beneficiaries about Saving Group Formation**

Main activities include selection and orientation of beneficiaries on the savings and credit approach, and the overall HIV/AIDS Economic Strengthening (ES) intervention of the AGP-LMD project. During Year 3, 1,096 beneficiaries were selected, and a half day orientation provided to selected beneficiaries on the benefits of group savings, and the project’s PLHIV economic empowerment intervention modalities. The orientation was provided to the selected group, before they enrolled in the savings group formation and loan management training. The orientation was designed to inform beneficiaries and assist in decisions related to ES intervention.

Identification and selection of potential beneficiaries was not done in KaftaHumera Woreda of Tigray, due to most residents’ mobility and movement in search of jobs and business activities. It was learned that close follow up of identified PLHIVs, and ensuring that ES intervention is one of the means to create job opportunities for potential beneficiaries would reduce mobility.

#### **IR3: Strategy 5 – Provide Capacity Building**

##### **Provide training on saving and Credit Group Formation and Loan Management**

A four-day ToT on savings and credit group formation and loan management (SCG) was provided to 32 participants composed of project staff and woreda technical teams from Amhara, Oromia, the SNNPR, and Tigray. The main objective of this training was to enable participants to understand the general principles and benefits of saving in groups, acquiring the skills and knowledge to create and manage community-based savings and credit groups, and cascading the same training to PLHIVs enrolled in ES intervention. Participants were evaluated at the end of training, and confirmed as being eligible of delivering the same training for selected beneficiaries at the community level.

<b>Regions</b>	<b>TOT participants</b>		<b>Total</b>	<b>PLHIV SCG training participants</b>		<b>Total</b>	<b>Remarks</b>
	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>		
Oromia	17	4	21	96	226	<b>322</b>	
SNNPR	6	4	10	64	156	<b>220</b>	
Amhara	-	-		66	192	<b>258</b>	TOT training was given in the previous year II (2013/14)
Tigray	1	0	1	-	-	-	TOT training was given in the previous year II (2013/14)

<b>Total</b>	<b>24</b>	<b>8</b>	<b>32</b>	<b>226</b>	<b>574</b>	<b>800</b>	
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Similarly, a total of 800 beneficiaries attended a four-day training on savings group formation and loan management. The training was given by woreda level technical team, and HIV/AIDS and nutrition focal persons that previously received ToT training. By the end of the training, beneficiaries were organized to form 52 savings and credit groups.

#### **Provide Business Selection, Planning and Management (SPM) Training**

A five-day ToT on business selection, planning and management was provided to 58 participants from Amhara, Oromia, the SNNPR, and Tigray ES intervention woredas. The purpose of the ToT was to capacitate IPs' technical teams and staff to deliver and cascade the same training to PLHIVs and SCG members under ES intervention. A pretest was conducted at the beginning of the training to assess participants' experiences and previous exposure to similar trainings, followed by a post-test to measure the impact of the training.

Region	Number of SPM TOT Attendees			Beneficiaries attended SPM training			Remark
	Male	Female	Total	Male	Female	Total	
Oromia	15	6	21	-	-	-	SCGs require follow-up and support at least for six months to be enrolled for SPM training
Amhara	17	0	17	57	187	244	Only SCGs organized in the previous year II(2013/14)period
SNNPR	8	2	10	-	-	-	SCGs require follow-up and support at least for six months to be enrolled for SPM training
Tigray	3	2	5	35	94	129	Only SCGs organized in the previous year II(2013/14)period
LMD staff (from Regions and HO)	5	0	5				
<b>Total Participants</b>	<b>48</b>	<b>10</b>	<b>58</b>	<b>92</b>	<b>281</b>	<b>373</b>	

As per the economic strengthening strategy, savings and credit groups are expected to continue mobilizing their savings for at least six months after establishment. Subsequently an evaluation will take place to determine whether they are ready to take business skills training. A total of 373 beneficiaries organized into 27 SCGs in Amhara and Tigray received a five-day training on business selection, planning, and management. These are SCGs that were recruited and enrolled in ES interventions during the second year of the project's implementation.

#### **Follow Up and Support Saving and Credit Groups**

A total of 79 SCGs were visited and received close technical support in Year 3. Thus far, these savings groups have mobilized Birr 447,342 in total. A total of 298 members gained access to internal loans from their savings group, and a total of Birr 164,310 was disbursed. Of this, Birr 97,300 matured and Birr 93,100 (96 percent) of the matured loans was repaid. The groups in Amhara and Tigray recently collected the loans, while expecting grant release, and allowing each member to use their savings to start a business.

It was observed that close support and follow-up of SCGs improves their performances, and ensures SCG group members' commitment in addressing the objective of ES intervention.

Project Woreda	Number of SCGs created			Cumulative saving	Internal Loan disbursed	Matured loan	Repaid loan (%)	# of Internal loan utilizers		
	Year 2	Year 3	Total					M	F	Total
Metema	10	6	16	116637	54600	54600	54600	20	87	107
Bahir Dar	6	7	12	104045	31100	31100	31100	6	32	38
Dejen	3	3	6	37570	21600	5500	5500	16	25	41
<b>AmharaTotal</b>	<b>19</b>	<b>16</b>	<b>35</b>	<b>258252</b>	<b>107300</b>	<b>91200</b>	<b>91200</b>	<b>42</b>	<b>144</b>	<b>186</b>
K.Humera	8	0	8	57759	34040	1300	1300	12	40	52
<b>TigrayTotal</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>57759</b>	<b>34040</b>	<b>13007</b>	<b>1300</b>	<b>12</b>	<b>40</b>	<b>52</b>
GirarJraso	0	8	9	29457	0	0	0	0	0	0

Ambo	0	4	4	20348	10800	4800	600	11	19	30
Lume	0	4	4	18556	3300	0	0	1	7	8
L/Bilbilo	0	7	7	24970	0	0	0	0	0	0
<b>OromiaTotal</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>93331</b>	<b>14100</b>	<b>4800</b>	<b>600</b>	<b>12</b>	<b>26</b>	<b>38</b>
W/Genet	0	8	8	18000	1500	0	0	0	3	3
W/Azernet	0	5	5	20000	7370	-	-	4	10	14
<b>SNNPR Total</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>38000</b>	<b>8870</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>13</b>	<b>17</b>
<b>LMD TOTAL</b>	<b>27</b>	<b>52</b>	<b>79</b>	<b>447342</b>	<b>164310</b>	<b>97300</b>	<b>93100</b>	<b>71</b>	<b>227</b>	<b>298</b>

### **Provide On-site Technical Support to Project Woredas and Implementing Partners**

The AGP-LMD project HIV/AIDS Economic Strengthening team provided technical support to all project woredas by assessing SCGs' performances (documentation, group fund mobilization and utilization, etc.), and holding discussions with woreda focal persons, technical teams and steering committees to facilitate the implementation of the program in the selected areas. The AGP-LMD project also conducted post training follow-up and evaluation of SCGs for possible SPM training and microenterprises formation. The support enhanced familiarization of project objectives and strategies, as well as smooth implementation of activities in project woredas.

#### **IR3: Strategy 7 – Matching Fund Transfer**

The AGP-LMD project started the matching grants transfer process for 27 saving groups with 373 members (244 in Amhara, and 129 in Tigray).

#### **IR3: Strategy 8 – Develop Partnership and Sustainability**

The intention of this strategy is to link SCG members to other service providers, which helps beneficiaries address their social and economic needs, and be sustainable in their economic strengthening activities. The AGP-LMD project identified the service providers, prepared the service directory and listed out the services available in project woredas. The service directory was presented and distributed to stakeholders in nine woredas, facilitating the SCG members to easily access support services.

## Project Level Cross-Cutting Interventions

For Year 3, the project identified four cross-cutting interventions – Information Communication Technology (ICT); Environmental Compliance and Management; Gender Mainstreaming and Pro-Poor Value Chain Development. During Year 3, these interventions worked with various project staff and partners across the project's three intermediate results.

### Cross Cutting Intervention 1 – Information, Communication and Technology (ICT)

During Year 3, the AGP-LMD project integrated effective Information Communication Technologies (ICT) in its MLA and dairy value chain interventions with a focus on linking value chain actors, stakeholders and producers to information regarding market developments, disease outbreaks, and best practices.

#### Facilitate ICT training and coaching at regional levels

ICT capacity training and coaching were provided to livestock price data collectors, regional ICT officers, livestock women entrepreneurs, dairy associations/unions, and livestock focus groups from regional Bureaus of Agriculture and Trade. A total of 27 (10 female) trainees from Amhara, 21 (12 female) from Oromia, 21 (11 female) from the SNNPR, and 14 (10 female) from Tigray attended the training. Of the aforementioned group of trainees, livestock women entrepreneurs started significantly applying the knowledge they received from the mobile literacy training<sup>4</sup>.

USAID's AGP-LMD and PRIME projects supported the Ministry of Trade to implement the National Livestock Market Information System. Until recently the system was down due to lack of sustainability strategy and unclear ownership. The projects designed a strategy that enabled the Ministry to take the lead in restarting the National Livestock Market Information System, and provided training to woreda officials and federal data supervisors on how to collect livestock market prices. As result, the 117 trained data collectors are sending nearly real-time livestock market prices and information about traded volumes from 50 identified livestock markets from the Amhara, Oromia, SNNP, Tigray, Afar, and Somali regions. MoT in collaboration with the AGP-LMD and PRIME projects took the lead in organizing regional and federal level awareness creation workshops targeting key value chain actors such as livestock producers, traders, exporters, associations, and key government stakeholders to further promote the system.

#### Introduce ICT tools to enable women access to information

Women have more barriers when accessing resources and information. The AGP-LMD project worked on addressing such barriers on access to vital market information through the use of ICT. The AGP-LMD project conducted a survey to identify women preferences of best adaptive ICT tools to access market information by using existing infrastructures and services. The objective of this undertaking was to gauge the potential of women entrepreneurs in the Amhara, Oromia, SNNP and Tigray regions in utilizing the Livestock Market Information System (LMIS) in various ICT outlets.

Women were introduced to currently available mobile based solutions and services available for Ethiopian farmers:

- As an example of an Interactive Voice Response System (IVR) based service, participants were introduced to the National Agriculture Information System (8028). Because of its simplicity and language flexibility, most participants were able to use it successfully.
- As an example of SMS based services, participants were shown with the Livestock Market Information System, beta version. A few participants appreciated the SMS system for its resistance to network overload and availability of previous market results to refer afterwards. The remaining majority were concerned about their shortcomings in the English language and their awareness of necessary codes to use the SMS system.

Based on the findings, the AGP-LMD project learned that IVR is the preferred ICT solution for women entrepreneurs to access livestock information. The project observed that the Oromia Region shows better access to SMS-based services, due to the similarity of language patterns (i.e. letters) between Oromiffa and English. The other regions shows less preference to SMS services over the IVR, as result of the poor infrastructure to access the information.

Though there are advantages and disadvantages in each medium, the ATA implemented an IVR system to disseminate farm contents to rural farmers, which are initially approved in a timely manner by the MoA prior to dissemination. Based on results of the survey and overall observations, the AGP-LMD project will collaborate with ATA to integrate and disseminate voice based livestock contents using the existing IVR infrastructure.

#### Provide technical and financial assistance to the Federal Ministry of Agriculture in piloting/upscaling the Animal Disease Notification and Investigation System, ADNIS

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<sup>4</sup> Please refer to attachments to read success story on one of the trainees, Almaz Delgeba.

The AGP-LMD project supported the Ministry of Agriculture to implement the Animal Disease Notification and Investigation System. The system was officially launched on January 13, 2015 at the Ethiopian Agricultural Research Institute<sup>5</sup>.

The project, in collaboration with other partners such as LVC-PPD and FAO, played a key role in requirement analysis, system design, and development phases. Unfortunately, the performance of the previous national disease surveillance system was poor, as it was paper-based, with data entry done manually. The old database management system in place yielded low quality information (delays, often of several weeks duration in reporting occurrence of disease outbreaks), resulting in a poor understanding of disease patterns, uninformed disease control strategies, and ineffective prevention and control of animal diseases compounded by an often delayed response to a disease-related emergencies.

At present, the new set system is used by MoA, particularly the federal veterinary services, to collect and analyze immediate (real-time) livestock disease outbreak data. The system is operated by trained animal health assistants at kebele level, who identify occurrences of target diseases (important trade – limiting, epizootic, and zoonoses), collect data, which they enter into a mobile based client template, and submit over the mobile network with an image of sick animals (GPS coordinates are automatically added).

Ultimately, further assessment is required to determine final outcomes. However, the implementation will aim to reduce disease frequency through early detection and rapid response. This will increase livestock productivity, facilitate domestic and international marketing of livestock and livestock products, and thus improve the livelihoods of livestock producers in Ethiopia.

#### **Provide technical and financial support to grant-based mobile banking implementations in the livestock sector**

The AGP-LMD project provides grant and technical support to Kifiya financial services to pilot mobile based branchless banking service in the Wondogenet and Melga woredas of the SNNPR. The service introduces mobile based bank savings accounts to enable smallholder farmers exchange transactions in a rural setting. Kifiya financial services provided trainings for the Sidama Micro Finance Institute, as well as 18 loan officers, nine branch managers, and three staff members from the AGP-LMD project office.

Kifiya's technological solution is a branchless banking solution distinct from mobile banking solutions that mainly rely on sending and receiving information from a client's mobile phone. Kifiya's solution relies on a central platform and an agent/loan officer network armed with Points of Sale (POS)/Mobile devices and bio-metric identification systems. These agents/loan officers can access client information from the central platform outside of the branch, as long as there is network access, and provide a wide range financial services (e.g., saving, credit, and insurance services) from these locations. Specific areas where services can be accessed outside of the MFI branch have been identified as Account Service Points (ASPs). So far, based on Sidama MFI's request to slowly and cautiously expand financial services, only deposits and withdrawal functions are being hosted using five ASPs that are operational. Two hundred clients and counting have been enrolled into the platform and opened saving accounts.

**TABLE 17 – Summary of ICT Activities in Year 3**

ICT Activities	Explanation for Deviation (if applicable)
<b>Facilitate ICT Training Coaching and Follow-up at Regional Level; Continued from Previous Work Plan (Target 100; Actual 117 (66 Women))</b>	-
<p><b>Provide Technical and Financial Support to Ministry of Trade to Expand the Livestock Market Information Collection and Dissemination System to assure price information is collection, analyzed and dissemination from Primary and Secondary Markets</b></p> <ul style="list-style-type: none"> <li>• Provide Technical and Financial Support to the MoT in Developing ToT Manuals to train additional Data Collectors, and Data Supervisors at Regional Bureaus of Trade (Target 1; Actual 1)</li> <li>• Organize Trainings on Livestock Market Data Collection, Analysis and Supervision for Data Collectors and Supervisors from LMD Woredas (Target 140; Actual 117)</li> <li>• Organize Joint Awareness Creation Campaigns at Federal and Regional Levels to Promote Livestock Market Information Collection and Dissemination (Ongoing)</li> <li>• Facilitate Livestock Market Data Collection, Analysis and Dissemination from Primary and Secondary Markets (Target 46; Actual 46)</li> </ul>	<ul style="list-style-type: none"> <li>• The Federal Ministry of took lead to organize the federal and regional level LMIS awareness creation workshops. So LMD will support following MoT's lead.</li> </ul>

<sup>5</sup> Visit: <http://notification.systems/> for more information

<p><b>ICT Support to Grantees, Dairy Processors/ Cooperatives, AI Service Providers, Meat and Live Animal Export Abattoirs and Bureau of Oromia Islamic Affairs (Halal Slaughter Certifying Bureau)</b></p> <ul style="list-style-type: none"> <li>• Conduct Quick ICT Need Assessment at Dairy Processors, Cooperatives, Meat and Live Animal Export Abattoirs and AI Service Providers and Identify Potential ICT Capacity Gaps (Target 3 Dairy 2 MLA; Actual 3 Dairy 2 MLA)</li> <li>• Based on Inputs From the Assessment, Draft SoW for the Implementation of ICT Solutions (E.g. Websites, Data Recording and Reporting Systems) (Target 1; Actual 1)</li> <li>• Facilitate Implementation of Relevant ICT Solutions (E.g. Websites, Data Recording and Reporting Systems Wherever Relevant) Based on Identified Gaps to Enhance Production Efficiency, and Increase Market Share (Target 5; Ongoing)</li> <li>• Organize and Facilitate Training for Dairy Processors, MLA Export Abattoirs, AI Service Providers on Implemented ICT Solutions (Target 30; Ongoing)</li> <li>• Provide Coaching to Trainees and Support on the Change Management Process (Target 21; Ongoing)</li> <li>• Organize Field Visits to HACCP Certified Meat Export Abattoirs to Study the Paper Based HACCP Practices (Target 2; Actual 2)</li> <li>• Based on Lessons Learned, Draft SoW to Hire STTA who will Design and Implement Online HACCP Documentation (Target 1; Actual 1)</li> <li>• Pilot Online HACCP Documentation System for Certified Abattoir (Target 1; Ongoing)</li> <li>• Facilitate Training for Export Abattoirs on Online HACCP Documentation System (Target 1; Ongoing)</li> <li>• Provide Coaching to Trainees and Support to the Change Management (Target 10; Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Mostly achieved or ongoing due to delays in the recruitment process of STTAs. Some activities are taken into Year 4 work plan.</li> </ul>
<p><b>Support the Process of Promoting Milk and Dairy Products Consumption using Digital Medias</b></p> <ul style="list-style-type: none"> <li>• Facilitate Meetings with Stakeholders to Discuss, Show Case on Existing Methods in Ethiopia and Identify Appropriate Information Promotion and Dissemination Channels (Target1; Actual 1)</li> <li>• Based on Agreed Technical and Financial Implementation Plan, Execute Promotion of Milk and Dairy Products to Urban and Rural Consumers ; Link to Strategy 8 (Target3,000; Actual XX)</li> </ul>	<ul style="list-style-type: none"> <li>• Based on the multi-stakeholder meetings held, one appropriate promotion methodology identified.</li> </ul>
<p><b>Introduce ICT Tools to Enable Women Access to Information</b></p> <ul style="list-style-type: none"> <li>• Initiate Discussion Forum to Identify Gaps, Suggest Possible ICT Solutions and Identify Areas of Collaboration with Stakeholders to Enable Women Access Appropriate information; Link to Strategy 9. (Target 5; N/A Canceled)</li> <li>• Based on Inputs from the Forum, Evaluate and Identify ICT Solutions with Special Application to Women Actors, and draft SoW to Pilot Suggested ICT Solutions. (Target 1; Actual 1)</li> <li>• Organize Validation Workshop on Suggested ICT Solution (Target 1; Actual 0)</li> <li>• Pilot Suggested ICT Solution to Provide Regular Information or Best Practices to Women Entrepreneurs in the Livestock Sector (Target 1; Ongoing)</li> <li>• Organizing ICT Training for Women on Implemented ICT Solutions (Target 120; Actual 66)</li> <li>• Provide Coaching and Change Management along with LMD Gender Equity Advisor (Target 60; Actual 66)</li> </ul>	<ul style="list-style-type: none"> <li>• The first activity was canceled due to its time and resource intensiveness. However, LMD conducted a survey which resulted in the IVR system as the preferred systems to enable women access to information.</li> <li>• The training didn't take place yet in Amhara region. It is planned for August.</li> </ul>
<p><b>Participate the Global Forum for Innovations in Agriculture in Abu Dhabi</b></p> <ul style="list-style-type: none"> <li>• Explore Adaptable ICT Solutions and Integrate to the Livestock Industry in Ethiopia (Target 1; Actual N/A)</li> </ul>	<ul style="list-style-type: none"> <li>• This activity is cancelled.</li> </ul>
<p><b>Strengthening Ministry of Agriculture in Implementing ICT Solutions</b></p> <ul style="list-style-type: none"> <li>• Provide Technical and Financial Assistance to the Ministry in Piloting/Upscaling the Animal Disease Notification System, ADNS (Target 1; Actual 1)</li> </ul>	<ul style="list-style-type: none"> <li>• More Animal Health Assistants trained due to additional regions and</li> </ul>

<ul style="list-style-type: none"> <li>Facilitate Training for Animal Health Assistants at Kebele Level, on Data Collection and Entry using Mobile Phones (Target 30 :Actual 240)</li> <li>Provide Technical and Financial Support to the Ministry to Pilot/Upscale Animal Identification and Traceability System (Target 1; Ongoing)</li> <li>Facilitate Training for Feedlot Operators, Export Quarantine Officers, Export Abattoirs and Secondary Livestock Market Operators (Target 50; Ongoing)</li> </ul>	woredas included by the MoA.
<p><b>Provide technical and financial support to the grant-based mobile banking implementation in the livestock sector</b></p> <ul style="list-style-type: none"> <li>Organize Client-Side Capacity Building Training on Implemented Mobile technologies; Link to strategy 10 (Target 50; Actual 30)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing activity. The grantee Kafiya is in the lead.</li> </ul>

## Cross Cutting Intervention 2 – Environment Compliance and Management

The AGP-LMD project considers environmental compliance and management key to successful project implementation. The project supervises project interventions regarding environment issues at all stages of implementation, and actively promotes the use of environmental mitigation solutions at the processor, intermediary, producer, and service provider levels.

### Strategy 1: Environment Compliance/Requirement

In Year 3, more emphasis was given on the development of Environmental Review Reports (ERR) for potential RFA#2 grantees. The AGP-LMD project prepared 41 ERRs, which were cleared by USAID, and supported high impact grantees in producing environmental impact assessment reports.

The AGP-LMD project also ensured that the PLHIV SCGs were compliant with environmental regulations. An environmental examination and assessment document was prepared for use with the SCG level, and four reports were drafted accordingly.

The involvement of AGP-LMD’s account managers in the development of ERRs and EMMPS as well as monitoring EMMP implementation is key to successfully assuring environmental compliance. The AGP-LMD project trained 16 account managers on environmental rules and regulations, and on the collection of environmental site descriptions, required for ERRs.

Companies who are utilizing the grant fund are now implementing mitigation measures. To assure monitoring of the implementation of the EMMPs for each grantee, the AGP-LMD project trained 12 project staff on monitoring the implementation and reporting of the EMMPs. Subsequent to the training, regional program staff started to report on the mitigation activities. Seven grantees (namely: Gobe, Almi, Anno, Ethiofeed, Kalmer, S&S Farms, and Life Agro) were visited in Year 3, to monitor the implementation and reporting of the EMMPs - the grantees have started implementing the EMMPs developed for the specific subprojects.

For instance, Almi planted different trees near its compound to trap dust coming from the nearby gravel road, to mitigate potential impacts on the undertakings of the company. S&S Farms who are in the process of constructing a slaughterhouse, have already identified the waste collection tanks and the biogas digester plant construction sites, which are a sound distance away from the slaughterhouse and the dairy farm locations. Moreover, a common understanding was reached with the company personnel on the due consideration of environmental compliance issues, and acting responsibly. Throughout the entire process the company remained approachable and communicative, which enabled effective instruction and guidance.

TABLE 18 – Companies Who Are Implementing Environmental Mitigation Measures			
Business nature	Phase of project	Anticipated environmental impacts	Implemented mitigation measures
<b>Name: Almi</b>			
Milk processing	Operation	Pollution (Air, water and soil) due to disposal of wasted milk Accident on workers Health hazards due to unsanitary condition Public health problem due to poor quality milk and products	Milk suppliers are trained on milking and milk handling to produce quality milk and clean container Milk testing held at the spot/collection center and no accumulation at one center Waste water collection tank constructed at the factory site Factory compound and machineries cleaned periodically CIP system installed PPE are supplied and training given to workers

TABLE 18 – Companies Who Are Implementing Environmental Mitigation Measures			
Business nature	Phase of project	Anticipated environmental impacts	Implemented mitigation measures
			<p>Periodical checking of the sanitary condition</p> <p>Tree plantation around the factory to prevent incoming dusts</p> <p>Wasted caning materials collected and disposed on the approved disposal site of the town</p> <p>Quality test undertaken before marketing, and properly labelled</p> <p>First aid kit and safety equipment are in place</p>
<b>Name: EthioFeed</b>			
Feed manufacturing	Operation	<p>Pollution (air &amp; Land) due to transportation activities</p> <p>Accident on workers, and health hazards because of dust</p> <p>Fire hazards</p> <p>Pollution during grinding, mixing and packaging</p>	<p>All necessary measures including use of proper packaging materials, instruction to drivers, proper dumping of unused ingredients are taken</p> <p>Staff provided with PPE and are wearing the materials</p> <p>Safety instructions in place and staff trained in the job</p> <p>Fire extinguisher in place</p> <p>Pollution controller installed</p>
<b>Name: Kalmer</b>			
Milk Processing	Establishment	<p>Inappropriate factory installation site selection will different impacts during processing</p>	<p>Site selected on the industry zone of the town</p> <p>All necessary facilities are proved to be available at the proposed factory site</p> <p>The waste disposal system is checked and additional measures to be taken to make sure there will be no waste coming out of the factory</p>
<b>Name: S&amp;S Farms</b>			
Abattoir	Construction phase	<p>Accident on construction crew</p> <p>Air pollution due to construction</p> <p>Pollution during milk transportation</p>	<p>Crew instructed to wear PPE</p> <p>Employed skilled workers</p> <p>Drivers instructed to respect speed limits specially on gravel roads</p>
<b>Name: Gobe</b>			
Dairy Production	Operation	<p>Pollution due to disposal of poor quality milk</p> <p>Public health problem due to poor quality milk</p>	<p>Supplier are trained to produce good quality milk and use clean milk container</p> <p>Milk quality test undertaken at the spot/suppliers site</p> <p>New car is in use for milk transportation, and driver is instructed to comply with all requirements</p>
<b>Name: ALPPIS</b>			
AI Service	Operation	<p>Low quality semen might damage genetic resource</p> <p>Weak semen because of poor storage and improper handling</p> <p>Damage of semen and resulting pollution during transportation</p> <p>Pollution due to AI service materials like straw</p>	<p>Semen is from reputable source and certificate received</p> <p>Semen is stored in LN containers and semen mortality periodically checked</p> <p>Semen is being transported using different sized LN containers with a periodically maintained Van,</p> <p>All used materials are collected and sent back for proper disposal</p>
<b>Name: Life Agro</b>			
Milk Processing	Operation	<p>Pollution (Air, water and soil) due to disposal of wasted milk</p> <p>Accident on workers</p>	<p>Milk suppliers are trained on milking and milk handling to produce quality milk and clean container</p>

TABLE 18 – Companies Who Are Implementing Environmental Mitigation Measures			
Business nature	Phase of project	Anticipated environmental impacts	Implemented mitigation measures
		Health hazards due to unsanitary condition Public health problem due to poor quality milk and products	Milk testing held at the spot/collection center and no accumulation at one center CIP system installed PPE are supplied and training given to workers Periodical checking of the sanitary condition Wasted caning materials collected and disposed on the approved disposal site of the town Quality test undertaken before marketing, and properly labelled First aid kit and safety equipments are in place
<b>Name: Evergreen</b>			
Milk Processing	Installation	Accident on construction crew Air pollution due to construction Pollution during milk transportation Future impacts due to poor quality machinery Accident during transportation of machinery	Crew instructed to wear PPE Employed skilled workers Drivers instructed to respect speed limits specially on gravel roads All necessary measures are undertaken during selection and machinery purchased is proved to be genuine Care has been taken during the transportation of the machinery

The AGP-LMD project completed the assessment of biogas digester plant demands of three business sectors (feedlots, dairy and slaughterhouse) in Year 3. Twelve potential companies were identified for piloting biogas plant establishment.

### Strategy 2: Environmental Management

The AGP-LMD project invested in improving the knowledge and capacity of grantees staff, regional and federal government officials, and project staff on environmental compliance, waste management, and environmentally sound production and processing of livestock and livestock products. Several trainings were organized increasing the environmental management capacity both internally and externally.

The AGP-LMD project trained 20 (two female) staff from abattoirs and slaughterhouses from Amhara region. Specifically, they were trained on environmentally sound meat product packaging, safe meat product storage, transportation, unloading, and animal handling.

To assure proper environmental compliance application, handling, storage, and disposal of veterinary medicines, the AGP-LMD project trained 55 (19 female) animal health workers, livestock experts, and environment experts from regional, zonal, and woreda government offices and private businesses from the Amhara Region.

The AGP-LMD project also integrated waste management into a training given to 35 abattoir and slaughterhouse staff members. The training resulted in improved skills and knowledge about environmentally sound handling of abattoir waste. The project also trained 55 (26 female) staff from government offices, and dairy processing businesses on hazardous waste management in dairy processing in the Amhara region.

The AGP-LMD project trained 70 (15 female) staff members from government bureaus (i.e. Livestock Agency and Environment Bureaus), private businesses, and project staff on Cleaner Production (CP). The objective of the training was to capacitate trainees on the concept of “Cleaner Production” and enable them to understand the processes and activities that are needed for cleaner production, while focusing on waste management. The training also included best practices on “Cleaner Production” techniques and associated Environmental Management Systems that will ultimately be brought into practice through the implementation of the CP opportunities in main target activities (of dairy and meat processing).

TABLE 19 – Summary of Environmental Compliance and Management Activities in Year 3	
Environmental Compliance and Management Activities	Explanation for Deviation (if applicable)
<p><b>Environmental Compliance for New Grants</b></p> <ul style="list-style-type: none"> <li>Review/develop grantee selection criteria in relation to environmental compliance ( Target 1; Actual 1)</li> <li>Conduct environmental assessment (screening, CE, ERR, IEE) for new grantees (Target 80; Actual 41)</li> <li>Implement EMMPs (training to IPs &amp; Partners) (Target 92; Actual 12)</li> <li>Organize ToT training on Sustainable Organic Farming (SOA) principles and practices (Target 20; Postponed)</li> <li>Conduct feasibility study and site selection to construct bio gas digesters (Target 1; Actual 12)</li> <li>Establishment of model biogas digester plant in mid and high level commercial dairy, feedlots and slaughter houses (Target 12; Canceled)</li> </ul>	<ul style="list-style-type: none"> <li>Trainings were postponed and cancelled due to time constraints.</li> </ul>
<p><b>Meat and Live Animals VC</b></p> <ul style="list-style-type: none"> <li>ToT training on waste (solid and liquid) management in relation to livestock development (Target 140; Canceled)</li> <li>In country experience sharing tour to learn from good environmental management practicing businesses (Target 40; Canceled)</li> <li>Training on environmentally sound meat product packaging (Target 18; Actual 20)</li> <li>Training on Vet medicine, use, storage and disposal (Target 70; Actual 55)</li> <li>Training on Abattoir management (Target 65; Actual 35)</li> <li>Training on Cleaner production (Target 151; Actual 70)</li> <li>Training for Butchers on abattoir application and controlling environmental pollution (Target 30; Actual 0)</li> <li>Training for leaders and line offices heads on environmentally sound livestock businesses management (Target 100; Actual 40)</li> </ul>	<ul style="list-style-type: none"> <li>Trainings were cancelled due to time constraints.</li> </ul>
<p><b>Dairy VC</b></p> <ul style="list-style-type: none"> <li>ToT on effective microorganisms (Target 16; Actual 0)</li> <li>Training on quality management of milk and milk products (Target 35; Actual 35)</li> <li>Training on procurement, storage, management, use and disposal of hazardous chemicals (Target 55; Actual 55)</li> <li>World Environment day celebrated (Target 2; Actual 1)</li> </ul>	

### Cross Cutting Intervention 3 – Pro-Poor Value Chain Development

#### Enabling environment

Two MSPs were organized by the AGP-LMD project in collaboration with GRAD in September 2014 and April 2015 in all the four project regions. During both meetings, government, non-governmental, and private organizations actively participated and reached an agreement to form and strengthen marketing cooperatives. Such an agreement will facilitate linkages between the producers and the private sector, particularly processors. Also as a result of the MSP's, small feed businesses were established by GRAD.

#### Supply workshop

In Year 3, four supply workshops were organized by the AGP-LMD project in collaboration with USAID's PRIME and GRAD projects. Feedlot operators, live animal traders and exporters, abattoirs, suppliers, and government organizations like EMDIDI, and trade offices attended the workshop. As a result, business deals were signed to buy and sell animals creating market linkage for 5,989 households from Borena, Somali, and Afar areas. At the moment, Alana is buying 10 cattle per day from the same area. The linkage started after the April 2015 workshop, where 600 household were linked until the end of June 2015, bringing the total households linked in PRIME woredas to 8,989.

The other two supply workshops were organized by GRAD and the AGP-LMD projects in Amhara, the SNNPR, and Tigray. The participants were feedlot operators, live animal traders, abattoirs, suppliers, government organizations, and consumers. The result of the workshop in December 2014 brought market linkages to 321 households in the Tigray region.

#### Animal Health service providers

As in the above trainings, private animal health service providers were selected from the Amhara, SNNP, and Tigray region's food insecure woredas. A total 60 participants (20 from each region and 30 percent female) received training on animal disease impacts, metabolic diseases, cattle diseases, and basic

epidemiological concepts. Additionally, they were provided training on business management and the logistics of accessing vital medicine for their livestock.

### Women entrepreneurs training

The AGP-LMD project trained 63 women entrepreneurs to improve their business and leaderships skills in collaboration with the GRAD project. The training, which is comprised of five modules on business management, business plan preparation, communication, and leadership, took place between February and May 2015. All of the women stated that they benefitted from the training and that the lessons were currently being applied in their own businesses.

### Study Tour/experience sharing visits

Experience sharing visits were organized to the Borena Cooperative, and Geda Roba Union in Borena Woreda of Oromia by the GRAD and AGP-LMD projects for participants from Oromia and the SNNPR. Based on the lessons learned, 18 marketing cooperatives in Oromia and seven in the SNNPR were established. The marketing cooperatives in Amhara region have started selling their animals to Ras Gayint union, which in turn supplies to Luna export abattoir in Modjo.

Furthermore, 150 participants (50 each) from selected from cooperatives, Village and Savings associations, producers, government experts, trade and agriculture offices in Amhara, the SNNPR, and Tigray were identified by IPs and taken to AGP woredas in their respective regions visit cooperatives, fattening enterprises and dairy processing plants to observe best practices.

**TABLE 20 – Summary of Pro-Poor Value Chain Development Activities in Year 3**

<b>Pro-Poor Value Chain Development Activities</b>	<b>Explanation for Deviation</b>
<b>Creation of Enabling Environment</b> <ul style="list-style-type: none"> <li>Organize VC quarterly Technical committee on Value Chains with PRIME (Target 4; Actual 4)</li> <li>Organize VC quarterly Technical committee on Value Chains with GRAD (Target 4; Actual 4)</li> <li>Monthly progress monitoring meeting with IPs and RCs as a follow-up on IPs and RCs 13 week planned activities (Target 12; Actual 12)</li> <li>Organize bi-annual MSPs per region and National in collaboration with GRAD (Target 8; Actual 8)</li> <li>Discussion on agenda items (Target 8; Actual 8)</li> </ul>	
<b>Market Linkage and B2B meetings</b> <ul style="list-style-type: none"> <li>Organize B2B meeting/workshop for suppliers from PRIME and buyers (Target 2; Actual 2)</li> <li>Organization/facilitation of B2B meetings for GRAD beneficiaries and buyers (Target 2; Actual 4)</li> </ul>	
<b>Market Expansion</b> <ul style="list-style-type: none"> <li>Trade Fair/ALEC (Target 1; Actual 1)</li> <li>Trade Fair/GFF (Target 1; Actual 1)</li> </ul>	
<b>Training/Capacity Development</b> <ul style="list-style-type: none"> <li>Identification and training of Cooperatives, CIGs, FEMAs and Unions, Input Suppliers, Processors, Buyers, Private and Public Animal Health service providers for the provision of training (Target 60; Actual 60)</li> </ul>	
<b>Assessment of actors capacities and estimate of budget</b> <ul style="list-style-type: none"> <li>Input suppliers (Target 48; Actual 48)</li> <li>Collection centers (Target 48; Actual 48)</li> <li>Feed lot operators (Target 48; Actual 48)</li> </ul>	
<b>Encouraging processors/traders to provide embedded services to producers</b> (Target 4; Actual 4)	
<b>Study tours to AGP woredas from food insecure woredas</b> <ul style="list-style-type: none"> <li>Amhara participants (Target 50; Actual 60)</li> <li>SNNPR participants (Target 50; Actual 50)</li> </ul>	
<b>Women Entrepreneurship</b> Coaching to trained women entrepreneurs (Target 25; Actual 25) Identify women entrepreneurs for training (Target 60; Actual 63) Conduct business, technical and leadership training, nutrition and HIV/AIDS.(Target 60; Actual 63) Conduct study tours and experience sharing (Target 60; Actual 63)	
<b>Update the Push Pull strategy</b> (Complete)	
<b>Relationship building with AKLDP and other new partners working on Pro-Poor activities</b> (Target 1; Actual 1)	