

# AGP-Livestock Market Development project

Annual Report July 2015 – June 2016



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

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## ACRONYMS

ADNIS	Animal Disease Notification and Investigation System
AEW	Agricultural Extension Worker
AGP	Agricultural Growth Program
AGP-LMD	Agricultural Growth Program-Livestock Market Development project
AHA	Animal Health Assistant
AH&FC	Animal Health and Feed Quality Control
AI	Artificial Insemination
ALEC	Africa Livestock Exhibition Congress
ALPPIS	Addis Livestock Production and Productivity Improvement Service
AMDe	Agribusiness and Market Development Project
ATA	Agricultural Transformation Agency
ATF	Agriculture Task Force
B2B	Business-to-Business
BCC	Behavior Change Communication
BDS	Business Development Services
BoLF	Bureau of Livestock and Fisheries
CBA	Cost-Benefit Analysis
CBE	Commercial Bank of Ethiopia
CBO	Community-Based Organizations
CDTF	Capacity Development Task Force
CG	Care Group
CIG	Common Interest Group
CMS	Content Management System
CNFA	Cultivating New Frontiers in Agriculture
COP	Chief of Party
DA	Development Agent
Dairy BISS	Dairy Business Information Service and Support
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
ECCO	Ethiopia-Canada Cooperation Office
EKN	Embassy of the Kingdom of the Netherlands
ELWG	Emergency Livestock Working Group
EM	Effective Micro-organisms
EMPEA	Ethiopian Meat Producers and Exporters Association
ES	Economic Strengthening
EMDIDI	Ethiopian Meat and Dairy Industry Development Institute
EMMP	Environmental Monitoring and Mitigation Plan
EMPA	Ethiopian Commercial Milk Producers Association
ERR	Environmental Review Report
ETB	Ethiopian Birr
ET-LITS	Ethiopian Livestock Identification and Traceability System
EVDFACA	Ethiopian Veterinary Drug, Feed Administration and Control Authority
FAO	Food and Agricultural Organization of the United States
FBO	Farmer Based Organization
FCA	Federal Cooperative Agency
FEED	Feed Enhancement for Ethiopian Development project
FMD	Foot and Mouth Disease
FTF	Feed The Future
GAP	Good Agricultural Practices

GFF	Gulf Food Fair
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
GRAD	Graduate Resilience to Achieve Sustainable Development
GTPII	Growth and Transformation Plan II
HABP	Household Asset Building Program
HACCP	Hazard Analysis and Critical Control Point
HEW	Health Extension Worker
HUNDEE	Oromo Grassroots Development Initiative
ICT	Information Communication Technology
I&F	Investment and Finance
IICD	International Institute for Communication and Development
IIE	Institute for International Education
ILRI	International Livestock Research Institute
IMC	International Medical Corps
IP	Local Implementing Partners
IR	Intermediate Results
ISO	International Organization for Standardization
IVR	Interactive Voice Response
IWD	International Women's Day
IYCF	Infant and Young Child Feeding
KAP	Knowledge, Attitude and Practice
LC	Letter of Credit
LITS	Livestock Identification and Traceability System
LMIS	Livestock Market Information System
LMP	Livestock Master Plan
LWG	Livestock Working Group
M&E	Monitoring and Evaluation
MCC	Milk Collection Center
ME	Microenterprise
MFI	Micro-finance Institutions
MLA	Meat and Live Animals
MoA	Ministry of Agriculture
MoANR	Ministry of Agriculture and Natural Resources
Moi	Ministry of Industry
MoL	Ministry of Labor
MoLF	Ministry of Livestock Development and Fisheries
MoT	Ministry of Trade
MoU	Memorandum of Understanding
MSE	Micro and Small Enterprise
MSME	Micro, Small and Medium Enterprise
MSP	Multi-stakeholder Platform
MTE	Mid-Term Performance Evaluation
NAHDIC	National Animal Health Diagnostic and Investigation Center
NAIC	National Artificial Insemination Center
NLMIS	National Livestock Market Information System
NVDAFACA	National Veterinary, Drug, Animal Feed Administration and Control Authority
ORDA	Organization for Rehabilitation and Development in Amhara
PAID	Public-Private Partnership for Artificial Insemination Delivery
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
PLHIV	People Living With HIV

PLW	Pregnant and Lactating Woman
PLWHA	People Living With HIV/AIDS
PPE	Personal Protective Equipment
PPP	Public-Private Partnership
PPVCD	Pro-Poor Value Chain Development
PRIME	Resilience Improvement and Market Expansion Project
PSNP	Productive Safety-Net Program
RED&FS	Rural Economic Development and Food Security
REST	Relief Society of Tigray
RFA	Request for Applications
SAFE	Solutions for African Food Enterprises
SBCC	Social and Behavior Change Communication
SCG	Saving and Credit Group
SHA	Self Help Africa
SME	Small and Medium Enterprises
SMS	Short Message System
SNV	Netherlands Development Organization
SOP	Standard Operating Procedures
SPS	Sanitary and Phyto-Sanitary
STTA	Short-Term Technical Assistant
TA	Technical Assistance
TC	Technical Committee
ToR	Terms of Reference
ToT	Training of Trainers
UMB	Urea Molasses Block
US	United States
USG	United States Government
USAID	United States Agency for International Development
VDFACA	Veterinary Drugs and Feed Administration and Control Authority
VwB	Veterinarians without Borders
WALN	Women in Agricultural Leadership Network
WISR	Organization for Women in Self Employment
WG	Working Group

## EXECUTIVE SUMMARY

The U.S. Agency for International Development (USAID) funded Agricultural Growth Program-Livestock Market Development (AGP-LMD) project completed its fourth project year in June 2016. The year four Annual Report herein summarizes activities and results achieved throughout the year against the USAID-approved year four work plan. The report herein contains:

- Results achievements year four on main Feed The Future and the project's Custom Indicators;
- Progress updates, organized by project component;
- Challenges encountered during work plan implementation;
- Discussion of lessons learned which can be taken to scale; and
- Development of success stories which are included in the report.

During year four, the AGP-LMD project recorded a wide range of accomplishments, and met or exceeded some of the projected targets. Notable outcomes include:

- The value of incremental sales collected at farm gate level were 51,5 million US\$ in year four, benefitting 328,572 beneficiaries. At the end of year four a total of 89,2 million US\$ worth of livestock and livestock based products were sold at the farm gate, benefitting 670,949 beneficiaries.
- The value of export of livestock products further increased in year four to 42.6 million US\$ as a result of the project's interventions. This represents approximately 43% of the country's total formal livestock exports.
- The project trained 10,735 individuals on agricultural sector productivity and food security. This is a 50% increase over year three's achievement.
- By implementing the "Push/Pull" strategy, the AGP-LMD project linked 12,689 vulnerable households to markets. This was achieved through coordination and in collaboration with USAID-funded projects PRIME and GRAD.
- The number of full-time jobs created as a result of project implementation in year four was 3,088.
- The value of new private investment in the livestock sector/food chain leveraged by the project during year four totals 5.9 million US\$. 3.2 million US\$ was invested in the Meat and Live Animal (MLA) value chain and 2,7 million US\$ in dairy.
- Major progress was made on the Livestock Identification and Traceability System (LITS). A key step included the procurement and installation of the central database software.
- The Government of Ethiopia has decided to upscale the Livestock Market Information System (LMIS) pilot to a national level.
- By the end of year four the number of children under five reached by project-supported nutrition programs totals 24,329 (13,035 female). Also the number of people trained in child health and nutrition through project-supported programs increased with 44,647 and now total 130,421 (73,395 female).
- The AGP-LMD project trained and coached 192 women entrepreneurs during the year, using the coaching system which makes use of regional public institutions to assure follow up. The women trained in previous years reported an average increase in income following LMD's entrepreneurship and leadership training of 250%.

Additionally, the fourth year is characterized by the implementation of the Mid-Term Review (MTR) recommendations. AGP-LMD:

- Expanded its activities related to capacity building and market linkage facilitation into rural areas. For example, input supply workshops and Business-to-Business (B2B) meetings were organized more frequently in woreda towns in year four.
- Finalized awarding the innovation grants by September 2015. AGP-LMD focused on the implementation of the 42 innovations grants of which four are in the close-out stage. Procurement of the grants items has made impressive progress during the reporting year and will be accomplished by the end of September 2016.
- Made available in-kind grants for MSEs and cooperatives for the establishment of 100 milk collection centers with the objective to further reach out to rural milk producers and link them to reliable, formal milk markets.
- Made available small in-kind grants for the establishment of 100 AI providers in country with the objective to bring good quality AI services closer to rural livestock farmers.
- Substantially increased the role and responsibilities of the local implementing partners (IPs), involving them more prominently in the project's annual planning process and the implementation of project activities. The scope of work for the local IPs has increased significantly in year four and will continue to do so in year five.
- Developed in close collaboration with the Embassy of the Kingdom of the Netherlands funded DairyBiss project a Business Development services program for dairy grantees and industries, to complement the existing pool of 20 livestock BDS providers AGP-LMD is using.
- Designed a pilot poultry strategy and activities under the nutrition component, emphasizing patio production and home consumption of eggs.

During the reporting period AGP-LMD produced 8 success stories covering different aspects of LMD's work in the livestock value chains. These 8 stories are integrated in this Year 4 report.

AGP-LMD would like to acknowledge the support of and collaboration with the federal and regional AGP coordination units, the Ministries of Trade, Industry, Agriculture, Livestock and Fisheries and Health and their corresponding regional and woreda offices and the Federal Cooperative Agency and their regional offices during year four implementation. This collaboration, coupled with guidance from USAID, have been instrumental for the success of AGP-LMD project.

## INTRODUCTION

This is the Year 4 annual report of USAID's AGP-LMD project. After Year 4, the project has one more year for implementation, as well as for the close out of the project. The project's end date is set for July 31, 2017.

This 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 intermediate results (IRs), the Year 4 annual report also includes text for the project's crosscutting components – ICT and Environment. Gender, which is cross cutting, is captured under component two as are the cross-cutting initiatives pro-poor value chain development and strengthen farmer based organizations (FBO).

During the 2015-2016 year, Ethiopia's development efforts have been severely negatively impacted by the drought that affected huge areas of the country, mainly the eastern and south eastern lowlands. Although AGP-LMD is not targeting these areas specifically, the project did manage, through its work on strengthening the livestock sector's feed producing and livestock processing companies, to support the mitigation efforts undertaken by the government and the donor community. Tens of thousands of quintals of animal feed were processed by AGP-LMD-supported feed companies and sold into drought affected woredas and thousands of mainly shoats (sheep and goats) from drought affected woredas were sold to AGP-LMD supported export abattoirs.

The main results achieved in Year 4 are:

- The value of incremental sales collected at farm gate level were 51,5 million US\$ in year four, benefitting 328,572 beneficiaries. At the end of year four a total of 89,2 million US\$ worth of livestock and livestock based products were sold at the farm gate, benefitting 670,949 beneficiaries.
- The number of full-time jobs created as a result of project implementation in Year 4 was 3,088. The total number of full time jobs created to date is 4,083 which represents 73% of the life of the project target.
- The number of food security private enterprises (for profit), producer organizations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance totaled 406 in Year 4. This brings the total achievement to date to 1,018 organizations which is 146% of the life of the 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 4 totals US\$ \$5.9 million. US\$ \$3.2 million was invested in the MLA value chain and USD \$2.7 million US\$ in dairy. During Year 4, the AGP-LMD project continued to use the USAID/DCA credit guarantee facility to support businesses and organizations in livestock sector to access bank loans. During the year, the project facilitated US\$ 1.5 million in loans to 6 enterprises. As compared to year three, the achievements in Year 4 are less. The main reasons for this are the difficulty for banks to issues new loans due to liquidity shortages, and the difficulty for small and medium enterprises to comply with the 100% collateral requirement.
- During Year 4, the project trained 10,735 individuals on agricultural sector productivity and food security. This is a 50% increase over year three's achievement. It is clear that the momentum has further picked up as expected in Year 4. Despite this achievement, the life of the project achievement is at only 43%. Based on the Year 4 experiences, AGP-LMD changed its implementation strategies for year five and will make further use of the regional implementing partners and public media to reach larger numbers of individuals.

- The value of exported livestock products further increased in Year 4 to US\$ 42.6 million as a result of the project’s interventions. This represents approximately 40% of the country’s total formal livestock exports (See figure 1). Most of these exports were to the Middle East - a high number of these exports occurred as a result of deals made while attending the Gulf Food Fair in Dubai, as well as due to AGP-LMD’s effort to increase the use of existing, but unused, slaughterhouse capacity in country.

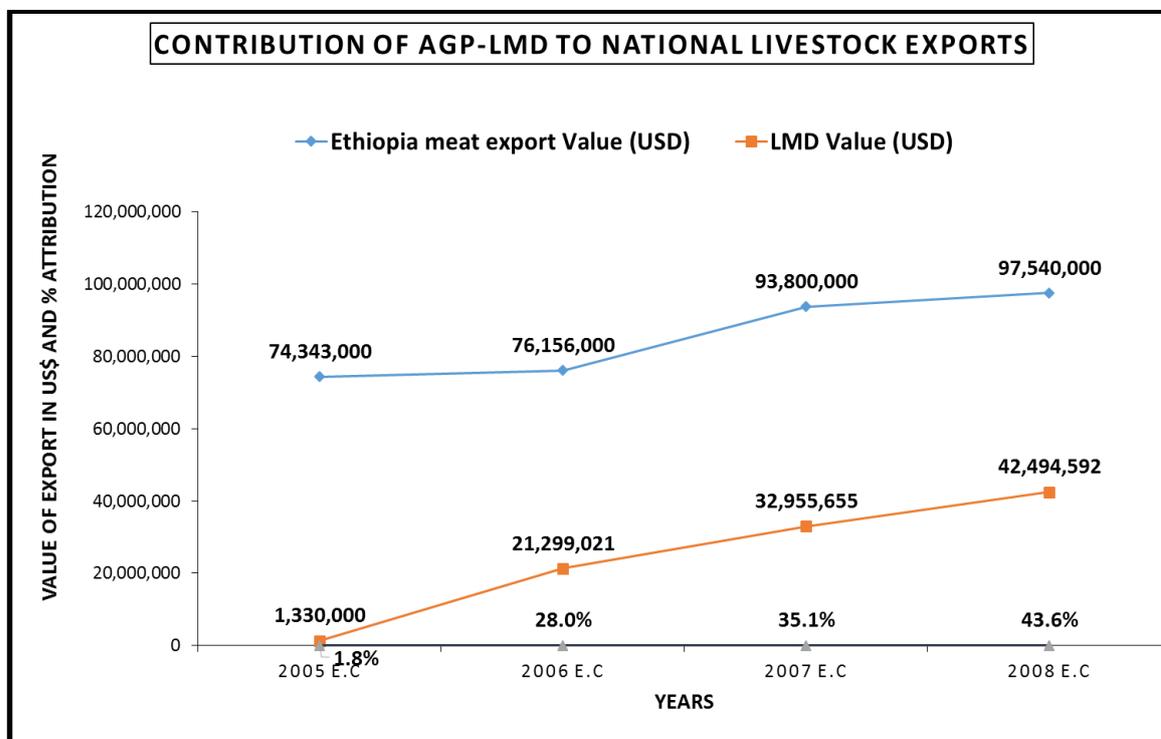


Figure 1: National livestock export and AGP-LMD’s contribution from 2005 to 2008 Ethiopian Calendar (July 2013 to June 2016). Source: Ethiopian Revenue and Customs Authority (ERCA), and the Ethiopian Meat & Dairy Industry Development Institute (EMDIDI) - July /2015

- The project made significant progress on improving the enabling environment for the livestock sector in Ethiopia. During Year 4, the project continued to work on nine policy issues ranging from piloting livestock traceability and increasing land lease periods for livestock enterprises, to public private partnerships (PPP) for the management of livestock marketing and quarantine infrastructure.
- By the end of Year 4 the number of children under five reached by project-supported nutrition programs totaled 24,329 (13,035 female). Also, the number of people trained in child health and nutrition through project-supported programs increased from 44,647 and now total 130,421 (73,395 female). The achievement is mainly due to the innovative strategy to train farmers in child health and nutrition by making use of the Government of Ethiopia’s (GoE) agricultural extension workers (AEW) and development assistants (DA) in combination with health extension workers (HEW) and care groups (CG) .
- The AGP-LMD project also facilitated linkages for 12,689 vulnerable households in Year 4. This was achieved through coordination and in collaboration with USAID-funded projects PRIME and GRAD.

In Year 4, the project faced a number of important challenges that had an impact on project implementation and results achievement

- **Drought:** despite the earlier reported results, the drought did have a negative effect on AGP-LMD due to the unavailability of GoE officials who are involved in LMD activities and the unavailability of animal feed reducing milk production.

- **Food safety:** media reports about aflatoxin in local fresh milk affected the dairy sector significantly. Although the initial communication about the presence of high levels of aflatoxin in the large majority of Ethiopia's processed fresh milk was later rectified by the researchers, the confidence of the consumers was damaged and demand for locally processed fresh milk declined with an estimated 30% in cases. This has reduced the impact of LMD's dairy interventions in Year 4. The presence of aflatoxin in milk is mainly due to the buildup of the toxin in animal feed. AGP-LMD is working on measures to reduce the build up by improving feed storage.
- **Security:** AGP-LMD had to limit travel twice for a period of 3 to 4 weeks during the reporting year due to reports of unsafe situations in the country. And although the project did look for alternative ways of implementing activities, it did have a negative impact on results achievement mainly in the areas of training farmers.
- **Decreasing liquidity levels at banks:** a major challenge in facilitating bank loans to livestock businesses has been the low level of liquidity at banks. The liquidity position of banks has remained precarious for the last four years due to the 27% government bond requirement, and worsened this year due to a run on the banks from importers looking to benefit from the Commercial Bank of Ethiopia's announcement to issue Letter of Credits totaling over USD \$2 billion. The mass withdrawals severely diminished the liquidity position of most private commercial banks, so that they were unable to lend for most of the year. On top of this, banks ask for up to 100% collateral on top of the 50% guarantee offered by the DCA and this excludes SMEs that would otherwise qualify to borrow under the program.

AGP-LMD is one of USAID's contributions to the GoE's AGP program. Strong coordination and alignment with the AGP program is of key importance to successful project implementation and sustainability. AGP-LMD made significant efforts in Year 4 to further improve in this regard and engaged with the regional and federal AGP coordination units during planning, implementation and reporting. These efforts did not go unnoticed and were appreciated and praised by the regional bureaus of agriculture and AGP coordination units during the annual AGP steering committee meetings.

## PROGRAM OVERVIEW

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 implementation is focused on improving productivity and economic growth in the high potential areas of Ethiopia, with an emphasis on surplus producers. The goal of the USAID Feed the Future initiative is "to sustainably reduce poverty and hunger" with implementation focused on improving the incomes of poor rural households, and improving the nutritional status of children. 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.

AGP-LMD is a five-year program that started on September 17, 2012. AGP-LMD's objective of improving smallholder incomes and nutritional status aims to contribute to the achievement of both Feed The Future and the Government of Ethiopia's Agricultural Growth Program (AGP) by using a value chain development approach to improve productivity and competitiveness of the dairy, meat and live animals value chains. To do this 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 focusses on the AGP component 1.3: Market and Agribusiness development and operates in 46 woredas selected from 98 AGP targeted woredas in the four main productive regions of Oromia, Amhara, Tigray and SNNPR and 16 additional woredas of USAID's ZOI, determined by earlier USAID project interventions. In these woredas, there are an estimated 1.3 million households accounting for a population of 8 million<sup>1</sup>. Besides, AGP-LMD works together with USAID's Pastoralist areas Resilience Improvement through Market Expansion (PRIME) and Graduate Resilience to Achieve Sustainable Development (GRAD) projects to link 50,000 Productive Safety Net Program (PSNP) and Pastoralist households to the supported value chains. AGP-LMD works with the GoE AGP and USAID's GRAD and PRIME project, using the pull-push approach, where AGP-LMD works on the pull side while the other AGP program components and USAID projects focus on the push side interventions, working directly with the small holder farmers.

Ethiopia has three different climate zones according to elevation:

- Kolla (Tropical zone): is below 1830 meters in elevation and has an average annual temperature of about 27 degrees Celsius with an annual rainfall about 510 millimeters.
- Woina dega (Subtropical zone): includes the highland areas of 1830 - 2440 meters in elevation. It has an average annual temperature of about 22 degrees Celsius with annual rainfall between 510 and 1530 millimeters.
- Dega (Cool zone): is above 2440 meters in elevation with an average annual temperature of about 16 degrees Celsius and an annual rainfall above 1530 millimeters.

The AGP-LMD project target woredas are situated in the Woina Dega and Dega climate zones of Ethiopia. The PSNP and Pastoralist households are in the Kolla climate zone.

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<sup>1</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI. Although this baseline was not conducted in all AGP-LMD targeted AGP and non-AGP woredas, the baseline data collected is considered representative for all the AGP-LMD interventions woredas. All the numbers form this section are form this baseline study.

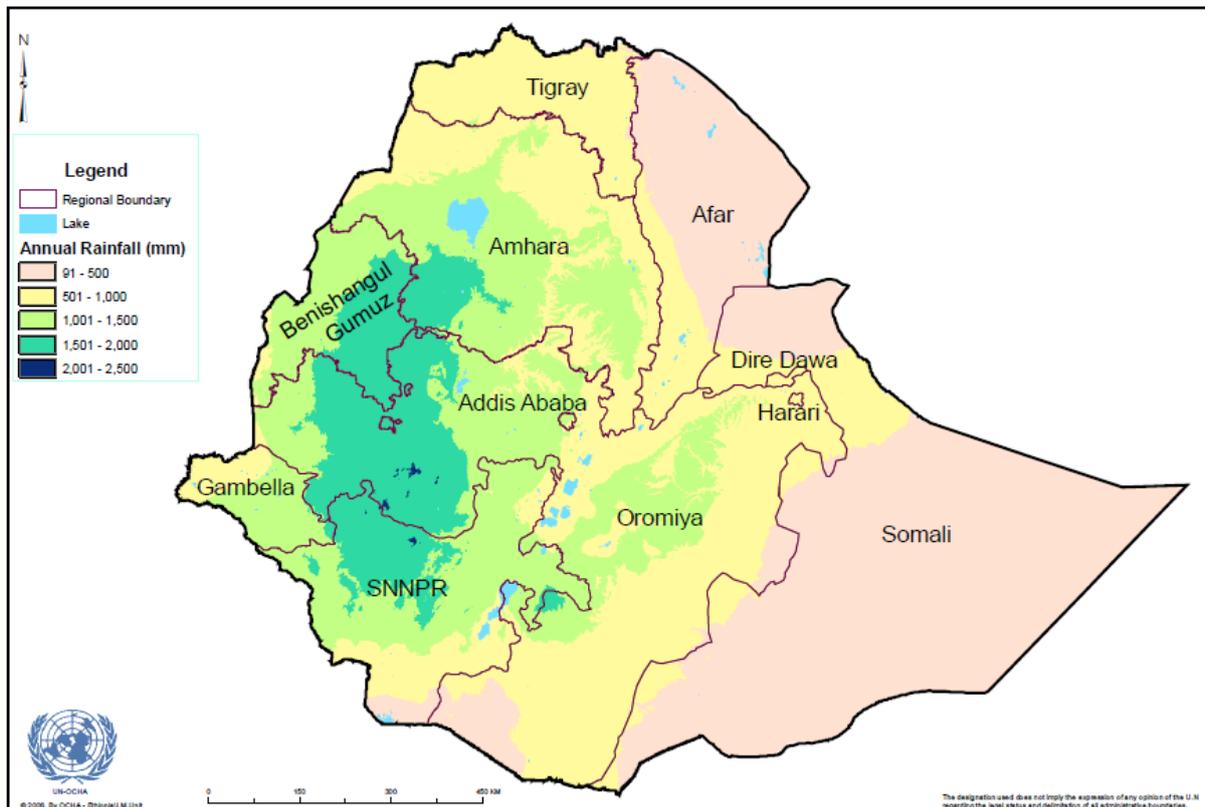


Figure 2: Annual Rainfall in Ethiopia, UN Office for the Coordination of Humanitarian Affairs, 30 Jun 2006.

The selection process for the intervention woredas involved three phases:

- 1) Identification of livestock growth corridors and milk sheds: AGP has selected 98 high agricultural production woredas for its entire program, covering both crops and livestock. AGP-LMD has adopted a “livestock growth corridors”, or “milk sheds” (cluster of woredas), approach for the selection of its intervention areas and target beneficiaries. Downstream value chain actors are often not present in the same woreda as their suppliers, while the improvement of the competitiveness of a value chain requires working with the actors along the chain. For the determination of the growth clusters, primary criteria such as
  - availability of key middle value chain actors like cooperatives, processors, feedlot operators, traders and exporters,
  - availability of services including animal health, artificial insemination, animal feed; and the quality and
  - availability of infrastructure comprise roads, access to markets.
 Based on these criteria, seven main livestock growth corridors and milk sheds were identified (see figure 3).
- 2) Identification of specific woredas: the criteria were, livestock numbers, heard composition, the contribution of livestock as a source of food, nutrition and income, food security status of the woreda and size of private and communal grazing land. The criteria used by the project to select the livestock growth cluster, as well as individual woredas with high potential for livestock production, align with the AGP woreda selection criteria.
- 3) Identification of 10 deep focus woredas: the available information from the selected woredas in phase one and two was used to select those woredas that have potential for nutrition related activities. This resulted in the selection of 10 deep focus woredas, respecting AGP’s regional distribution of intervention woredas per region: Oromia: 4 woredas, Amhara: 3 woredas, SNNPR: two Woredas, and Tigray: one woreda.

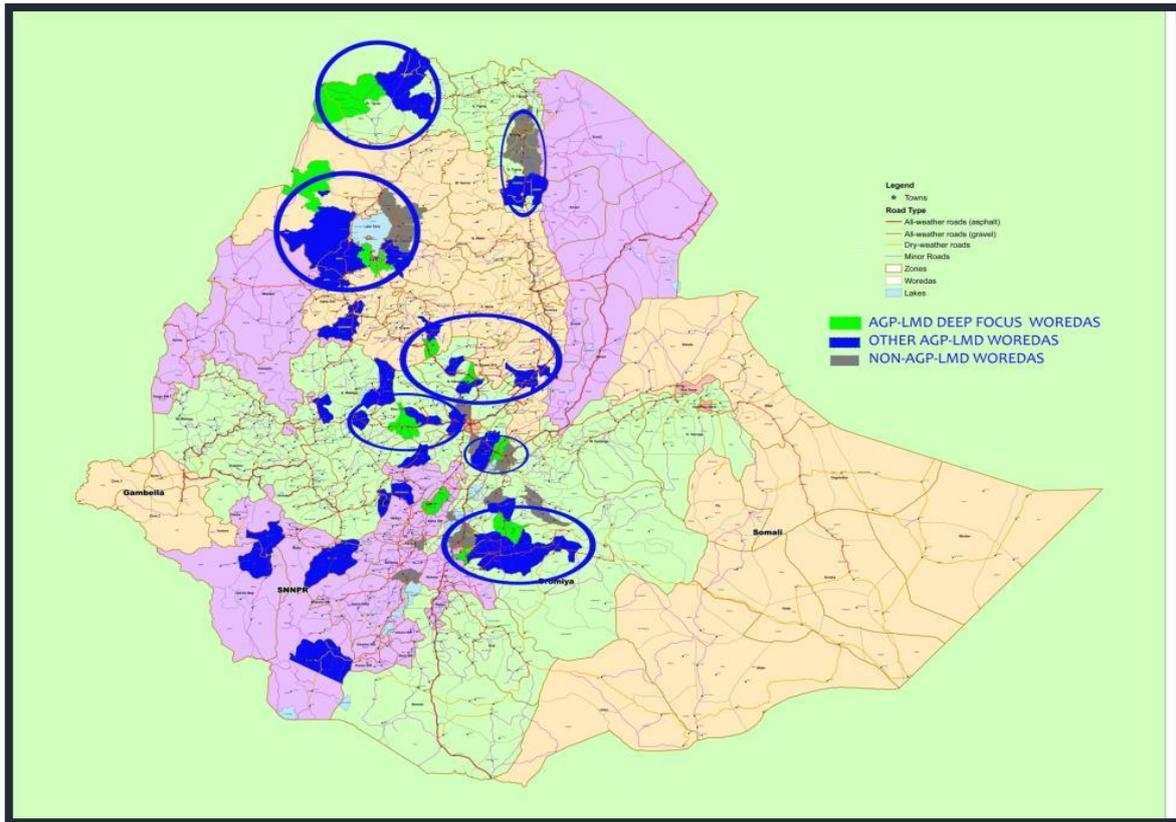


Figure 3. AGP-LMD Intervention Growth Corridors and Woredas

About 89 percent<sup>2</sup> of the household heads in the targeted 46 AGP and 16 additional woredas are farmers or family farm workers. These households hold 5.1 million heads of cattle, of which 2.4 million are cows and 4.5 million shoats. All targeted woredas are considered food secure or food surplus woredas.

From the AGP Baseline report<sup>3</sup> one learns that households used 1.3 hectares of land on average for farming, with over 50% of the households cultivating 1 Ha or less. Farm households in the targeted area owned on average 3.6 heads of cattle (about half are cows) and 4 heads of shoats. However, only 28% of the households own one cow or more. The average milk yield is about a liter per cow per day, which is amongst the lowest in the world. A household uses about 6 percent of their landholdings as grazing area for their cattle. Furthermore they use common grazing land, crop residues, and fallow plots to feed their animals.

In the 46 targeted AGP woredas, only 145 input suppliers were identified<sup>4</sup>, which means one input supplier per 6,000 rural households. Out of these, 57 are veterinarian drug shops that served about 290,000 animals in the 46 woredas, representing an estimated 4% of the livestock population.

From the sale of livestock<sup>5</sup>, households in AGP woredas earn an average of 1,344 ETB per year, representing 26% of the annual income of the sales of agricultural products. The sale of cattle accounts for 77% of the total livestock sales. Revenues generated from the sale of livestock products (meat, hides and skins, milk, cheese, butter, yoghurt, dung and eggs) are estimated to be 155 ETB per year

<sup>2</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI.

<sup>3</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI.

<sup>4</sup> Agriculture Growth Program-Livestock Market Development Project, Baseline Survey, Final Report, November 2014

<sup>5</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI.

which represents only 3% of the annual sales revenue. The major market for households to sell livestock and livestock products is to the same village they live in. Direct sale to consumers is of greater importance in the case of selling livestock products, than it is for selling crops and livestock. This however implies significant variation (estimated between 30 to 70% depending on the region) in demand due to fasting seasons. Male-headed households appear to have better access to markets outside of their own villages, while female heads use their own village as a market place for their products<sup>6</sup>.

In the targeted areas, most rural households rely on their own production to satisfy their family food requirements. The baseline data also indicates that the items household members consumed were less than half as diverse as those required for a healthy diet<sup>7</sup>. The baseline study results indicate a prevalence of severe stunting in 27% of the children, and of moderate stunting in 46% of the children.

Through its work in the livestock sector AGP-LMD targets the following beneficiaries:

1. Suppliers of livestock for export abattoirs who are small holder livestock farmers from the AGP and non-AGP highland woredas or Woinda Dega or Dega zones and pastoralists from lowlands or Kolla zone. The animals from these households pass through the livestock value chain via one trader, but sometimes as many as four, before they are sold to the abattoirs.
2. For dairy, the beneficiaries are households with at least one dairy cow, but in the majority of cases with two to four dairy cows who produce surplus milk and sell to dairy processors. The milk is directly delivered to the processors, or via a private or cooperative collection centre.
3. Value chain actors like input suppliers, processors, feedlot operators, traders and abattoirs, benefit from the project through technical training, market linkages, information and grants. The over 3,500 jobs have been mainly created with these actors.
4. Rural and urban households: through the nutrition messaging and the better availability of formally processed dairy and meat products, AGP-LMD targets Ethiopian consumers of livestock products to assure a more diverse household diet. Ethiopia's annual milk consumption of an estimated 20 liters of milk per year per capita is almost half of the average consumption in Africa and far behind the recommended WHO's 200 liters of dairy products a year per capita.
5. People Living with HIV/AIDS: AGP-LMD target with its PEPFAR funded PLWHA Economic Strengthening strategies 5,000 households of PLWHA and supports their sustainable integration in the livestock value chains.

Under the project's three IRs listed above, the project has five components, each of which has key strategies (figure 4).

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<sup>6</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI.

<sup>7</sup> Agricultural Growth Program (AGP) of Ethiopia – Baseline Report 2011, IFPRI.

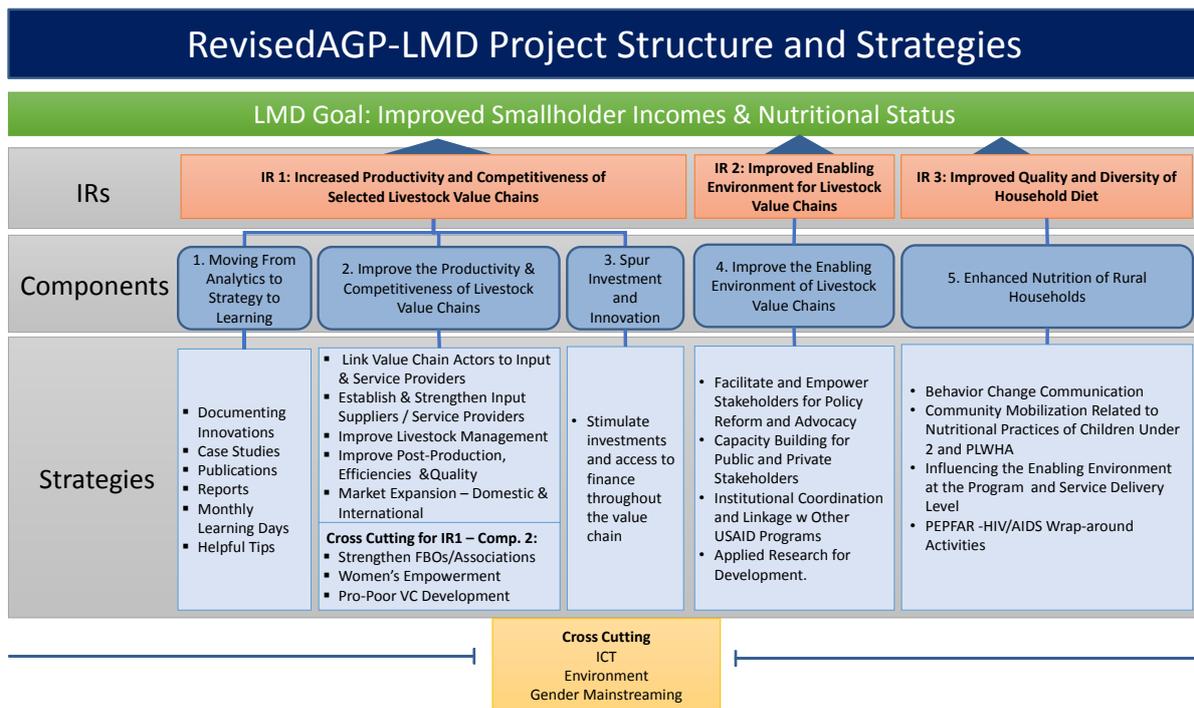


Figure 4: AGP-LMD’s Year 4 Results framework

The AGP-LMD project is led by CNFA and is supported by 8 consortium partners. During year four project implementation CNFA worked together with a team of international partners: The Netherlands Development Organization (SNV), International Medical Corps (IMC), the Institute for International Education (IIE), and the International Institute for Communication and Development (IICD). IICD ended its global operations at the end of 2015 and is no longer a consortium partner. In addition, CNFA also works with four regional implementing partners (IP) operating in the AGP-LMD project intervention regions: 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 (SHA).

## MID-TERM PERFORMANCE EVALUATION FOLLOW UP

During year three, halfway through the life of the project, AGP-LMD was subject to the external mid-term performance evaluations (MTE). Based on the findings and conclusions, the MTE team believed that the project should concentrate its efforts during the remaining life of the project (LOP) on<sup>8</sup>:

- Greatly expanding support for micro- and small enterprise (MSE) development in the rural areas adjacent to livestock producers. In year four AGP-LMD increased its outreach to MSEs in rural areas through the up-scaling grants which will establish AI service providers and milk collection centers. Besides, AGP-LMD increased the focus on MSEs supported by the access to finance component and introduced branchless banking, up-scaled the women's entrepreneurship and leadership training and coaching program and increasingly implemented project interventions like B2B input supply meetings in more rural settings.
- Substantially increasing the role and responsibilities of the local Implementing Partners, especially in designing and implementing MSE development activities, and measuring the impact of project activities (with CNFA technical advice and support). Implementing partners have expanded their AGP-LMD teams based on an increased scope of work for years four and five including M&E experts.
- Establishing private Business Development Services (BDS) providers to ensure essential services for grantees and industrial scale value chain operations. USAID and the Embassy of the Kingdom of the Netherlands (EKN) have signed a MoU to assure collaboration between AGP-LMD and DairyBiss for the development of private BDS in the dairy sector. The two project have successfully implemented the first part of the BDS establishment strategy. Besides, AGP-LMD has increased the scope of work and level of effort of its local STTA pool.

The fourth year of AGP-LMDs project implementation is characterized by the implementation of the MTE recommendations:

- AGP-LMD expanded its activities related to capacity building and market linkage facilitation into rural areas. For example, input supply workshops and Business-to-Business (B2B) meetings were organized more frequently in woreda towns in year four.
- AGP-LMD finalized awarding the innovation grants by September 2015. AGP-LMD focused in year four in the implementation of the 42 innovations grants of which four are in the close-out stage. Procurement of the grants items has made impressive progress during the reporting year and will be accomplished by the end of September 2016.
- AGP-LMD made available in-kind grants for MSEs and cooperatives for the establishment of 100 milk collection centers with the objective to further reach out to rural milk producers and link them to reliable, formal milk markets. The RFA was issued in year four and the grantee selection process is finalized. The procurement process for the 100 milk collection centers is well advanced and expected to be finalized in September 2016.
- AGP-LMD made available small in-kind grants for the establishment of 100 AI providers in country with the objective to bring good quality AI services closer to rural livestock farmers. The RFA was issued in year four and the grantee selection process is finalized. The procurement process for the 100 AI kits and motorbikes is well advanced and expected to be finalized in August 2016.
- AGP-LMD substantially increased the role and responsibilities of the local implementing partners (IPs), involving them more prominently in the project's annual planning process and the implementation of project activities. The scope of work for the local IPs has increased significantly in year four and will continue to do so in year five. To this effect the IPs have established LMD

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<sup>8</sup> Agriculture Growth Program – Livestock Market Development project, External Mid Term Performance Evaluation Report, Tufts University, Ethiopia, May 2015.

teams within their organizations and recruited experts on different aspects of livestock business development.

- AGP-LMD designed a pilot poultry strategy and activities under the nutrition component, emphasizing patio production and home consumption of eggs.

During year four the AGP-LMD project continued to upscale the notable positives identified by the MTE:

- Capacity Building: this remained one of the key overall strategies of the AGP-LMD project. The efforts were further intensified resulting in a 50% increase in the number of individuals receiving short-term agricultural sector productivity or food security training.
- Women's Participation: AGP-LMD continued implementing the specially designed entrepreneurship, governance and leadership training and coaching program focused on women entrepreneurs in year four. An additional 100 women participated during the year. Previously trained and coached business women reported income increases for their households of over 250% per month on average.
- Business-to-Business: AGP-LMD continued introducing firms and farmers to each other, facilitating collaboration through input supply workshops and B2B meetings and reducing resistance to cooperating with each other. More of these events were organized in year four, not only in regional capitals, but also in woreda towns.
- Dairy Value Chain: AGP-LMD further invested grants and technical assistance in developing the dairy sector, especially with regard to collection centers and processors at all levels. An additional five grants were issued during the year for dairy processors and the 100 milk collection grants selection was completed and the procurement of the milk collection centers will be finalized by August 2016.
- Investment: The project has finalized the innovation grants selection in September 2015. The total value of the 42 innovation grants is 5 million US\$. The PEPFAR grants selection was finalized in year four, awarding grants to 91 PLWHA Savings and Credit Groups and selecting 23 grants to PLWHA benefitting business and organizations, for a total value of 0,5 million US\$. The selection process for the milk collection centers' and AI providers' in-kind up-scaling grants is finalized and the grants agreements will be signed in September 2016. The value of the up scaling grants is approx. 2 million US\$.
- Regional Livestock Working Groups (LWGs): AGP-LMD continued to work on the regional LWGs in all four regions. These meetings were instrumental in bringing public and private sector actors together to discuss constraints the livestock sector faces. Regional bureaus of livestock have already committed to financing and organizing a number of these meetings themselves.

The Feed the Future program External Mid-Term Performance Evaluation<sup>9</sup> highlighted the AGP-LMD project's remarkable achievements concerning:

- The support provided to women in the Agribusiness Leadership Network, which was setup by the USAID AGP-AMDe project, made and created an important impetus for Gender Equity. In year four, AGP-LMD co-organized with USAID's AGP-AMDe project the second annual WALN conference.
- The coordination between GRAD and AGP-LMD in the production and marketing of shoats, both in the Oromia and Tigray regions, is an example of a successful push-pull dynamic. In year four AGP-LMD continued to implement the push-pull strategy in collaboration with USAID financed PRIME and GRAD projects resulting in 12,689 vulnerable households linked to livestock markets.

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<sup>9</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.

## RESULTS MEASUREMENT

During year four, AGP-LMD continued to measure its achievements according to the Project Monitoring Plan (PMP). In addition, AGP-LMD has conducted household surveys and assessments in 2015 and 2016 to gather M&E data to substantiate its results and outcome achievements. The following surveys were conducted:

- Gross margin (dairy, cattle, sheep and goat),
- Number of farmers who adopt new technology.

And the following two household level assessments:

- Impact of SBCC messaging on household nutrition. The assessment reports significant changes in nutrition behavior after the five nutrition trainings and nutrition messaging was provided:
  - It was reported that 10% of the women<sup>10</sup> provided supplementary feeding to children of 6 months and older before the AGP-LMD interventions, while 69% of the women responded that they did so after the interventions.
  - Before the nutrition messaging, 36% of the women provided breastfeeding to their children up to two years; 73% of the women responded they did so after the messaging,
  - Only 6% of the lactating women were using a balanced diet for themselves before the messaging; 58% of the women applied a more balanced diet to themselves after they received the nutrition messages.
- Impact of women entrepreneurship, leadership training, and coaching<sup>11</sup>. The impact of the training on the household income of the women was impressive. The women interviewed reported on average an increase in monthly income from 1,430 ETB per month to 5,313 ETB per month due to better business practices. Furthermore, a significant shift in decision power on the use of the generated income and the woman's use of time in the household was reported. Before the training one out of three women was entirely dependent on her husband for these decisions; after the training women decided on their own or jointly with their husbands on the use of the generated income and their own time.

Specific emphasis was given in year four the results measurement for the following FTF indicators:

- **Incremental sales and number of beneficiaries:** The data for this indicator are collected from feedlot operators, fattening businesses and cooperatives, AGP established CIGs, and export abattoirs for live animal sales and milk processors for dairy sales. For the meat and live animals value chain, AGP-LMD uses the assumption that a household sells one cattle and two shoats per year. For dairy, the annual survey has indicated that a household is selling on average 10 lts of milk per day per lactation period with lactation periods of 270 days. For both live animal and dairy, results are being collected from assisted firms using designed data collection forms on quarterly basis. AGP-LMD's External Mid Term Performance Evaluation (MTE)<sup>12</sup> discussed the effectiveness of this specific indicator for AGP-LMD: "the value of incremental sales at the household level attributed to project implementation is considered not to be a valid measure of impact. The AGP-LMD focus on value chains means it is not working at the producer level (with some exceptions in the dairy value chain), and must therefore use secondary data sources to which a set of assumptions are applied."
- **Value of export:** The data is gathered from a number of export abattoirs that received AGP-LMD support in accessing (Luna and Helmex) and re-accessing (Halal and Abyssinia) the UAE market. Finally, export data from Abergelle is added. As a result of AGP-LMD's support, Abergelle re-

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<sup>10</sup> For the assessment a total of 298 women were interviewed in 9 woredas. It is important to note that not only AGP-LMD provided SBCC in the 9 woredas. USAID's ENGINE project was also active during the past years.

<sup>11</sup> AGP-LMD interviewed 99 out of the 278 women entrepreneurs that participated in the AGP-LMD women leadership and entrepreneurship training activities.

<sup>12</sup> Agriculture Growth Program – Livestock Market Development project, External Mid Term Performance Evaluation Report, Tufts University, Ethiopia, May 2015.

started operations in 2013 and is now exporting, as well as attracting a US investor to further increase its operations.

- **Number of jobs created as a result of USG assistance:** This result is collected from assisted firms using designed data collection forms on a quarterly basis. The number of jobs used the number of full time equivalents as a measuring unit. However, many more people gained income from full time and temporary time employment during the reporting year.
- **Gross margin:** The MTE concludes that the gross margin indicator is not applicable as a methodology to the livestock sector because “output prices are not stable and are outside producer control. That makes the calculation unpredictably cyclical and variable. Second, it only looks at cash expenses and does not provide for recovery of the considerable upfront investment costs required to engage in livestock production. Third, it does not account for any changes in inventory. Fourth, data collection based on farmer recall is notoriously inaccurate. Fifth, as a point of reference, standard operating procedure for agricultural production enterprises and professionals is to measure and manage production costs, using them as a reference point when considering production decisions based on price expectations.”<sup>13</sup> Although AGP-LMD does measure the gross margins in the livestock sector, the outcomes should be interpreted taking the above into account.

The year four Data Quality Assessment identified the following areas for improvement of the M&E data quality of the following three indicators:

- Number of farmers, and others, who have applied new technologies or management practices as a result of USG assistance. The Data Quality Assessment reported an Issue of non-representativeness: The data on this indicator is collected through survey on an annual basis based on samples taken from farmers who participated in training. However, the DQA team concluded that the sample size of 93 farmers, or 3% of the participating farmers in 2014, was insufficient. For 2015 AGP-LMD increased the sample size to 10%.
- Value of exports of targeted agricultural commodities as a result of USG assistance programs. Measurement Error: the DQA team concluded that the data reporting format did not clearly specify what the information is that is needed from the beneficiary. AGP-LMD has corrected the data collection formats.
- Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation. Issue of under reporting: the loan amount that the grant users obtain from the banks has not been considered as leveraged by the FTF implementation. AGP-LMD corrected the situation and the loans grantees received from banks, as part of their matching contribution to the grants, have been incorporated in the year 4 results.

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<sup>13</sup> Agriculture Growth Program – Livestock Market Development project, External Mid Term Performance Evaluation Report, Tufts University, Ethiopia, May 2015.

## CHALLENGES

During the reporting year the AGP-LMD project faced a number challenges that impacted work plan implementation and results achievement:

1. AGP-LMD is part of the GoE AGP, more precisely it focuses on the GOE's AGP Objective (Component 1.3): Market and agri-business development. AGP-LMD was designed on the premise that smallholders would increase their yields as a result of the AGP interventions and that the marketing project would work with increasing commercial surpluses that could be readily marketed<sup>17</sup>. In March 2015, the FTF MTE concluded that, "a second assumption, which has subsequently constrained the impact and obliged the refocusing of the marketing programs has been the limited performance of the counterpart AGP program". In order to overcome this challenge AGP-LMD has revised its intervention strategy over the years and included activities at woreda level where it directly interacts with farmers to increase their production and productivity. Livestock management and hygienic milk production trainings for farmers are examples hereof.
2. Bank lending: In terms of bank lending, a major challenge has been the severely diminished liquidity position of private commercial banks in 2015. This was mainly caused by:
  - A government directive that remains in force for the fourth year running, requires banks to purchase 27% in government bonds for every loan made. Despite a 5% reduction in bank reserve requirement, the liquidity position of private commercial banks continues to deteriorate due to the required bond purchases,
  - The decision from the state-owned Commercial Bank of Ethiopia (CBE) to approve Letter of Credit (LC) requests totaling over \$2.2 billion dollars resulting in large import businesses withdrawing their local currency deposits in private commercial banks to open LCs at CBE.

Some of the partner banks of the DCA loan guarantee scheme were among those affected. AGP-LMD mitigated the situation by transferring applications to other banks, advising clients to prioritize their expenditure requirements to reduce the amounts of loans requested, and requesting credit for some applications to banks outside of the DCA portfolio loan guarantee arrangement. And to complement the general lack of loanable funds at banks, AGP-LMD works to find interested private equity funds and connect them with livestock businesses. AGP-LMD facilitated US \$1.3 million in loans for six livestock businesses in the reporting year.

3. Lack of private sector focus and participation mainly related to land and finance policies: AGP-LMD has held far reaching discussions with potential multimillion US\$ investors in the livestock sector. However, due to inconsistency in decisions, around land allocation for example, some of these businesses decided to take their investments elsewhere. AGP-LMD has used the MSPs to address issues of land allocation and facilitate public private dialogue at the regional and federal level. As a result, land leasing periods were extended and land for livestock investments was made available to entrepreneurs.
4. Drought: The unavailability of feed and the escalating price, as a consequence, has forced many smallholder farmers from drought affected areas to sell their animals at very low prices or witness their livestock assets die. It also affected the production of milk in none drought affected areas and consequently the supply of milk from small holders to processors. AGP-LMD assessed the feed availability and destocking opportunities in selected woredas in the four intervention regions in December 2015. The report was presented to the Agriculture Task Force - Emergency Livestock Working Group (ELWG) in February 2016. The LMD grants program positively impacted the drought mitigation because feed processing units and capacity has increased in the country. The feed processing unit of Raya Lemlem cooperative union in southern Tigray has processed and sold 21,000 quintals of feed since its inauguration in November 2015, benefitting over 8,000

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<sup>17</sup> FTF Ethiopia External Mid-Term Performance Evaluation Report, Tufts University, Ethiopia, March 2015

smallholder livestock producers in drought affected areas. Also, due to LMD's work with export abattoirs, destocking initiatives were more successful due to the increased use of processing capacity. For example, in Tigray, the Abergelle Export Abattoir, which was standing idle until 2013, purchased 3,800 cattle and 21,000 shoats from the drought affected areas as part of the GoE destocking initiatives with a total value of USD \$1.5 million.

5. Food safety: The aflatoxin study<sup>18</sup>. The study showed that Ethiopian dairy in cases has aflatoxin levels that are above the US norm and thus could be harmful to human health. Despite the results of the study, ILRI recommends consumers continue consuming milk for nutritional reasons. The way the study results were presented has seriously affected the demand (est. -30%) for fresh processed milk, which negatively impacts the income of smallholders. In order to mitigate the situation, AGP-LMD confirmed the cause of the aflatoxin contamination. Animal feed is the main source and the project has started to work on improving the animal feed storage at producer and processor level. AGP-LMD is also in discussion with the Ethiopian Milk Processors Industry Association to determine their role in regaining the confidence of consumers after the successful reduction of aflatoxin levels in milk has been achieved.
6. Human resources: During Year 4 AGP-LMD has encountered challenges in the area of human resources. Due to the end of the project approaching in one year, AGP-LMD management noticed that a greater number of staff members are looking for other multi-year contract opportunities. During Year 4, 10 staff resigned, and since the end of Year 4 another 3 members, in this case all from the nutrition team, resigned from the project. Recruiting new staff is becoming increasingly difficult because the project has less to offer in sense of contract time. The project was already suffering from candidates that pass the recruitment process and then eventually either do not accept the job offer or resign after only a few days with AGP-LMD. The communications unit has particularly suffered from this practice in Year 4.  
AGP-LMD will continue recruitment but also look for further ways to expand the pool of consultants beyond only the technical project areas in order to be able to deal with gaps in the staffing plan due to the end of the project approaching. In addition, the project will look for ways to retain its staff by reviewing present salary levels related to changes in costs of living over the past two years.
7. Security: AGP-LMD had to limit travel twice for a period of 3 to 4 weeks during the reporting year due to reports of unsafe situations in the country. And although the project did look for alternative ways of implementing activities, it did have a negative impact on results achievement mainly in the areas of training farmers.
8. Livestock Identification and Traceability System pilot: The LITS steering committee meeting, which is charged with overseeing the project implementation and giving policy guidance, was only able to meet once during the fiscal year. The plan was to have a meeting every quarter. However, the officials of the MoLF were heavily engaged in the structuring of the new ministry and other competing priorities. As a result, the proposal to establish a revolving fund scheme to ensure the financial sustainability of the LITS program has not been officially endorsed thus far.
9. Nutrition SBCC, are dependent on government plans, since AGP-LMD uses the government structure of HEWs and HDALs to reach target households. Sometimes HEWs and woreda nutrition focal persons have other priorities, and LMD's activities are as a result postponed. This has delayed implementation.

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<sup>18</sup> Aflatoxin levels in cow milk and feed in the Addis Ababa milk shed, ILRI, Addis Ababa, October 30, 2015, <https://news.ilri.org/2015/10/30/aflatoxin-levels-in-cow-milk-and-feed-in-the-addis-ababa-milk-shed-new-study/>



## IR1: INCREASED PRODUCTIVITY AND COMPETITIVENESS OF SELECTED LIVESTOCK VALUE CHAINS FOR THE BENEFIT OF SMALLHOLDERS

### COMPONENT 1: MOVING FROM ANALYTICS TO STRATEGY TO LEARNING

In Year 4, despite the absence of a learning manager for about 8 out of the 12 months, AGP-LMD managed to document and present successes and innovations at FTF quarterly meetings, perform impact assessments to document results of LMD's innovative approaches and programs, and share its results and progress made in the implementation of AGP-LMD's work plan with USAID and AGP via reports and presentations.

During year four AGP-LMD also organized and participated in important public events during which results, innovations and progress were showcased to USAID leadership and officials, USG members of congress, the CNFA Board of Directors, GoE officials and livestock sector actors and stakeholders.

#### **Documenting Innovations**

AGP-LMD produced in year four the livestock export promotion video for the Ministry of Trade and Livestock and Fisheries Resources. The video is intended for use during export promotion events like the Gulf Food Fair. Although the promotion video is not focusing only on innovations, it does focus on the innovative changes the Government of Ethiopia has introduced, and will introduce in the future, to the benefit of the Livestock Sector, mainly related to quality.

Two ICT innovations, the Livestock Market Information System (LMIS) and the Animal Disease Notification and Investigation System (ADNIS), were presented and shared with USAID Feed The Future projects during the quarterly USAID Feed The Future meeting.

#### **Case Studies**

During the reporting year AGP-LMD conducted 2 impact assessments which provided for important inputs and evidence for the effectiveness of selected AGP-LMD interventions: nutrition social behavior change communication (SBCC) and women entrepreneurship and leadership training and coaching program. The SBCC impact assessment confirmed the contribution of LMD's Care group approach to behavioral changes in LDM targeted households regarding nutrition.

The Women Entrepreneurship and Leadership Training and Coaching program impact assessment provided for key insights in and evidence for the outcomes and impact of the program. Women who participated in the program reported significant changes in the turnover of their economical undertakings, positive changes in the decision making power in their households in their favor and increased income for the households. In January 2016, the AGP-LMD project presented the outcomes and impact at the annual national Women in Agribusiness Leadership Network (WALN) Conference, which was organized by USAID's AGP-LMD and AGP-AMDe projects.

Taking into account women's limited access to resources in Ethiopia, AGP-LMD designed a grant program with a 1: 0.5 matching ratio for women entrepreneurs who wish to expand their businesses. This strategy had given opportunities to a number of women in the MLA and dairy value chains. At the conference, AGP-LMD presented the case of one of the project's grantees, Meskerem Solomon of Azu Dairy Farm, to illustrate the importance of women's access to resources in increasing the income of women and smallholder farmer households.

The AGP-LMD project team produced cases of good practice focusing on women in the livestock sector in the four regions. In Tigray, beneficiary Helen Brehe learned how to use the short message

system (SMS) during LMD training, and used this new knowledge to inform her customers about her products and prices. In this way, she was able to increase the volume of her sales without middlemen.

Another case of good practice was produced on the outcomes of the training on women's leadership and entrepreneurship development. Tsige Girma, a trainee in Bahir Dar, Amhara region, opened two shops after the training. She managed her business, expanded it and created jobs. With the knowledge she gained from the training, she prepared a project proposal and won a second round grant. Recently, she was elected president of the Amhara Women Entrepreneurs Association.

### **Organize and participate in public events**

The year was marked by a number of important events, during which LMD showcased its results to USAID, US Congress and Government of Ethiopia officials:

- U.S. Congress visited Yirgacheffe coffee processing plant in Addis Ababa Ethiopia. July 27, 2015: LMD presented its work and impact by showcasing three grantees and clients of the project.



USAID Acting Administrator Lenhardt learns about the improvements USAID AGP-LMD brings to Ethiopia's livestock sector during the US Congress visit, in the presence of Dennis Weller, USAID Ethiopia Mission Director.

- An equipment handover ceremony for eight grantees operating in the Amhara, Oromia and SNNP regions on September 21 in Debre Zeit. The grantees come from diversified areas of the livestock sector including artificial insemination, dairy and feed production, and meat processing. The event was also attended by four members of CNFA's Board of Directors.
- On September 3, the U.S. Government, through the United States Agency for International Development (USAID), and the Embassy of the Kingdom of the Netherlands in presence of the State Minister for Livestock, signed an agreement to work together on the development of Ethiopia's dairy sector through USAID's Livestock Market Development project. The collaboration will provide significant expertise from both sides to benefit suppliers, farmers, processors, consumers and exporters engaged in the dairy sector.
- Together with the AGP-AMDe project, AGP-LMD organized the second WALN Conference in January in Addis Ababa. The event brought together over 300 women in agribusiness from around the four intervention regions with the objectives to celebrate the remarkable achievements of women leaders in agribusiness, share experiences and learn.

- In February AGP-LMD co-organized the ALMI dairy plant inauguration in Awassa. ALMI's management lead and AGP-LMD staff supported and advised the owner and manager with developing and organizing the event. The event was attended by the Minister of Livestock and Fisheries, USAID representatives, regional and woreda officials and small holder farmers from the surrounding area.
- In March AGP-LMD's client Abergelle was visited by the USAID Administrator, Gayle Smith, accompanied by an USAID Washington and Ethiopia delegation. During the visit the USAID Administrator handed over the innovation grant valued at USD \$98,000 to the Abergelle abattoir manager, Dr. Gebremedhin. The grant is to support Abergelle with HACCP and ISO certification supporting the abattoir with its endeavor of opening up to new, higher quality demanding export markets.



From left to right: Marc Steen, Chief of Party AGP-LMD, Gayle Smith, USAID Administrator and Dr. Gebremedhin Abreha, Abergelle Manager, during the grants award ceremony.

### Quarterly Learning Days

Learning days were organized throughout the year inviting LMDs regional teams and regional IPs to share experiences, and facilitate learning. These meetings were combined with the monthly coordination meeting which were held in Addis Ababa, with the objective to monitor progress and plan upcoming activity implementation of the project. AGP-LMD organized 10 monthly coordination meeting, two learning events and an annual retreat.

The five main lessons learned during the reporting year are:

#### 1. Multi Stakeholder Platforms: Key lessons learned in organizing effective platforms.

The livestock value chains operate in an enabling environment, which is improving, but is not yet fully effective in improving the competitiveness that allows actors to operate optimally and make use of market opportunities. AGP-LMD's enabling environment activities are supporting livestock value chain actors in establishing forums and facilitating policy dialogue at the regional and federal levels using Multi Stakeholder Platforms (MSPs) to advocate for policy reform and change.

The MSPs were instrumental and highly appreciated platforms for bringing key government representatives, the private sector, higher learning, and research institutes together to identify areas for policy reform affecting the livestock sector and coming up with strategies for lobbying and advocacy. The livestock working groups (LWGs) that have been constituted on the technical level have also been commended for being instrumental in identifying policy issues, setting the agendas, leading and facilitating the discussion, and recommending practical solutions to alleviate the constraints in the livestock sector.

During the last four years, a number of business enabling issues were tabled at the regional and federal level MSPs. The key issues tabled and discussed include, access to land for livestock development, removal of VAT on livestock feed, breeding policy, PPP in the management of livestock services, privatization of slaughtering and veterinary services, and access to finance. The deliberations on these issues have produced some tangible results such as provision of land to livestock processors, increasing the lease period for land from 7 to 25 years (in Amhara), removal of VAT on poultry feed, and initiatives in privatization of veterinary services. The examples stated above are examples that are appreciated by regional and federal authorities, as well as the private sector. This was confirmed by the External Mid-Term Performance Evaluation of the AGP-Livestock Market Development project. Also the GoE appreciates the AGP-LMD organized MSPs and has introduced the platform as one of the best practices from AGP-LMD into AGP II.

In terms of organizing the MSPs to lead to productive engagement, change in mindset and achievement of results, the following are some of the key lessons drawn over the past four years:

- In terms of the process itself, in the first years of the project, AGP-LMD was taking full responsibility in organizing and facilitating the MSPs. However, in subsequent years regional and federal partners and stakeholders started gradually owning the process and increasingly took the leading roles and responsibility of setting the agenda and facilitating the discussions. This was because of the increasing awareness that enabling environment issues need to be addressed for the value chains to function better to the benefit of the Public and the Private sector.
- The establishment of Livestock Working Groups (LWGs) in the second year of the project was considered instrumental in pushing the issues forward. Members of the LWGs are small group of committed and enthusiastic champions who have the technical knowledge and sectoral expertise to identify the issues, but also the connections and networks to push the agenda. They are highly regarded personalities who have the technical clout to influence decision makers.

Because of the increasing ownership by regional and federal stakeholders, as well as the key role being played by the LWGs, the following are concrete examples of how MSPs contribute to improving the enabling environment:

- Regional BoLF for SNNPR has empowered the regional WG by giving it an additional mandate to support all livestock value chains in the region, including fishery and apiculture, which are not covered by AGP-LMD.
- The SNNPR BoLF has also been using its own budgetary resource to finance the MSPs and the LWGs. The implementation of the actionable recommendation is followed by the Chair and secretary of the MSP and the working Groups.
- The Amhara Region BoLF has been instrumental in getting the land-lease period amended from 7 to 21 years
- As a result of continuous advocacy work by the MSPs, the municipality of Gondar in Amhara Region was able to re-locate 37 feed lot operators and provide them with suitable and adequate land for their fattening business.

In general, the deliberations and the outcomes of the MSPs have demonstrated that policy makers have to be continually sensitized in order to induce the will for change and enable effective participatory decision-making and knowledge-sharing. In this connection it is important to ensure that the policy process includes a strong emphasis on the outcomes that need to be reached, and to build in a monitoring mechanism that ensures that the process is kept on track, that its outputs are visible, and that there is continuous reflection on the direction in which the process is moving. Finally, it is becoming increasingly clear that the impediments in the livestock sector cannot be addressed without the active participation of the private sector. The MSPs played a significant role in promoting trust among key players, particularly between government and the private sector.

## **2. The importance of market linkages: the experience of AGP-LMD's Business-to-Business (B2B) meetings**

Ethiopia has the largest livestock resources in Africa, and 8<sup>th</sup> in the world. These resources include 53.4 million heads of cattle, 63 million shoat and 2.5 million camel. Ethiopia has huge potential for meat production and processing. However, currently the productivity of the livestock sector is very low. In 2012, AGP-LMD conducted detailed meat and dairy value chain analysis and identified the non-availability of inputs and services to smallholder farmers as a main constraint. In the 46 targeted AGP woredas, only 145 input suppliers were identified<sup>19</sup>, which means one input supplier per 6,000 rural households. As a result, inputs are hardly available, and if they were, they would be of poor quality.

In order to deal with the input supply availability, AGP-LMD introduced the input supply Business-to-Business (B2B) meetings. The events basically bring together livestock farmers and farmers' representative with input suppliers (feed suppliers, equipment providers, AI services providers, animal drugs suppliers, etc.) from across the region and the country. During the meetings input supplier present their products to the audience and explains the effect on livestock production.

In year three, AGP-LMD organized 19 B2B meeting mainly in regional capitals or regional major urban centers. From these meetings, input sales were generated of about 150,000 US\$, or an average of US\$ 7,900 in sales per event. In year four, AGP-LMD up-scaled the efforts and organized 43 input supply B2B meetings in additional urban woreda centers generating sales for a total value of approximately USD \$1,515,000 US\$ or USD \$35,000 per meeting. Also, as a spinoff of the B2B meetings, several input suppliers from the federal or regional capitals established agents in the more rural areas to assure continuous supply of inputs.

The AGP-LMD woreda level B2B meetings is a new approach. It adds a new dimension to the more traditional focus on capacity building in value chain development. AGP-LMD not only focuses on the capacity of the actors in the chain, but it also successfully develops the relationships between the different actors, which has proven to be a main bottleneck to the development of the livestock sector.

## **3. Increasing the outreach and effect of SBCC for nutrition: Involving agriculture extension workers in nutrition messaging.**

Traditionally, social behavior change communication (SBCC), to change households' nutrition culture and status, is mainly focused on mothers and not so much on fathers. Pregnant and lactating mothers are reached by Health Extension Workers during their regular visit to health clinics. This is mainly due to the fact that child care, including the child's nutrition, is considered

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<sup>19</sup> Agriculture Growth Program-Livestock Market Development Project, Baseline Survey, Final Report, November 2014

mainly the responsibility of the mothers. Although men are not considered the primary audience for nutrition behavior change communication, they do have a key decision making role in every household regarding use of household income and food production.

AGP-LMD targets both household men and women in their SBCC to create further awareness of the importance of nutrition and influence the household's decision regarding food production and purchase. To this effect, AGP-LMD provides training to public agriculture extension workers (AEW) and development agents (DA) to involve them in the delivery of nutrition behavioral change messages to male household members as part of their regular extension services.

The AGP-LMD strategy is within the context of the National Nutrition Program (NNP). As per the NNP, the health and agriculture sectors should collaborate and link nutrition to agriculture. By including nutrition messages, agriculture extension workers do just that.

AGP-LMD developed necessary nutrition materials for the AEWs and DAs. The project then provided a two day training on the importance of nutrition and dietary diversification during the child's first 1000 days, and the role of fathers in deciding on household expenditures for nutrition. AGP-LMD provided the training to 288 AEW and DAs, of which 67 (23.3%) were female. This also includes individual counseling skills to assure they can effectively deliver the messages.

AEWs and DAs disseminated the nutrition messages to a reported 18,820 farmers at Farmer Training Centers and through individual counseling during village visits.

#### **4. Access to finance: experiences for a holistic approach.**

AGP-LMD's sectorial analytics and various discussions held with banks have shown that banks view agri-businesses – even more so livestock business - as very high risk for lending. Limited sector specific knowledge prevents bank staff from appropriately assessing and measuring the level of risk involved and developing appropriate financial products catering to the financing needs of actors in the livestock sector.

On the other hand, loanable funds at banks are increasingly dwindling due to the regulation of the central bank forcing banks to purchase government bonds and entry barriers put in place on foreign capital to operate in the banking sector. All of which contribute to widening the gap between the supply and the demand for credit in the economy. This imbalance makes banks notoriously selective.

On the demand side; low levels of literacy and poor infrastructure limit the access MSMEs have to financial services in Ethiopia. Cooperatives and other livestock MSMEs lack capacity in leadership, business management, financial management, and marketing skills. This leads to weaknesses in preparing and packaging loan requests, unrealistic goal setting, and repayment problems. Moreover, MSMEs often lack the collateral, credit history, or the bank-borrower relationship to secure loans from local banks under an increasingly difficult and competitive environment.

Due to the aforementioned reasons, AGP-LMD offered a comprehensive access to finance support package that includes:

- Trainings and BDS development support to livestock MSMEs to help them progress through formal procedures of banks and building their capacity to address production and marketing constraints/risks and make them more bankable;
- Awareness creation and capacity building support to financial institutions to encourage and enable them offer appropriate financial services to actors in livestock value chains while successfully managing related risk.

The recently completed DCA evaluation<sup>20</sup> confirms that “borrowers found technical assistance to be effective and valuable for their business growth.” And that “banks also greatly value this assistance, as it results in the referral of generally well-qualified clients. The executives of the partner banks indicated past TA support was useful in building the capacity of the staff and exposing them to new businesses, particularly SMEs”

The support that AGP-LMD provides in identifying, evaluating, and preparing DCA loan guarantee clients resulted in a 30% success rate of LMD credit referrals, which is high compared to the nationwide average of 0.2%. The success rate for beneficiaries supported by AGP-LMD under the loan guarantee program is above 50%. Overall, the quality of TA provided, not the collateral value of the guarantees, was seen as the main driver in getting loans approved by banks.

#### **5. Women Empowerment through improved business skills and access to information.**

During the past two years AGP-LMD has developed and implemented a women’s entrepreneurship training and coaching program from which 298 women have benefitted to date. The program is innovative in two specific ways:

1. The setup of five modules given over a period of several months to the trainees, which allows the women to participate in the entire training program without being absent from their business and households for long stretches of time
2. The coaching and mentoring system embedded in the regional government structure using expertise available in the regional women’s affairs offices and livestock bureaus to provide continuous support to the women after the training program has ended.

AGP-LMD conducted an impact assessment interviewing 99 women from the 298 training participants. The results for the assessment provided great insights into the outcome and impact of the training and coaching program.

The reason for women to start a business is foremost to assure a better life for themselves and their families though increased income and assets (43% of the women). Almost one out of four women started a business because they witnessed a business opportunity. 47% of the women are engaged in dairy business, followed by shoaat fattening (21%), cattle fattening (6%) and livestock trade (6%). Two out of three women used their own premises and land to start their business. Three out of the four women entrepreneurs started their business with a starting capital of 10,000 ETB or less. For 40% of the women the startup capital came from their own saving or from family members, 50% of the women borrowed the money from an MFI or other source.

The training covered a wide range of topics, treating all aspects of business management and leadership. The women applied the following skills in their daily management after the training:

- Time management: 93% of the women
- Work place safety and health: 83%
- Access to and the use of information: 70%
- Supply chain and storage management: 60%
- Strategic planning and management: 57%
- Business relationship management: 53%
- Nutrition: 40%

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<sup>20</sup> Opening Doors: A Performance Evaluation of the Development Credit Authority (DCA) in Ethiopia, USAID/Ethiopia, Addis Ababa, May 2016.

The trainings did have an important effect on the household decision power on the women’s use of income from her business and her own time. Most significantly is the result that before the training one out of three women was entirely dependent on her husband’s decision regarding the use of her time and income, while after the training that reduced to almost none: decisions are now taken by both the men and the women or by the women herself in these households (Figure 5).

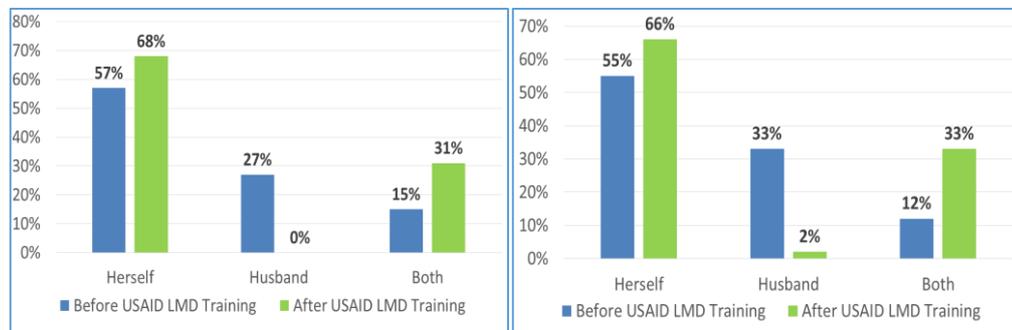


Figure 5: Change in decision power are household level in women’s time use (left) and women’s earned income (right) before and after the AGP-LMD women entrepreneurship and leadership training.

The impact of the training on the household income of the women has also been significant. The average reported monthly income from their livestock business increased from 1,430 ETB per month to 5,200 ETB per month. This has resulted in more diversified sources of income for the households, improved ways of life and better schooling for the children and relatives.

In order to assure sustainable follow up to the training program, AGP-LMD trained staff from regional Women and Children’s Affairs offices (responsible for women’s empowerment) and the regional Livestock Agencies (responsible for technical support) on business coaching. The training was cascaded to over a 100 government staff at the woreda level.

The outcome of the coaching sessions of the coaches with the women entrepreneurs were reported to be the following:

- Linking entrepreneurs to financial institutions,
- Linking entrepreneurs to animal feed sources and suppliers,
- Supporting the entrepreneurs to address land issues,
- Linking entrepreneurs to better AI services,
- Improved bookkeeping by the entrepreneurs,
- Support provided to entrepreneurs in their participation in trades fairs and bazaars.

The training and coaching program has proven to be successful in both generating additional income at household level, as well as empowering women in their own household. It also shows the importance of the coaching component for the reason of sustainable and continuous support to the women entrepreneurs post-training.

COMPONENT 2: IMPROVE THE PRODUCTIVITY AND COMPETITIVENESS OF LIVESTOCK VALUE CHAINS  
MEAT AND LIVE ANIMAL VALUE CHAIN

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

During Year 4, the AGP-LMD project conducted nine B2B meetings between value chain actors, input suppliers and service providers from 28 woredas of the four project regions (Tigray, 6; Oromia, 9; SNNPR, 7; and Amhara, 6). These B2B meetings aimed to build and strengthen commercial relationships between value chain businesses and input and service providers. A total of 304 MLA animal actors (82 women) participated in the meetings.

In Year 4, the focus shifted from regional-level meetings to meetings in targeted woredas in the four regions in order to further reach out with input provision to small holder farmers in rural areas. Overall, the meetings resulted in 162 deals (Amhara, 38; Oromia, 43; SNNPR, 41; and Tigray, 40) generating sales valued at USD \$1,069,049.

In Year 4, AGP-LMD supported Ethio-Feed PLC with a grant, technical support, and through participation in the supply B2B meetings. These meetings produced and supplied innovative feed solutions by converting agricultural waste (maize cobs, cactus pads, and cane tops) into quality feed, thereby increasing the local availability of animal feed at an affordable price using an innovative franchise business model. Ethio-Feed has been linked with local business partners Lemlem Raya Union in Mehoni town in southern Tigray region, Anno Agro Industry in Eastern Wellega, and Wonji Youth Microenterprise in eastern Shewa of Oromia regional state.

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

During Year 4, the AGP-LMD project strengthened livestock-related input and service providers in several key sectors: Livestock Health Services (public and private), Feed Supply (private), Livestock Slaughter Services (public and private), and Business Development Services (private).

**Slaughterhouse Services**

The AGP-LMD project trained 51 workers (6 women) from slaughterhouses around Addis Ababa on meat hygiene and quality. The trainees learned about slaughtering techniques, general abattoir hygiene and improved personal hygiene. They have applied their new skills at their respective local slaughterhouses. Moreover, they have trained their co-workers who did not have the opportunity to receive training from the project. The trainings have led to significant increases in worker productivity.

The trainings also identified the need for facility improvements to improve the sanitary conditions in the slaughterhouses. The slaughterhouse managers and workers were very receptive to the training. According to the reports LMD received from then trainees: abattoirs are implementing the learnings from the training, leading to improved sanitation. These improvements include new cleaning procedures, protective clothing, improved personal hygiene, and improved inspection procedures.

## SUCCESS STORY: Ethiopian domestic abattoirs partner with USAID to improve sanitation

The livestock sector plays a critical role in the agricultural and national economy in Ethiopia. The Government of Ethiopia, through the implementation of its Growth and Transformation Plan, has placed a great emphasis on developing its meat processing industry in order to continue its rapid economic expansion. However, meat processing is a complicated issue. Most slaughtering takes place in the backyard, especially for shoats, and butcheries lack proper cold storage, often selling meat in non-chilled, openly exposed shops.

In Addis Ababa –Ethiopia’s capital, there is only one public abattoir serving the domestic demand with a capacity of slaughtering nearly 1,300 animals per day. While this may seem like a lot, domestic demand is not being met, providing other abattoirs an opportunity to penetrate the market. One of these abattoirs is the Sululta Abattoir Cooperative in Oromia, 25 kilometers Northwest of Addis Ababa. Because Sululta is a cooperative, there is no competition within close proximity of Sululta, which is a result of a government regulations that protects Sululta’s market share. Established in 1997 with 39 members, Sululta has steadily acquired new members over the years. These members, along with others in the surrounding community, use Sululta’s services to slaughter their own animals, which they then sell to markets in the surrounding areas.

Over the past few years Sululta Abattoir has suffered from inconsistent customer visits, lack of market linkages, and sanitation issues. Most of these problems stem from a lack of technical skills, knowledge and awareness. Despite these challenges, the USAID AGP-LMD project saw the potential value in Sululta and took action to improve its services.

Since 2013, AGP-LMD has provided extensive training to Sululta in hygiene, business management skills, leadership, animal handling, feeding and transportation. AGP-LMD also facilitated a study tour for Sululta, taking staff to other domestic abattoirs with upgraded facilities and top notch hygiene services. "Since our participation in these trainings and visits, we attracted more customers as our sanitation improved. We used to slaughter oxen, and now we also slaughter sheep and goats," explained Deribie Beyene (pictured to the right), the current general manager of Sululta.



One of the most notable takeaways from AGP-LMD trainings is the use of the entire animal. "We now know that there is no part of the cattle that isn’t sold, except for the voice," Deribie jokes with smile on his face. The Sululta Abattoir Cooperative used to discard the hooves and heads of the slaughtered animals, but now they are saving the hooves for fire and selling the heads to generate an extra income. Sululta is now reaching the potential that AGP-LMD foresaw only a few years ago. In 2015, 147 customers of the cooperative abattoir slaughtered 20,000 cattle and earned around 2.8 million ETB. In 2016, the number of customers jumped to 185 and it has slaughtered nearly 30,000 cattle. Their gross profit reached 5 million ETB this year and the cooperative boasts of 98 employees (including both full and part-time). The abattoir also managed to provide a new benefit package pay of 850,000.00 ETB this year to be divided amongst its members. Such pay was not available earlier as their profit was not sufficient even to enable them properly run their business.

"This has been possible after the management of the abattoir attended the USAID trainings, visits and workshops," Deribie explains. "As a result, our annual income increased by over 3 million ETB. We are

now planning to expand our business.” Over the next year the abattoir plans to provide butchery services for the local community by opening a supermarket in the town – which will offer a new platform for members to sell their products.

Improving slaughterhouse services like Sululta takes time but the end result could save dozens of lives. Eating safe and hygienic meat is not something consumers frequently consider when they buy, cook or order meat, but they should. The USAID AGP-LMD project will continue to work with abattoirs around the country to improve their operations and handling of meat.

Ethiopia's livestock sector is characterized by low productivity across the sector. At the farm, poor livestock management practices are a key reason for the low productivity. Therefore, the AGP-LMD project livestock activities include training for farmers on backyard fattening and feedlot operation techniques. The farmers receiving training are primarily those who are organized into producer groups such as Common Interest Groups (CIGs), cooperatives and unions.

#### **Training of trainers (ToT)**

The AGP-LMD project held ToT training for 64 (9 women) trainers from all four project regions. The trainings were on livestock management practices, including sheep and goat, dairy beef and feedlot management. Of the 64 ToT trainees, 31 received training on cattle fattening and 33 received training on shoat production and management. The trainers were comprised of zonal-level agricultural experts, woreda-level development agents, private sector trainers and field agents from private sector companies such as feedlot companies. The availability of experts at the woreda level who have livestock management skills will ensure the sustainability of conducting similar trainings in the future.

#### **Livestock management training**

Livestock management trainings have been conducted in 46 AGP-LMD woredas. The trainings were organized and conducted by AGP-LMD staff and IPs. Thus far, a total of 1,701 farmers (472 women) have been trained in cattle fattening and shoat production and management in all four regions.

The focus of the trainings was not feedlot operation, as in past years, but backyard fattening. This change was made in response to the mid-term review, which noted that there are few women feedlot operators or cattle fatteners in most AGP-LMD woredas. Many women are, however, involved in small ruminant-related activities (raising and/or fattening shoat).

#### **Training of Development Agents (DAs)**

AGP-LMD conducted training for DAs based on a request that came from the Oromia Bureau of Livestock and Fishery Resources. The five-day training was conducted for 133 DAs (31 women) in Bishoftu. It included a visit to the Ethiopian Meat and Dairy Industry Development Institute (EMDIDI), Alfa Fodder Farms, Addis Alem Feed Processing and cattle fattening sites. The trained DAs will cascade the training down to farmers in their respective woredas. According to the report received from the woreda office of Livestock and Fishery Resources, the DAs have trained 4,390 farmers to date.

#### **Preparation and dissemination of audiovisual and poster materials**

AGP-LMD, with the objective of reaching larger numbers of smallholder farmers with capacity building, decided to increase its communication channels for reaching farmers by using audiovisual media next to trainings, field days and study tours. In Year 4 LMD started the development of audiovisual materials and posters. Five videos were produced on the following topics: personal hygiene in abattoirs; feedlot feeding and management of animals; carcass fabrication for Ethiopian meat cuts; proper flaying of sheep skins; and transportation of animals. Several posters have also been produced, including posters about Ethiopian meat cuts (cattle and sheep); live animal grades; and prevention and control of fascioliasis.

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

AGP-LMD conducted a workshop on the introduction of a carcass-based pricing system for export abattoirs. There were 23 participants, including abattoir managers, animal suppliers, Ethiopian meat producers and officials from export associations and government institutions such as the MoLF, MoT, Oromia Livestock Agency and EMDIDI. At the workshop, AGP-LMD and EMDIDI gave detailed presentations on the carcass-based pricing system. Luna export abattoir, which is implementing the system fully, and others such as Halal and Abyssinia export abattoirs, which have partially started implementing the system, shared their experiences. In Year 5, the project (in coordination with government bodies) will develop the required legal framework that can govern both animal suppliers and export abattoirs, in order to scale up the system to the remaining export abattoirs.

Poor handling of pre-slaughter animals is one of the major factors affecting meat quality in Ethiopia. AGP-LMD, in collaboration with EMDIDI, the MoLF and the MoT, conducted awareness training for traders in the four regions on how to supply healthy, good quality animals for both export and domestic abattoirs. A total of 143 trainees (23 women) participated in the training. This training was focused mainly on animal welfare, transportation, and feeding and health aspects of meat animals. As a result of this training, 8 export abattoirs and 25 animal suppliers improved their animal handling, which resulted in an improvement in meat quality and a decrease in complaints about meat darkening and wastage.

### **Provide Technical Assistance and training on the effective utilization and handling of meat by-products**

AGP-LMD, in collaboration with EMDIDI and the MoLF, conducted awareness-creation training on meat by-product handling and utilization for 21 participants (5 women) drawn from both export and domestic abattoirs, and government offices. It was explained at the training that none of the abattoirs have been conducting the collection and processing of meat by-products properly. Representatives of two major Chinese offal-processing companies (Yongetay and Aksheker) were also involved in the training. These companies collect green offal from export and domestic abattoirs for processing and export, mainly to Hong Kong and Turkey. Discussions were held with the export and domestic abattoir owners on obtaining more raw offal for processing.

### **Provide Technical Assistance and training for airport meat handlers**

AGP-LMD, in collaboration with EMDIDI and the MoLF identified capacity gaps with the Addis Ababa airport terminal staff on meat handling and personal hygiene. AGP-LMD conducted a two-day training for airport terminal meat handlers on personal hygiene, characteristics of meat, sources of contamination and cold chain management. A total of 42 meat handlers (3 women) participated in the training.

### Support for Abergelle Export Abattoir



Abergelle Export Abattoir is the main meat processing and exporting plant of Tigray region that was standing idle in 2012. LMD has engaged with Abergelle since 2013 with trainings to Abergelle's employees on meat and personal hygiene, supporting their participation in the Gulf Food Fair, provision of a grant for HACCP introduction, support in attracting a foreign investor, organizing animal supply workshops and providing technical support as necessary. Currently, the company slaughters 250 cattle and 1,000 shoats per day

for domestic and export markets. In Year 4, the company generated approximately ETB 42,463,000 in sales; of this ETB 25,406,000 was generated from domestic sales and ETB 17,057,000 from export sales. The table below presents the annual sales generated in the period 2013 to 2015:

Table 1: Annual sales of Abergelle Abattoir (in ETB)			
Year	Local	Export	Total
2013	1,577,000	3,602,000	5,179,000
2014	7,513,000	1,271,000	8,784,000
2015	16,316,000	12,184,000	28,500,000
<b>Total</b>	<b>25,406,000</b>	<b>17,057,000</b>	<b>42,463,000</b>

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

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 organizing forums and networking events.

Supporting participation at trade fairs is among the most successful activities conducted by the AGP-LMD project for expanding 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 MLA actors to prepare for and participate in the Gulf Food Fair 2016.



The Ethiopian delegation was led by the State Minister of Livestock and Fishery and the State Minister of Trade. Representatives of the live animal sector promoted the country's export trade by providing visitors with information about Ethiopian live animal production, the health status of animals and the supply chain processes in place to ensure the export of safe, high-quality livestock products from Ethiopia. Subsequently, live animal exporting company. As a result of their participation in Gulf Food 2016, Ethiopian live animal exporters made deals valued at USD \$8,000,000. To date, Ethiopian exporters have collected 2,000 shoats for export, as per the deals made.

### **Support businesses in participating in domestic trade fairs**

AGP-LMD co-sponsored the three-day African Livestock Exhibition and Congress (ALEC) at Addis Ababa Millennium Hall. The exhibition program was aimed at facilitating livestock trade between Ethiopian livestock value chain actors and targeted foreign buyers, as well as potential customers interested in markets for Ethiopian livestock, particularly live cattle, camel and shoat meat.

LMD supported a total of 17 value chain actors (eight export abattoirs, five live animal exporters, two domestic butcheries and two associations) with their participation in the exhibition. During the event a total of 17 businesses obtained sales, valued at a total of USD \$172,257. These included Abaky General Trading's sale of 2,000 goats, valued at USD \$142,857, and Abyssinia Export Abattoir's sale of six tons of beef, valued at USD \$29,400.

### **Conduct supply workshops targeting domestic and export markets**

The erratic and inadequate rainfall in various regions of Ethiopia created severe drought conditions throughout the year, leading to inadequate water supplies and limited availability of feed resources to sustain livestock populations. As a result, the physical condition of livestock deteriorated steadily and Ethiopia was faced with the severest drought in decades.

AGP-LMD's main focus is on Ethiopian's highland, and that area was to a lesser extent or in cases not at all affected by the drought. However, LMD did in collaboration with other governmental and non-governmental organizations, conduct a rapid assessment of its four regions to identify areas highly affected by the drought. After the assessment, the project conducted continuous consultative supply workshops targeting export and domestic abattoirs. The aim was to support commercial destocking initiatives from vulnerable areas by helping the farmers and pastoralists sell their animals to abattoirs, universities, hospitals and military camps.

As a result of AGP-LMD's supply workshops and support to abattoirs 21,000 heads of shoat and 3,800 heads of cattle valued a USD \$2,286,667 were supplied to Abergelle Export Abattoir as a direct result of AGP-LMD's support. The project also contributed through its B2B meetings and facilitation of business relations to the reported sales of a total of 620,929 shoat at a value of USD \$24,718,887. These animals were purchased by export abattoirs located near Mojo and Debre Zeit. This benefited the farmers and pastoralists by preventing them from losing their animals to the drought, improving their household income and protecting their livelihood.

### **Livestock Auction:**

AGP-LMD supported this new initiative for the development of livestock auctions. Livestock auctions do not currently exist in Ethiopia, although new legislation (the livestock proclamation) has created an opportunity for them. The livestock auction system is well known internationally for creating a transparent marketing system that can enable both buyers and sellers to make rational decisions. LMD conducted the first auction trial in Ethiopia at Project Mercy on 105 culled animals (bulls, steers and cows). The project sold 103 animals using auction marketing as a result, it has generated a total of ETB 682,083. The experience gained by animal buyers, Project Mercy and other participants was appreciated and the initiative was followed by two auctions with similar results. From this event, the big lesson learned was that the livestock auction is a good opportunity for Ethiopia, increasing a more transparent market system.

## SUCCESS STORY: Live Animal Exports Boost Ethiopian Economy

Bereket Demeke was a broken man. He faced extreme anxiety over not knowing where his family's next meal would come from and owed more than 10 million ETB in business debt as a result of a recent drought – which caused a devastating hit to his animal export company. “I was on the verge of losing everything,” Bereket lamented.

For Bereket, the year 2014 started off in despair but changed dramatically after the USAID Agricultural Growth Program-Livestock Market Development (AGP-LMD) project invited him to attend the Gulfood Trade Show in Dubai, kicking off a series of events that would help restore Bereket's confidence, not only in his business, but himself.

Gulfood is one of the largest food and beverage industry-related events in the world, attracting thousands of companies and more than 85,000 visitors from 120 countries. Booths featuring juices, vegetables, spices and meat from the U.S. to Japan to Kenya sprawl across the 10,000+ square foot pavilion center. Gulfood revealed a new world to Bereket– one interconnected by global trade and eager buyers looking to cement new partnerships.

To ensure sustainability after the program ends, AGP-LMD sponsors businesses to participate in trade shows in which they have never attended, and requires cost-share from each business to demonstrate their commitment to expanding their market. Bereket fit these criteria as he had neither exported his products outside Ethiopia nor attended Gulfood. AGP-LMD supported Bereket at every step of the way, from helping him to prepare a sales pitch, to developing professional and attractive business materials. Having travelled at his own expense, Bereket was determined not to leave the trade fair without some major sales. After several days of negotiations, Bereket finalized a contract for his first international export of 2,000 live animals.

Fulfilling Bereket's first contract would be no small feat— as this required a significant amount immediate financial investment. In fact, he needed 16 million ETB in order to deliver the sale. AGP-LMD worked with Bereket in applying to USAID's Development Credit Authority (DCA), a first for his business, to acquire a loan. When the DCA approved his application, Bereket knew this was the turning point in his business operations. “That was my breakthrough,” he recalled. “With the help of USAID, I managed to supply the required live animals to fulfill the contract.”



AGP-LMD identifies international market opportunities and potential buyers for Ethiopian livestock producers. But the work does not stop there. AGP-LMD works with the livestock businesses they are partnering with to ensure they are not constrained due to a lack of capital, like Bereket's story, and provides assistance to improve their access to finance and investment. The project also delivers training and when needed, supports the meat and live animal exporters to meet necessary requirements for entering new markets, such as HACCP, ISO, and Halal certification.

In Bereket's case, AGP-LMD coupled the loan assistance with training in business management and marketing. “I have been shaped by this program and now have a better foundation of business

knowledge,” Bereket commented. “I follow a modernized and improved marketing system and see that I have the capacity to do business better.”

In one year, Bereket managed to pay the entire credit back and since he began working with AGP-LMD, he makes an average profit of over three million ETB annually. But he is not the only one whose life has positively changed due to his business’ success. The community is also benefiting immensely. As Bereket’s business grows, he needs more live animals to meet the demand. Residents around Mojo, where his business center is located, are supplying their livestock, generating a new income for those families. Bereket has even been able to offer new employment opportunities as his sales continue to increase.

“USAID AGP-LMD has transformed me and my business,” Bereket said in summing up his experience with the program over the past two years. Over the past four years, AGP-LMD has facilitated more than USD \$98 million, exceeding its life of project target of USD \$93 million. With a little less than a year left, AGP-LMD will continue to expand Ethiopia’s meat and live animal value chains’ access to international markets.

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

During Year 4 of implementation, fifteen B2B meetings were conducted in the four regions (Amhara, 5; Oromia, 4; Tigray, 2; and SNNPR, 4). A total of 726 participants (198 women) attended the meetings. The participants consisted of different actors and input suppliers, mainly from commercial dairy farms; enterprises involved in dairy equipment supply, feed production and supply, feed processing and supply, equipment supply, and genetic improvement; dairy cooperatives and unions and veterinary service providers.

In addition, USAID's AGP-LMD project invited experts from the sugar industry to three B2B meetings to display their products (molasses and bagasse) and services to B2B participant dairy farmers. Molasses plays a great role in both urea and EM straw treatments, and there is a high demand for molasses from dairy farmers. An AGP-LMD survey in Oromia region indicated that dairy farmers who are utilizing EM technology were able to increase their milk productivity by 1.5 liters per cow per day. However, even though sugar factories are producing large amount of molasses, there are no agents engaged in molasses distribution. As a result of AGP-LMD B2B business linkages, some agents expressed interest in distributing molasses to producers. For instance, during the Amhara region B2B meeting, two participants indicated their interest in becoming molasses distributing agents.

B2B meetings have also benefitted other groups of suppliers and producers. In SNNPR, farmers were introduced to ALPPIS, a high quality AI services provider and LMD grantee, at different B2B meetings. Subsequently, 46 dairy farmers were found to be using semen from ALPPIS. These farmers are satisfied with ALPPIS service because there is a continuous supply of semen without interruptions. Another producer who has benefitted from the B2Bs is Enatina Lij Dairy Farm in Gondar, Amhara region. The farm started yogurt production and purchased a cream separator, yogurt cup sealer, butter churner, starter culture, aluminum foil and yogurt cups. It also began using EM treatments for animal feed.

In general, a total of 545 business deals were made between dairy farmers and input suppliers as a result of B2B meetings. These deals generated a total of more than USD \$445,173.43 in transactions (Table 2).

As a spin-off of B2B meetings, long-term business relationships were established between federal and regional input producers and woreda level input suppliers. For instance, Abay Feed Processing PLC established distribution agents at 9 sites/woredas as a result of the B2b meetings to meet the high demand for feed in rural areas. Another outstanding example is that of Raya Brewery, which established long-term relationships with meeting participants for the purchase of brewery by-products for feed. Additionally, B2B meetings paved the way for individuals to become agents for Naseb Calcium Supply in Dangla and Debre Birhan of Amhara region. Similarly, Gasco Trading established distribution agents in Hawassa, while ALLPIS high quality semen was introduced to dairy farmers in Hawassa.

**Table 2: Commercial transactions among input suppliers and dairy producers as a result of B2B meetings in Year 4**

Company name	Types of services/inputs	Total sales in ETB	Total sales in USD
ALPPIS	Conventional semen	663,450.00	30,715.28
	Sexed Semen	240,000.00	11,111.11
Naseba	Calcium supplement	216,100.00	10,004.63
Abay Feed	Concentrate feed	4,128,000.00	191,111.11
Sidama ELTO feed	Concentrate feed	972,000.00	45,000.00
Gasco Trading	Dairy equipment	584,000.00	27,037.04
Alema Kaudise	Concentrate feed	390,000.00	18,055.56
Elfora	Alfalfa feed	203,000.00	9,398.15
Brazmart	Chopper	47,000.00	2,175.93
Merkeb Union	Feed	1,048,426.00	48,538.24
Brook	Cup sealer	12,000.00	555.56
	Aluminum foil	5,000.00	231.48
Crown	Yoghurt cups	4,500.00	208.33
Fidel	Yoghurt culture	800.00	37.04
WISE Team	Milk equipment	63,480.00	2,938.89
Ethio-Feed	Dairy feed	986,100.00	45,652.78
Weljeji	EM	51,890.00	2,402.31
<b>Total Sales</b>		<b>9,615,746.00</b>	<b>445,173.43</b>

### SUCCESS STORY: Improving the Genetics of Livestock

The national average lactation milk yield of dairy herds in developed countries is over 10,000 liters per year. Unfortunately, according to recent sources the average milk yield of the Ethiopian crossbred and exotic dairy herd is less than 3,000 liters per year and that of the indigenous cows is no more than 300 liters per year. One of the reasons for this is the dissemination of low grade genetic material. Smallholder farmers in high dairy potential areas of Ethiopia usually use local cows with low productivity and reproduction efficiencies. They generally follow a traditional system where appropriate heat detection method is not available. Artificial Insemination service providers do not have access to high quality genetic material, a problem that is compounded by the fact that there is a shortage of liquid nitrogen to properly store the existing semen supply.

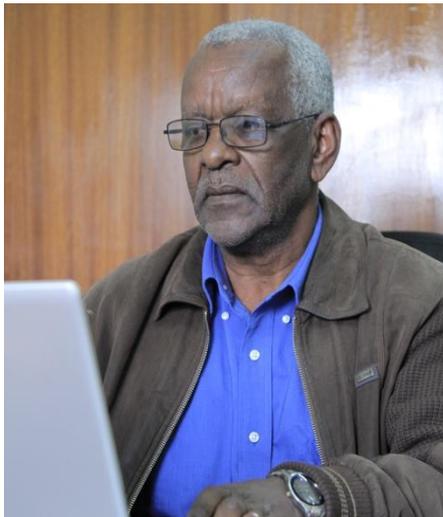


Increasing the productivity of cattle is essential for Ethiopia to improve its dairy sector. As the country is attempting to confront this issue at various sector levels, private institutions must engage and take a leading role.

ALPPIS (The Addis Livestock Production and Productivity Improvement Service) is a private enterprise that has stepped up to meet the growing challenge of providing high quality AI services. Founded seven years ago, ALPPIS took a risk in deciding to charge a fee for AI, a service that the Ethiopian Government provides for free. While the GoE provides AI services for free, the quality and availability of service is limited, a supply/demand gap that is now being met by ALPPIS.

ALPPIS's burgeoning success demonstrates that people are willing to pay a fee for high quality AI services. In order to expand their service provision and operations area, ALPPIS needed additional capital. In 2013, ALPPIS was awarded a \$100,000 grant from the AGP-LMD program to expand its AI service provision and to distribute 30,200 doses of semen (20,000 locally produced and the remaining 10,200 imported semen) to smallholder dairy farmers and commercial dairy farms. The grant helped finance semen from Israel and the U.S. to be distributed to smallholder farmers; as well as to train AI technicians and ALPPIS staff.

AGP-LMD also assisted ALPPIS in facilitating a bank loan, which the company utilized to purchase a service delivery vehicle. With this vehicle, ALPPIS has been able to widen its geographic service area and distribute over 9,700 doses of semen within one year. They started with two staff members and now employ 10.



Dr. Emiru Zewdu (shown left) is one of the founding shareholders and the current general manager of ALPPIS. Under his team's leadership, ALPPIS has expanded beyond just delivering AI services, and now includes intensive post-AI follow-up, data collection, monitoring & evaluation, as well as farmers' consultation on reproductive health and other dairy production methods, which were not been practiced by the public AI service providers.

Dr. Emiru expressed his gratitude to the USAID AGP-LMD project by explaining, "...we have been able to deliver high quality semen and full-fledged (Artificial Insemination) services to farmers and beyond," with the assistance of the grant award. The grant award to ALPPIS is now in the closeout stage, where all milestones have been met.

Through ALPPIS and AGP-LMD interventions, farmers, cooperatives and private commercial farms have increased their meat and milk production – a main objective of the project. But the story of ALPPIS also demonstrates the importance of the private and public sector working together. For Ethiopia's livestock sector to meet its full potential, partnerships like that of ALPPIS must continue for the country to move forward.

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## 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 4, the AGP-LMD project strengthened input and service providers in AI Services (public and private) and Business Development Services (private).

### **Refresher training for public AI technicians**

The most important factor in dairy breeding is the technical capacity of AI technicians. To improve regional AI service provision and strengthen AI technician's skills, AGP-LMD organized a seven-day refresher training in the four target regions. A total of 203 AI technicians (5 women) attended the trainings (Amhara, 34 (3 women); Oromia, 51 (all male); SNNPR, 53 (all male); and Tigray, 65 (2 women)).

A quick assessment survey was conducted on trained AI technicians in SNNPR regarding the benefits derived from AGP-LMD refresher training. The results showed that before the training, the majority of AI technicians did not have the skills or confidence to make early pregnancy diagnoses. This led to late testing, sometimes on cows already three to five months pregnant, and, consequently, to improper animal care. However, the refresher training improved the skills and confidence of AI technicians. After the training, they succeeded in testing cows as early as 45 days into pregnancy. Before the refresher training, their efficiency in AI services was below 50%; after the training, conception rates in their regular AI services were as high as 70 to 75%. The success of this intervention will result in an increased number of calves in the future.

### **Milk marketing and product handling support**

Training on milk marketing and product handling was attended by representatives of 98 businesses (milk outlets/shops) from Amhara (30), Oromia (29), SNNPR (17) and Tigray (22) regions. The main objective of the training was to provide technical and marketing assistance for milk outlets/shops and distributors to promote food safety and quality, improved management, and market access.

Moreover, the training established an experience-sharing forum among milk shop owners. During the training, trainees exchange their experiences, which was especially helpful for the new entrants to the business. Tsige, a grantee in Amhara region, shared her experience with timely delivery based payment systems. She pays a higher price to her milk suppliers who deliver milk before the set delivery time. As a result, the quality of the milk she is receiving has improved and the amount of rejected milk due to spoilage has decreased. She has also a paid premium price to those producers who are following the new system.

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 and training for farmers (primarily those who are organized into producer groups such as CIGs, cooperatives and unions).

**Needs-based training for FBOs/cooperatives, CIGs, producers, DAs, commercial dairy farm operators, and technical farm advisors**

To improve the quality and quantity of milk produced in the four regions, AGP-LMD organized dairy management training for farmers. A total of 2,000 dairy farmers (772 women) from the four regions attended the training. The training had both theoretical and practical sessions. Dairy feed and feeding, dairy housing, genetic improvement, clean milk production and calf rearing were covered during the theoretical training sessions. Dairy farmers were shown how to prepare urea straw treatment, EM straw treatment, *bokashi*, urea molasses block (UMB), and colostrum substitute for calves.

The dairy management training significantly contributed to the improvement of quality milk produced by smallholder farmers. Since farmers began to practice improved management on their farms, the milk rejection rate at collection sites decreased by 23%. Additionally, many farmers improved their calf-handling systems, and consequently, the calf mortality rate is expected to decline.

The productivity of some smallholder farmers increased after they began using the inputs and better management. At Bezu and Fantu farms in SNNPR, milk yields increased from 30% to 50% after they began using concentrated feed for their cows. In addition, some farmers have started treating straw grass using EM and urea, while a few have started making urea molasses blocks. For instance, Goshu Waktola from Holeta has started using EM technology and has increased milk production per day by 0.75 liters, while Kumneger Bekelu from Addis Ababa began using molasses for straw treatment and was able to grow alfalfa forage.

**Study tours for FBOs/cooperatives, CIGs, producers, DAs, and commercial dairy farm operators**

AGP-LMD activities include study tours that allow dairy farmers to observe first hand Good Agricultural Practices (GAP) from their dairy-farming counterparts, improving farm management skills in production and preservation, and introducing business concepts for the marketing of preserved fodder and seeds.

To this end, seven study tours were conducted in the four regions, with the objective of learning about improved forage development and subsequent utilization. Dairy producers from Amhara (69 (22 women)), SNNPR (74 (26 women)), Oromia (37 (11 women)) and Tigray (64 (23 women)) attended the events.

The study tours created opportunities for producers and potential partners, such as Asela Malt Factory management, to discuss the purchase of industrial by-products such as germ and spent grain from the factory in the future. Likewise, dairy farmers in and around Dangila, Amhara region, improved their dairy barns based on the experience they obtained from the tour, while Enatnalij Dairy Farm increased its milk production by 33% due to improved practices gained during the shared experiences.

## SUCCESS STORY: Got Milk? The Communities in Chacha, Amhara Now Do

Established almost 40 years ago, Project Mercy's dairy farm spreads across 40 hectares of land in Chacha, Amhara. The owners of Project Mercy - Marta Gabre-Tsadick, the first woman Senator of Ethiopia under the late Emperor Haile Selassie and her husband Deme- have made it their life mission to improve the nutritional status of those in their surrounding communities.

"Those that we are serving in Chacha are people whose income is so very low that they cannot afford milk for their children," expresses Marta. "So what we are doing is to give them pregnant heifers and train them on how to take care of them. But this is not a handout. They're going to have to pay something for it."

These are not ordinary heifers. These heifers are a result of a cattle project led by the USAID Agricultural Growth Program-Livestock Market Development (AGP-LMD). Because the local Ethiopian breed have low milk yields, the Project Mercy-distributed heifers are crossbred with the Jersey breed using artificial insemination.

When Project Mercy first began the insemination process in 2011, it did not have the necessary equipment and proper training to meet its potential. In 2013, AGP-LMD initiated its competitive grant program, Project Mercy applied and became an official grantee.



Throughout the past three years, AGP-LMD has significantly improved Project Mercy's operations by building its capacity. AGP-LMD facilitated the sourcing of the Jersey semen through a privately owned Ethiopian company called ALPPIS (Addis Livestock Production and Productivity Improvement Service). Additionally, AGP-LMD provided critical trainings and tools to better equip the Project Mercy

staff. "One of the main problems we had was the detection of the heat period," explained Project Mercy's farm manager Tadele Habtu (pictured left). "Now that problem is solved because of USAID." Conducting trainings and sourcing Jersey semen may not seem like it could make a big impact, but it is considerably changing the lives of those in Amhara. Currently, Project Mercy owns 280 cattle and employs 23 workers from the local community- jobs that would not be available if their operations continued at its 2011 pace. Insemination success rate stands at 70%, a number that Tadele proudly shares. And as a result of AGP-LMD technical workshops, Project Mercy's staff has better knowledge of barn management and feeding. This information is relayed to each family that buys a heifer – helping to ensure the sustainability of their purchase. But the number that speaks to the heart of Marta and Deme is that the crossbreed provides up to 14 liters of milk per day.

"My vision for Chacha is to have a lot milk giving cows, so that children in this area will grow healthy having plenty of milk," remarks Marta. Because of AGP-LMD, her vision is becoming a reality.

**Introduction and expansion of quality-based payment systems**

AGP-LMD has supported processors in introducing quality-based payment systems. 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. According to a survey conducted in Elemtu Share Company in Year 4, as a result of the introduction of a quality-based payment system, the company reduced the milk rejection rate from 25% to 5%. This resulted in an increase in the use of the processing capacity of the plant. A farmer who supplies on average 10 liters/day previously discarded 2.5 liters/day. After the introduction of the quality-based payment, this farmer currently discards only 0.5 liters/day. This increases his total income from ETB 90 to ETB 114 per day.

**Follow up mentoring/coaching for commercial dairy farmers, feed producers, milk suppliers, etc. (grantees)**

Ten grantees were mentored, five in Amhara, four in Oromia and one in SNNPR. For instance, AGP-LMD conducted a market linkage meeting between Gobe Farm (heifer producer and milk collector) and Almi Milk Processing Factory (milk buyer). With the support of AGP-LMD, Gobe Farm is collecting 450 liters of milk per day from its own farm and surrounding milk producers. Gobe Farm is also providing AI services as an embedded service to the surrounding milk producers. To date, the farm has inseminated 1,500 cows of surrounding milk producers. Almi Milk Processing Factory has also expanded its processing capacity from 2,500 liters to 16,000 liters of milk per day, and is looking for more milk suppliers. As a first step, the two companies discussed the current price and potential volume of milk that can be collected from Gobe Farm and the surrounding milk producers. Further discussions will be held on the price, volume of supply and other contractual agreements.

**Addis Livestock Production and Productivity Improvement Service (ALPPIS)**

ALPPIS, with support from LMD's innovation grant, has imported three shipments of high quality cattle semen from the U.S. and Israel. In addition to the grant, AGP-LMD also assisted ALPPIS in improving its service provision through a bank loan, which the company utilized to purchase a service delivery vehicle. With this vehicle, ALPPIS was able to widen its coverage and distribute 9,708 doses of semen within the short period of one year. Before receiving the AGP-LMD grant, which almost tripled their previous annual number of AI provisions. Yihdego Dairy Farm in Gondar, Amhara; Hagos Weldu in Adigudom, Tigray; and Biniam in SNNPR first bought semen directly from ALPPIS for their own farm use. Subsequently, they engaged in supplying their communities with AI services.

**Follow-up mentoring/coaching of commercial dairy farms, feed producers and milk suppliers**

Follow ups support was provided to three businesses (Hosaena Dairy, Mulu Dairy and Shewit Farm) on new product development. As a result, Mulu Dairy opened new milk product retail shops with refrigeration facilities. She increased the milk collection volume for cheese processing from about 80 liters/day to 1200 liters/day.

### **Cheese- and yogurt-making training**

AGP-LMD believes that working on milk processing is one of the key agendas for improving the dairy sector. As a result of AGP-LMD's approach, various small- and large-scale dairies and dairy processing plants are emerging responding to increased demand for quality milk and diversified milk products in the country. Cheese and yogurt making trainings provides the opportunity for processing plants to buy more milk from small holder farmers, as well as continue to buy milk daily during fasting seasons.

The following are some of the achievements as a result of the training:

- Fikrte Dairy started producing feta and gouda cheese for sale to supermarkets and restaurants.
- BK Agro-consulting found market opportunities for selling rennet, starter culture and yogurt flavoring.
- Rut and Hirut Milk Processing improved hygienic handling practices, as well as the quality of products.
- Shewit Dairy Farm increased its daily milk processing capacity from 60 to 150 liters. The farm has furthermore started producing provolone and mozzarella cheeses. Also, as a result of shared experience from Almi Milk Processing, the farm has improved the quality of its cheese and butter. Monthly sales have increased by 100%, and the farm has begun collecting more milk during fasting season due to the longer shelf life of the processed products.
- Hosana Dairy Farm and Processing has started producing provolone, mozzarella and gouda cheeses. The farm has increased its processing capacity from 500 to 1200 liters. The volume of milk collected during fasting season has also increased due to the longer shelf life of the processed products.
- Likewise, Mulu Dairy Farm started producing provolone and mozzarella cheeses and increased its daily processing capacity. Monthly sales have increased by 60%, and the owner has opened a bank Letter of Credit (LC) to import a yogurt filling and sealing machine.

### SUCCESS STORY: New Dairy Products – Improving Diet, Incomes and Livelihoods

Take a stroll down almost any grocery in the U.S. and you will probably see what seems like hundreds of different varieties of yogurt. But in Ethiopia, being able to choose between different flavors of yogurt is a new phenomenon. One of the key woman responsible for the introduction of this new product is Hirut Yohannes.

The significance of this story is not simply about providing more flavorful choices at the supermarket. It is about how empowering an entrepreneur can improve the nutritional status of those in her community, while at the same time boosting the incomes and improving the livelihoods of hundreds, helping lift them out of poverty.

Eight years ago, Hirut launched Rut and Hirut Dairy, a milk processing company 30 minutes outside of Addis Ababa in Cha Cha, Amhara. Her business stalled several years after she started it, caused by a dearth of equipment and a lack of proper training. In 2013, she started working with the USAID AGP-LMD project, through which she received training in dairy product production and marketing techniques. Through a competitive matching grants program, AGP-LMD also provided Hirut with new milk processing equipment. Fast forward to 2016 and Hirut’s business has been transformed and revitalized.

Hirut now produces 16 different types of cheese and new types of yogurt including strawberry, chocolate and honey. This model woman entrepreneur supplies her products to 12 stores around Ethiopia’s bustling capital city and serves customers 24 hours a day in her own Addis-based shop. Seven thousand liters are collected each day – a significant increase leading Hirut to expand her staff from 15 in 2013 to 20 full-time employees in 2016.



But the impact of AGP-LMD does not only directly affect Hirut and her employees. Hirut has emerged as an inspiration and resource, especially for other women entrepreneurs. More than 450 women supply milk to Hirut at her seven collection centers ranging three to 25 kilometers away from her business.



Zelekash Wolde-Amanuel (pictured to the left) is one of those women that supply daily milk to Hirut. A mother of four, Zelekash used to only produce enough milk to feed her family. She had no prior experience in selling milk until Hirut started to share the information she learned from USAID such as barn management, proper handling of cows and feeding. Zelekash eagerly jumped at the opportunity to earn additional money for her family and now supplies 40 liters a day. She currently earns 12,000 ETB per month from her milk sales – a new income that helps send all of her children to school.

“The only shortness we have is awareness,” Hirut explained. Her story is a testament that when given the knowledge and empowerment, many lives can be transformed from the success of a single successful business.

### Support participation of businesses in domestic trade fairs to identify new customers

AGP-LMD sponsored 9 milk processors in hosting booths and display their products at the Africa Livestock Exhibition and Congress (ALEC), held from January 22-24, 2016 in Addis Ababa (see table 3). The milk processors were able to sell their products to exhibit visitors. In total, milk processors made a total of 117 deals valued at ETB 262,700 (table 3) during the three-day event. Most of the buyers were supermarket and cafeteria owners, as well as a few dairy product (ghee) exporters.

In a contest among milk processors on the taste of dairy products, Almi Fresh Milk PLC, Emebet and Her Children Milk Processing PLC and Family Milk Processing PLC won 'Best Prize' for yogurt, mozzarella and provolone cheese, respectively.

Table 3: Number of deals made at the 2016 ALEC		
No.	ALEC participants list	Deals made
1	Ada'a Milk Processing Cooperative	4
2	Almi Fresh Milk Processing PLC	16
3	Azu Milk Processing PLC	18
4	Elementu Milk Processing Share Company	30
5	Emebet and Her Children Milk Processing PLC	16
6	Raha Milk Processing PLC	12
7	Rut and Hirut Milk Processing PLC	12
8	Selale Milk Processing Cooperative Union	6
9	Tsige Milk Processing PLC	3
Total		117

### Regional trade fairs

AGP-LMD supported the participation of dairy businesses in domestic trade fairs in Amhara, SNNPR and Oromia regions. Thirteen dairy businesses from the three regions displayed their products and services to the exhibit visitors: two from Amhara (Bahir Dar Dairy Cooperative and Tsige Milk Processing PLC), six from Oromia (Ethio-Feed, Erwin Engineering, Family Milk, Naseba calcium supplier, Selam Vocational & Technical and Weljeji EM supplier) and five from SNNPR (Almi Dairy Processing, Deju Dairy, Eden Genet Dairy, Abay Feed and Sidama Elto Feed Processors).

A total of 112 supply deals were made at the three trade fairs. Additionally, during the trade fairs, different dairy products were sold to exhibit visitors for a total value of ETB 40,000 ETB.

## SUCCESS STORY: Investing in entrepreneurs is key for Ethiopia to reach middle income country status

Ethiopia is implementing the second phase of its five-year growth and transformation plan (GTP II) to achieve Middle Income Country status by 2025. Micro and small scale businesses and entrepreneurial activities are expected to play a strong role in this transformation and to become a spring board for developing a vibrant private sector. This effort is supported by close collaboration with global development partners.

The USAID AGP-LMD project is contributing to GTP II by building the capacity of entrepreneurs involved in the country's meat and live animal value chains. Teshome Teresa, age 38, is one of these entrepreneurs.

Married with three children, Teshome owns a fattening farm in the South West Shewa zone of Oromia state called Badessa Koricha Kebele in Woliso town – about 120 kilometers West of Addis. Four years ago, Teshome took a risk and decided to use the profit that he earned from fattening sheep in three cycles to diversify his business. With a net profit of slightly over 63,215 ETB, Teshome added cattle, pigs and goats to his stock. Additionally, he decided to engage in dairy, honey, fishery and vegetable production to generate more income.



A year after diversifying his business, Teshome (pictured right) knew that he needed additional knowledge to improve his operations. He approached USAID AGP-LMD seeking training. Seeing his potential and success thus far, AGP-LMD engaged Teshome in a variety of awareness creation activities including animal handling, feeding, transportation, business management and leadership. He also participated in a study tour that visited other meat and live animal businesses. Furthermore, Teshome became involved in business-to-business meetings.

These trainings, coupled with the study tour and opportunity to meet other business owners, transformed Teshome's company. "My eyes have been opened," Teshome described in reference to his training. "I used to lack the skill, confidence and courage. But with the help of USAID, I now know what is possible. And most importantly, if the benefit from one business is lost, it will be compensated with the income from the other business." Teshome's cattle are now given feed twice a day and leftover feed which he used to dump is given to his pigs. Prior to working with AGP-LMD, he fattened only 100 sheep. Now he is fattening up to 40-50 cows and oxen, 200 sheep, 100 goats, and 200 pigs in different rounds.

The improvements in his business have not only greatly impacted his own family but also his community. His family used to eat just once per day and lived in a small rented house. His children rarely attended school due to a lack of a school uniforms, barely enough food to eat, and constant health battles. Now Teshome's family owns a condominium in Addis Ababa and his children regularly attend better schools. Because of the new growth in his businesses, Teshome employs eight full time staff and provides 50 part-time jobs. The community is also earning an income from collecting remnants of crops to provide to his animals. The West Shewa Zone office of Agriculture even uses Teshome's businesses as a model and experience exchange center to share with others the practices of agro-business diversification.

AGP-LMD understands the importance of investing in entrepreneurs like Teshome. It is those that have the motivation to improve their operations that will help propel Ethiopia to its desired middle income status. AGP-LMD works closely with actors in the middle segment of the meat and live animal value chains, and assists them to expand their market reach and become more efficient enterprises.

## CROSS-CUTTING INITIATIVES

### IR1: INITIATIVE 1 – STRENGTHEN FARMER BASED ORGANISATIONS (FBOS) AND SECTORIAL ASSOCIATIONS WORKING IN THE LIVESTOCK VALUE CHAIN

In Year 4, USAID's AGP-LMD project was awarded a recognition certificate and trophy by the Federal Cooperative Agency (FCA) for being the first among more than 300 NGOs working with the FCA to make an outstanding capacity-building contribution to cooperatives. The award was presented by the President of the Federal Democratic Republic of Ethiopia (FDRE), His Excellency Dr. Mulatu Teshome, on the eighth National Cooperative Day, June 11, 2016 at UN-ECA Hall. This award is the result of all the concerted and coordinated efforts of the AGP-LMD project team on the implementation of the project.

Grant implementation processes were given special attention in Year Four. The following follow-up and support activities were performed on grantee coops for the successful implementation of grants and coops:

- The milestone preparation was finalized for all grantee coops, in coordination with regional program officers and with the consultation of each grantee coop management.
- All cooperative grant agreement documents were prepared with innovation grant team and signed by both grantees and USAID/CNFA.
- The business plan summary was finalized for all grantee coops working with the I&E team.
- The three grantee unions (Jantekel, Gojam and Bokera) that are establishing the 'turnkey' milk processing plants are now in the construction stage. A technical team of five experts, two from the Federal Cooperative, two from the Ministry of Agriculture and Natural Resources (MoANR)-Mechanization Directorate, and one from LMD, have prepared the technical specifications of the three dairy processing projects based on the initial specifications provided by the unions. The specifications were submitted to CNFA's procurement team and used to tender documents for international and local purchases.
- Angollela and Bahir Dar dairy cooperatives have constructed the buildings and related facilities of their MCCs as per the milestones on their grant agreements. They are waiting for the arrival of chilling tanks, which are on order and to be delivered by December 2016.
- With coaching and advice from LMD, Mekelle milk processing increased their milk supply from 200 liters/day to more than 500 liters/day.

The other important activity in Year 4 was the strengthening of grantee coops through a four-day round table/training on improvement of leadership and governance management. Cooperative governance and leadership management training was given to a total of 148 cooperative leaders (37 women), drawn from all four AGP-LMD regions. These included the leaders of five livestock sector unions and 12 primary cooperatives.

AGP-LMD organized a training on business management, along with a study tour to Oromia, for 47 management staff (8 women) from nine grantee dairy coops and four MLA coops. The purpose of the training was to improve the participants' skills in marketing, purchasing, sales, financial management and accounting/bookkeeping. According to the feedback from some of the cooperatives, these trainings supported them in improving and strengthening their operations, for instance, in hiring appropriate human resources, raising or mobilizing internal finance, and providing or diversifying services to their members.

AGP-LMD also supported cooperatives to take part in the Third National Cooperatives Exhibition and Symposium, providing them with the opportunity to promote and sell their products. The event was held from February 11 to 16, 2016 and was organized by the Federal Cooperative Agency (FCA). The

theme was 'Cooperative Marketing for Fairness'. The exhibition provided an opportunity for 9 dairy cooperatives to display and sell their products and establish create market linkages. The coops sold dairy products valued at USD \$8,000.

In the previous budget year, AGP-LMD created a market relationship between South Omo Livestock Marketing Cooperatives Union and export abattoirs (Halal and Abyssinia). In Year 4 LMD further supported the development of the business relationship through B2B meetings. As a result of these meetings, South Omo Livestock Marketing Cooperatives Union supplied 542 shoats to Abyssinia export abattoir and 173 shoats to Halal export abattoir. The Union got a better price than with their previous market: ETB/kilogram (live weight) for goats and ETB 32/kilogram for sheep. The total estimated value of these sales was USD \$17,528.

With the objective of strengthening the existing sectorial associations and assisting in the development of new ones, AGP-LMD continued its support to sectorial associations in Year 4:

- AGP-LMD, the Ethiopian Sectorial Association and the MoI supported and facilitated the Ethiopian Domestic Abattoir and Butcher's Association in obtaining certification and registering as a livestock sector association.
- AGP-LMD supported the establishment of the Ethiopian Commercial Milk Producers Association (EMPA). One of the main objectives of EMPA is to facilitate a conducive and enabling business environment for the rapid development of the Ethiopian dairy sector, through coordination of the efforts of all stakeholders. A more specific objective envisions working on the capacity building of the association and its members, particularly on advocacy, participation in policy and regulation development, and networking and collaboration for the development of the dairy sector.

In Year 4, AGP-LMD further up-scaled the women entrepreneurship leadership development and coaching program in the livestock sector, and worked to create an enabling environment in which these women could successfully operate their business. While female participation in livestock labor activities is quite high, women are under-represented in business and marketing activities, individually as well as in groups, and particularly in leadership positions. In this regard, LMD developed the capacity of 192 women entrepreneurs from across Oromia, Amhara, Tigray and SNNPR regions. The LMD approach is innovative in the sense that besides the training program, LMD has also developed a coaching system for the women entrepreneurs allowing them to receive post-training assistance from regional and woreda government officials who have been trained by LMD to become coaches.

According to the trainees, the most important impacts of the entrepreneurship and leadership training were: diversification of their income, better schooling for their children and relatives, an ability to better plan their life, improved business skills, greater equity in household decision-making, an increase in their assets and, in general, an improved way of life. Apart from these outcomes, in financial terms, before the LMD training and coaching program, the average household income of the trainees was ETB 1,430 per month; after the training and coaching, their average household income increased to ETB 5,313 per month, a three-fold increase.

Sixteen of the women were recognized as ‘Outstanding Women Entrepreneurs’, and were publicly acknowledged at LMD’s quarterly regional MSP meetings. This recognition served to promote women entrepreneurship within their communities, and showcased these businesswomen as role models in the woredas where they work and live.

ToT training on coaching for regional Women and Children’s Affairs offices (responsible for women’s empowerment) and the regional Livestock Agencies (responsible for technical support) were given. The training was cascaded to the same government institutions at the woreda level. The woreda coaches then gave regular coaching in their respective woredas. This regular coaching program has proven to be an effective approach in enabling women to actualize their knowledge and skills acquired through the training. In Year 4 AGP-LMD organized a refresher training on business coaching for woreda, zonal and regional experts from Oromia, SNNPR, Amhara and Tigray regions. In this, a total of 102 woreda experts (30 women) were trained. The percentage of women participants was highest in SNNPR (45.5%) and lowest in Amhara (only 2.7%).

During the refresher trainings, a review of the previous achievements of the coaching system was carried out, which are briefly summarized in the table below. It was recognized that additional efforts are needed to start business coaching in all regions.

Table 3: Summary of Key Achievements of Business Coaching in Selected Woredas	
Achievements	Woredas
Linked the entrepreneurs to financial institutions	Shebedino, Ankasha
Linked the entrepreneurs to alternative feed sources	Girar Jarso, Machew, Ankasha
Linked the entrepreneurs to the municipality to address the land problem both for production and shade	Guto Gida, Lemu Bilbilo, Libo Kemkem, Lume, Gonder
Linked the entrepreneurs to AI service	D/Markos, Machew
Improved the bookkeeping practice of the coaches	Korem
Supported entrepreneurs in participating in the trade expo and bazaars organized in conjunction with the March 8 International Women's Day event	Lemu Bilbilo

In year four, gender integration training was given to 1,166 participants (330 women, 28%). ToT training was given in the four regions to woreda experts, who cascaded the gender training in their respective woredas. SNNPR AGP-LMD staff facilitated gender integration training for farmers in six woredas (West Azernet, Wondogent, Melga, Enemore, Yem and South Ari) during livestock management training for farmers. A total of 426 farmers (32% female) attended this gender integration training in the woredas. When the participants are disaggregated by their value chain/business area, 139 (47% female) were dairy farmers, 162 were involved in fattening businesses, and 125 (38% female) were engaged in the shoat business. The farmers have gained an awareness of gender issues, and women's rights are becoming more respected at all levels. For instance, participation of women in AGP-LMD forums is increasing. Previously, one out of 10 participants of platforms and forums was a woman, while in Year 4, LMD observed in several of these events that three out of 10 participants are women.

In year four AGP-LMD conducted a training on gender equity for selected cooperatives and cooperative promotion officers in the four regions. There were 86 participants (20% female). The objective of the workshops was to investigate the low participation and representation of women in cooperatives and to address the problem. Except for the Tigray region, the participation and representation of women in the cooperatives was found to be less than 30%. The LMD cooperative advisor and the senior gender advisor selected two women from a Tigray cooperative and the cooperative promotion agency to share their experiences with the other regions.

As the number of women in leadership positions in cooperatives is far below the targeted 25%, this will be a particular focus in Year 5. The findings of this workshop will serve as input for a workshop to be conducted for cooperative promotion officials at the federal level to secure the leadership's buy-in and commitment.

#### **Second Women in Agriculture Leadership Network (WALN) conference**

At the federal level, LMD jointly organized with USAID's AMDe project the second annual Women in Agriculture Leadership Network (WALN) conference. Efforts were made to foster closer networking between the members of WALN and those women entrepreneurs trained and coached through LMD. During the WALN conference, 10 women entrepreneurs from Oromia, Amhara, SNNPR and Tigray were awarded grants with a total value of USD \$ 1,116,209.

### **Technical Value Chain (TVC) meetings**

During the reporting period, TVC meetings took place with USAID's PRIME and GRAD projects to coordinate interventions between LMD and these two projects. For Year 4 main activities for collaboration are organizing B2B meetings and MSPs in appropriate location so that they can specifically target the GRAD and PRIME woredas.

### **Multi Stakeholder Platforms**

In the reporting year, the AGP-LMD Pro-Poor advisor and GRAD held eight MSPs in the four project regions. A total of 478 actors (20% female) from the government and private sector, as well as producers and traders of animals, participated. The over-arching objective of the MSPs is to facilitate improvements in the enabling environment that will permit the entire value chain to operate more efficiently, thereby increasing competitiveness, and promoting business opportunities, economic growth, and job creation to lift poor households out of their poverty. In collaboration with GRAD, the MSPs have brought together producers, buyers, and government experts and allowed them to discuss their problems and to seek mutually acceptable solutions. Issues discussed include: feed supply and access, animal health challenges, disease outbreaks as a result of moisture stress, marketing (on how to improve off-take and destocking with a quick and careful assessment of the animal's body condition and reactions), and access to markets and finance. Through the open dialogue permitted by the MSPs, steps have been taken to resolve these issues.

This reporting period was different than the previous years, as the phasing out of GRAD is nearing and AGP-LMD life after GRAD is short. To this end, the issue of sustainability has been raised and discussed in all the four regions, and action plans have been drawn up. An assignment was given to the buyers and sellers of animals, and government experts who were at the meeting, to go to the livestock, trade and cooperative offices in their own woredas and discuss the handing over of the activities on which AGP-LMD and GRAD have been working during the last four years.

### **B2Bs meetings**

During Year 4, the Pro Poor Value Chain organized eight B2Bs with GRAD and two with PRIME. Based on the push-pull strategy, the Pro Poor Value Chain embarked on including a wider range of market participants in its B2B meetings. With support from AGP-LMD's MLA team, export abattoirs and slaughterhouses have been introduced in GRAD woredas to buy animals and further reinforce the importance of specific quality standards on the market. This strategy has been successful in triggering producers to pay attention to the buyers' requirements and keep the market in mind while rearing and fattening their animals. Based on the business deals signed between buyers and sellers of animals, this year, 16,520 households have been linked to the markets. The sellers of the animals obtained a total of USD \$ 6.9 million. Of this, 15% was from GRAD/food insecure woredas.

### **Cooperatives training**

Refresher training for cooperative leaders and members, who took the same type of training in 2014/15, was provided in Amhara, SNNPR and Tigray food-insecure woredas. Of the 60 trainees, 15% were women. The objective of the training was mainly to capacitate the cooperative leaders and members in leadership and management.

## COMPONENT 3: SPUR INVESTMENT AND INNOVATION

### IR1: STRATEGY 6: STIMULATE INVESTMENTS AND ACCESS TO FINANCE

At the close of Year 4, the AGP-LMD project has 42 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), business plans and Environmental Mitigation and Monitoring Plans (EMMP) if required. The innovation grants selection process was completed by September 2015. A grant-by-grant implementation status overview is presented in annex 3.

In Year 4 AGP-LMD finalized 21 businesses and cooperatives with their grant applications. In consultation with grant applicants and account managers, the Investment and Finance (I&F) unit has improved the quality of the grant applications by making them more realistic and coherent. In addition, the unit conducted pre-award financial due-diligence and analysis on 14 grant applicants. These activities significantly contributed to speeding up the grant review and approval process, and resulted in securing approvals for most of the applications processed.

In Year 4 the request for application (RFA) 3 was announced for commercial AI services and milk collection center (MCC) establishment and upgrading. The purpose of this RFA is to fund activities that 1) increase production efficiency and the quantity and quality of milk supplied to dairy processors, whose capacity remains significantly under-utilized, though the establishment of MCCs, and 2) increase productivity by genetic improvement (AI services).

AGP-LMD received 358 applications for the selection of 100 AI service providers and the establishment of 100 MCCs. In the first selection stage by the Technical Evaluation Committee, 187 applicants were selected, based on their submitted proposals. The second stage, the pre-award surveys, were complete on July 11, 2016. The technical pre-award surveys were held in each region with the AGP-LMD project regional teams, account managers and Innovation fund management staff. 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.

It should be noted that the matching nature of the AGP-LMD innovation grants leveraged USG funds to attract matching investments, and to date, the project can report grant matching valued at USD \$6,026,178.60, with a ratio of 2:1 for private enterprises, 0.5:1 for women's groups and 1:1 for cooperatives. Although they have attracted significant private investment from outside sources, AGP-LMD grants range in value from USD \$30,000 to \$250,000. The attraction of this external investment serves as recognition of their strategic significance to the livestock sector in Ethiopia and their economic potential.

#### **Support AGP-LMD grant programs**

Post-award, AGP-LMD offers Business Development Service (BDS) support to grantees, with the aim of addressing weaknesses and gaps in their marketing, operations and financial management. This support begins with a gap assessment on each individual business. AGP-LMD staff, along with trained BDS providers, have conducted need assessments on a total of 49 grantees (8 women). In addition, to provide additional funding needs (mainly for working capital and some construction activities), AGP-LMD assisted five grantees (one woman) in accessing credit from partner banks, and was successful in channeling credit to three grantees from Amhara and Oromia regions.

Grantees that benefited from AGP-LMD assisted loans are:

- Evergreen Dairy Farm & Processing, three million birr for working capital;
- Rut & Hirut Dairy Processing, ETB 500,000 for working capital (in addition to ETB 3 million facilitated the previous year);
- Dembali Dairy Farm & Processing, ETB 6.2 million for working capital, civil works and vehicles.

### **Support equity investment in VC businesses**

As a follow up to the regional and international investment forum activities conducted in previous years, AGP-LMD identified and screened 28 businesses (4 woman-owned) interested in equity investment. Eleven businesses (one woman-owned) were selected and provided with support to prepare them for investment; among other things, AGP-LMD's support included updating/upgrading business plans, building project profiles, and providing investment advisory support.

Once the businesses were prepared, they were linked to interested local and international investors for investment. Investment linkages require a significant level of effort and strong follow-up to get them from the connection stage to the deal-signing stage. So far, one large-scale slaughterhouse in Mekelle, Abergelle Export Abattoir, is in an advanced stage of negotiation with a US based investment group. The parties are expected to sign a multi-million deal in the near future.

### **Assist VC businesses to access credit**

AGP-LMD identified and screened 57 livestock businesses from the four regions for access to credit support. Eleven of the businesses are women-owned. The businesses are engaged in various activities along the livestock value chain, such as goat and cattle fattening, live animal export, meat processing, dairy farming, milk processing and feed 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.

### **Assist livestock businesses to access loans from local banks**

AGP-LMD assisted six livestock businesses to access over USD \$1.3 million in loans from commercial banks in Ethiopia. Two of the livestock businesses are owned by women. All except one of the assisted loans (99 percent of the value of the loans) were facilitated through the Development Credit Authority (DCA) loan guarantee program. Overall, the value of bank loans assisted through AGP-LMD was a third of the previous year's performance, reflecting the general lack of liquidity in the banking sector for most of the year. Beneficiary businesses invested a total of more than USD \$2 million from their own funds towards their respective projects. Whereas in previous years, bank financing closely matched or exceeded investments made by our beneficiary entrepreneurs, this year, personal investments were almost twice the funding from banks, mainly as a result of banks deciding to underfund projects due to a lack of loanable funds. Similarly, the number of loans approved and disbursed also declined by about 40% from the previous year's figures.

Borrowing businesses ranged from small, to medium and large businesses, with loan sizes ranging from USD \$25,000 to over \$500,000. 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 have collected /are expected to collect a combined average of 6000 liters of raw milk per day from about 600 smallholder farmers (assuming a start-up capacity utilization of 20%). Farmers average 10 liters/day, which at an average price of about ETB 12/liter translates into ETB 120 (USD \$6) of daily income for each smallholder farmer. Similarly, beneficiary live animal fattening and export companies reported purchasing close to 3000 cattle from 430 farmers. On average, a typical smallholder farmer supplies seven heads of cattle at a time. This translates to a per transaction income of ETB 70,000 (at ETB 10,000/unit) for cattle farmers.

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

<b>Table 4: Beneficiary Businesses by Loan Size, in Descending Order</b>				
<b>Name of business</b>	<b>Amount borrowed (USD)</b>	<b>Own investment (USD)</b>	<b>Type of business</b>	<b>Region/Town</b>
Adazom Trading	500,000	885,000	Live animal fattening & export	Oromia/Adama
Dambali Dairy Farm & Processing	310,000	233,000	Dairy farm & processing	Oromia/Nequemt
ABAKIY General Trading	300,000	100,000	Live animal fattening & export	Oromia/Adama
Evergreen Agro Industry	150,000	750,000	Dairy farm & processing	Amhara/ Bahir Dar
Hantuto Dairy Farm	35,000	45,000	Dairy farm	Oromia/Gedeb
Rut & Hirut Dairy Processing	25,000 (2 <sup>nd</sup> disbursement)	NA (counted the previous year)	Dairy farm & processing	Amhara/Debre Birhan
<b>Total</b>	<b>1,320,000</b>	<b>2,013,000</b>		

#### **Capacity building for livestock MSMEs and financial institutions (banks, MFIs, etc)**

Under the memorandum of understanding (MoU) signed between the Embassy of the Kingdom of the Netherlands (EKN) and USAID Ethiopia, AGP-LMD and Dairy BISS (Dairy Business Information Service and Support) are collaboratively developing 29 BDS providers jointly identified and selected from the four project regions.

The jointly-designed work program envisages training the BDS providers over a four-round series of trainings, at the end of which they graduate and are ready to receive assignments from the project and individual businesses. Two of the four trainings planned were conducted during Year 4.

AGP-LMD and Dairy BISS aim to ensure the financial viability of BDS providers post-graduation through partially subsidizing their BDS support to beneficiaries targeted by the projects (i.e. grantees and other MSMEs). Eventually, it is expected that MSMEs will appreciate the value of the BDS services and start paying for these services.

## IR2: IMPROVED ENABLING ENVIRONMENT FOR LIVESTOCK VALUE CHAINS

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

AGP-LMD is working to attain the targeted 12 changes in policy, procedure and administration required to create a more conducive environment for the optimal operation of the value chains. Thus far, the project has succeeded in supporting the development of eight policy changes. These policy changes are at various stages and are attained through continuous engagement and discussion at the policy dialogue forums.

**Table 5: Nine Policy Issues at Different Stages of Adoption**

No.	Area of Improvement	Stage of Adoption
1	Rural land rental for enterprises has been increased in Amhara region from five to eight years, to 25 years	Passed
2	Live animal trading proclamation	Passed
3	Proclamation for the establishment of a 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 the Live Animal Trading proclamation. This also includes the various forums that AGP-LMD has organized to clarify provisions in the proclamation.	Implementation
8	Rationalization of animal health services	Implementation
9	Development of standards and blue prints for various categories of domestic abattoirs	Drafted and presented for stakeholders

## IR2: STRATEGY 1: FACILITATE AND EMPOWER STAKEHOLDERS FOR POLICY REFORM AND ADVOCACY

### Technical support and dialogue on policy and regulations

AGP-LMD has supported the development of nine policy changes out of the 12 targeted for achievement by the end of the project life. Moreover, the project continues to support the MoLF in the development of a new unified policy and regulatory framework for animal health services- one that complies with current scientific advances as well as international standards and the requirements of trading partners. In Year 4, the project worked closely with the MoLF in reviewing proclamations on the establishment of a veterinary statutory body, animal health and welfare, and veterinary public health, as well as six subsidiary regulations.

In the coming year, AGP-LMD will continue its support of the MoLF in fine-tuning the proclamations and regulations, and lobbying for their promulgation into law by the competent authorities. AGP-LMD is co-chairing the Rural Economic Development and Food Security (RED&FS) animal health and feed quality control taskforce and will make use of this forum to advocate for the endorsement of the draft laws. Moreover, AGP-LMD is a member of a working group established by the MoLF to address the growing challenge posed by Foot and Mouth Disease (FMD) on the MLA export trade. This technical support is aligned with the GoE's priorities on increasing livestock and meat exports and its commitment to supporting the sector through Sanitary and Phyto-Sanitary (SPS).

### **Organize multi-stakeholder platforms (MSPs) and livestock working groups/task force meetings**

AGP-LMD's enabling environment activities are supporting livestock value chain actors in facilitating policy dialogue at the regional and federal levels using MSPs to advocate for policy reform and change. The MSPs were instrumental and highly appreciated in bringing key stakeholders together to identify areas for policy reform affecting the livestock sector and come up with strategies for lobbying and advocacy. The Livestock Working Groups (LWGs) have been commended for being instrumental in identifying policy issues, setting the agendas, leading and facilitating the discussions and recommending practical solutions for alleviating the constraints in the livestock sector.

AGP-LMD facilitated and organized a total of 12 livestock value chain working group meetings and seven MSPs. A number of policy issues were tabled at the regional- and federal-level MSPs. The key policy issues tabled and discussed include: access to land for livestock development; livestock feed and milk quality and safety; meat hygiene and safety; the efficiency and effectiveness of public services and input supply systems; privatization of slaughtering and veterinary services; PPP in the management of livestock services; and access to finance. All MSPs and working group meetings organized during Year 4 were successful in creating a vibrant discussion forum for stakeholders in the value chain and have produced tangible results. Some of the key outcomes are as follows:

- The MoLF's Growth and Transformation Plan II (GTPII) envisages increasing the animal health service coverage, which is currently around 60 percent, to 85 percent by the end of the GTP II. Thirty percent of this will be covered by private service providers. This demonstrate an increasing recognition by the government of the indispensable role the private sector can play in livestock service delivery.
- The GTP II plan also foresees construction of 400 domestic abattoirs throughout the country through public and private investment. This is also an indication of growing acceptance by the government of PPP arrangements for efficient and effective management of livestock services.
- The SNNPR Bureau of Livestock and Fisheries (BoLF) has empowered the regional working group (WG) by giving it an additional mandate to support all livestock value chains in the region, including fishery and apiculture (which are not covered by AGP-LMD).
- The SNNPR BoLF has also been using its own budgetary resources to finance a few of the MSPs and LWGs.
- The Amhara Region BoLF has been instrumental in getting the land-lease period increased and providing land for investors in the livestock sector. In addition to this, the Amhara MSP has influenced the regional authorities in getting land for dairy processing and access to electric supply.
- In Oromia region, after lengthy discussions with the Sugar Corporation, the LWG facilitated the access of cooperatives and individual farmers to molasses from sugar factories.
- In Tigray region, after the case was discussed at the LWG meeting, the mayor of Axum town promised to make all changes discussed and to improve the domestic slaughterhouse.

## SUCCESS STORY: Making Progress on Policy Reform for Slaughterhouses in Oromia

Dr. Dessalegn Jarso, Hailu Wedajo, Dr. Mohammed Aliy and Hagere Mekonnen (pictured right) have a tough job. One that takes a lot of patience and involves the inclusion and coordination of multiple stakeholders. This three-person team is trying to keep your meat and milk safe.



As a population grows and more segments of society become richer, a change in diet is one of the first things to occur, specifically a higher demand for meat. As the demand for meat continues to increase in Oromia with the burgeoning population, the Government is faced with a number of challenges in ensuring safe consumption of animal products.

The Oromia Livestock and Fishery Bureau is currently spearheading the initiative to maintain quality meat, milk and other animal products. While the establishment of this regulatory body under the Livestock Fishery Resource Development Bureau is a step forward to alleviate the bottlenecks in the sector, it is still a work in progress.

Hailu, the Slaughterhouses' Service Coordinator and meat hygiene expert at Burayou town municipality explains, the situation related to meat hygiene is "a problem emanated due to less attention given to the slaughterhouses in particular and livestock sector in general." Dr. Aliy, expert at the Oromia regulator of BoLF adds, "Lack of infrastructure and meat hygiene experts are also major problems."

A change in government regulations involves creating awareness of the issues. All stakeholders, including the municipality representatives, human health services, environment bureau, urban industry, workers, communities and consumers, must mutually agree on how to remedy the various evolving problems. For two years, the USAID AGP-LMD project has employed complementary strategies to bring together these groups and find common solutions.



AGP-LMD initiated Multi-Stakeholder Platforms (MSPs) to serve as a forum for these respective parties. "MSPs were arranged in five selected towns of Oromia where participants drawn from different government sectors attended, as well as meat inspectors in the region, some selected butchery houses, veterinarians and religious leaders," explained Dr. Mohamed (pictured left). The meetings, which occur over a two-three-day span, garnered almost 80 attendees at each event. By bringing these groups together, AGP-LMD aims to change the attitude of the participants by explaining the deadly dangers that can occur from consuming unsafe meat and milk. It is also an opportunity to

teach safe handling practices, better transportation methods, and to stress the importance of regulating slaughterhouses and meat inspections.

While MSPs are designed to present information and facilitate discussions with the objective of changing the attitudes of those in attendance, it is only one strategy AGP-LMD uses. The project is additionally training more workers on meat hygiene. "Two years ago, I took part in the Training of Trainers (ToT) program conducted by LMD on standard meat hygiene," Hailu described. "After having taken this training, I was then able to train nearly 70 government body stakeholders in the sector in Ambo." The ToT program is a critical part in gaining an uptick in meat inspectors that Oromia so desperately needs.

“When a greater focus is given to livestock, greater benefits will be reaped from the sector,” notes Hailu. And that is exactly what AGP-LMD is doing by hosting MSPs and conducting trainings. One of the results from the MSPs involved both the towns of Ambo and Waliso upgrading its meat transportation. But the most significant change is the first proposal of a regulatory law that hold illegal slaughterhouses and backyard slaughters liable. Crafting this legislation began over a year ago and is now in the final stages to be signed and endorsed by the Council/Caffee.

Change in government regulations does not happen overnight. But to keep those consuming meat and milk safe, AGP-LMD remains dedicated to designing and implementing strategies that will continue to push forward these positive developments.

### **Support the validation and implementation of milk quality standards**

Last year, AGP-LMD commissioned a study to design a strategy on milk quality standards. The overall objective was to propose an appropriate milk quality assurance system and standards that will enable the Ethiopian government and the private sector to sustainably and effectively regulate milk quality. As a follow up to this study, AGP-LMD organized five workshops in Year 4 to validate the study and develop a road map for the implementation of Ethiopian milk standards. A total of 241 (34 women) participants attended the workshops.

The milk and livestock feed quality and safety workshops held in Amhara, Tigray and SNNPR regions created a heightened awareness of quality and safety concerns related to milk and feed. In all three workshops, there was a general consensus that substantial quality failings exist in the milk and feed supply chains that need to be promptly addressed before the situation gets worse. The workshops recommended that the quality and safety of milk and livestock feed should be properly controlled and regulated in the regions.

In Oromia, the Regional Livestock Bureau took the recommendations a step further and establishing a regulatory body. The regulatory body will be fully in charge of regulatory issues and will assign inspectors to regulate the quality and safety of primary livestock products, including milk, meat, eggs, honey, hides and skins.

The other regions have followed Oromia's example and committed themselves to establishing a similar regulatory body. While this takes place, it is agreed that the extension workers under the regional livestock bureaus/agencies temporarily engage themselves in regulating the safety and quality of livestock products.

### **Develop blue prints and design standards for the various categories of domestic abattoirs**

In February 2016, AGP-LMD commissioned a study to develop blueprints and design standards for domestic slaughterhouses. This activity supports the development of national standards with regard to structural requirements, hygiene management practices and environmental compliance for the various categories of abattoirs. The assignment involves defining structural, operational, equipment and human resource requirements of different categories of abattoirs; developing blueprints for various categories of domestic abattoirs; and identifying environmental mitigation actions that will enable the production of a healthy, wholesome and clean product for consumption.

As a result of the study, four categories of abattoirs have been identified based on design and location, such as small, medium, big town and city abattoirs. The standards and schematic drawings for various categories of abattoirs have been completed and submitted to AGP-LMD and the MoLF for comment. Next year, AGP-LMD will organize workshops for the validation and endorsement of the standards and blueprints by federal and regional governments.

### **Conduct a study on the experience of the Amhara region in cost recovery of the animal health delivery pilot project**

The Amhara National Regional State introduced a cost recovery and revolving fund scheme for publicly provided veterinary services since April 2013. The objective was to provide quality veterinary services, improved access to veterinary inputs and sustainable veterinary services. At the same time, the scheme creates a level playing field for the participation and growth of private service providers by removing the heavy subsidy that has created unfair competition between the emerging private sector and the public services.

The regional livestock agency, in close collaboration with AGP-LMD, carried out an evaluation of the scheme to assess its effectiveness and feasibility. The scheme was assessed in terms of accessibility,

affordability, quality and sustainability of animal health services, as well as its impact on livestock disease control and livestock production. The findings of the study were presented at a validation workshop in Bahir Dar on Dec 31, 2015.

According to the assessment, the scheme has profoundly improved the accessibility and quality of animal health service delivery throughout the region. The average regional annual budget for the procurement of drugs and supplies increased from ETB 30 million to ETB 211 million after the introduction of the scheme. This has drastically reduced/eliminated the budgetary problems encountered over the years. Before the scheme, available drug supplies only lasted for a maximum of 4-5 months in a given year. A year-round supply of drugs is now ensured following the introduction of the cost recovery and revolving fund scheme. Major outcomes of the assessment and the validation workshop include the following:

- The assessment identified various constraints that hamper the effective implementation of the scheme in the Amhara region, and proposed measures to address them. The regional livestock agency has fully accepted the proposed measures and has started implementing the recommendations coming out of the workshop. This will have far-reaching implications for enhancing the efficiency and effectiveness of the scheme.
- The Amhara regional state is now contemplating a further expansion of the scheme into full cost recovery and is creating a level playing field for private operators.
- All of the regional authorities and experts who participated in the validation workshop and exchange visit have fully realized the benefits that the cost recovery and revolving fund scheme can bring, in terms of enhancing the accessibility, quality and sustainability of animal health services in the country.
- Of the three regional states that participated in the validation workshop and exchange visit, Oromia and SNNPR showed a keen interest in drawing from the experiences and best practices of Amhara regional state. They also expressed commitment to introducing the scheme in their respective regions.

Oromia and SNNPR have requested the support of AGP-LMD in developing appropriate modalities to initiate the cost recovery and revolving fund scheme. Consultative workshops, with support from AGP-LMD involving all relevant stakeholders, have been organized in both regions to discuss how best to start the scheme.

### **Capacity building of EMDIDI to improve dairy and meat technology in Ethiopia**

AGP-LMD and MoI-EMDIDI developed an action plan for the capacity building. One of the key activities in the joint plan is organizing a twinning program for EMDIDI with relevant institutions in India or Brazil. A needs assessment study for the twinning was jointly conducted and submitted to the MoI, which was endorsed. EMDIDI decided to cover the full cost of the visit for 15 participants drawn from the MoI. The twinning visit took place from June 4 to 13, 2016. Key dairy and meat technology institutions were visited. The MoI is now preparing a bilateral agreement with institutions in India for future twinning partnerships.

The second joint activity in the joint plan was to organize industry-university linkage forums. AGP-LMD supported EMDIDI and the MoI in holding three Industry-University Linkage Forums for the Adama-Modjo-Addis Ababa corridor. The main purpose of the forums is to create a functional linkage between universities and industries working on dairy and meat value chains. Universities have identified key technological challenges of the meat and dairy industries that can be addressed through research and training programs. Industries are also prepared to accommodate internship students from science and technology universities in their respective development corridors.

The third joint activity is to organize a Halal certifiers training for certifiers working in export abattoirs. AGP-LMD hired a company from the UAE with long experience in Halal certification to conduct the training. Twenty-five trainees attended the training, held from May 31 to June 4, 2016. The purpose of the training was to enhance the capacity of Halal certifiers in the country, thereby building the level of trust of Middle Eastern and North African (MENA) countries that import meat from Ethiopia.

By the end of the training, participants acquired the essential knowledge and skills to be certified Halal certifiers. The outcome of the training will be demonstrated by the increased confidence of Halal certifiers in doing their jobs, as well as the building of trust and confidence with trading partners.

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

A total of 11 town-level workshops were held involving all appropriate stakeholders, with the objective of enhancing the quality and safety of meat produced by domestic abattoirs. These intensive awareness-creation workshops and trainings were conducted by AGP-LMD in all four regions. As a result of the workshops, a high level of understanding has been created among policy makers and stakeholders on the pressing need to address the poor levels of hygiene and safety of the meat produced and marketed in the domestic market. As a result, various initiatives are underway in all the four regions to improve the sanitation and hygiene standards of domestic slaughterhouses. The creation of alternative management options, including PPP, is being considered to improve the services. Some of the key results include the following:

- Amhara region established a regional steering committee and a technical task force to follow up on the improvement of domestic abattoirs in the region. Following the sensitization workshop, Debre Markos town changed the management of its slaughterhouse by leasing the slaughterhouse to a butchers' association, which formed a share company to manage the slaughterhouse. The association bought a generator in May 2016 to be used during power cuts and is soliciting funds to buy a standard vehicle to transport the meat. According to the report from the municipality, illegal slaughtering has been reduced by 50%.
- Ambo town in Oromia is renovating the slaughterhouse as a short-term solution. The mayor of Ambo has promised to allocate a budget to build a new slaughterhouse using the approved national standards. The mayor has also allocated a car exclusively for meat transportation.

- Woliyata Sodo town administration has changed the management staff of its slaughterhouse and has hired more cleaners. The town maintains a generator to be used as an alternative power source during power cuts. The town administration also bought additional protective clothes to be used by the employees. The mayor has promised to allocate a budget to build another slaughterhouse in compliance with the national standards.

### **Conduct sensitization or consultative meetings on animal feed quality standards and guidelines at the regional and federal level**

AGP-LMD and the Veterinary Drugs and Feed Administration and Control Authority (VDFACA) organized sensitization workshops on the quality and safety of animal feed supplied to the domestic market. The quality of animal feed became a great concern after the aflatoxin problem of livestock feed in and around Addis Ababa, and the attendant contamination of milk, was discovered. The main objective of the workshops was to make all stakeholders, especially animal feed processors, traders and livestock producers, aware of the minimum standards and requirements for animal feed processing and usage. A total of 238 participants (34 women) attended the workshops in the four regions. In support of the regulatory role of VDFACA, the regional livestock bureaus/agencies are now increasingly involved in the control and administration of livestock feed production, handling, storage and distribution.

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

During the course of the past year, LMD achieved all of the necessary building blocks to ensure the successful implementation of the Ethiopian Livestock Identification and Traceability System (LITS) pilot project. These are: developing the LITS database, identifying epidemiological units using GIS geo coding, developing a communication strategy document and branding log, drafting a LITS legal framework, and conducting basic trainings for government workers and the private sector.

**Working group meetings:** A total of 12 LITS working group meetings were carried out. Participants discussed issues related to the LITS revolving fund scheme, the legal framework and data base development. The working group enriched the draft laws in terms of scope, application, enforcement and the roles and responsibilities of the various actors. Regarding the database, detailed business processes and different data capture forms were reviewed and agreed upon. The revolving fund scheme was also reviewed and approved for onward submission to the steering committee.

**Organizing local LITS committees:** A total of six LITS local committees have been established in Yabello (two committees), Moyalle, Negele, Ginnir and Dire districts of Borena zone. The local committees consist of stakeholders including representatives from the woreda justice department, woreda administration, zonal and woreda pastoral commissions, zonal and woreda trade and market development bureaus and the woreda veterinary office. Local committees in primary markets are among the key players that have responsibilities and roles to play within the LITS implementation process. They are instrumental in supporting, overseeing and following up on the LITS implementation process.

### **Installation of the complete infrastructure and the standard software in the test environment of the beneficiary; finalizing of specifications for the parameterization of the software**

A contract was made between CNFA and the LITS database contractor. The Requirement Specification Document was finalized with the extensive involvement of the Ethiopian Livestock Identification and Traceability System (ET-LITS) team and LITS working group. The database parameterization is now 95% completed. A system demonstration was presented by the LITS Database specialist to the WG, based on a real scenario to show the functionalities of the database.

Subsequent steps in the database development are the completion of parametrization and customization, and rollout phases. System tests and placement in an Ethiopian test environment will ensue soon.

**Gather GIS information pertaining to ET-LITS pilot project properties, sale yards, feedlots and abattoirs**

AGP-LMD collected the geographical information and their exact locations of a total of 158 establishments. The most important premises identified and recorded include markets, holding grounds, feedlots, abattoirs, quarantine facilities, check posts, veterinary clinics and laboratories. Public offices that have roles in the export of meat and live animals, such as customs, and institutions such as the National Veterinary Institute (NVI), which produces vaccines for the prevention of trade-sensitive diseases, and the National Animal Health Diagnostic and Investigation Center (NAHDIC), which leads surveillance and field investigations, were also recorded. In the pastoral areas, other public offices were also identified and recorded, as they can play crucial roles in the planning and implementation of the LITS program at the grassroots level.

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IR2: STRATEGY 3: INSTITUTIONAL COORDINATION AMONG STAKEHOLDERS

**Participate in regular, quarterly and annual planning and monitoring meeting with AGP at regional and federal level**

AGP-LMD participated in the monthly/quarterly AGP technical committee and steering committee meetings at the federal and regional levels. The Chief of Party (CoP) and Deputy Chief of Party (DCoP) represent the project at the federal level; regional coordinators attended and present AGP-LMD reports and plans at the AGP regional coordination meetings.

**Support and participate in the crop livestock TC meetings at the federal level**

AGP-LMD supported the MoLF in organizing the first livestock TC meeting on Jan 29, 2016, chaired by MoLF State Minister, Dr Misrak Mekonene. At the meeting, the TC and task forces were reorganized to mirror the institutional arrangement of the new MoLF. AGP-LMD was elected to co-chair the Animal Health and Feed Quality Control (AH&FC) task force.

The second and third AH&FC task force meetings were held on March 4, 2016 and June 27, 2016 respectively. At the meeting, participants discussed and agreed on the draft TOR of the task force and the taskforce membership, and prepared the AH&FC task force action plan.

### **Commission CBAs on selected topics to provide evidence for the BEE**

AGP-LMD prepared for eight Cost-Benefit analyses in eight policy areas which will strengthen evidence-based advocacy and lobbying for policy change. The CBAs will be conducted in year five and will focus on the following topics:

1. Livestock Identification and Traceability
2. Standardization of live animal transport services
3. PPP in the management of international live animal quarantine stations
4. PPP in domestic abattoir management
5. PPP in live animal markets
6. Rationalization of animal health services
7. Rationalization of AI services
8. Establishment of a dairy board

### **Prepare policy briefs in collaboration with MoA**

In the third and fourth quarter of Year 4, the AGP-LMD team prepared policy briefs on policy reform. The policy briefs covered the following topics:

1. PPP in livestock services
2. Rationalization of animal health services
3. Livestock identification and traceability
4. Live animal transport

The briefs were submitted to the MoLF for review and approval.

### **Opportunities**

The first phase of the GTP has ended and the second phase is under implementation. The Ethiopian government has given greater attention to the livestock sector through the national GTP II targets. The new Livestock Ministry has developed the five-year Livestock Master Plan (LMP) which will guide the livestock sector's development. The new Federal Ministry of Livestock Development and Fisheries (MoLF) has two state ministers and 17 technical directorates. The directorates are organized based on function and commodities, following the value chain approach. One of the new directorates established is Livestock Identification, Traceability and Animal Welfare. AGP-LMD has been credited with 'inspiring' and laying the basis for the establishment of this directorate. These new developments will create a favorable and conducive working environment for the AGP-LMD project.

The newly established MoLF, with the support of AGP-LMD, held a workshop on the GTP II from February 4 to 6, 2016. The workshop was attended by representatives from all regional states and federal institutes working on livestock and fisheries sectors. Participants discussed the GTP II plan as it relates to the livestock sector, MoLF organizational structure, and strategies for achieve the GTP II. The meeting was a major opportunity for AGP-LMD to gain insight into the priorities and approaches of the government in developing the livestock sector.

IR3: IMPROVED QUALITY AND DIVERSITY OF HOUSEHOLD DIET THROUGH INTAKE OF LIVESTOCK PRODUCTS  
COMPONENT 5: ENHANCE THE NUTRITIONAL STATUS OF RURAL HOUSEHOLDS AND HIV/AIDS PROGRAM INTERVENTIONS

IR3: STRATEGY 1: BEHAVIOR CHANGE COMMUNICATION

AGP-LMD is implementing its nutrition social and behavior change communication (SBCC) strategy in the 10 deep investment woredas to improve behaviors related to animal-source food consumption and dietary diversity, particularly among pregnant and lactating women (PLW), and children under five years of age. In order to achieve the desired goal, AGP-LMD is applying different strategies and approaches, including the care group (CG) approach. The care group approach is based on the approach used by the Ethiopian government to organize women's health development.

In Year 4, various activities were planned. Three of these—training of health extension workers (HEW), health development leaders training and reaching mothers through trained HEWs and health development leaders—are implemented using CGs. A CG is a group of 10 to 15 pregnant and lactating women who meet every two weeks to discuss maternal and child health and nutrition. AGP-LMD trains HEWs on nutrition quarterly, module by module, who then cascade the training down to health development leaders who chair the CGs and thus play a major role in facilitating group discussions and learning.

AGP-LMD trained 290 HEWs, achieving 97% of its plan. Those trained HEWs cascaded the training to 3,235 CG leaders, which is 131.5% of the project's target. Via CGs, these leaders reached 16,966 mothers, which is 125.4% of the annual plan. This overachievement is due to the high demand that came from woreda health offices and the effective response from AGP-LMD's implementing partners (IPs).

The other key activity under this strategy is training for agriculture extension workers (AEWs) and development assistants (DA) to facilitate the provision of specific nutrition messages (such as the importance of animal-source food and dietary diversity) during their contact with male and female farmers. It is known that men in general have a more dominant decision-making in household expenditures in Ethiopia. Therefor providing messages to PLWs alone does not bring about the desired behavior and nutritional status changes. Unless male household heads fully understand the impact of poor nutrition during pregnancy, lactation and childhood over generations, these changes will not take place.

In Year 4, AGP-LMD conducted a two-day training that focused on maternal/child nutrition for a total of 288 AEWs (67 women), which is 96% of its target. This was the second year of training for these AEWs/DAs, who subsequently provided nutrition messages for about 13,632 male farmers and a significant number of mothers during public works such as irrigation schemes and fertilizer distribution.

#### **Nutrition Campaign**

In Year 4, AGP-LMD conducted 13 campaigns (55% of the plan) and more than 7,215 people (2,670 men and 4,545 women) received nutrition messages. Local music bands also transmitted messages that explained the importance of animal-source food for health and brain development through music in entertaining ways. The messages were transmitted in local languages and were specifically developed for the campaign.

In addition to these structured nutrition SBCC message deliveries, practical cooking demonstrations are used as reinforcing activities under this strategy. The cooking demonstrations improve mothers'

understanding of how they can easily diversify and enrich their child's diet using locally available food. They also serve as an awareness creation campaign for the community at large. In August 2015, AGP-LMD organized cooking demonstrations in different kebeles of W/Azernet. A total of 4487 people (3918 mothers and 569 fathers) attended these important practical learning sessions.



Mothers attending nutrition campaign in SNNPR woreda Wondogenet

### **School club training**

AGP-LMD conducted a one-day training for 63 school club members (35% women). This is 63% of the annual target. The school clubs, composed of students and teachers, received training on dietary diversity and the importance of animal-source food in combatting malnutrition, particularly during the first 1,000 days. The school club later transmits the message to the school community using school mini-media, as well as to their own friends and relatives. After the training of school club members in the Amhara region, school nutrition clubs were established at twelve schools (four schools/woreda) in the three intervention woredas Dejen, Bahir Dar and Metema. Nutrition SBCC materials and mini-media materials were distributed to those schools for the promotion of key nutrition messages to the school communities.

### **Religious leaders training**

It is known that the first 1,000 days are a crucial period in human development, both physically and mentally. Any form of malnutrition that occurs during this critical period significantly affects the person in later life, in terms of productivity and cognitive performance. To avoid such irreversible problems, mothers need to feed their young children a diversified diet that includes animal-source food. In this situation, religious leaders can play a major role in counseling mothers by providing clarification on religious expectations regarding fasting.

AGP-LMD facilitated a one-day training for 228 religious leaders and influential community members (9 women who were selected as influential in their localities). This was 91.2% of the target. The role of religious leaders, particularly in the Orthodox religion, is to clarify who is and who is not obligated to fast. During the training discussions, the religious leaders discussed the issue of children under the age of 7, pregnant mothers and lactating mothers (up to a year after birth). They agreed that these groups are not expected to fast and that it is not ordered by the religion. The leaders agreed to transmit this message to their followers.

Other activities under the SBCC strategy include mainstreaming dietary diversification training to IR1 farmer trainings and cooperative trainings. This helps to integrate nutrition into the value chain. In Year 4, nutrition training was mainstreamed in SNNPR region, and 170 people received the nutrition messages. The other segment of the community under SBCC is the saving and credit groups (SCGs) of people living with HIV/AIDS (PLHIV). These groups benefit from economic strengthening activities for PLHIV; however, AGP-LMD also works to improve their awareness of good nutrition practices. Good nutrition is a key preventive mechanism for PLHIV in keeping them healthy and productive.

In Year 4, 213 SCG leaders were trained on nutrition SBCC. This achievement is 213% of the target. The training plan was to train the chairpersons of 100 SCGs, with the assumption that she or he would facilitate the discussion among his or her group; however, after discussions with the group, we understood that this chairperson could miss the group meeting for various reasons. Therefore, the regional team decided to train three people, the chairperson, the secretary and the cashier (without requesting an extra budget allowance). This way, if one is absent, the other will replace him or her and maintain the discussion. They can also support each other during facilitation.

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### IR3: STRATEGY 2: COMMUNITY MOBILIZATION RELATED TO NUTRITIONAL PRACTICES OF PLW AND PLHIV

Under Strategy 2, the main activities were the development of the poultry strategy and research. During nutrition SBCC, it was observed that some households have a good understanding and knowledge of animal-source food after receiving AGP-LMD nutrition messages, but they did not have access to animal-source food. To bridge this gap, AGP-LMD agreed to pilot a poultry project to ensure access to at least eggs. Approval for the poultry strategy was secured at the end of Year 4. Some of the groundwork, such as selection of beneficiaries, is underway.

The other activity planned in this strategy is infant and young child feeding (IYCF) and maternal nutrition assessments to measure the program impact, particularly of animal-source food consumption and dietary diversity. The Knowledge, Attitude and Practice (KAP) survey got underway in mid-June and will be completed in early July, followed by report writing and results sharing with stakeholders.

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### IR3: STRATEGY 3: INFLUENCING THE ENABLING ENVIRONMENT AT THE PROGRAM AND SERVICE DELIVERY LEVEL

AGP-LMD is working at the middle of the value chain to improve smallholder incomes. One of the unique natures of IR3 is that it works directly at household level in rural areas with the most vulnerable members of communities: mothers and children. Community-level interventions and activities require coordination and collaboration between the project team, stakeholders, and particularly government offices, to assure effective use of government structures such as HEWs and AEWs. The joint quarterly supervision and review meetings are important to facilitate the coordination process.

In Year 4, 18 joint supportive supervision and review meetings were facilitated, with the main objective of reviewing the progress and challenges of nutrition and HIV/AIDS interventions in the woredas and identifying key recommendations for future consideration. These meetings were facilitated by AGP-LMD's IPs in collaboration with the woreda health offices, who organized quarterly meetings with multi-sectoral woreda-level nutrition taskforces. Based on the outcome of the review meetings, the care group approach used by the project was reviewed positively and integrated within the government priority areas.

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### IR3: STRATEGY 4: HIV/AIDS PROGRAM INTERVENTIONS

During Year 4, core activities that were accomplished under the HIV/AIDS Economic Strengthening (ES) wraparound activity are as follows: the identification and selection of PLHIV beneficiaries for participation in the ES program; an orientation on the ES interventional approach of the project; and training on group formation, business selection, and planning and management for the members of the community-level SCGs. In addition, to improve the nutritional and household income of PLHIV, main preparatory activities for transferring the matching funds/grants to PLHIV were completed.

To enhance project performance, regular monthly technical assistance, mainly on business plan preparation and loan disbursement, was given to regional and woreda teams of the AGP-LMD IPs. To build their capacity and help them to obtain new skills in supporting SCGs, exposure visits were also organized for 34 HIV focal persons of the AGP-LMD IPs and technical teams in each project woreda. Moreover, a continued follow up was carried out on finalizing the process for grant support, mainly business interest identification, business plan preparation and grant proposal submission for PLHIV interested in establishing viable livestock enterprises.

#### **Involve community and multi-stakeholders**

A one-day orientation was given for community representatives, religious leaders, and influential people on common misconceptions around HIV/AIDS and PLHIV. The orientation also aimed to reduce stigma and discrimination and bring PLHIV on board for the ES interventions of the project. The orientation presented the main routes of HIV/AIDS transmission. It also discussed the importance of adherence to ART drugs for PLHIV, and the participants' role in working on community awareness, targeting the beliefs and attitudes of people who surround PLHIV to help reduce stigmatization. A total of 35 participants attended the orientation.

#### **Identify beneficiaries and intervention areas: Identify and select eligible clients**

During Year 4, 136 beneficiaries (106 women) were provided with information focusing on saving and credit strategies and their importance for future household economic improvement. This orientation helps beneficiaries to make an informed decision about whether to participate or not in the ES intervention portion of the project.

The target reached is far below the planned 1,100 new PLWHA beneficiaries. From our observations and analysis, this is mainly due to difficulties in reaching new PLHIV, because the existing PLHIV in each woreda are already involved. Thus, to reach the targeted number of PLHIV, AGP-LMD will reach out to beneficiaries from adjacent AGP-LMD intervention woredas.

#### **Provide capacity building**

The activities under this strategy include training of beneficiaries, technical supervisory visits to project woredas and exposure visits to other similar programs of partner organizations. The activities were intended to enhance the capacity and knowledge of the technical team, the woreda steering committee and the beneficiaries in the project woredas. Targets include strengthening the ES program in general, the saving model, and business selection and creation, in particular. The major activities accomplished are as follows:

#### **Provide ToT training on SCG formation and fund management**

A four-day TOT on SCG formation and loan management for SCGs was provided to 15 newly employed staff, composed of AGP-LMD IP staff and woreda technical teams from Amhara and Tigray region. The main objectives of this training were to enable participants to understand the general principles and benefits of saving in a group, acquire the skills and knowledge to create and support community-based SCGs, and cascade the same training to PLHIV enrolled for ES intervention.

### **Business selection, planning and management ToT training for woreda IPs and technical persons**

A five-day ToT on business selection, planning and management training was given to 15 participants from Amhara and Tigray ES intervention woredas. The purpose of the ToT was to capacitate the AGP-LMD IP technical teams to deliver and cascade the same training to matured SCG group members, and support beneficiary targets in creating viable microenterprises to enhance their household.

To assess participants' level, experience and previous exposure to similar trainings, a pretest was given prior to the commencement of the main topics of the training. The pretest result showed an average score of 55%, with 75% and 40% the highest and lowest scores, respectively. In addition, to measure the impact of the training, a post-test was given at the end of the training. The results showed an average score of 73.5%, with 90% and 55% the highest and lowest scores, respectively. These results indicated that the ToT participants acquired the required knowledge regarding microenterprise selection, planning, and management.

### **Provide SCG formation training for selected beneficiaries**

A total of 194 beneficiaries (149 women) were trained on SCG formation and loan management for four days to enable them to establish and lead SCGs. The training was given by woreda focal persons and technical teams. A total of 13 new SCGs were created in this physical year.



PLHIV SCG members discussing their group's overall performance

### **Business selection, planning and management training for evaluated SCGs**

SCGs that are mature enough to start their own business, were trained in business selection, planning and management training. The five-day training covered basic business knowledge and skills to enable them identify, select, plan and manage their own businesses. A total of 814 beneficiaries attended the training.

<b>Table 7: Number of Participants in Business Selection, Planning and Management Training</b>				
S/N	Region	Beneficiaries trained		
		M	F	T
1	Amhara	63	131	194
2	Oromia	124	276	400
3	SNNPR	70	150	220
4	Tigray	-	-	-
Total		257	557	814

**Experience-sharing visit to IPs and woreda technical teams**

Experience-sharing visits were organized for IP HIV/AIDS staff and woreda technical teams in all project woredas. The visits were organized to facilitate the exchange of experience and information among local IPs focused on the saving and credit scheme of ES interventions.

The visits also aimed to provide the teams with knowledge and added experience to help them lead and manage saving groups. Programs implemented through GRAD and PACT projects were visited. Participants observed the rich experiences SCG leaders have in leading and managing saving group members and group funds, and witnessed how group members benefitted from group savings in terms of leveraging their financial constraints and expanding their businesses.

**Link micro-enterprises operating in groups/as individuals to livestock value chains, microfinance institutions, and market information service providers in their locality**

The purpose of this activity is to link SCG members to livestock value chains, microfinance institutions, and market information service providers for individuals or groups that have been engaged in different income-generating activities such as petty trades and sheep fattening, and who are interested to expand their business.

SCG members are routinely encouraged to use internal loans as a means of starting or expanding their business. About 21 SCG members in SNNPR and Amhara that have been engaged in small petty trades were linked with OMO Microfinance and Amhara Credit and Saving Institution.

**Grant fund transfer**

As part of its overall objective, AGP-LMD uses PEPFAR grants to stimulate PLHIV engaged in the livestock value chain to improve household incomes and improve their nutritional intake. AGP-LMD has allocated USD \$500,000 for this purpose. Of this, USD \$200,000 will be utilized for grant in-kind support to SCGs and USD \$300,000 will be granted to PLHIV interested in working in viable commercial livestock or poultry enterprises.

**Grant in-kind support (matching fund)**

As indicated in the grant manual, a grantee contribution of one dollar for every 20 dollars of grant support is required. Hence, USD \$2,000 was allocated for each SCG. Currently, all 91 existing, matured SCGs that have fully completed business selection, planning and management training have submitted their business plans for PEPFAR grant requests.

The grants are in-kind support and include the procurement of assets and technical assistance. They are focused on the following packages:

- shooat (sheep and goat) rearing and fattening
- poultry/chicken
- animal feed
- petty trade: crops and materials.

In all regions, the business plans have been reviewed and analyzed in accordance with requirements. The grant agreements have been finalized, and in the coming period, a total amount of USD \$182,000 will be disbursed to procure the items for each group member.

**Support grant applicant individuals/groups/institutions in preparing business plans for a viable commercial livestock enterprise**

The second PEPFAR grant aimed to assist PLHIV target woreda residents who are interested in establishing or expanding a viable commercial livestock enterprise. Ninety-one individual applicants submitted simplified grant proposals for the available PEPFAR grant funds; of these, 23 potential grantees were screened and selected. A total grant amount of USD \$300,000 will be disbursed to the grantees in the coming period.

**Follow up and support of saving and credit groups created**

To ensure proper performance and to provide timely support to SCGs, each SCG is visited at least once a month and receives close technical support from woreda HIV and nutrition focal persons and the woreda technical team. The visits verified that all 91 SCGs of PLHIV s are continuously mobilizing their regular savings and using internal loans to expand their businesses. Technical support was provided regularly by woreda HIV and nutrition officers, in collaboration with woreda health office HIV/AIDS focal persons and the AGP-LMD HIV/AIDS advisors.

Up to the end of Year 4, 1,136 beneficiaries were trained on SCG formation and loan management. The members of the 91 SCGs mobilized about 1,014,766 ETB (approx. USD \$48,000) in savings. The SCGs issues loans for a total value of 613,316 ETB (approx. USD \$29,000) to 601 borrowers of which 65% used the loan to expand their existing livestock businesses.

**Table 8: SCG Group Members: Cumulative Savings and Loans Disbursed**

Region	Woreda	# of SCGs	Group members			Cumulative Savings in ETB	Loans disbursed in ETB	# of borrowers
			Male	Female	Total			
Amhara	Dejene	9	32	89	121	95,739	12,700	20
	Bahirdar	13	82	110	192	158,367	72,036	80
	Metema	17	32	78	110	171,264	107,080	77
Oromia	Lume	5	26	52	78	87,346	63,000	42
	Lemubil.	7	43	61	104	89,400	52,800	63
	Ambo	9	25	90	115	93,760	62,900	59
	Girarjars o	9	30	70	100	82,300	60,700	45
SNNPR	Wondo	9	31	81	112	91,200	68,000	60
	Azernet	5	20	55	75	53,100	32,100	41
Tigray	Humera	8	34	95	129	92,300	72,000	54
Total		91	355	781	1136	1,014,776	613,316	601



SCG members with their savings and credit booklets.

**Success factors for nutrition SBCC**

AGP-LMD is using the existing government structure of HEWs and AEWs. The HEWs are very interested in the AGP-LMD trainings which allow them to provide coaching and follow up support to health development army leaders (HDAL). The SBCC focus is on maternal and child nutrition messages which aligns with the HEWs priorities. Because most of the activities are integrated in the HEWs and HDALs daily work, it has proven to be a win-win strategy, being cost effective and assuring sustainability. Working with AEWs and DAs to disseminate nutrition messages to male and female farmers has been a successful approach: targeting male household heads in nutrition messaging positively supports the decision making concerning nutritional behavior change in the households.

## NATURAL RESOURCE AND ENVIRONMENTAL MANAGEMENT

The AGP-LMD project emphasizes the promotion of sustainable natural resource management in AGP-LMD project areas by ensuring that all project grantees fully comply with the USAID and GoE environmental requirements. The project uses the project-level Environmental Review Report (ERR) and Environmental Mitigation and Monitoring Plan (EMMP), Initial Environmental Examination Report and Pesticide Evaluation Report And Safer Use Action Plan (PERSUAP) to conduct environmental compliance monitoring for grantees and mitigate adverse environmental impacts at all stages of project implementation.

### STRATEGY 1: ENVIRONMENTAL COMPLIANCE

In Year 4, the AGP-LMD project prepared ERRs for potential up-scaling and PEPFAR grantees: Milk Collection Centers, AI service providers and MSEs. In those cases where the ERRs indicated potential negative effects of AGP-LMD grants implementation, EMMPs were developed.

The implementation of the EMMPs were monitored for 31 grants under implementation. Most of the grantees are doing well in terms of environmental compliance. In about 10 cases insufficient progress was made with the EMMP implementation. In those cases, AGP-LMD discussed with the grantees additional actions to be taken and which further support from the project is required. If needed, AGP-LMD has stopped the grant's implementation process until progress is made. The details of the environmental compliance monitoring outcomes for the grantees are summarized in Annex 4.

### STRATEGY 2: ENVIRONMENTAL MANAGEMENT

In the first and second quarters of Year 4, the AGP-LMD project held two trainings on environmental and waste management for grantee staff, regional and federal government officials, and project staff. The AGP-LMD project conducted consultation workshops with the livestock and environmental agencies on how to manage the project undertakings in an environmentally sound manner. A total of 15 government experts from regional Environment, Health and Livestock Bureaus, as well as experts from Bahir Dar, Gondar, Mekelle, Adama, Bishoftu and Hawassa town administrations, attended the workshops. The main intention of the workshops was to define working relations and synergies among government offices in order to facilitate cooperation and collaboration on environmental compliance issues for the entire implementation of the project. At the end of the workshops, the participants came up with a resolution to include environment and health bureau experts in the regional Technical Working Groups, so that environmental compliance becomes part of the agenda in future discussions.

AGP-LMD trained 64 staff members (15 women), including grantees and staff of government bureaus (town administration) from Amhara, Oromia, SNNPR and Tigray regions, on solid and liquid hazardous waste management in relation to livestock development. The training shared knowledge about the environmentally sound management of hazardous waste. The environmental compliance and management activities are summarized in Table 13.

## INFORMATION COMMUNICATION TECHNOLOGY (ICT)

In the reporting year, the main focus area of ICT was linking value chain actors to key information regarding livestock market prices/volume and livestock management practices. Another area of focus was the adaption of ICT solutions such as web-based business promotion tools, abattoir food safety data management, quality milk collection and payment, and hands-on ICT capacity-building trainings for key value chain actors.

### **National Livestock Market Information System (NLMIS)**

AGP-LMD, in collaboration with the USAID-funded project, PRIME, supported the MoLF to successfully set up the National Livestock Market Information System (NLMIS). AGP-LMD provided the necessary capacity-building training to 92 government market-level livestock price and volume information collectors on the objective of the NLMIS project, livestock market data collection, market monitoring protocols, NLMIS architecture, breed coding, livestock grading, market coding, reporting techniques, analysis, and information dissemination channels. After the training provided by the two projects, the trainees started collecting and disseminating real-time market price and volume information from 42 potentially identified livestock markets across six regions and two administrative cities. Currently, the MoLF is upscaling the pilot to a national livestock market information system and is recruiting IT staff to manage the system.

### **Implementation of the Interactive Voice Response (IVR) System to disseminate livestock (MLA, dairy and nutrition) information to smallholder farmers**

AGP-LMD took the initiative, in collaboration with Ethiopia's Agricultural Transformation Agency (ATA), to enhance the use of ATA's IVR system to also disseminate information on livestock management practices and nutrition to smallholder farmers using mobile technology. The project identified three key livestock-related topics and prepared corresponding content:

- calf rearing and mastitis treatment
- urea treatment; and
- advocating the nutritional value of animal-source foods for PLW

The contents are available in Amharic, Tigrigna and Oromifa languages. This will enable targeted smallholder farmers to access the information in their preferred local language. The actual implementation of this initiative is planned for Year 5.

### **Strengthen the MoT to expand NLMIS usage to additional AGP-LMD woredas**

In Year 4, AGP-LMD used B2B meetings to provide training about the use of the SMS-based LMIS application to a total of 235 value chain actors (50 women), with a regional composition of 73 in Amhara, 29 in Tigray, 39 in Oromia and 88 in SNNPR. These trainings strengthened the skills of livestock farmers and stakeholders in terms of accessing real-time livestock market price and volume information, which supports their decision making such as when to sell animals, where to sell, and at what price.

### **Implementation of Content Management Systems (CMS)**

In Year 4, AGP-LMD implemented CMS for seven private dairy businesses and abattoirs. The project also conducted a two-day training on website management techniques for 49 participants (21 women), composed of MLA and dairy actors, and AI service providers.

### **Pilot and upscale a web-based HACCP documentation system for meat export abattoirs**

During Year 4, the AGP-LMD project initiated the pilot-based HACCP documentation system for Mojo modern abattoir. With HACCP systems in place the Ethiopian meat processing sector prepares itself for future expansion into new, higher quality export markets. AGP-LMD designed and implemented the system at Mojo and made it available on line. ([www.haccpmojomodern.com](http://www.haccpmojomodern.com)). This system captures meat production data based on identified critical control points in the abattoir and makes the information available for different users in the abattoir. Also animal health inspectors at the MoI, and international buyers can visit the system online and check the data on the progress and quality of the meat production on a daily basis.

The project conducted a one-day training on HACCP documentation system applications for 15 participants from meat export abattoirs and the federal/regional government in Oromia region. As a result of the training, Mojo Meat Export Abattoir is in a position to start recording data on daily basis, with minimal support from AGP-LMD.

### **Introduce ICT-enabled business development tools for dairy/MLA businesses**

In Year 4, AGP-LMD identified capacity gaps among dairy cooperatives and MCCs in terms of collecting quality milk and processing the transactions. Hence the project, in collaboration with Selale Dairy Cooperative, proposed an ICT-enabled quality milk collection and payment solution that can narrow the gaps and enhance the capacity of dairy cooperatives and private dairy businesses to collect quality milk utilizing a payment scheme.

Taking the identified gaps into consideration, AGP-LMD conducted a half-day training on an ICT-enabled quality milk collection and payment system for 53 participants from private dairy processing companies and dairy cooperatives. After the training, Family Dairy Processing PLC stepped forward to purchase the device required to capture and measure milk quality data upon collection. AGP-LMD in collaboration with Family and Selale Dairy Cooperative plan further work on the design and implementation of the system in Year 5.

In Year 4, AGP-LMD provided ICT capacity-building in Oromia and Amhara to 47 participants, eight women, on milk data collection and recording; data analysis and visualization using Excel; business communication techniques using ICT solutions; secured archiving of organization information; coop database systems; and basic computer skills for dairy cooperatives.

## SUCCESS STORY: New technology improves milk processing



Robert Kariuki (pictured left), the CEO of Family Milk Processing PLC, describes it as a, “simple portable and mobile device that swiftly analyzes milk density and contents, and gives a set of results that immediately print out depending on what you need.” It is called a Lactoscan and represents the trend of how ICT permeates almost every aspect of our life, including how a jug of milk makes it onto a grocery shelf.

With 132 employees, operations at Family Milk Processing PLC begin in the late morning as staff prepare to receive milk from farmers. When trucks transporting milk drive into the company’s compound in the Lafto area of Addis Ababa, quality assurance officers employ specialized equipment to test the quality of milk brought by the farmers and cooperatives. The verdict of whether their milk will be accepted is given before it enters the factory for processing.

Family Milk Processing PLC collects large quantities of milk from more than 2,000 individuals and six farmer groups before packing and selling it to various supermarkets, small and large shops, as well as its selling center. The company must ensure a high quality standard of milk as well as swift processing of the milk during its daily drop off. Before partnering with the USAID AGP-LMD project, Family Milk employed conventional milk testing equipment. This conventional equipment had a number of issues and frequently provided inaccurate results.

For example, sometimes deceitful individuals would add water and salt to increase the quantity of their milk to make more money. The old equipment, called a lactometer, would only test the density of the milk to determine whether water had been added. But suppliers learned how to trick the system and would add sugar or flour to their milk already diluted with water. This increases the density, making the contaminated milk pass the lactometer test.

These tactics do not work on the more advanced, digital Lactoscan. The Lactoscan is more sophisticated, using conductivity tests which measure the ability of a substance to conduct electricity. It is a one-stop technology that tests various milk parameters — such as water content, fat, protein and solids.

Knowing how much Family Milk would benefit from this new technology, the AGP-LMD project provided ICT capacity building training to introduce the Lactoscan to the factory’s personnel. The training demonstrated the correct usage of the digital milk analyzer machine, which would enable a quality based milk collection and payment system. After seeing how fast and comprehensive the Lactoscan’s results were, Family Milk purchased one.

“The training from LMD made things easy for us,” described the Factory Production Manager Hailu Eshetu. “We put some milk in the machine, we select what [information] we want and press the start button. Then we get a print out of results within seconds, as simple as that. We can also insert a flash disc into the digital machine to save the results.”

Three months after their purchase of the Lactoscan, Family Milk’s milk quality is increasing. The factory provides training to its suppliers to show them the new device, its



A lab tech using the Lactoscan

capabilities and how they were now going to monitor the milk coming in during their daily drop-offs. At first, milk rejection rate increased with the introduction of the machine as it caught errors that the lactometer did not. But over time, the suppliers are much more conscientious about the product they supply Family Milk.

This is how ICT is becoming the judge on what milk makes it onto the shelves of a supermarket. In Ethiopia, where the dairy sector is dominated by smallholder farmers, technology like the Lactoscan is significantly and positively impacting the quality of agricultural products. In the long run, this technology will help improve the health and nutrition of Ethiopia's growing population. As one of the leading milk brands and fastest growing dairy processors in Ethiopia, Family Milk is a living testament of this.

## FINANCE AND ADMINISTRATION

During the reporting period, July 2015 to June 2016, the Finance and Administration team accomplished various activities as part of its major objective to facilitate and support implementation of AGP-LMD planned activities. Specifically, the following major activities have been accomplished during the reporting period:

### Human resource accomplishments

In the past 12 months, the Human Resources Management (HRM) unit has made good progress in strengthening HR guidelines, field manuals, planning and practices. Its goals—to put the right people in the right jobs and to ensure their general well-being and professional development—became ever more critical as the project grew.

*Recruitment:* During Year 4, the HRM unit finalized the recruitment of 60 employees for local IPs (HUNDEE, 16; ORDA, 19; SHA, 17; and REST, 8), 14 local consultancy firms, 12 local STTA from the pool and five international STTA. In addition, HRM continued to hire AGP-LMD staff for replacement positions, as nine employees resigned from the project and one employee passed away. The table below summarizes this information:

Local IP	Employee type	Approved number of employees
ORDA	100% Billable	18 employees
	At Less than 100% Billable (LOE)	1 employee
	Total	19 employees
REST	100% Billable	6 employees
	At Less than 100% Billable (LOE)	2 employees
	Total	8 employees
SHA	100% Billable	8 employees
	At Less than 100% Billable (LOE)	9 employees
	Total	17 employees
HUNDEE	100% Billable	5 employees
	At Less than 100% Billable (LOE)	11 employees
	Total	16 employees
CNFA/AGP-LMD Staff	Employees who resigned from the project	10 employees
	Deceased employee	1 employee
	Employees hired to replace those who resigned	7 employees
	Number of the 10 resigned employees not yet replaced	3 employees
	Position (Senior Accountant) canceled by USAID	1 employee

Employee Performance Evaluation: The HRM unit completed 36 annual employee performance evaluations as per the established schedule. Performance evaluations are conducted based on the employee's contract date or anniversary date. Of the performance evaluations completed, 29 staff members rated from 'meets – exceeds expectations' and only seven employees rated between 'needs improvement – meets expectations'. For these latter employees, a letter of concern was issued so that they can improve on the areas where they were rated low.

Field office manual: The field office revised and facilitated the approval process for a new field office manual. The new approved CNFA field office manual was implemented as of January 2016. Orientation was provided to staff on the new terms and condition for all staff members on January 29, 2016. A letter stating the main changes in the manual was sent to all staff on the same date.

Capacity Development: As part of capacity development, the Finance and Administration team provided a follow-up orientation workshop for local IPs on new contract terms, conditions, and the new reporting template. Additionally, guideline documents on USAID rules and regulations, such as mileage rates and the importance of timesheets, were provided to local IPs on April 4-5, 2016 (Bahir Dar office) and May 6-7, 2016 (Mekelle Office). Similar visits will be conducted this year in August.

Capacity Building Training: A one-day training was provided on May 23, 2016 for 12 participants from local IPs on 'Foreign Recipients-Contracted Audit' and 'Combatting Trafficking'.

#### **Procurement and Logistics Activities**

Impressive improvements were made during Year 4. Procedures were standardized, a fixed-price agreement was established with preferred vendors, agreements were entered into with 18 hotel service providers and four transportation service companies in major towns where AGP-LMD has been conducting training regularly. These agreements will contribute greatly to expediting our planned activities. Additionally, a field office manual for vehicle use, procurement, payments, vendor management, security, inventory management, and human resources management was revised to reflect applicable USAID, CNFA and country requirements, and implemented. More than 36 different Requests for Quotations (RFQs) for grant equipment purchases were issued and suppliers were selected accordingly. A USAID procurement purchase was facilitated, and a purchase order was signed with two international suppliers for bulk purchases. Summarized information is provided in the table on the next page.

**Summary of Grant Procurement Status**

**Disbursed as of July 7, 2016: USD \$1,177,083**

<b>Category 1: Purchase Orders</b>	<b>For the Life of Project</b>	<b>2016 Only</b>
1.1.1 # of Signed POs	63	43
1.1.2 \$ of Signed POs Orders	\$1,559,098	\$997,408
1.2.1 # of Closed POs	53	33
1.2.2 \$ of Closed POs	\$921,132	\$359,442
1.3.1 # of Active POs	10	10
1.3.2 \$ of Active POs	\$637,966	\$637,966

**Total Active POs \$637,966**

<b>Category 2: Vendors Selected, POs Ready to Sign</b>		<b># of Weeks to Signed PO Stage</b>
2.1.1 # of Selected POs ready	9	3 weeks
2.1.2 \$ of POs, vendors selected	\$1,888,572	
2.2.1 # of Vendors selected, POs not ready (require further checks)	\$6	8 weeks
2.2.2 Amount of POs (need further checks)	\$952,527	

**Total Category 2 \$2,841,099**

**GRAND TOTAL \$5,191,713**

<b>Category 3: Solicitations in Progress</b>		<b># of Weeks to Signed PO Stage</b>
3.1 # of Solicitations Announced	2	8 weeks
3.2 \$ of Solicitations Announced	\$300,000	

**Total Category 3 \$300,000**

<b>Category 5: Consultancies</b>	
5. Total \$ of Consultancies	\$235,565

**Total Category 5 \$235,565**

<b>Category 6: Upscaling</b>		<b># of Weeks to Signed PO Stage</b>
6.1 # of Applications received in response to the Upscaling RFA	120	0
6.2 Estimated \$ to be awarded	\$0	

**Total Category 6 (included in Cat 3) \$0**

<b>Category 4: RFQs under Preparation</b>		<b># of Weeks to Signed PO Stage</b>
4.1.1 # of RFQs in progress	0	0
4.1.2 Estimated \$ of RFQs in progress	\$0	
4.2.1 # of RFQs pending further information (technical specifications, compliance, etc.)	\$0	0
4.2.2 Est. \$ of items that require further technical specifications	\$0	

**Total Category 4 \$0**

**RFQ3 Actual price \$1,310,986**

## **Procurement and Logistics**

Major activities of our Procurement and Logistics unit are the following:

### **Logistics related accomplishments:**

- In the past 12 months, project vehicles have been serviced regularly as per the vehicle service rules and regulations, that is, at every 5,000km and 10,000km reading. Three vehicles were serviced in January 2016, six in February 2016 and four in March 2016.
- Third-party and own damage/general insurance was renewed for four (Mark 2) project vehicles.
- Annual vehicle inspections were made for all the project vehicles.
- With collaboration of USAID Ethiopia, the team has received duty-free import permit documents for equipment for AGP-LMD grantees purchased from abroad. Related to this permit process, a freight forwarder company that is experienced with USAID rules and regulations was selected for customs clearance procedures. These companies are doing well in managing the customs clearance process.
- In order to effectively manage the quality and standard of purchased equipment for grantees, the team has rented and prepared a storehouse for the temporary storage of grant equipment, until it is distributed to grantees. The warehouse lease is for only three months, March – May 2016.
- All the grant equipment is formally distributed to the grantees through the inventory-control system documents (Goods Receiving Note and Goods Issue Note). The Motor Pool coordinator and Property manager have made all equipment handovers to grantees, with the support of the Activity manager and Procurement and Logistics manager.

### **Finance Unit**

To expedite the financial activities and approval processes of the project, the finance, procurement and logistics workflow has been reviewed and a new workflow proposed. This new proposed workflow was reviewed by management and presented during the annual planning meeting. It uses inputs from last years' experience and will enhance the payment process. Hence, the "expedited payment method" was drafted and shared with staff during the annual planning meeting. The Finance Unit also has been submitting regular bimonthly financial reports to HQ, as well as VAT refund requests to USAID/ERCA. Employee's income tax and withholding tax, as well as employees' pension contributions, have been paid to the respective agencies in a timely manner. This process is done regularly on a monthly basis. All pension and income tax through June 30, 2016 has been deposited to the respective agencies as of July 15, 2016.

## Overall Financial Expenditures for the Reporting Period

Below is the summary of overall expenditures during the reporting period. The table also shows the overall budget utilization of the project fund for the period from inception of the project through to this annual reporting.

Table 16: Overall Financial Expenditures for Year 4							
Budget Main Cost Line Items	Actual expenses as of May 2016	June 2016 to July 2017 forecast	Total actual + forecast budget amount	Total original budget including cost extension	Total original budget	Cost extension	Variance between original and proposed budget
Salaries	3,394,432	<b>1,798,001</b>	5,192,433	<b>4,384,923</b>	3,958,701	426,222	807,510
Fringe Benefits	956,024	500,722	1,456,746	1,178,479	1,065,578	112,901	278,267
Consultants	357,142	<b>73,000</b>	430,142	<b>187,212</b>	178,212	9,000	242,930
Travel, Transportation and Per Diem	820,732	222,300	1,043,032	1,346,894	1,279,494	67,400	(303,862)
International Subs	3,210,193	1,680,957	4,891,150	7,340,863	7,340,863		(2,449,713)
Local Subs	3,437,763	1,741,126	5,178,889	5,312,486	5,000,000	312,486	(133,597)
Allowances	803,756	195,623	999,379	869,662	869,662	-	129,717
Equipment	597,065	129,760	726,825	369,850	353,850	16,000	356,975
Participant Training	566,261	247,500	813,761	830,200	830,200	-	(16,439)
Other Direct Costs (including program activities)	5,145,874	<b>1,209,856</b>	6,355,730	<b>4,625,259</b>	4,497,105	128,154	1,730,471
Indirect Costs	4,152,165	1,547,901	5,700,066	4,804,458	4,534,112	270,346	895,608
Innovation Grants	869,335	5,154,693	6,024,028	7,510,000	5,500,000	2,010,000	(1,485,972)
HIV/AIDS/Nutrition Grants	-	500,000	500,000	500,000	500,000	-	0
Fees	1,174,330	686,851	1,861,181	1,913,076	1,765,584	147,492	(51,895)
<b>Grand Total</b>	<b>25,485,072</b>	<b>15,688,290</b>	<b>41,173,362</b>	<b>41,173,362</b>	<b>37,673,361</b>	<b>3,500,001</b>	<b>0</b>

## Annex 1: Activity Implementation Monitoring Tables

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains																
Component 1 - Moving from Analytics to Strategy to Learning																
Activity #	Activity Description	Unit	Year 4 Target - (July 1, 2015- June 30,2016)			Cumulative achievement (July 2015-June 2016)									Status	Remark
			Total	By Gender		Gender			Region							
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
<b>1.1.1 (IR1 - Component 1 - Strategy 1) - Documenting Innovations</b>																
1.1.1.1	Selecting innovations to document	#innovations	4	-	-	0	0	4	4	0	0	0	0	100%		
1.1.1.1.1	List criteria that will determine what an innovation work document fulfills	#lists produced	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.1.1.2	Put a system in place for sharing and reporting of innovations with Learning and Communication Manager	#reporting framework	1	-	-	0	0	1	1	0	0	0	0	100%		
1.1.1.2	Share Learning during MSPs	-	-	-	-	-	-	-	-	-	-	-	-	-		
1.1.1.2.1	Create a PowerPoint template to present innovations during MSPs	# templates	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.1.2.2	Share sample PowerPoint template with AGP-LMD and IP staff	#times shared	4	-	-	0	0	4	4	0	0	0	0	100%		
1.1.1.2.3	Produce new innovation PowerPoint presentations	# PPT	4	-	-	0	0	2	2	0	0	0	0	50%		
1.1.1.3	Document Innovations through pictures and short videos	-	-	-	-	-	-	-	-	-	-	-	-	-		
1.1.1.3.1	Collect pictures of innovation interventions from AGP-LMD and IP staff	#pictures	160	-	-	0	0	160	160	0	0	0	0	100%		
1.1.1.3.2	Hire a professional photographer to take pictures of selected innovations in all 4 regions	#pictures	160	-	-	0	0	160	160	0	0	0	0	100%		
1.1.1.3.3	Hire a film production company to document selected innovations in all four regions and develop a 5-minute video for each innovation	#videos	4	-	-	0	0	1	1	0	0	0	0	25%	Postponed to year 5 due to absence of Learning Manager	
1.1.1.4	Review Pro-Poor Value Chain Push-Pull Strategy (Link to PPVC Activity 7)	#reviews	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
<b>1.1.2 (IR1 - Component 1 - Strategy 2) - Case Studies</b>																
1.1.2.1	Create a generic outline for case studies to be shared with AGP-LMD staff	#outline	1	-	-	0	0	1	1	0	0	0	0	100%		
1.1.2.2	Put a system in place for sharing and reporting of innovations with Learning and Communications Mgr	#reporting framework	1	-	-	0	0	1	1	0	0	0	0	100%		
1.1.2.3	Set a calendar for case study submissions for the year	#calendars	1	-	-	0	0	1	1	0	0	0	0	100%		
1.1.2.4	Create a dissemination/ distribution list for sharing case studies	#dissemination list	1	-	-	0	0	1	1	0	0	0	0	100%		
1.1.2.5	Share case studies	#case studies shared				0	0	12	12	0	0	0	0	100%		
<b>1.1.3 (IR 1 - Component 1 - Strategy 3) - Publications</b>																
1.1.3.1	Develop value chain-based research/study paper	#papers	4	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.1	Identify topics for research/study papers with IR Leads	#topics	4	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.2	Create a generic outline of the content that a research/study paper should contain	#outline	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.3	Hire an editor to edit research/study paper content	#edited papers	4	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.4	Identify a publishing house for printing	#publishing house	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.5	Create a dissemination list for sharing	#list	1	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	
1.1.3.1.6	Share research/study papers to dissemination list	#paper shared	4	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains																
Component 1 - Moving from Analytics to Strategy to Learning																
Activity #	Activity Description	Unit	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015-June 2016)								Status	Remark	
			Total	By Gender		Gender		Region								
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
1.1.3.2	Develop booklet on AGP-LMD work thus far	#booklets	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.2.1	Write up booklet content	#draft content	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.2.2	Hire an editor to edit content and outline based on specs	#revised draft from editor	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.2.3	Identify a publishing house for printing	#publishing house	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.2.3.1	Create a dissemination list for sharing	#dissemination list	1			0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.2.4	Share booklet	#booklets distributed	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.3	Develop booklets on innovate best practices based on cross-cutting interventions	#booklets	3	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.3.1	Identify innovative best practices	#best practices identified	3	-	-	0	0	3	3	0	0	0	0	100%		
1.1.3.3.2	Hire an editor to edit report content and outline based on specs	#edited booklets	3	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.3.3	Identify a publishing house for printing	#publishing house	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.3.4	Create a dissemination list for sharing	#list	1	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.3.5	Share booklets	#booklets	3	-	-	0	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager
1.1.3.4	Develop and launch a quarterly newsletter	-	-	-	-											
1.1.3.4.1	Hire a graphic designer to create a generic design outline for newsletter	#outline	1	-	-	0	0	0	0	0	0	0	0	0	0%	Cancelled due to absence of Learning Manager
1.1.3.4.2	Identify main themes/topics	#themes	4	-	-	0	0	0	0	0	0	0	0	0	0%	Cancelled due to absence of Learning Manager
1.1.3.4.3	Identify a publishing house for printing	#publishing house	1	-	-	0	0	0	0	0	0	0	0	0	0%	Cancelled due to absence of Learning Manager
1.1.3.4.4	Create a dissemination list for sharing	#list	1	-	-	0	0	0	0	0	0	0	0	0	0%	Cancelled due to absence of Learning Manager
1.1.3.4.5	Share quarterly newsletter	#newsletters	4	-	-	0	0	0	0	0	0	0	0	0	0%	Cancelled due to absence of Learning Manager
<b>1.1.4 ( IR 1 - Component 1 - Strategy 4 ) - Reports</b>																
1.1.4.1	Share monthly, quarterly and annual reports with all AGP-LMD staff once submitted to USAID	# reports	15	-	-	0	0	15	15	0	0	0	0	100%		
<b>1.1.5 ( IR 1 -</b>																
1.1.5.1	Draft a program agenda for each event	# agendas	12	-	-	0	0	11	11	0	0	0	0	92%		
1.1.5.2	Arrange, set-up and facilitate learning event	#events	12	-	-	0	0	11	11	0	0	0	0	92%		
<b>1.1.6 ( IR 1 -</b>																
1.1.6.1	Identify themes and topics/ distribute helpful tips	#tips distributed	12	-	-	0	0	0	0	0	0	0	0	0%	Postponed to year 5 due to absence of Learning Manager	

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains																
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----DAIRY VALUE CHAIN																
Activity #	Activity Description (Dairy)	Indicator	Year 4 Target - (July 1, 2015-June 30,2016)			Cumulative achievement (July 2015-June 2016)									Status (%)	Remark
			Total	By Gender		Gender		Total	Region							
				M	F	M	F		Federal	Amhara	Oromia	Tigray	SNNPR			
<b>1.2.1 (IR1- Component 2 - Strategy 1) - Link Value Chain Actors to Input and Service Providers</b>																
1.2.1.1	Organize business meetings between value chain actors and input suppliers and service providers / Conduct B2B meetings in different woredas in the form of tours	#meetings	21	-	-			15	0	5	4	2	4	71%	Oromia travel restrictions	
1.2.1.2	Input suppliers profile/directory distribution	# directory distributed	15,000	-	-	0	0	0	0	0	0	0	0	0%	Directory design finalized	
<b>1.2.2 (IR1 - Component 2 - Strategy 2) - Establish and Strengthen Input Suppliers and Service Providers</b>																
1.2.2.1	Strengthen existing input and service providers through training & technical assistance (Private, Public or Cooperative)	-	-	-	-	0	0	0	0	0	0	0	0			
1.2.2.1.1	Artificial Inseminators	-	-	-	-	0	0	0	0	0	0	0	0			
1.2.2.1.1.1	Private technicians (new AI training) (Grantee Focus)	# technicians	42	30	12	0	0	0	0	0	0	0	0	0	Waiting for RFA 003 grant	
1.2.2.1.1.2	Private AI technicians (refresher AI training) (Grantee Focus)	# technicians	58	41	17	0	0	0	0	0	0	0	0	0	Waiting for RFA 003 grant	
1.2.2.1.1.3	Private AI technicians (Business management training) (Grantee Focus)	# technicians	100	71	29	0	0	0	0	0	0	0	0	0	Waiting for RFA 003 grant	
1.2.2.1.1.4	Public AI technicians (technical refresher)	# technicians	190	170	20	198	5	203	0	34	51	65	53	107%		
1.2.2.2	Provide technical and marketing assistance for milk outlets/shops and distributors to promote food safety, quality, improved management and improved access for the poor.	# milk shops	100	-	-	0	0	98	0	30	29	22	17	98%		
<b>1.2.3 (IR 1 - Component 2 - Strategy 3) - Improve Livestock Management</b>																
1.2.3.1	Conduct dairy management training and TA to FBO/ Cooperatives, CIGS, Producer Groups, DAs, etc.	-	-	-	-	0	0	0	0	0	0	0	0			
1.2.3.1.1	Provide new/refresher training on dairy management to new & previously trained ToTs	# trainees	30	20	10	26	1	27	0	8	10	3	6	90%		
1.2.3.1.2	Conduct need based training to FBO/ Cooperatives, CIGS, Producer Groups, DAs, Commercial Dairy Farm Operators, and Technical Farm Advisors .	# trainees	3000	2000	1000	1228	772	2000	0	457	825	293	425	67%	IP contract delay	
1.2.3.1.3	Provide TA in the form of field days and other short-term assistance to FBO/ Cooperatives, CIGS, Producer Groups, DAs, Commercial Dairy Farm Operators, and Technical Farm Advisors.	# participants	3000	2000	1000	190	115	305	0	135	0	0	170	10%	IP contract delay	
1.2.3.1.4	Conduct in-country study tours for selected FBO/ Cooperatives, CIGS, Producer Groups, DAs, Commercial Dairy Farm Operators, and others trained in strategy 3 (2 - In-Region, one-Out of Region)	# tours	12	-	-	0	0	7	0	2	1	2	2	58%	Oromia travel limitations	
1.2.3.2	Distribution of audiovisual materials on selected topics in dairy management (prevention of mastitis, milk fever, feeding, colostrum feeding, heat detection, milk hygien, etc.)	# people reached	2000	1400	600	0	0	0	0	0	0	0	0	0%	Audio visual material developed	
1.2.3.3	Radio production on some important dairy management aspects/Conduct FGD and feedbacks after the program															
<b>1.2.4 (IR 1 - Component 2 - Strategy 4) - Improve Post-production Relationships, Efficiencies, and Quality</b>																
1.2.4.1	Support the introduction and expansion of quality-based payment systems for raw material suppliers (via analysis & farmer training)	# businesses	14	-	-	0	0	0	0	0	0	0	0	0%	cancelled	
1.2.4.2	Collaborative multi-institutional evaluation of milk safety risks and development of mitigation strategies/interventions	# meetings	3	-	-	0	0	2	2	0	0	0	0	67%	Due to wrong aflatin information feed part part postponed	
1.2.4.3	Support aggregators and traders to serve as effective marketing agents for producers															
1.2.4.3.1	Private milk technicians (Milk chilling center management) (for Grantees only)	# technicians	100	60	40	0	0	0	0	0	0	0	0	0	Waiting RFA 3 grant	
1.2.4.3.2	Private milk technicians (Business management training) (for Grantees only)	# technicians	100	60	40	0	0	0	0	0	0	0	0	0%	Waiting RFA 3 grant	
1.2.4.3.3	Organizing workshop on Chilling centers service provision	# meetings	4	-	-	0	0	0	0	0	0	0	0	0%	Waiting RFA 3 grant	
1.2.4.4	Conduct training for milk collection & dairy processing equipment operation and maintenance	# trained	40	-	-	0	0	0	0	0	0	0	0	0%	Waiting RFA 3 grant	
1.2.4.5	Mentoring/Coaching	-	-	-	-	0	0	0	0	0	0	0	0	0%		
1.2.4.5.1	Followup Mentoring/Coaching commercial dairy farms, feed producers, milk suppliers, etc. (grantees)	# businesses	28	-	-	0	0	10	0	5	4	0	1	36%		
1.2.4.5.2	Followup Mentoring/Coaching commercial dairy farms, feed producers, milk suppliers, etc. (non grantees)	# businesses	85			0	0	3	0	0	0	3	0	4%	Focus on grantees support	
1.2.4.6	Conduct customized TA including introducing new technology (technical skills on cheese, yoghurt, ice cream, ESL UHT, packaging, value addition, SOP, quality standard familiarization training, etc), equipment operation, set-up and maintenance, by-product development, etc.	# businesses	88	-	-	0	0	0	0	0	0	0	0	0%		
1.2.4.7	Organize international study tours on private AI service provision and private milk chilling center managements	# of tours	2	-	-	0	0	0	0	0	0	0	0	0%	Cancelled	

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains																
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----DAIRY VALUE CHAIN																
Activity #	Activity Description (Dairy)	Indicator	Year 4 Target - (July 1, 2015-June 30,2016)			Cumulative achievement (July 2015-June 2016)									Status (%)	Remark
			Total	By Gender		Gender			Region							
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
<b>1.2.5 (IR 1 - Component 2 - Strategy 5) - Market Expansion</b>																
1.2.5.1	Support participation of businesses in domestic trade fairs to identify new customers (support may include sponsorship, asst. to produce marketing materials, related training, etc.) / One Federal and 4 regional trade fairs/	# Trade fair participated	5	-	-	0	0	4	1	1	1	0	1	80%		
1.2.5.2	Organize School Milk Day events	# events	4	-	-	0	0	0	0	0	0	0	0	0%	Cancelled due to lack impact	
1.2.5.3	Organized World Milk Day events	# events	4	-	-	0	0	0	0	0	0	0	0	0%	Cancelled due to lacking leadership from processing industry	
1.2.5.4	Development of MSME Strategy	#strategy	1	NA	NA	0	0	0	0	0	0	0	0	0%	More rural MSME support intergrated in the ongoing activities for year five.	
1.2.5.5	Development of Bio-Safety Strategy (Aflatoxin)	#strategy	1	NA	NA	0	0	0	0	0	0	0	0	0%	Improved feed storage identified as the main strategy	

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains															
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----- MLA VALUE CHAIN															
Activity #	Activity Description (MLA)	Indicator	Year 4 Target - (July 1, 2015- June 30, 2016)					Cumulative achievement (July 2015 - June 2016)						Status (%)	Remark
			Total	By Gender		Gender			Region						
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
<b>1.2.1 (IR1- Component 2 - Strategy 1) - Link Value Chain Actors to Input and Service Providers</b>															
1.2.1.1	Organize business meetings between value chain actors and input suppliers and service providers (Local/International Companies) / Conduct B2B meetings in different woredas in the form of tours	#woredas	21	NA	NA			28	0	6	9	6	7	133%	The plan was to address 21 woredas however 28 participated because of interest of nearest woredas farmers and input suppliers
1.2.1.2	Input suppliers profile/directory distribution	# copies distributed	4000	NA	NA	0	0	0	0	0	0	0	0	0	
<b>1.2.2 (IR1 - Component 2 - Strategy 2) - Establish and Strengthen Input Suppliers and Service Providers</b>															
1.2.2.1	Strengthen input suppliers and service providers through training and technical assistance (MSME, Private, Public or Cooperative)	-	-	-	-	0	0	0	0	0	0	0	0		
1.2.2.1.1	Commercial feed processors	# trainees	80	50	30	63	18	81	0	18	23	18	22	101%	
1.2.2.1.2	Animal health service Public and Private, considering MSMEs	# trainees	655	504	151	364	121	485	0	233	84	72	96	74%	Because of ambitious plan
1.2.2.1.3	Domestic abattoir and butchery (private, MSME, public)	# trainees	170	119	51	45	6	51	0	0	0	21	30	30%	lack of consultant who has skill on the areas
1.2.2.1.4	Organize and conduct international study tours with focus on input	# study tours	1	NA	NA	0	0	0	0	0	0	0	0	0%	Cancelled
1.2.2.1.5	Follow up and coaching to input suppliers and service providers	# grantees	3	NA	NA	0	0	3	0	0	3	0	0	100%	
<b>1.2.3 (IR 1 - Component 2 - Strategy 3) - Improve Livestock Management</b>															
1.2.3.1	Conduct Livestock Management Training	-	-	-	-	0	0	0	0	0	0	0	0		
1.2.3.1.1	Provide new/refresher training to new and previously trained ToTs (including forage production, backyard fattening, etc)	# trainees	60	40	20	55	9	64	0	22	13	4	25	107%	
1.2.3.1.2	Conduct training to cooperatives, MSMEs, producers, backyard fatteners, dairy, beef and feedlot operators	# trainees	3000	2000	1000	1229	472	1701	0	475	411	276	539	57%	IP contract delay
1.2.3.3	Provide TA in the form of field days and other short-term assistance to cooperatives, MSMEs, producers, backyard fatteners and feedlot operators	# participants	3000	2000	1000	703	290	993	0	475	137	54	327	33%	IP contract delay
1.2.3.2	Conduct in-country study tours for selected MLA actors	# tours	8	NA	NA	0	0	3	0	1	1	0	1	38%	IP contract delay
1.2.3.3	Assist commercial/cooperative ranching	-	-	-	-	0	0	0	0	0	0	0	0		
1.2.3.3.1	Provide TA/training on breeding strategies, reproductive technologies, pasture/feed management, etc. for ranching	# enterprises	7	NA	NA	0	0	2	0	2	0	0	0	29%	
1.2.3.3.2	Provide TA/training on marketing, business operations and outgrower management for ranching	# enterprises	7	NA	NA	0	0	11	0	4	2	1	4	157%	
1.2.3.4	Finalize and disseminate audiovisual materials on selected topics in livestock management (examples: prevention of mastitis, feeding for high production, control of skin diseases etc.)	# people reached	1626	1138	488	0	0	0	0	0	0	0	0	0%	
1.2.3.5	Prepare and disseminate messages through regional radio programs, e.g. reducing young animal mortality, ectoparasite control, meat safety, etc.	#persons reached	20,000	NA	NA	0	0	0	0	0	0	0	0	0%	
<b>1.2.4 (IR 1 - Component 2 - Strategy 4) - Improve Post-production Relationships, Efficiencies, and Quality</b>															
1.2.4.1	Support the introduction and expansion of quality-based payment systems (Carcass based) for animal suppliers and abattoirs (via analysis & farmer training)	# businesses	4	NA	NA	0	0	0	0	0	0	0	0	0	
1.2.4.2	Conduct quality-based payment system workshop for MLA value chain actors	#participants	60	40	20	23	0	23	3	0	20	0	0	38%	Oromia security
1.2.4.3	Create awareness among traders to supply quality and healthy animals to domestic and export markets/proper animal transportation, animal welfare, feeding, etc.	# trainees	50	30	20	120	22	142	4	27	21	67	23	284%	because of demand from abattoirs
1.2.4.4	Special initiative for livestock auction development (via training and TA)	# auctions	2	NA	NA	0	0	1	0	1	0	0	0	50%	shortage of human resource in VC
1.2.4.5	Conduct customized business management training to domestic and export abattoirs and butcheries	# trainees	60	40	20	68	17	85	0	27	24	18	16	142%	high demand from region
1.2.4.6	Conduct TA and training on effective meat by-products utilization and handling	# trainees	20	15	5	16	5	21	3	0	16	2	0	105%	
1.2.4.7	Organize and conduct international study tours with the focus on livestock auctions (MLA trip is intl trip #1 (TBD))	# of tours	1	NA	NA	0	0	0	0	0	0	0	0	0%	cancelled
1.2.4.8	Support businesses to become certified for quality assurance (HACCP and ISO)	# businesses	3	NA	NA	0	0	2	0	0	2	0	0	67%	Limited abattoir interested for certification
1.2.4.9	Develop strategies on safety of meat and meat products (mainly residue testing/bio-safety)	# businesses	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0%	Cancelled
1.2.4.10	Follow up and coaching of MLA actors (grantees focused)	# businesses	4	NA	NA	0	0	4	0	0	3	1	0	100%	
1.2.4.11	Conduct TA and training to airport meat handlers	#training	20	15	5	39	3	42	42	0	0	0	0	210%	
<b>1.2.5 (IR 1 - Component 2 - Strategy 5) - Market Expansion</b>															
1.2.5.1	Support participation of businesses in domestic trade fairs to identify new customers (support may include sponsorship, assistance to produce marketing materials, related training, etc.)	#enterprises who participate in domestic trade fairs	15	NA	NA	0	0	17	5	0	11	1	0	113%	
1.2.5.2	Support participation of VC businesses in Gulf Food Fair (UAE)	# people from GOE and Associations who participate in GFF	5	NA	NA	5	1	6	2	1	1	1	1	120%	
		#booths and promotional material kits	1	NA	NA	0	0	1	1	0	0	0	0	100%	
1.2.5.3	Conduct supply workshops targeting domestic and export markets	# participants	120	NA	NA	58	3	61	61	0	0	0	0	51%	Due to drought there was less demand
1.2.5.4	Development of MSME Strategy	#strategy	1	NA	NA	0	0	0	0	0	0	0	0	0%	Cancelled

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains															
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----- CROSS CUTTING INTERVENTIONS															
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30,2016)			Cumulative achievement (July 2015-June 2016)									
			Total	By Gender		Gender			Region					Status (%)	Remark
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
<b>1.2.6 (IR 1 - Component 2 - Cross Cutting/Strategy #6- Strengthen FBOs and Sectoral Associations Working in the Livestock Value Chain)</b>															
1.2.6.1	Follow-up and support Grantee coops to fulfill milestones within grant agreements for the success full operation of the business. (Milestones preparation, TA, BDS, Mentoring/Coaching/	#Coops/Unions	18 (visited each Q)	-	-	0	0	11	0	4	4	2	1	61%	focus diverted to grants
1.2.6.2	Support the Improvement of governance management and Business operations of FBOs ( CIGs, MSEs, Coops,unions ) by organizing workshop, meeting and trainings.	#Union/Coops	40	-	-	0	0	17	0	6	6	2	3	43%	focus diverted to grants
1.2.6.2.1	Based on the Feed Back/ Gap assessment , Provide tailored Refresher training for those trained actors in 2014/5 on governance, leadership, management and Business operations to leaders and managers of FBOs ( CIGs, MSEs , Coops,unions ). ( In coordination with PPVC .)	#people/leaders (10 from each of the 18)	400	280	120	111	37	148	0	35	41	38	34	37%	due to delay of procurement
1.2.6.2.2	Provide trainings or workshop and meeting to improve the marketing, purchasing sales, financial management, accounting/book keeping, etc to grantee management/leaders and staffs on business issues related to milk collection, bulking ,transportation , Delivery, processing and distribution.	#people/workers (6 in each of the 18)	240	65	43	39	8	47	0	19	17	11	0	43%	due to delay of procurement
1.2.6.2.3	Study tours to learn from better practices cooperatives, feed lots and adopt lessons learned ( In coordination with PPVC .)	#people	200	140	60	52	16	68	0	19	26	11	12	43%	due to delay of procurement
1.2.6.2.4	Strengthen existing and assist the Development of new unions and Cooperatives in livestock sector( Dairy and MLA) by organizing and facilitating trainings or workshop and meetings.	#Unions/Coops	15	-	-	0	0	17	0	6	6	2	3	113%	non grantees included
1.2.6.3	Support and Capacitate livestock marketing Coops and MSEs to form business relationship for livestock supply ( both domestic and Export Market) by organizing workshop, meeting and trainings.	#MSEs/Coops	TBD	TBD	TBD	0	0	13	0	4	3	2	4		
1.2.6.3.1	Up-date and evaluate status of the Coops and MSEs working on MLA value chain.	#MSEs/Coops	TBD	TBD	TBD	0	0	0	0	0	0	0	0		
1.2.6.3.2	Provide Training or workshop and meeting to improve marketing ,purchasing sales, financial management, accounting/book keeping, etc to fattening Business operation of MLA Coops and MSEs. Facilitate and arrange a one to one agreement for supply of MLA between coops/MSEs and domestic and export aboators and MLA traders.	#Trainee/members/ leaders	TBD	TBD	TBD	42	9	51	0	0	27	0	24		
1.2.6.4	Strengthen existing and assist the development of new key sectoral associations to be a voice and platform for their members and address members issues, provide membership services on a sustainable basis (target associations include all sectorial associations) via and in coordination with MOA,MOI, MOT. ( 3 Dairy , 3 MLA, 2(EVA&ESAP), 2 new)	#Associations (2 of which are newly established)	10	-	-	0	0	3	3	0	0	0	0	30%	based on demand
1.2.6.4.1	Support meetings, conferences and workshops of Livestock sectoral (8) and professional(2) associations, etc. for addressing different sectorial issues.	#meetings, conferences and workshops	10	-	-	0	0	3	3	0	0	0	0	30%	based on demand
1.2.6.4.2	Support the development of financial sustainability plans and activities throug preparation and implementation of strategic plan that initiate and strengthen membership services, income generating and cost sharing mechanisms etc... For existing 3 dairy and 3 MLA sectorial associations (2) and 2 New	#strategic plan documents	6	-	-	0	0	0	0	0	0	0	0	0%	postpond
1.2.6.5	Support the participation of women on coops membership and management through sensation workshop and advocacy for Co-membership for gender equity on coops( mainly dairy)	#people attending the awareness creation workshop	150	90	60	71	15	86	0	24	22	20	20	57%	focus diverted to grants
1.2.6.5.1	Awareness Creation workshop or meeting for target Coops leaders and Coop promotion officials and experts on Gender Equity and women leadership	#workshops	5	-	-	0	0	4	0	1	1	1	1	80%	focus diverted to grants
<b>1.2.7 (IR 1 - Component 2 - Cross Cutting/Strategy #7- Gender Mainstreaming, Women's Entrepreneurship and Leadership Training)</b>															
1.2.7.1	Following MSME assessments, conduct technical, business and leadership training and coaching for MSMEs (including education on nutrition and HIV/AIDS)	# of trainees	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0%	post pond
1.2.7.2	Conduct study tours for/of women-owned MSMEs	# of participants	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0%	post pond
1.2.7.3	Provide business coaching for women entrepreneurs (link PPVC)	# women coached	212	-	212	0	192	192	0	12	59	10	111	91%	
1.2.7.4	Provide refresher on business coaching for women entrepreneurs (link PPVC)	# of coaches recived refresher training	270	NA	NA	72	30	102	0	37	21	11	33	38%	There was a lot of staff turn over of the previously trained government experts.
1.2.7.5	Select and promote successful women groups/women-owned MSMEs to showcase during MSPs	# of women MSE	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0%	post pond
1.2.7.6	Adapt/disseminate women-appropriate technologies/practices to women entrepreneurs (field days)	# women receiving info.	6000	3600	2400	0	0	0	0	0	0	0	0	0%	post pond
1.2.7.7	Conduct gender integration training to MLA/Dairy VC actors	# of trainees	6000	4000	2000	836	330	1166	37	207	242	162	518	19%	shortage of human resource in the section
1.2.7.8	Conduct gender mainstreaming training for project staff/IPs/beneficiaries	# of trainees	40	27	13	0	0	0	0	0	0	0	0	0%	SOW for consultant prepared but not yet approved
1.2.7.9	Work towards gender equity in cooperatives (including representation, participation and access to resources; strong linkage to Strengthen FBOs/Associations)	# of trainees	120	-	-	69	17	86	0	24	22	20	20	72%	based on demand

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains															
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----- CROSS CUTTING INTERVENTIONS															
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30,2016)			Cumulative achievement (July 2015-June 2016)									
			Total	By Gender		Gender			Region					Status (%)	Remark
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
<b>1.2.8 (IR 1 - Component 2 - Cross Cutting/Strategy #8 - Pro-Poor Value Chain Development)</b>															
1.2.8.1	Enabling Environment (Quarterly VC Technical Meetings with PRIME/Grad; bi-annual MSPs with GRAD)	-	-	-	-	0	0	0	0	0	0	0	0	0	
1.2.8.1.1	Organize VC quarterly Technical committee meeting on Value Chain issues with PRIME	# meetings	4	NA	NA	0	0	4	4	0	0	0	0	100%	
1.2.8.1.2	Organize VC quarterly Technical committee meeting on Value Chain issues with GRAD	# meetings	4	NA	NA	0	0	4	4	0	0	0	0	100%	
1.2.8.1.3	Organize bi-annual MSPs per region in collaboration with GRAD	# participants	8	70%	30%			8	0	2	2	2	2	100%	
1.2.8.2	Pro-Poor Value Chain specific Business-to-Business (B2B) meetings and supply workshops	# workshops	4	70%	30%										
1.2.8.2.1	Organize B2B meeting/workshop for suppliers from PRIME and buyers from modjo and Addis Abeba areas	# workshops	2	NA	NA			2	0	0	2	0	0	100%	
1.2.8.2.2	Organize B2B meeting/workshop for suppliers from GRAD/food insecure woredas and buyers	# workshops	8	NA	NA			8	0	2	2	2	2	100%	
1.2.8.3	Gap Assessments and Refresher Trainings	-	-	-	-	0	0	0	0	0	0	0	0		
1.2.8.3.1	Trained women entrepreneurs	# trainees	63	-	63	0	0	0	0	0	0	0	0	0%	This has been put off for year 5 coz of delayed approval.
1.2.8.3.2	Cooperatives, CIGs and FEMMAs	# of coop members	TBD	TBD	TBD	51	9	60		20		20	20	100%	
1.2.8.3.3	Animal Health Service providers	# Animal Health Service providers	TBD	TBD	TBD	41	19	60	0	20	0	20	20	100%	
1.2.8.3.4	Buyers and sellers	# buyers and sellers	TBD	TBD	TBD	55	5	60	0	20	0	20	20	100%	
1.2.8.4	Support/train MSMEs and Collection Centers	# Centers	TBD	TBD	TBD										
1.2.8.4.1	Input Sellers	# input suppliers	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0	
1.2.8.4.2	Collection Centers	# collection centers	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0	
1.2.8.4.3	Feed Lot Operators	# feed lot operators	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0	
1.2.8.4.4	Cooperatives and Union	# cooperatives	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0	
1.2.8.4.5	Animal Health Service providers	# providers	TBD	TBD	TBD	0	0	0	0	0	0	0	0	0	
1.2.8.5	Study Tours to AGP woredas	# tours	3	NA	NA										
1.2.8.5.1	Oromiya	# of participants	40	60%	40%	40	12	52	0	0	52	0	0	130%	based on disscstion with GRAD, with the same transportation cost , able to address additional number of farmers
1.2.8.5.2	Tigray	# of participants	40	60%	40%	40	10	50	0	0	50	0	0	125%	
1.2.8.5.3	PRIME (learn from abattoirs and feed lot operators in one of the AGP woredas)	# of participants	20	60%	40%	0	0	0	0	0	0	0	0	0	
1.2.8.6	Formation of Associations/Cooperatives for Women Entrepreneurs	# associations	3	-	100%	0	0	0	0	0	0	0	0	0	

IR 1 - Increase Productivity and Competitiveness of Selected Livestock Value Chains															
Component 2 - Improve the Productivity and Competitiveness of Livestock Value Chains ----- CROSS CUTTING INTERVENTIONS															
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015-June 2016)									
			Total	By Gender		Gender			Region					Status (%)	Remark
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
<b>1.3.9 (IR1- Component 3 - Strategy 9) - Stimulate Investments and Access to Finance throughout the VC</b>															
1.3.9.1	Support LMD Grant Programs	-	-	-	-	0	0	0	0	0	0	0	0	0	
1.3.9.1.1	Assist business and grant account managers to revise grant applications (Q1 only)	# applicants	19	11	8	10	11	21	0	10	5	1	5	111%	
1.3.9.1.2	Financial due-diligence and analysis on pre-award grantees (Q1 only)	# applicants shortlisted	19	11	8	10	11	21	0	10	5	1	5	111%	
1.3.9.1.3	Post-Award BDS support to grantees	#awards	24	14	10	41	8	49	0	20	26	0	3	204%	BDS ToT trainees used in providing support in addition to staff
1.3.9.1.4	Assist grantees to access credit and equity investment	#grantees accessing credit	14	8	6	4	1	5	0	3	2	0	0	36%	Demand driven
1.3.9.2	Support Equity Investment in VC Businesses	-	-	-	-	0	0	0	0	0	0	0	0		
1.3.9.2.1	Identify and evaluate businesses interested in equity investment	#businesses identified	22	13	9	24	4	28	1	7	8	7	5	127%	Result of follow-on work from regional investment forums held the previous year
1.3.9.2.2	Prepare business for equity investment (due-diligence, business plans etc)	#businesses shortlisted	12	7	5	10	1	11	0	4	2	3	2	92%	
1.3.9.2.3	Identify interested investors; make connections	#connections (MoUs/Term sheets)	5	-	-	1	0	1	0	0	0	1	0	20%	Investment negotiations taking longer than anticipated. Investors/investees losing interest in potential partnerships.
1.3.9.2.4	Sponsor participation of livestock businesses and higher GOE officials in international investment forums (Q4)	#businesses participating	8	-	-	0	0	0	0	0	0	0	0	0%	International investment forum participation deprioritized to focus more on activities with direct impact on results.
1.3.9.3	Assist VC Business to Access Credit	-	-	-	-	0	0	0	0	0	0	0	0		
1.3.9.3.1	Identify and evaluate businesses interested in credit or debt financing	#businesses identified	80	48	32	46	11	57	1	7	29	5	15	71%	Delayed hiring of IP staff adversely affected performance at the regional level.
1.3.9.3.2	Prepare businesses for credit (due-diligence, business plans etc)	#business shortlisted	64	38	26	35	14	49	0	4	29	3	13	77%	
1.3.9.3.3	Referral to banks and MFIs with/without credit guarantees	# MSMEs accessing loans	48	29	19	24	6	30	0	4	14	3	9	63%	
1.3.9.4	Capacity Building for Livestock MSMEs and FIs (Banks, MFIs, etc)	-	-	-	-	0	0	0	0	0	0	0	0		
1.3.9.4.1	TOT to BDS providers (Q1/Q3)	#BDS providers trained	51	31	20	24	5	29	0	4	12	6	7	57%	BDS providers that qualified for the trainings were fewer than expected
1.3.9.4.2	Training to MSMEs (Q1)	#entrepreneurs trained	100	60	40	85	35	120	0	21	50	3	46	120%	Request for additional MSMEs to be trained from component 2
1.3.9.4.3	Training to MFI staff on livestock MSMEs lending (Q2)	#MFI staff trained	100	60	40	0	0	0	0	0	0	0	0	0%	MFI training deprioritized
1.3.9.4.4	Training to bank staff on livestock lending (Q3)	#bank staff trained	100	60	40	44	9	53	0	11	19	11	12	53%	Lower than expected participation from banks in the regions due to lack of qualifying staff.
1.3.9.4.5	Facilitate the introduction of new financial products for livestock MSMEs (Q2/Q3)	#new financial products	2	NA	NA	1	0	1	0	0	0	0	1	50%	Activity scaled down due to lack of interest from FIs.
1.3.9.4.6	Organize regional "Ethiopia Livestock Investment Forum" (Q3)	#events	1	NA	NA	0	0	0	0	0	0	0	0	0%	Deprioritized to focus on result oriented activities.
1.3.9.4.7	Sponsor participation of MFI senior management in international workshops/visits on best practices of livestock VC financing for MSMEs (Q1 and Q3)	#MFI staff in workshops	6	4	2	0	0	0	0	0	0	0	0	0%	International visit cancelled due to other priorities
1.3.9.4.8	Regional orientation workshop on DCA loan guarantee scheme for partner banks (Q1 and Q2)	#bank staff trained	80	48	32	53	4	57	0	11	21	12	13	71%	Lower than expected participation from banks

IR 2 - Improved Enabling Environment for Livestock Value Chains																
Component 4 - Improve the Enabling Environment of Livestock Value Chains																
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30,2016)			Cumulative achievement (July 2015- June 2016)									Status (%)	Remark
			Total	By Gender		Gender			Region							
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
<b>2.4.1 (IR2 - Component 4 - Strategy 1) - Facilitate and Empower Stakeholders for Policy Reform and Advocacy</b>																
2.4.1.1	Continue dialogue and advocacy with policy makers and value chain actors for better enabling environment (PPP on livestock services, rationalization of livestock services, allocation of land for livestock investment)	#policy changes introduced or adopted	4	-	-	0	0	3	3	1	0	0	0	75%		
2.4.1.2	Technical support for legal frame work development (2 proclamations and 6 regulations)	#laws and regulations supported for	8	-	-	0	0	8	8	0	0	0	0	100%		
2.4.1.3	Facilitate MSPs at federal and regional level	#MSPs	10	-	-	0	0	7	2	3	1	1	0	70%	time to reorganize their offices. In addition the delay in signing Ips contract delayed the implementation of the activity	
2.4.1.4	Facilitate LWGs	# meetings	20	-	-	0	0	12	5	2	1	3	1	60%	time to reorganize their offices. In addition the delay in signing Ips contract delayed the implementation of the activity	
2.4.1.5	Conduct five meetings to support the validation of a road map for adoption of Ethiopian milk quality Standard	# participants	250	175	75	207	34	241		65	60	55	61	96%		
2.4.1.6	Develop blue prints and design standards for the various categories of domestic abattoirs and have 5 meetings to validate and prepare a road map for adoption of slaughter houses blue prints and design standards	#standards	1	-	-	0	0	1	1	0	0	0	0	100%		
2.4.1.7	Conduct a study on the experience of the Amhara region on cost the recovery of animal health delivery pilot project	#studies	1	-	-	0	0	1	0	1	0	0	0	100%		
2.4.1.8	Conduct workshops to share and validate Amhara region's veterinary service cost recovery experience	#participants	50	35	15	60	7	67	6	45	6	5	5	134%	The Amhara region invited more woredas to attend the workshop. It is because the workshop will help them to improve their performance.	
2.4.1.9	Organize a study tour to learn from animal health cost recovery experiences (Amhara region)	#participants	25	17	8	25	2	27	6	5	6	5	5	108%		
2.4.1.10	Strengthen sectoral associations in collaboration with MoI, MoT and CoC	#meetings/workshops	3	-	-	0	0	3	2	0	1	0	0	100%		
<b>2.4.2 (IR2 - Component 4 - Strategy 2) - Capacity Building for Public and Private Stakeholders</b>																
2.4.2.1	Organize livestock value chain development trainings (1 per region)	#trainees	100	70	30	86	13	99		25	24	25	25	99%		
2.4.2.2	Capacity building of EMDIDI to improve the Dairy and Meat Technology in Ethiopia	-	-	-	-	0	0	0	0	0	0	0	0	0%		
2.4.2.2.1	Support MoI organize a workshop to validate the twining needs assessment in order to guide the twining exercise	#workshops	1	-	-	0	0	1	1	0	0	0	0	100%		
2.4.2.2.2	Support MoI to organize twining visit based on the outcome of the validation workshop.	#visits	1	-	-	0	0	1	1	0	0	0	0	100%		
2.4.2.2.3	Support MoI to conduct auditing of EMDIDI by getting STTA support from the selected institutions and coaching	#STTA	2	-	-	0	0	0	0	0	0	0	0	0%	EMDIDI took loner time to organize the twining visit. This activity is the follow-up activity of the twining visit. The visit conducted on the month of June 2016	
2.4.2.2.4	Support EMDIDI in developing a twining program for dairy and meat (STTA support)	#document	2	-	-	0	0	0	0	0	0	0	0	0%	EMDIDI took loner time to organize the twining visit. This activity is the follow-up activity of the twining visit. The visit conducted on the month of June 2016	
2.4.2.2.5	Support the industry and higher education forum (linkage)	#forums	4	-	-	0	0	3	3	0	0	0	0	75%	Due to other priorities EMDIDI could not organize all the forums before end of the year.	
2.4.2.2.6	Organize Short term Training on Meat processing and quality assurance by hiring an international STTA	#trainees	20	6	14	0	0	0	0	0	0	0	0	0%	This activity is cancelled post ponded to year 4. It was recommended to organize this training when we have abattoir who are processing meat.	
2.4.2.2.7	Support for quality halal certification: organizing international training for Islamic affairs (halal certifiers)	#trainees	25	-	-	25	0	25	5	0	18	2	0	100%		
2.4.2.3	Support regions in development of appropriate delivery models and strategy for the implementation of the rationalization of livestock services and infrastructure management	-	-	-	-	0	0	0	0	0	0	0	0	0%		
2.4.2.3.1	Support regions by organizing discussion forums and meeting to evaluate and identify appropriate models and strategy for the implementation of the rationalization of veterinary services (4 workshops)	#participants	200	140	60	170	16	186		72	64		50	93%		
2.4.2.3.2	Support regions to organize discussion forums or meetings to evaluate appropriate PPP models and strategy for the management of livestock infrastructures (4 workshops)	# participants	200	140	60	170	16	186		72	64		50	93%		
2.4.2.4	Facilitate high level training for LN2 plant technicians ( international STTA)	#trainees	20	14	6	0	0	0	0	0	0	0	0	0%	Postponed to year 5. It took long time to hire the STTA and procurement training materials, currently the STTA contract is signed and the training materials are in the process of procurement.	
2.4.2.5	Support the capacity of regions in meat hygiene and food safety supplied to the domestic market	-	-	-	-	0	0	0	0	0	0	0	0	0%		
2.4.2.5.1	Conduct study on institutional arrangement for meat inspectors training	#studies	1	-	-	0	0	0	0	0	0	0	0	0%	The SoW submitted to MoLF but it took long time to get approved. This activity is postponed to year 5.	
2.4.2.5.2	Support regions to conduct meat inspector trainings	#trainees	50	35	15	0	0	0	0	0	0	0	0	0%	This activity will follow the above activity: 2.4.2.5.1	
2.4.2.6	Sensitization workshops on neat hygiene and safety Slaughter house standards and control system in selected woredas/towns and follow up the implementation	#woredas/towns	11	-	-	0	0	11		2	2	3	4	100%		
2.4.2.7	Conduct sensitization or consultative meeting on animal feed quality standards and guidelines at regional and federal level (4 workshops)	#participants	200	140	60	204	34	238		65	57	55	61	119%	Due to the aflatoxin issue regions invited more participants than the initial plan	

IR 2 - Improved Enabling Environment for Livestock Value Chains															
Component 4 - Improve the Enabling Environment of Livestock Value Chains															
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015- June 2016)								Status (%)	Remark
			Total	By Gender		Gender			Region						
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
2.4.2.8	Implementation of LITS pilot project	-	-	-	-	0	0	0	0	0	0	0	0	0	
2.4.2.8.1	Supporting Structures	-	-	-	-	0	0	0	0	0	0	0	0	0	
2.4.2.8.1.1	Quarterly Steering Committee meetings	#meetings	4	-	-	0	0	1	1	0	0	0	0	25%	MoLF was not able to call the meeting due to other priorities
2.4.2.8.1.2	Monthly Working Group meetings	#meetings	12	-	-	0	0	14	14	0	0	0	0	117%	However more working group meetings organized to facilitate and discuss on the implementation of LITS
2.4.2.8.2	Institutional Arrangement at Primary Markets	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.2.1	Establish local LITS committees	#committees established	6	-	-	0	0	6	6	0	0	0	0	100%	
2.4.2.8.2.2	Capacitation of local structures to tag and issue primary health certificates	# trained	60	-	-	36	2	38	38	0	0	0	0	63%	All invited participants did not attend due to conflicting programs
2.4.2.8.2.3	Train feedlot staff, buyers and abattoirs on data collection and tag application	# of trainee's	50	-	-	0	0	0	0	0	0	0	0	0%	This training would follow data base completion and actual ear tagging in the field
2.4.2.8.2.4	Train transport drivers and veterinary officer/health worker and quarantine officer	# of trainee's	50	-	-	0	0	0	0	0	0	0	0	0%	This training would follow data base completion and actual ear tagging in the field
2.4.2.8.3	Database customization and set up	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.3.1	Sign contract for supply of customized data base	#events	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.3.2	Installation of the complete infrastructure and the standard software in the test environment of the beneficiary, specifications for the parameterization of the software are finalized and approved	#events	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.3.3	Technology specification and software parameterization is completed and approved by the beneficiary	#events	1	-	-	0	0	0	0	0	0	0	0	0%	90% of the parametrization is now completed. There was a five month delay in the database development
2.4.2.8.4	Handing over of source code and provision of the national perpetual license for the Government of Ethiopia	#events	1	-	-	0	0	0	0	0	0	0	0	0%	This can only be done after data base development is completed
2.4.2.8.4.1	Launch Project event	#events	1	-	-	0	0	0	0	0	0	0	0	0%	Launching follows the database completion
2.4.2.8.5	Demarcation of epidemiological units and geo coding	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.5.1	Develop framework to demarcation of epidemiological units and geo-referencing code for epidemiological units	#framework and coding system	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.5.2	Gather GIS information pertaining to ET-LITS pilot project properties, sale yards, feed lots and abattoirs	#data sets given GIS codes	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.5.3	Training on use of GPS devices and procedure to capture GIS data	# trained	6	-	-	0	0	10	10	0	0	0	0	167%	Based on the request from MoLF additional people were trained
2.4.2.8.5.4	Formulate a communication strategy for the introduction of a national geo-code to support the LITS program	#strategies	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.6	Procurement of additional identification device and establishment of tag management system	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.6.1	Complete revolving fund regulation scheme	# document	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.6.2	Endorsement of the revolving fund scheme	# document	1	-	-	0	0	0	0	0	0	0	0	0%	Is awaiting government approval of the scheme
2.4.2.8.6.3	Organize workshop to solicit fund for LITS sustainability	#workshops	1	-	-	0	0	0	0	0	0	0	0	0%	
2.4.2.8.7	Create legal Protocols for LITS in Ethiopia	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.7.1	Support the Development Ethiopian Animal Identification and traceability draft regulation	# of new regulation	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.7.2	Support the Promulgation process of the LITS regulation	# of regulation	1	-	-	0	0	0	0	0	0	0	0	0%	Is awaiting the approval of the government
2.4.2.8.8	Monitoring and Evaluation (M&E)	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.8.1	Develop checklist to assess compliance for data entry throughout the value chain	#approved checklists	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.8.2	Monitoring number of animals tagged and related data captured	# check lists	6	-	-	0	0	0	0	0	0	0	0	0%	
2.4.2.8.8.3	Conduct monthly evaluation to ensure compliance throughout the value chain	# of correct compliance	6	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.8.4	Quarterly review of project progress and price of cattle in LITS vs. non-LITS	# of sites evaluated	2	-	-	0	0	0	0	0	0	0	0	0%	
2.4.2.8.8.5	Annual Project Evaluation	#completed evaluations	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.8.6	Documenting lessons learned and dissemination	# of lessons learned	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.9	Marketing of Project Nationally and Internationally	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.9.1	Develop LITS branding logo and communication strategy	# local STTA	1	-	-	0	0	1	1	0	0	0	0	100%	
2.4.2.8.9.2	Marketing of program nationally	# of messages	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.9.3	Start international media campaign to announce Ethiopia has established LITS	# of messages	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.9.4	Engage with International importers	# of workshops	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational
2.4.2.8.10	LITS Sustainability	-	-	-	-	0	0	0	0	0	0	0	0		
2.4.2.8.10.1	Promote structures and funding mechanisms to ensure sustainability of LITS to the Working Group and Steering Committee	#proposals	1	-	-	0	0	0	0	0	0	0	0	0%	Can only be done after the data base is operational and actual ear tagging done in the field

IR 2 - Improved Enabling Environment for Livestock Value Chains																
Component 4 - Improve the Enabling Environment of Livestock Value Chains																
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015- June 2016)									Status (%)	Remark
			Total	By Gender		Gender			Region							
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
<b>2.4.3 (IR2 - Component 4 - Strategy 3) - Institutional Coordination and Linkage with Other USAID Programs</b>																
2.4.3.1	Participate on regular, quarterly and annual planning and monitoring meeting with AGP at regional and Federal level	#meetings	20	-	-	0	0	21	7	3	4	3	4	105%		
2.4.3.2	Participate in the crop livestock TC meetings at federal level	#meetings	2	-	-	0	0	2	2	0	0	0	0	100%		
<b>2.4.4 (IR2 - Component 4 - Strategy 4) - Applied Research for Development</b>																
2.4.4.1	Commission CBAs on selected topics to provide evidence for the BEE	#CBAs	8	-	-	0	0	0	0	0	0	0	0	0%	The study is currently ongoing. The delay has to do with repeated adverts to get the right firm	
2.4.4.2	Commission an assessment of ongoing activities related to bio safety and bio security to identify gaps	#studies	2	-	-	0	0	1	1	0	0	0	0	50%	One study was conducted by IR1 team on the issue of bio safety and afla toxin case with MoLF and other stakeholders	
2.4.4.3	Present study findings at regional MSP meetings ( four at regional and one at federal level)	#reports	2	-	-	0	0	0	0	0	0	0	0	0%		
2.4.4.4	Prepare policy briefs in collaboration with MoA	#breifs	5	-	-	0	0	4	4	0	0	0	0	80%	One policy brief is in the process of preparation	
2.4.4.5	Prepare technical briefs in collaboration with AKLDP	# briefs	4	-	-	0	0	0	0	0	0	0	0	0%		

IR 3 - Improved Quality and Diversity of Household Diet																	
Component 5 - Enhanced Nutrition of Rural Households																	
Activity #	Activity Description	Unit	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015-June 2016)										Status (%)	Remark
			Total	By Gender		Gender			Region								
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR				
<b>3.5.1 (IR3- Component 5 - Strategy 1) - Behavior Change Communication</b>																	
3.5.1.1	Quarterly training to Health Extension Workers (HEW) and their supervisors on maternal/child nutrition modules	# HEWs trained on maternal and child nutrition modules	300	54	246	0	290	290	0	68	166	0	56	97%			
3.5.1.2	Support HEW to provide quarterly training to care group volunteers on maternal/child nutrition modules (with the care group approach)	# of care group volunteers trained	2460	0	2460	0	3186	3186	0	1074	959	833	320	130%	due to large number of care group volunteers in tigray region		
3.5.1.3	Reach target pregnant and mothers/care takers of children under 2 (U2) on maternal/child nutrition messages for behavioral change (care group volunteers)	Number of pregnant and lactating women completing the nutrition modules through the care groups	13530		13530	0	17203	16966	0	5090	6786	1697	3393	125%	the nutrition message delivering includes reproductive age groups as well		
3.5.1.4	Conduct biannual nutrition education and cooking demonstration focusing on livestock products (care group level)	Number of cooking demonstration participants	5280	NA	NA	569	3918	4487	0	876	1880	1731	0	85%			
3.5.1.5	Training to agriculture extension workers /development agents on dietary diversity, key infant and young child feeding (IYCF) message and livestock product preservation and storage message	Number of agriculture extension workers / development agents trained on the three identified key messages by woreda	300	270	30	221	67	288	0	90	135	0	63	96%			
3.5.1.6	Reach farmers/livestock owners with SBC messaging through AEW /Development Agents (DAs) in 50% of the kebeles per woreda	Number of farmers reached at the kebele level through AEW / Das	19800	19800		13632	5188	18820	0	10740	0	6230	1850	95%			
3.5.1.7	Training to PLWHA saving /credit associations leaders on dietary diversity/consumption of safe livestock products /hygiene/sanitation	Number of PLHIV saving and credit association leaders trained on dietary diversity and hygiene and sanitation by woreda	100	50	50	87	126	213	0	84	76	0	53	213%	the training included some members as well		
3.5.1.8	Mainstream dietary diversification /other nutrition sensitive topics in diary trainings of FBO, Cooperatives and other IR 1 targets trainings	# of participant attending the training	6					4	0	0	0	0	4	67%			
3.5.1.9	Bi-annual campaigns and community events to raise community awareness on safe milk/meat consumption	Number of campaigns and community events conducted on key nutrition messages and # of participants/woreda	20	NA	NA	0	0	13	0	3	3	3	4	65%	priority given for other activities		
3.5.1.10	Train/Provide technical support to school nutrition club on importance of animal source food/ nutrition message to school community/family	# of school clubs members trained	100	60	40	41	22	63	0	63	0	0	0	63%	priority given for other activities		
3.5.1.11	Provide school nutrition club with mini-media material /audio nutrition messaging that promote safe milk/meat consumption	Number of school nutrition clubs supported by woreda	20			0	0	12	0	12	0	0	0	60%	priority given for other activities		
3.5.1.12	1-day training to religious leaders and influential on how to use gathers to promote the importance of nutritional well-being of children/mothers	Number of religious leaders trained in maternal and child nutrition by woreda	250	175	75	219	9	228	0	79	99	0	50	91%			
3.5.1.13	Follow-up the involvement of religious leaders/influential people participation in nutrition promotion activities	# of supportive supervision to religious leaders when they conduct dairy and meat consumption message	100	NA	NA	0	0	30	0	30	0	0	0	30%			
3.5.1.14	Reach PLWHA with nutrition SBC messages through trained ES associations leaders and health workers	Number of PLHIV trained on dietary diversity and hygiene and sanitation by gender and woreda	1200	600	600	298	865	1163	0	567	156	0	440	97%			
<b>3.5.2 (IR3- Component 5 - Strategy 2) - Community Mobilization Related to Nutritional Practices of Mothers during pregnancy and lactation (mother of children under 2) and PLHIV</b>																	
3.5.2.1	Develop and implement poultry strategy																
3.5.2.1.1	Conduct annual seasonal animal source food availability mapping in the 10 deep focus woredas	# of food mapping conducted	10	NA	NA	0	0	0	0	0	0	0	0	0%	this activity is underway		
3.5.2.1.2	Conduct KAP survey on maternal and child nutrition	Survey conducted				0	0	0	0	0	0	0	0	0%	the survey conducted and the report is underway		
3.5.2.1.3	Provide poultry management training for IPs and woreda livestock professional to maximize support for Poultry beneficiary	# of IP and Governmen staffs trained on Poultry management	80	50	30	0	0	0	0	0	0	0	0	0%	post pond to year 5		
3.5.2.1.4	Identify poor household for poultry target beneficiary among the care group members with woreda IP and woreda nutrition focals and DAs	# of beneficiary identified	200	0	200	0	0	0	0	0	0	0	0	0%	identification started and will complete in year 5		
3.5.2.1.5	Provide poultry farm management training including construction of sheds; feed mixing; waterer and feeder preparation	# of trained beneficiary on poultry management	200		200	0	0	0	0	0	0	0	0	0%	post pond to year 5		

IR 3 - Improved Quality and Diversity of Household Diet															
Component 5 - Enhanced Nutrition of Rural Households															
Activity #	Activity Description	Unit	Year 4 Target - (July 1, 2015-June 30, 2016)			Cumulative achievement (July 2015-June 2016)								Status (%)	Remark
			Total	By Gender		Gender			Region						
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR		
<b>3.5.3 (IR3- Component 5 - Strategy 3) - Influencing the Enabling Environment at the Program and Service Delivery Level</b>															
3.5.3.1	Joint quarterly supportive supervision and review meetings with IPs and woreda staff	# of supportive supervision conducted perworeda	40			0	0	18	0	8	4	2	4	45%	due to overlapping of activities
3.5.3.2	Experience sharing and learning visits for IPs and woreda nutrition focal to promote best practice	number of field visit organized	1			0	0	0	0	0	0	0	0	0%	post pond to year 5
3.5.3.3	Regional annual coordination meetings/field visits with FTF partners	# coordination meeting	1	NA	NA	0	0	1	0	1	0	0	0	100%	
3.5.3.4	Annual assessment of behavior adoption rates	# of assments conducted	1	NA	NA	0	0	0	0	0	0	0	0	0%	post pond to year 5
3.5.3.5	Monitor monthly SBCC activity progress	# of monitoring conducted	12			0	0	10	0	3	4	1	2	83%	
<b>Component 5- PEPFAR- HIV/AIDS W/rap around Activities</b>															
<b>3.5.4.1 Involve Community and Multi-stakeholders</b>															
3.5.4.1.1	2-day refresher training to health center Anti-Retroviral Treatment and case managers on nutrition counseling,continuum care, treatment and support services for PLWHA	# of participants	60			0	0	0	0	0	0	0	0	0%	Will be given after the grant fund trasfer
3.5.4.1.2	1-day orientation (per woreda) to community representatives, religious leader and influential people on HIV/AIDS misconception and dispel false ideas about PLWHA	# of orientation sessions organized	10			0	0	4	0	0	2	0	2	40%	orientation to community and religious leaders was given in Oromia and SNNPR project woredas and will continue to Amhara and Tigray in the coming imp.period
<b>3.5.4.2. Identify Strategic Targets and Intervention Areas</b>															
3.5.4.2.1	Identify/select eligible clients for SCG (per woreda)	# of clients	1200	360	840	30	106	136	0	40	96	0	0	11%	PLHIV existng in the project woredas already recured under the ES interervention of LMD,and planned to extend to another adjacent woreda to recruit new target beneficiaries
3.5.4.2.2	Provide orientation on formation /important of savings groups	# of clients	1200	360	840	30	106	136	0	40	96	0	0	11%	PLHIV existng in the project woredas already recured under the ES interervention of LMD,and planned to extend to another adjacent woreda to recruit new target beneficiaries
3.5.4.2.3	Identify/support potential grant applicants (per woreda)	# of applicants	40	15	25	0	0	37	0	9	17	0	11	93%	
<b>3.5.4.3 Provide Capacity Building</b>															
3.5.4.3.1	Re-print training manuals on Value Chain Development and Business Development Services (BDS)	# of training manuals	2			0	0	0	0	0	0	0	0	0%	Will be followed right after grant/matching fund trasfer
3.5.4.3.2	Conduct TOT on Value Chain Development/BDS for IP/key stakeholder/woreda level technical staff	# of applicants	62	30	32	0	0	0	0	0	0	0	0	0%	Will be followed right after grant/matching fund trasfer
3.5.4.3.3	Conduct 5-day TOT on Business Selection, Planning and Management IP/key stakeholders	# of applicants	32			11	4	15	0	12	0	3	0	47%	No staff turn over(only few) the existng already taken in the previous year,hence we did not gave gap filling training
3.5.4.3.4	Conduct 4-day TOT on SCG formation and loan management for IPs/stakeholders	# of applicants	20	10	10	11	4	15	0	12	0	3	0	75%	No staff turn over(only few) the existng already taken in the previous year,hence we did not gave gap filling training
3.5.4.3.5	Regional-level experience sharing visit for woreda level facilitators on PLHIV –Economic Strengthening related activities	# of applicants	20	10	10	14	2	18	0	0	16	1	1	90%	
3.5.4.3.6	Provide technical support to IPs /woredas technical staff	# of technical visits	16			0	0	26	0	4	14	1	7	163%	technical supports given reptyedly on PEPFAR grant and business plan preparation
3.5.4.3.7	Provide 1-day refresher on the working documents of the HIV/AIDS and ES for IP staff/woreda steering committee /technical teams	# of participants	60	30	30	36	4	40	11	9	10	4	6	67%	completed
3.5.4.3.8	Provide SCG training for selected targets	# of particiapnts	1000	300	700	45	149	194	0	76	118	0	0	19%	No new PLHIV.PLHIV existng in the project woredas already recured under the ES interervention of LMD,and planned to extend to another adjacent woreda to recruit new target beneficiaries
3.5.4.3.9	Provide business SPM training for matured SCG members	# of particiapnts	1000	300	700	257	557	814	0	194	400	0	220	81%	No new PLHIV.PLHIV existng in the project woredas already recured under the ES interervention of LMD,and planned to extend to another adjacent woreda to recruit new target beneficiaries
3.5.4.3.10	Provide technical training on livestock management for ME operators working on livestock rearing and fattening.	# of particiapnts	1530	530	1000	0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and ME creation will be given in the next reporting period
3.5.4.3.11	Provide technical training on poultry management for ME operators working on poultry production	# of particiapnts	500	250	250	0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and ME creation will be given in the next reporting period
3.5.4.3.12	Provide 2-day training for Micro Enterprise operators on value chain development	# of particiapnts	200	100	100	0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and ME creation will be given in the next reporting period

IR 3 - Improved Quality and Diversity of Household Diet

Component 5 - Enhanced Nutrition of Rural Households

Activity #	Activity Description	Unit	Year 4 Target - (July 1, 2015- June 30, 2016)			Cumulative achievement (July 2015-June 2016)										Status (%)	Remark
			Total	By Gender		Gender			Region								
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR				
<b>3.5.4.4. Provide Market-based Solutions</b>																	
3.5.4.4.1	Create microenterprises	# of MEs	1600	600	1000	0	0	62	0	12	30	6	14	4%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.2	Provide business development services for ME operators (both at saving phase and ME operation pha	# of ME operators	2000	700	1300	0	0	19	0	0	0	0	19	1%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.3	Link grant applicants to markets / value chain development opportunities	# of grant applicants	20	7	13	0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.4	Organize small loan utilizers in SCGs on commodity basis	# of comodity groups created	30			0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.5	Give vocational skill training to selected PLWHA	# of PLHIV	30	10	20	0	0	0	0	0	0	0	0	0%	cancelled		
3.5.4.4.6	Periodically access the profitability of ME operators (and their use of external and internal loans)	# of ME operateros assessed	2000			0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.7	Link ME operators with MFIs	# of ME operators	100			0	0	21	0	12	0	0	9	21%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
3.5.4.4.8	Conduct semi-annual ME operators profit statements	# of assessments	2			0	0	0	0	0	0	0	0	0%	Require grant /matching fund trasfer and to creat MEs will be done in the next reporting period		
<b>3.5.4.5 Grant Fund Transfer</b>																	
3.5.4.5.1	Prepare/process request for PEPFAR grant funding (focus on mature saving groups who have taken business SPM training and ready to start micro enterprises)	# of SCGs	90			0	0	91	0	39	30	8	14	101%			
3.5.4.5.2	Support grant applicant individuals/groups/institutions in preparing business plans for a viable commercial livestock enterprise	# of grant applicants	90	20	20	0	0	83	0	31	30	8	14	92%			
3.5.4.5.3	Conduct 1-day orientation workshop on local procurement guide for woreda level staff to provide in-kind grants	# of SCG	90			0	0	91	0	39	30	8	0	101%			
3.5.4.5.4	Transfer grant funds as per the approved requests	# of SCGs	100			0	0	0	0	0	0	0	0	0%	On going will be trasfered in the coming reporting period		
<b>3.5.4.6 Provide Integrated Services to PLWHA</b>																	
3.5.4.6.1	Re-print BCC/IEC materials on nutrition and stigma/discrimination reduction for PLWHA	# of BCC materials distributed	10000			0	0	0	0	0	0	0	0	0%	IEC materials have been collected from all regions, will be adapted and distributed in the coming reporting period		
3.5.4.6.2	Provide referral services to PLWHA (health, social, economic service)	# of PLHIV referred	2000	700	1300	34	129	163	0	0	163	0	0	8%	Needs strenthening the referral and net working system through consultative meetings and workshop		
<b>3.5.4.7 Monitoring, Evaluation, and Follow-up</b>																	
3.5.4.7.1	Follow-up/support existing and new saving groups	# of saving groups	200			0	0	579	0	165	213	75	126	290%	Woreda focal persons effectively followed SCGs especially on loan management and business plan preparation		
3.5.4.7.2	Follow-up/support new Micro Enterprise (ME) operators in starting/expanding their ME	# of ME created	1600			0	0	19	0	0	0	0	19	1%	why under performance		
3.5.4.7.3	Conduct joint supervision to project woredas to HIV/AIDS Economic Strengthening (ES)	# of supervision missions per quarter	16			0	0	1	0	0	1	0	0	6%	waits the grant trasfer and creation of Mes		
3.5.4.7.4	Conduct quarterly performance review meetings in each region	# of review meetings	16			0	0	2	0	1	1	0	0	13%	waits the grant trasfer and creation of Mes		
3.5.4.7.5	Conduct regular monthly monitoring and follow-up to existing and new micro enterprise operators (woreda level)	# of ME operators visited	2000			0	0	2	0	1	1	0	0	0%	Done		
3.5.4.7.6	Develop case studies/success stories on SCGs and ME operators	# of case studies	14			0	0	0	0	0	0	0	0	0%	None and will be clearly demonstrated after the grant support to see changes in income and nutrition in take		
3.5.4.7.7	Compile and prepare monthly activity performance reposts	# of monthtly reports	12			0	0	12	12	0	0	0	0	100%	Done		
3.5.4.7.8	Compile and prepare quarterly performance reports	# of quarter reports	4			0	0	4	4	0	0	0	0	100%	Done		

PROJECT - LEVEL CROSS CUTTING																
Activity #	Activity Description	Indicator	Year 4 Target - (July 1, 2015-June)						Cumulative achievement (July 2015 - June 2016)							Remark
			Total	By Gender		Gender			Region					Status (%)		
				M	F	M	F	Total	Federal	Amhara	Oromia	Tigray	SNNPR			
<b>Information, Communication and Technologies</b>																
1.1	Develop nutrition oriented contents (messages) based on identified nutrition oriented topics from LMD IR3 component	# contents developed	2	NA	NA	0	0	3	3	0	0	0	0	150%	Lessons learned from ATA that farmers access better agricultural practices in local languages using mobile based Interactive Voice Response system. This technology also found to be suitable for livestock value chain actors. More livestock contents are developed	
1.2	Upload contents into ATA's IVR platform	# pilot IVR	1	NA	NA	0	0	0	0	0	0	0	0	0%	All necessary preparations are completed. However, due to lacks final approval, this activity is not achieved. Hence, it's postponed to year 5.	
1.3	Promote the IVR based livestock informations dissemination system via the national radio	# month	1	NA	NA	0	0	0	0	0	0	0	0	0%	This activity is pending due to the above reason mentioned under activity #1.2	
2.1	Provide trainings on mobile based (ODK platform) disease outbreak data collection for identified woredas	# trainees	30	18	12	0	0	0	0	0	0	0	0	0%	This activity was planned in joint collaboration with FAO. However, due to FAO's long	
3.1	Expand LMIS use coverag at LMD woredas. Use regional B2B workshops	# woredas	46	NA	NA	185	50	235	6	73	39	29	88	511%	Beyond the regular ICT trainings, LMD uses B2B workshops as an entry point to train more livestock producers and traders on livestock market information system application	
3.2	Study tour to Tanzania	# participants	8	4	4	0	0	0	0	0	0	0	0	0%	This activity is not canceled due to the restructuring of partner government offices	
4.1	Implementation of Content Management System for identified dairy processors, AI service providers and Council of Islamic affairs	# beneficiaries	8	NA	NA	0	0	7	1	2	3	0	1	88%	Content management systems for one beneficiary is undertaken, Hence the implementation is postponed to year 5.	
4.2	Provide training for beneficiaries on content development, uploading and administration of the CMS	#trainees	15	9	6	28	21	49	0	20	0	11	18	327%	Increasing awarness of private livestock businesses towards adapting technologies to improve their businesses.	
4.3	Pilot/Upscale web based HACCP System for identified certified meat export abattoir	# pilot HACCP	1	NA	NA	0	0	1	0	0	1	0	0	100%		
		# abattoirs in upscaling	2	NA	NA	0	0	0	0	0	0	0	0	0	0%	Upscaling of HACCP documentation system to additional 2 meat export abattoirs is undertaken though it took extra time than expected. Hence, the up scaling process will take place in year 5.
4.4	Provide training on HACCP System use for certified abattoirs, MoA animal health inspectors	# trainees	15	8	15	13	2	15	2	0	13	0	0	100%		
5.1	Customize softwares to strengthen business operations an increase market linkages	# businesses addressed	3	NA	NA	0	0	0	0	0	0	0	0	0%	This activity is not achieved due to lack of approval. Therefore, it's postponed to year 5	
5.2	Provide capacity building trainings to businesses on system use	# trainees	15	10	5	41	12	53	9	6	26	0	12	353%	Due to LMD's trainings on adaptive ICT enabled quality based milk payment system, private dairy processors develop an increasing awareness on the benefits of the system application	
<b>Environmental Compliance and Management</b>																
1.1	Conduct environmental assessment (ERR) for Milk Collection Centres, AI service providers and MSEs, and for PEPFAR CIGs	# ERRs developed	200+	NA	NA	0	0	4	0	1	1		2	2%	Though it was planned to produce more ERRs, there were no other grantees ready for ERR preparation	
1.2	Training to LMD account managers (15), AI Specialists and Milk Collection Center Specialists (14) on environmental site description (Site selection, data collection and description) for ERR preparation	# of participants	35	NA	NA	8	2	10	6	1	1	1	1	29%	Though it wasplanned to train AI & MCC specialists,were not yet on board.	
1.3	Training to Staff & grantees on ERR implementation, monitoring and reporting	# of participants	95	55	40	26	15	41	21	20	0	0	0	43%	Due to staff resignation	
1.4	Monitor the Implementation of ERRs (assist in the practical implementation, EMMR and monitoring process)	# grantees	247+ MSMEs	NA	NA	0	0	40	0	17	17	5	1	16%	Due to staff resignation	
1.5	Training to PEPFAR SCGs members on the implementation of EMMPs developed for Sheep and Goat support activities	# trainees	54	38	16	18	3	41	0	36	0	5	0	76%		
2.1	Consultation workshop with Livestock and environment agencies (defining working relations, and devising synergies) on the management of the project undertakings in an environmentally sound manner	# participants	44	NA	NA	15	0	15	15	0	0	0	0	34%	Due to staff resignation	
2.2	Training on Environmental management issues for LMD Staff and livestock businesses (3 days training in two sessions)	# of participants	50	25	25	0	0	0	0	0	0	0	0	0%	Most of the staff were engaged on their own IR level activities.	
2.3	Training on waste (solid and liquid, hazardous) management in relation to livestock development (Dairy and MLA)	# of participants	60	24	36	49	15	64		23	18	19	4	107%		
2.4	Training on waste management for MSMEs engaged in Poultry Production activities (2 sessions)	# of participants	50	NA	NA	0	0	0	0	0	0	0	0	0%	Due to staff resignation	
2.5	Monitor the Implementation of waste management issues on grantees and other livestock businesses	# of businesses visited	90	NA	NA	0	0	12	0	0	7	5	0	13%	Due to staff resignation	
2.6	Training on Cleaner Production	# of participants	50	30	20	0	0	0	0	0	0	0	0	0%	Because of delay in hiring trainer/consultant.	
2.7	In country experience sharing tour to learn from good environmental management practicing businesses	# of participants	60	30	30	0	0	0	0	0	0	0	0	0%	Due to staff resignation	
2.8	Support world environment day celebration across regions	# of regions	4	NA	NA	0	0	0	0	0	0	0	0	0%		

## Annex 2: Disaggregated Result Tracking Tables by Region

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results to date (year 1, 2, 3 (Oct 2015-June 2016))	% performance to date
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total		
Value of incremental sales (collected at the farm level) attributed to project implementation		<b>Total Adjusted baseline</b>											
		Total baseline sales (USD)	2,756,028.54										
	USD	Total reporting year sales		36,159,980	111,497,350	2,639,125	2,081,093	1,016,366	45,764,062	-	51,500,646	89,240,198	80
	MT	Total Volume of sales (MT)		34,520	194,353	2,872	2,110	914	24,900	-	30,796	48,298	
	Number	Total Number of direct beneficiaries	41,396	194,671	632,763	2,558	11,795	1,640	312,580	-	328,572	670,949	
		<b>Cattle (live)</b>											
		(USD)											
		Baseline sales (USD)	109,800										
	USD	Reporting year sales		13,899,980	29,916,598	1,117,739	439,286	232,718	3,948,147	-	5,737,891	7,801,471	26
	MT	Volume of sales (mt)	90	11,990.00		488	188	189	2,805	-	3,670	5,311	
	Number	Number of direct beneficiaries	360	39,967		1,480	579	1,307	9,034	-	12,401	31,966	
		<b>Goat (live)</b>											
		(USD)											
		Baseline sales (USD)	1,718,133										
	USD	Reporting year sales		12,000,000	11,755,539	-	698,201	637	25,333,227	-	26,032,065	45,992,142	391
	MT	Volume of sales (mt)	1145.422	6,977		-	441	1	12,736	-	13,178	17,525	
	Number	Number of direct beneficiaries	28635.55	116,284		-	7,790	12	218,731	-	226,534	444,733	
		<b>Milk</b>											
		(USD)											
		Baseline sales (USD)	191,752										
	USD	Reporting year sales		6,760,000	60,339,982	1,380,422	185,712	781,047	2,540,255	-	4,887,436	9,047,410	15
	MT	Volume of sales (mt)	395	13,518		2,355	220	722	3,633	-	6,931	13,847	
	Number	Number of direct beneficiaries	128	4,506.05		733	143	289	1,211	-	2,376	6,452	
		<b>Sheep (live)</b>											
		(USD)											
		Baseline sales (USD)	736,344										
	USD	Reporting year sales		3,500,000	5,129,803	55,324	282,040	1,671	11,747,226	-	12,086,262	20,846,370	406
	MT	Volume of sales (mt)	491	2,035		21	197	2	4,675	-	4,895	6,941	
	Number	Number of direct beneficiaries	12272.4	33,914		345	3,282	31	80,604	-	84,262	180,998	
		<b>Camel (live)</b>											
	Baseline sales (USD)	9044257.5											
USD	Reporting year sales	3014.7525	4,500,000	4,355,428	-	-	-	1,713,000	-	1,713,000	4,113,000	94	
MT	Volume of sales (mt)		788		-	-	-	1,050	-	1,050	2,950		
Number	Number of direct beneficiaries		1,575		-	-	-	3,000	-	3,000	6,800		
	<b>Inputs</b>												
	Baseline sales (USD)												
USD	Reporting year sales (USD)				85,640	475,853	293	482,207	-	1,043,994	1,439,805		
MT	Volume of sales (mt)				8	1,064	0	1	-	1,072	1,723		
Number	Number of direct beneficiaries												

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate			
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total					
Number of jobs attributed to project implementation	Location	Location total	4530	2,544	5,578	577	221	505	1,785	-	3,088	4,083	73			
		Urban	3171	1,155		377	105	325	1,079	-	1,886	2,543				
		Rural	1359	1,389		201	116	180	706	-	1,202	1,540				
	Number	New/continuing	New/continuing total	4530	2,544	5,578	577	221	505	1,785	-	3,088	4,083	73		
			New		1,043		48	53	67	306	-	473	740			
			Continuing	4530	1,501		530	168	438	1,480	-	2,615	3,343			
	Sex of job-holder	Sex of job-holder total	Sex of job-holder total	4530	2,544	5,578	577	221	505	1,785	-	3,088	4,083	73		
Male			3138	1,687		307	191	381	1,374	-	2,253	2,983				
Female			1392	857		271	29	124	411	-	835	1,101				
Gross Margin per Unit of animal	Gross Margin (in USD)	Cattle Live	187 USD/head of cattle/year			-	-	-	-	-	449 USD	449 USD				
		Sheep Live	80 USD/head of sheep/year			-	-	-	-	-	89 USD	89 USD				
		Goat Live	101 USD/head of goat/year			-	-	-	-	-	29 USD	29 USD				
		Dairy	1324 USD/cow/year			-	-	-	-	-	1323 USD/cow/year	1323 USD/cow/year				
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance(4.5.2(5))-	Number	New/continuing	New/continuing total		16,535	50,284	2,200	2,953	3,699	1,882	-	10,734	21,780	43		
			New		11,574		779	237	746	422	-	2,184	11,762			
			Continuing		4,960		962	517	1,417	1,090	-	3,986	8,479			
	Sex of job-holder	Sex (total)	Sex (total)		16,535	50,284	1,741	754	2,163	1,512	-	6,170	20,241	40		
			Male		10,913		1,132	492	1,514	1,180	-	4,318	12,055			
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (4.5.2(7))-	Number	Type of individual	Individual total		25,438	76,976	2,200	2,953	3,699	1,882	-	10,734	26,109	34		
			Producer		20,750		1,452	2,531	2,881	1,104	-	7,968	16,276			
			People in government		1,172		499	276	572	454	-	1,801	4,574			
			People in private sector firms		3,047		238	116	184	258	-	796	4,152			
			People in civil society		469		11	30	62	66	-	169	1,107			
			Sex	Sex (total)	Sex (total)		25,438	76,976	2,200	2,953	3,699	1,882	-	10,734	26,109	34
					Male		16,789		1,472	865	2,305	1,470	-	6,112	16,143	
	Female				8,649		728	2,088	1,394	412	-	4,622	9,966			

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total		
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(4.5.2(11))	Number	Type of organization	Type of organization (total)	658	700	63	78	53	212	-	406	1,019	146
			Private Enterprises (For Profit) Producer Organizations	630	65	60	78	51	204	-	393	982	1,511
			Women's group		22	3	-	2	8	-	13	13	59
			Trade and Business Associations	3	9	-	-	-	-	-	-	2	22
			Community based associations	25	4	-	-	-	-	-	-	22	550
			No disoperation			-	-	-	-	-	-	-	
		New/continuing	New/continuing (total)	658	700	63	78	53	212	-	406	1,019	146
			New	45	39	-	70	-	-	-	70	527	1,351
			Continuing	613	61	63	8	53	212	-	336	492	807

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate	
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total			
Value of exports of targeted agricultural commodities as a result of USG assistance (for bilateral missions)(4.5.2(36))	USD	Total Value of export (in USD)		19,726,341	93,046,778	-	1,494,708	-	41,084,592	-	42,579,301	98,079,268	105	
	MT	Total Volume of Export (MT)		2,767	23,018	-	153	-	9,613	-	9,766	21,863	95	
		Cattle (Beef) total			500,000	-	-	-	398,947	-	398,947	398,947	80	
		Regional				-	-	-	-	-	-	-		
	USD	Value of exports (in USD)				-	-	-	-	-	-	-		
	MT	Volume of exports (MT)				-	-	-	-	-	-	-		
		Outside of region				-	-	-	398,947	-	398,947	398,947		
	USD	Value of exports (in USD)	925,268			-	-	-	398,947	-	398,947	398,947		
	MT	Volume of exports (MT)	267			-	-	-	149	-	149	149		
		Cattle (live)			10,052,525	-	-	-	4,070,052	-	4,070,052	5,595,052	56	
		Regional				-	-	-	-	-	-	1,330,000		
	USD	Value of exports (in USD)				-	-	-	-	-	-	1,330,000		
	MT	Volume of exports (MT)				-	-	-	-	-	-	611		
		Outside of region				-	-	-	4,070,052	-	4,070,052	515,052		
	USD	Value of exports (in USD)				-	-	-	4,070,052	-	4,070,052	380,052		
	MT	Volume of exports (MT)				-	-	-	1,889	-	1,889	250		
		Goat (meat)			11,137,500	34,121,000	-	1,071,708	-	34,542,550	-	35,614,258	59,706,691	175
		Regional					-	-	-	-	-	-		
	USD	Value of exports (in USD)					-	-	-	-	-	-		
	MT	Volume of exports (MT)					-	-	-	-	-	-		
		Outside of region			11,137,500		-	1,071,708	-	34,542,550	-	35,614,258	42,022,591	
	USD	Value of exports (in USD)	11,751,093		11,137,500		-	1,071,708	-	34,542,550	-	35,614,258	34,756,591	
	MT	Volume of exports (MT)	332		1,013		-	112	-	6,487	-	6,599	6,248	
		Goat (live)			931,132	3,319,936	-	-	-	621,000	-	621,000	832,200	25
		Regional			200,000		-	-	-	-	-	-	-	
	USD	Value of exports (in USD)			200,000		-	-	-	-	-	-	-	
	MT	Volume of exports (MT)			133		-	-	-	-	-	-	-	
		Outside of region			731,132		-	-	-	621,000	-	621,000	604,700	
	USD	Value of exports (in USD)			731,132		-	-	-	621,000	-	621,000	556,700	
	MT	Volume of exports (MT)			397		-	-	-	285	-	285	234	
		Sheep (lamb/mutton)			6,395,000	32,654,500	-	423,000	-	14,803,950	-	15,226,950	25,552,278	78
		Regional					-	-	-	-	-	-	-	
	USD	Value of exports (in USD)					-	-	-	-	-	-	-	
	MT	Volume of exports (MT)					-	-	-	-	-	-	-	
		Outside of region			6,395,000		-	423,000	-	14,803,950	-	15,226,950	25,552,278	
	USD	Value of exports (in USD)	5,041,624		6,395,000		-	423,000	-	14,803,950	-	15,226,950	22,438,278	
	MT	Volume of exports (MT)	142		1,163		-	40	-	2,780	-	2,820	4,099	
		Sheep (live)			1,262,709	4,932,371	-	-	-	208,800	-	208,800	701,600	14
		Regional					-	-	-	-	-	-	-	
	USD	Value of exports (in USD)					-	-	-	-	-	-	-	
MT	Volume of exports (MT)					-	-	-	-	-	-	-		
	Outside of region			1,262,709		-	-	-	208,800	-	208,800	701,600		
USD	Value of exports (in USD)			1,262,709		-	-	-	208,800	-	208,800	604,100		
MT	Volume of exports (MT)			62		-	-	-	75	-	75	240		
	Camel (live)			1,500,000	7,466,447	-	-	-	1,950,000	-	1,950,000	5,914,000	79	
	Regional					-	-	-	-	-	-	-		
USD	Value of exports (in USD)					-	-	-	-	-	-	-		
MT	Volume of exports (MT)					-	-	-	-	-	-	-		
	Outside of region			1,500,000		-	-	-	1,950,000	-	1,950,000	5,914,000		
USD	Value of exports (in USD)			1,500,000		-	-	-	1,950,000	-	1,950,000	3,964,000		
MT	Volume of exports (MT)			405		-	-	-	1,050	-	1,050	2,800		

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate	
						Amhara	Tigray	SNNPR	Oromia	ADDIS ABABA	Total			
Number of vulnerable households linked to market as a result of the project assistance.		PRIME beneficiaries	Total		4,900	17,480	-	-	-	10,500	-	10,500	19,489	
			Male		3,430	12,236	-	-	-	8,400	-	8,400	15,591	
			Female		1,470	5,244	-	-	-	2,100	-	2,100	3,898	
		GRAD	Total		8,500	29,900	251	1,870	35	33	-	2,189	4,805	
			Male		5,500	19,430	201	711	21	5	-	938	3,031	
			Female		3,000	10,470	50	1,159	14	28	-	1,251	1,774	
		Total	Male		8,930	31,666	201	711	21	8,405	-	9,338	18,622	
			Female		4,470	15,714	50	1,159	14	2,128	-	3,351	5,672	
			Total		13,400	50,000	251	1,870	35	10,533	-	12,689	24,294	49

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate		
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total				
Value of new private investment in the livestock sector or food chain leveraged	USD	<b>Value chain (total)</b>	0	10,000,000	35,475,000	789,905	-	-	4,934,104	136,205	5,860,213	18,597,040	52		
		MLA		7,000,000		-	-	-	3,071,355	136,205	3,207,560	12,498,197			
		Dairy		3,000,000		789,905	-	-	1,862,749	-	2,652,654	6,098,843			
Number of MSMEs receiving USG assistance to access loan(4.5.2(30))	Number	<b>Size of MSME (total)</b>	0	131	380	193	34	70	176	-	473	500	132		
		Micro		70		191	34	70	171	-	466	466			
		Small		39		-	-	-	2	-	2	13			
		Medium		22		2	-	-	3	-	5	21			
		Disagregates Not Available				-	-	-	-	-	-	-			
		<b>Sex of owner (total)</b>		131	380	2	-	-	5	-	7	34	9		
		Male		92		1	-	-	124	-	125	138			
		Female		39		1	-	-	121	-	122	130			
		Joint				-	-	-	-	-	-	2			
		MLA				10	180	-	-	-	175	-	175	183	102
		Dairy				10	200	2	-	-	1	-	3	10	5
Value of agricultural and rural loans	USD	<b>Type of loan recipient (total)</b>	Dairy - 821,165 USD (27 firms) MLA - 1,157,000 USD (36)	7,350,000	27,703,460	328,056	2,295	4,808	1,194,531	-	1,529,690	15,996,553	58		
		Producers		1,837,500		163,056	2,295	4,808	346,693	-	516,853	840,800			
		Local traders/assemblers		1,102,500		-	-	-	-	-	-	240,000			
		Wholesalers/processors		4,410,000		165,000	-	-	847,838	-	1,012,838	14,865,753			
		Others				-	-	-	-	-	-	50,000			
		Disagregates Not Available				-	-	-	-	-	-	-			
		<b>Sex of recipient (total)</b>		7,350,000	27,703,460	328,056	2,295	4,808	1,194,531	-	1,529,690	15,996,553	58		
		Male		5,145,000		153,917	688	1,442	876,346	-	1,032,394	11,936,193			
		Female		2,205,000		24,140	1,606	3,366	318,185	-	347,297	910,360			
		Joint				150,000	-	-	-	-	150,000	3,150,000			
		MLA				6,762,000	23,713,239	13,056	2,295	4,808	884,531	-	904,690	14,313,256	60
		Dairy				588,000	2,062,021	165,000	-	-	310,000	-	475,000	1,533,297	74
		<b>Total</b>				7,350,000	27,703,460	178,056	2,295	4,808	1,194,531	-	1,379,690	4,829,690	17

Performance Indicator	Unit of Measurement	Disaggregation	Baseline Value (USD)	Target 2016	LOP target (working figures)	Year 4 annual results (July 2015-June 2016)						Total results todate (year 1, 2, 3 (Oct 2015-June 2016))	% performance todate	
						Amhara	Tigray	SNNPR	Oromia	Addis Ababa	Total			
<b>IR 2</b>														
Number of livestock related Policies, Regulations, and Administrative Procedures in development, passed, or being implemented as a result of the Project assistance	Number	Sector		10	12	-	-	-	-	1	1	9	75	
		Input					-	-	-	-	-	-		
		Output					-	-	-	-	-	-		
		Macroeconomic					-	-	-	-	-	-		
		Agriculture sector wide Research, extension, information, and other public		10			-	-	-	-	1	1	9	
		Food security/vulnerable					-	-	-	-	-	-	-	
		Climate change adaptation or natural resource management					-	-	-	-	-	-	-	
		Stages of development		10	12	-	-	-	-	-	1	1	9	
		Stage 1 of 5: Number of policies / regulations / administrative procedures analyzed		0				2						
		Stage 2 of 5: Number of policies / regulations / administrative procedures						3				1	1	2
Stage 3 of 5: Number of policies / regulations / administrative procedures						2						2		
Stage 4 of 5: Number of policies / regulations / administrative procedures prepared with USG assistance passed/ approved						1								
Stage 5 of 5: Number of policies / regulations / administrative procedures passed for which implementation has begun						2						5		
Number of public-private dialogue mechanisms utilized as a result of USG assistance COSTOM4.6.2-6 (PPR)	Number		NA	20	88	6	4	2	2	-	14	56	64	
<b>IR 3</b>														
Number of children under five reached by Project-supported nutrition programs	Number	Male	0	13,000	22,464	1,407	1,197	199	8,491	-	11,294	24,349	108	
		Female		13,000	22,359	924	1,311	81	10,719	-	13,035	26,223	117	
		Total		26,000	44,823	2,331	2,508	280	19,210	-	24,329	50,572	113	
Number of people trained in child health and nutrition through Project-supported programs	Number	Male	NA	42,637	75,838	2,073	2,833	1,425	58	-	6,389	57,026	75	
		Female		25,000	45,896	10,617	5,808	7,869	13,964	-	38,258	73,395	160	
		Total		67,637	121,734	12,690	8,641	9,294	14,022	-	44,647	130,421	107	

Annex 3: Grants Implementation Progress Monitoring Table.

Grants Under Implementation		
VC Focus	Grant	Update from Account Manager
Dairy (29)	Almi Dairy Processing	<ul style="list-style-type: none"> <li>Grant modification was made and signed. The remaining equipment procurement is in process.</li> </ul>
	Project Mercy	<ul style="list-style-type: none"> <li>Forage seed and lime purchase got waiver approval from USAID. They are collecting quotations.</li> </ul>
	Anno Agro Industry PLC	<ul style="list-style-type: none"> <li>Procurement is going well. They will receive the truck and baler in mid-August. Water well development is under good progress</li> </ul>
	Elemtu Integrated Milk Industry Share Company	<ul style="list-style-type: none"> <li>Environment compliance issues were solved and improved. Procurement is going well</li> </ul>
	Evergreen Integrated Milk Production and Processing	<ul style="list-style-type: none"> <li>Dairy processing plant testing and commissioning was done in mid-July and production will start soon. Procurement process is going well. Grant modification made and signed.</li> </ul>
	Gobe Improved Heifer Multiplication and Integrated Agro Business Company	<ul style="list-style-type: none"> <li>Identification of the nonfunctional parts of the feed processing machinery is completed and the report has already been submitted by the consultant. Since the renovation cost indicated by the consultancy service is above the existing grant budget, the grantee is requested to come with the options that go with the available budget.</li> </ul>
	Life Agro Industry	<ul style="list-style-type: none"> <li>Environment compliance issues were solved. Hygienic practices in the plant are improved. The procurement is in process.</li> </ul>
	Yakla Milk and Milk Products Trade Private Enterprise (Yakla)	Procurement of a refrigerated truck is in process.
	Martha Kassa Milk and Milk Products Shop	<ul style="list-style-type: none"> <li>The Indian company is currently arranging the shipment of Gee line and discussing with CNFA and LMD procurement experts on shipment process like US Flag ship and LC process.</li> <li>Packing material supplier only supplied 3,600 Jars out of 10,000 and he cannot fulfill his contract even for the 50% pre-payment he took (2400 remains). Currently LMD procurement officers are discussing with supplier to cancel the 50% remaining payment and to finalize the 2400 jar of the 50% pre-payment.</li> </ul>
	Kal-Mer Dairy & Milk Processing Enterprise (KM-DMPE)	<ul style="list-style-type: none"> <li>The procurement with the regional government is under process. They signed agreement with the equipment supplying companies. LMD is processing the procurement of the grant equipment.</li> </ul>
	Emebet and Her Children Milk & Milk Products PLC	<ul style="list-style-type: none"> <li>Environmental compliance issue is solved. Hygienic practices in the processing plant are improved. Procurement process is going well.</li> </ul>
Harme	<ul style="list-style-type: none"> <li>It was supported to promote the dairy lab in a B2B meeting organized for dairy processors. The remaining procurement is in process.</li> </ul>	

Grants Under Implementation		
VC Focus	Grant	Update from Account Manager
	Adaro Dairy Cooperative	<ul style="list-style-type: none"> <li>• They received refrigerators</li> <li>• Their refrigerated truck purchase is in progress</li> <li>• Environmental study follow up is made</li> </ul>
	Abeynesh Gizaw	<p>Grant follow Up was made and her milk collection and sales are increased by more than 15 % after receiving the equipment (Generator, Milk Can, Cream separator, Freezer and Butter churner)</p> <p>Remaining Equipment like Vehicle and Chillier are under procurement process</p>
	Serk Addis Dairy	<p>She is utilizing some of the handed over grant equipment</p> <p>Environmental Mitigation and Monitoring report prepared</p>
	Azu Dairy Farm	<p>The remaining procurement is in process. The plant building is progressing well.</p>
	Tigray Multipurpose Marketing Federation	<p>The Federation is utilizing some of the handed over grant equipment.</p> <p>Cheese unit and lab test materials purchase is advertised</p>
	Yetnora Dairy Farmers Cooperative Union (FCU) in Gojam	<p>The construction of the processing plant is underway</p> <p>Environmental Mitigation and Monitoring report prepared</p> <p>The committee formed from federal coops agency, their union and LMD team evaluated the processing plant vendor collected. Since only one vendor is obtained who fulfill the criteria, it was decided to re-advertise.</p>
	Bokra Farmerseria, it was decide	<ul style="list-style-type: none"> <li>• The committee formed from the federal coops agency, their union and LMD team evaluated the processing plant vendor collected. Since only one vendor is obtained who fulfill, the criteria, it was decided to re-advertise</li> <li>• The construction of the processing plant is going well</li> <li>• Generator and milk can purchasing process is going well</li> <li>• Some processing material purchase is advertised</li> </ul>
	Biftu Berga Dairy Cooperative	<ul style="list-style-type: none"> <li>• Third party valuation of fixed assets completed. Chiller installation site visit is conducted and discussion made with Unions</li> <li>• 40 Milk cans are procured and submitted to the grantee</li> <li>• The remaining equipment, like Chilling plant (2,000 capacity), Standby generators (15KV) for chillers, Insulated Van ISUZU Truck (3.5 ton) are under procurement process</li> </ul>
	Bahir Dar Dairy Cooperative	<p>The coop is utilizing some of the handed over grant equipment.</p> <p>Environmental Mitigation and Monitoring report prepared</p>
	Selale Dairy Cooperative Union	<ul style="list-style-type: none"> <li>• 17 Display Refrigerators have already been purchased and delivered for the grantee</li> <li>• Visit of the grantee with LMD Environmental advisor was done and some corrective measures were also recommended for the Coop by the experts.</li> </ul>

Grants Under Implementation		
VC Focus	Grant	Update from Account Manager
		<ul style="list-style-type: none"> <li>Company for Kiosk construction is already since the agreement and received their pre-payment and start their work</li> </ul>
	Dambali Dairy Farm (Dr. Alemtsehay)	<ul style="list-style-type: none"> <li>Dambali supported to secure bank loan of 6.2 million birr from CBO. Dambali started constructing the plant building. Negotiation with production line supplier is in process.</li> </ul>
	Jantekel Dairy Development Marketing Cooperative Union Limited	<p>The construction of the milk processing plant is underway (60 % completed)</p> <p>Environmental Mitigation and Monitoring report prepared</p> <p>The committee formed from federal coops agency, their union and LMD team evaluated the processing plant vendor collected. Since only one vendor is obtained who fulfills the criteria it was decided to re-advertise.</p>
	Zewdie Cattle Breeding and Forage Production	<ul style="list-style-type: none"> <li>They are in the processes of collecting grant procured milk cans, graduated milking pans, drenching gun, knap-sack sprayer, and water pump and irrigation pipe.</li> </ul>
	Angolola Primary Dairy Cooperatives	<p>The milk chiller room is being painted and the milk can cleaning and drying section is completed</p> <p>The equipment for the installation of the borehole, cream separator, milk can for members, desk top and printer is under procurement and will be finalized by August 10, 2016.</p> <p>The installation of the water pump, pipes and accessories will be completed by September 10, 2016.</p> <p>Environmental Mitigation and Monitoring report prepared</p>
	Rut and Hirut Milk Cow Breeding, Dairy Production and Processing Plc	<p>AGP-LMD is trying to find a supplier for the extended production line. The procurement is in process. Consultant is subcontracted to evaluate the bids offered by different suppliers. Budget limitation is becoming a problem in the process. Budget modification might be needed to cover the cost. Due to the delaying procurement processing Rut and Hirut is unable to get the second disbursement from the bank she secured loan from.</p>
	Hirut Dairy Products Distributor (HDPD)	<ul style="list-style-type: none"> <li>The 10 refrigerators are already purchased and delivered to the grantee.</li> <li>The remaining equipment, like insulated vehicles, are under the bulk procurement process</li> </ul>
	Tsige Milk Production and Processing	<p>The grantee is utilizing some of the handed over grant equipment</p> <p>Environmental Mitigation and Monitoring report prepared</p>
<b>Financial (1)</b>	Kifiya Financial Technology PLC	<ul style="list-style-type: none"> <li>Grant completed</li> </ul>
<b>Input Suppliers (4)</b>	Addis Livestock Production and Productivity Improvement Service (ALPPIS)	<ul style="list-style-type: none"> <li>Grant completed.</li> </ul>

	Bizunesh Animal Husbandry	Her miller and mixer purchased Silage making equipment purchase performed updated Her cost share paid She is awaiting environmental assessment which will be done soon
	Ethio-Feed PLC (Feed Expansion project)	Conducted demonstration and market promotion at Mehoni franchised site
	GUTS Agro Industry Plc	Processing machine is already in hands of the grantee. Floor excavation and concrete work for machine placement is completed. Contract agreement to procure animal feed raw materials for processing is underway with Anger Abaya cooperative/East wollega Zone/.
<b>MLA (8)</b>	Yakalaget Export/Import PLC Mobile Abattoir Establishment	Getting supplier is proving difficulty to buy mobile slaughter house
	Dr. Amsalu Mobile Butcher (DOT Net)	Corrected documents of Dot Net were sent to transport authority, and custom and Revenue authority. Once these are completed, the truck will be handed over soon
	S&S Farms PLC	All slaughterhouse equipment has been delivered. The truck purchase processes are going well.
	Guguftu Sheep Breeding Center PLC	Obtaining pure bred Awassi rams from government ranches is proving to be difficult and the grantee is advised to search for other alternatives. The vendor for the truck has been contacted and is preparing the design for a two story platform
	Siket Cattle Fattening Women Cooperative	Purchase of compound feed for fattening sheep is in process.
	Egna Legna Fattening and Dairy Cattle Enterprise	Construction of barn completed Vehicle is purchased and some parts are being built
	Aberash Workneh Dairy beef	<ul style="list-style-type: none"> <li>The grantee received: 2 refrigerators with 758 l capacity each; 146 quintals of compound feeds; 2 meat mincers; 2 meat slicer; 1 bone saw, 1 feed chopper; 1 suspending hook. Sold 5 calves the first batch</li> </ul>
	Abergelle International livestock Development PLC	They signed agreement with a consultant for implementation of HACCP and ISO certification. Selection memo sent to home office for approval They also signed grant modification agreement with AGP-LMD project

Annex 4: Grantee’s Implementing Environmental Mitigation Monitoring

Nature of Business	Project Phase	Anticipated environmental impacts	Status of mitigation measures
Project Mercy dairy cattle breeding program (Amhara Region)			
<p>Dairy cattle breeding program:</p> <ul style="list-style-type: none"> <li>• Purchase of animals, and cross breeding with improved breeds</li> <li>• Provision of training and organizing awareness events</li> <li>• Distribution of forage seeds, support artificial insemination</li> <li>• Distribution of cross-bred pregnant heifers to the local community</li> </ul>	Operational	<ul style="list-style-type: none"> <li>• Animal health impacts due to introduction of new genes, spread of disease</li> <li>• Death of animals during transportation</li> <li>• Animals unable to adapt the new locality</li> <li>• Reproductive health problem due to inability to use good quality semen</li> <li>• Loss of biodiversity due to changes in wetland ecosystem</li> <li>• Overgrazing, leading to land degradation</li> <li>• Pollution of land, water and air from the animal waste</li> <li>• Occupational hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary training on animal management conducted</li> <li>• The company is deploying trained AI technicians, and periodical awareness training is being delivered.</li> <li>• A cut and carry feeding system is in place.</li> <li>• Shifting grazing is practiced.</li> <li>• Animal waste is properly collected and is applied to the compound for grassing.</li> <li>• Periodical checking of the barn sanitary conditions</li> <li>• Feed remains are managed by sweeping, and waste is removed to the designated area.</li> <li>• Health vaccinations are given to animals.</li> <li>• There is more to do on safe animal transport, training for workers and provision of personal protective equipment (PPE), records of historical natural resources baseline, and usage of modern irrigation systems to produce more forage.</li> </ul>
Life Agro – Sululta town (Oromia Region)			
Feed Manufacturing	Operational	<ul style="list-style-type: none"> <li>• Pollution (air and land)</li> <li>• Worker health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Feed remains are managed by sweeping and waste is removed to the designated area.</li> <li>• Feed processing workers are wearing PPE.</li> <li>• The barn door direction was changed to minimize dust contamination of the dairy production unit.</li> </ul>
Dairy Production	Operational	<ul style="list-style-type: none"> <li>• Land, water and air pollution</li> </ul>	<ul style="list-style-type: none"> <li>• The company is disposing of waste from the dairy barn and milk processing unit into two newly constructed septic tanks. However, there is more to do. Fresh dung is collected in the backyard field without proper compost making. Other mitigation</li> </ul>

			<p>measures, such as waste minimization at the source, are needed.</p> <ul style="list-style-type: none"> <li>• Attention is also required to cleaning up the premises on a regular basis and disposal of the waste in a designated area.</li> </ul>
Rut and Hirut – Chacha town (Amhara Region, North Shoa Zone)			
Milk Processing	Operational	<ul style="list-style-type: none"> <li>• Pollution (Air, water and soil)</li> <li>• Worker accidents</li> <li>• Health hazards due to unsanitary conditions</li> <li>• Public health problems due to poor quality milk and products</li> </ul>	<ul style="list-style-type: none"> <li>• Wastewater collection septic tank constructed at the processing site</li> <li>• Milk suppliers are trained on milking and milk handling to produce quality milk using clean containers.</li> <li>• Milk testing held at the spot/collection center and no accumulation at one center</li> <li>• CIP system installed</li> <li>• Wasted caning materials collected and disposed on the approved disposal site of the town</li> <li>• Quality test undertaken before marketing and properly labeled</li> <li>• First aid kit in place</li> <li>• PPE are not supplied and no training is in evidence.</li> <li>• There is more to do with other mitigation measures such as safe product transportation and waste minimization at the source.</li> </ul>
Siket Cattle Fattening Women Cooperative (Oromia Region, North Shoa Zone)			
Improve members' income through fattening more cattle and sheep and selling them through a well-organized market system	Operational	<ul style="list-style-type: none"> <li>• Pollution (Air, water and soil)</li> <li>• Health hazards due to unsanitary conditions</li> <li>• Public health problem due to poor quality products</li> </ul>	<ul style="list-style-type: none"> <li>• Animal waste is properly collected and composted, and it is applied to the compound for grassing.</li> <li>• Periodical checking of the sanitary conditions is being done.</li> <li>• Shoat health periodically checked by the local government veterinarian</li> <li>• New sheep shed construction ongoing; waiting for fodder to re-engage on the activity</li> </ul>
Angolela – Angolela Kebele (Amhara Region, North Shoa Zone)			
Milk collection and small- scale milk processing	Operational	<ul style="list-style-type: none"> <li>• Pollution (air, water and soil)</li> <li>• Health hazards due to unsanitary conditions</li> <li>• Public health problem due to poor quality milk and products</li> </ul>	<ul style="list-style-type: none"> <li>• Milk testing is done on the spot and there is no accumulation at one center.</li> <li>• In addition to the old septic tank, a new wastewater collection septic tank was constructed.</li> <li>• There is more to do on milk container handling (properly shelved) and waste minimization at source.</li> </ul>

Elemtu Integrated Milk Industry Share Company – Sululta town (Oromia Region)			
Milk collection, processing and product distribution	Operational	<ul style="list-style-type: none"> <li>• Water pollution due to liquid and solid wastes</li> <li>• Soil pollution due to wastes</li> <li>• Occupational hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Workers are wearing PPE.</li> <li>• Reuse or proper disposal of solid waste is being carried out, but it is inefficient.</li> <li>• As per the manufacturing protocol, regular maintenance of machines is being implemented.</li> <li>• The concrete pits were covered with corrugated iron sheets to minimize bad odors; moreover, discussions are ongoing to obtain EM to minimize the smell.</li> <li>• A footbath at the entrance of the processing section is in place to minimize contamination of the floor with dust.</li> <li>• All washing wastes and leaked milk are collected and drained into the sewerage system.</li> <li>• Even though the company attempts to contain the wastewater within its territory, overflow still occurs. To alleviate the problem, Wastewater management construction is underway and it will be completed soon</li> </ul>
Evergreen Integrated Milk Production and Processing			
Improve the milk production and processing section of the farm by enhancing its own milk production and that of fellow farmers through cross-breeding of indigenous Fogera cattle with Freisan/Holstein, and establishing MCCs and milk processing plants	On process	<ul style="list-style-type: none"> <li>• Pollution of land, water and air from the entire process</li> <li>• Public health hazards due to poor quality products</li> <li>• Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Milk processing unit construction completed and machine imported</li> <li>• Discussion is ongoing with professionals for designing the wastewater treatment plant.</li> <li>• Separate toilet for men and women constructed</li> <li>• First aid kit exists</li> <li>• There is more to do with other mitigation measures, such as waste minimization at source and construction of a wastewater treatment plant. Awaiting experts from abroad to commission the machine.</li> </ul>
Serk Addis Dairy			
Milk collection, small scale processing and	Operational	<ul style="list-style-type: none"> <li>• Pollution of land, water and air from the entire process</li> </ul>	<ul style="list-style-type: none"> <li>• Liquid waste contained in a septic tank</li> <li>• Toilet exists and is functional.</li> </ul>

product distribution		<ul style="list-style-type: none"> <li>Public health hazards due to poor quality products</li> <li>Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste is collected and disposed of in the designated area in a timely manner.</li> <li>All washing wastes and leaked milk are collected and drained into the sewerage system.</li> <li>No fire extinguisher or first aid kit</li> <li>No PPE for the workers</li> <li>Attention required to cleaning up the premises on a regular basis</li> <li>There is more to do with other mitigation measures, such as safe product transportation; waste minimization at the source; and training for workers on proper milk handling and storage, and milk containers handling (properly shelved)</li> </ul>
Bahir Dar Dairy Cooperative			
Milk collection, small scale processing and product distribution	Operational	<ul style="list-style-type: none"> <li>Pollution on land, water and air from the entire process</li> <li>Public health hazards due to poor quality products</li> <li>Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>A safe product transportation system is in place.</li> <li>Liquid waste is contained in a septic tank.</li> <li>Toilet exists and is functional</li> <li>Hand washing facility exists</li> <li>New building for milk chilling constructed and ready to use</li> <li>All washing wastes and leaked milk are collected and drained into the sewerage system.</li> <li>Attention is required to cleaning up the premises and rooms designated for different activities on a regular basis, and disposing of waste in a designated area.</li> <li>Used items require either reuse or disposal.</li> <li>No fire extinguisher, first aid kit or PPE for workers</li> <li>There is more to do on waste minimization at the source, milk container handling (properly shelved), and training for workers on proper milk handling and storage techniques.</li> </ul>
Jantekel Dairy Development Marketing Cooperative Union Limited			
Milk collection, medium scale processing and product distribution	Not yet operational		<ul style="list-style-type: none"> <li>Milk processing unit construction in progress</li> </ul>
Zewde Bilew Dairy Breed Improvement			

<p>Improve the animal husbandry capacity of the farm through cross-breeding the indigenous Fogera cattle with Freisan/ Holstein, enhancing forage production and small-scale milk processing</p>	<p>Operational</p>	<ul style="list-style-type: none"> <li>• Overgrazing leads to land degradation</li> <li>• Pollution on land, water and air from milk processing</li> <li>• Public health hazards due to poor quality products</li> <li>• Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Cut and carry feeding system in place</li> <li>• Shifting grazing practiced</li> <li>• Biogas digester exists and is operational</li> <li>• Slurry used as soil conditioner, and is applied into the compound for grassing</li> <li>• Animal waste is properly collected and transferred to the biogas digester</li> <li>• Periodical checking of the sanitary condition of the barn is done.</li> <li>• No fire extinguisher, first aid kit or PPE</li> <li>• There is more to do with the use of irrigation management to produce forage, records on historical baseline, and training for the workers on proper milk handling and storage techniques.</li> </ul>
<p>Tsige Milk Production and Processing</p>			
<p>Milk collection, small-scale processing and product distribution</p>	<p>Operational</p>	<ul style="list-style-type: none"> <li>• Pollution on land, water and air from the small-scale milk processing</li> <li>• Public health hazards due to poor quality products</li> <li>• Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• In the milk shop, all equipment is properly managed, with refrigerators maintained periodically.</li> <li>• Cups and glasses are properly located.</li> <li>• All washing wastes and leaked milk are collected and drained into the sewerage system.</li> <li>• Liquid waste is contained in a septic tank.</li> <li>• Toilet and hand washing facility exists and is operational</li> <li>• No fire extinguisher or first aid kit</li> <li>• Partial PPE provided for the workers</li> <li>• Attention is required to cleaning up the premises on a regular basis and disposing of solid waste in a designated area.</li> <li>• There is more to do on other mitigation measures, such as safe product transportation, milk container handling (properly shelved), waste minimization at the source, and training for workers on proper milk handling and storage techniques.</li> </ul>
<p>Gojam Dairy Cooperative Union</p>			
<p>Milk collection, medium scale processing and product distribution</p>	<p>Not yet operational</p>		<ul style="list-style-type: none"> <li>• Milk processing unit construction in progress</li> </ul>
<p>Guguftu Sheep Breeding Center PLC</p>			

Increasing the use of improved sheep breeds (Awassi and Awassi crosses)	Operational	<ul style="list-style-type: none"> <li>• Overgrazing leads to land degradation</li> <li>• Pollution on land, water and air from the animal waste</li> <li>• Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Cut and carry feeding system in place</li> <li>• Shifting grazing practiced</li> <li>• Animal waste is properly collected and it is applied to the compound for grassing.</li> <li>• Periodical checking of the sanitary conditions of the barn is done.</li> <li>• No PPE, fire extinguisher or first aid kit</li> <li>• There is more to do on safe animal transport, forage production, records on historical baseline, and training for the workers.</li> </ul>
Emebet and Her Children Milk & Milk Products PLC			
Milk collection, processing and product distribution	Operational	<ul style="list-style-type: none"> <li>• Pollution of land, water and air from milk processing</li> <li>• Public health hazards due to poor quality products</li> <li>• Occupational health hazards</li> </ul>	<ul style="list-style-type: none"> <li>• Milk testing is being done.</li> <li>• Milk containers are properly shelved.</li> <li>• All washing wastes and leaked milk are collected and drained into the sewerage system.</li> <li>• Liquid waste is contained in a septic tank.</li> <li>• Solid waste is collected and disposed of in the designated area in a timely manner.</li> <li>• PPE is provided for the workers.</li> <li>• There is more to do on other mitigation measures, such as safe product transportation, waste minimization at the source, purchase of an environmentally friendly generator as an alternate source of energy to avoid use of firewood, immediate maintenance of cracked floors to ensure a pathogen-free processing area, provision of a footbath i at the entrance of the processing unit, construction of separate pit latrines and hand washing rooms for women and men, provision of a separate laboratory room for milk testing, and proper labeling of products.</li> </ul>
GUTS Agro Industry PLC			
Animal feed manufacturing	Construction of feed manufacturing unit ongoing	<ul style="list-style-type: none"> <li>• Occupational health hazards during construction</li> </ul>	<ul style="list-style-type: none"> <li>• No PPE for the construction workers as was recommended in the signed EMMP. However, the Grantee has agreed to complete the construction by end of September</li> </ul>
Abaynesh – Fitch town (Oromia Region, North Shoa Zone)			

Milk collection and small scale milk processing	Milk collection on establishment and operation for small-scale milk processing	<ul style="list-style-type: none"> <li>• Pollution (air, water and soil) due to the disposal of wasted milk</li> <li>• Worker accidents</li> <li>• Health hazards due to unsanitary conditions</li> <li>• Public health hazards due to poor quality milk and products</li> </ul>	<ul style="list-style-type: none"> <li>• Milk testing is done on the spot and there is no accumulation at one center.</li> <li>• A wastewater collection tank (2mX2mX3m tank) was constructed at the processing site.</li> <li>• Periodical checks of the sanitary conditions are taking place.</li> <li>• Quality tests are undertaken before marketing and are properly labeled</li> </ul>
Sarotin – Debre Berhan town (Amhara Region, North Shoa Zone)			
Milk collection and small scale milk processing	Milk collection on the establishment and operation for small scale milk processing	<ul style="list-style-type: none"> <li>• Pollution (air, water and soil) due to disposal of wasted milk</li> <li>• Worker accidents</li> <li>• Health hazards due to unsanitary conditions</li> <li>• Public health hazards due to poor quality milk and products</li> </ul>	<ul style="list-style-type: none"> <li>• Milk testing is done at the spot and there is no accumulation at one center.</li> <li>• A wastewater collection tank was constructed at the processing site.</li> <li>• Milk quality tests are undertaken before marketing and are properly labeled.</li> </ul>
Martha (Addis Ababa City, Gulele Sub-city)			
Butter Reprocessing	Not operational	On process	-----
Milk shop	Operational	<ul style="list-style-type: none"> <li>• Spoilage</li> <li>• Pollution from washing activities and milk leakage</li> </ul>	<ul style="list-style-type: none"> <li>• All equipment is properly managed; refrigerators are maintained periodically, and cups and glasses are properly located.</li> <li>• All washing wastes and leaked milk are collected and drained into the sewerage system.</li> </ul>
ALPPIS (Addis Ababa City, Kirkos Sub-city)			
AI service	Operational	<ul style="list-style-type: none"> <li>• Pollution due to leakage of nitrogen, as well as straw and other items such as cartons</li> <li>• Worker accidents</li> </ul>	<ul style="list-style-type: none"> <li>• Nitrogen is properly canned and transported to prevent leakages.</li> <li>• All used items such as straw and cartons are buried separately in pits at operational sites. (There is more to do here in the management of straw.)</li> <li>• The company is deploying trained AI technicians, and periodical awareness training is held.</li> </ul>
Aberash (Hawassa town, SNNP Region,)			
Dairy production (not part of the grant)	Operational	<ul style="list-style-type: none"> <li>• Pollution of land, water and air from the entire process</li> <li>• Public health hazards due to poor quality products</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaning the entire compound</li> <li>• Remodeling the barns (on progress)</li> <li>• There is a need to do more on re-stalking feed items (food leftovers and grass).</li> </ul>

		<ul style="list-style-type: none"> <li>Occupational health hazards</li> </ul>	
Bull Production (supported by LMD)	On process	Not yet operational	-----