

**OROMO SELF RELIANCE ASSOCIATION (OSRA)**

**ANNUAL REPORT FOR THE YEAR 2012**

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**Alemgena**

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## Executive Summary

*Oromo Self Reliance Association (OSRA) is an Ethiopian Resident Charity engaged in various rural development interventions in Oromia region. Its main program focus is water supply, sanitation and hygiene; food security and livelihood improvement; promotion of cereal banks, farmers marketing organizations/cooperatives; environmental protection; and promotion of zero grazing and improved livestock management. OSRA currently operates in four zones and six districts of the region.*

*In the year 2012, OSRA planned and implemented different projects that have contributed to poverty reduction efforts and thereby bring about better living situation for the communities in the target areas.*

*It has developed seven community based water supply sources along with sanitation facilities such as communal washing basins and shower rooms. As a result, about 2,300-people in the target areas have accessed safe water supply sources and sanitation during the year. Moreover, over 2,600 target communities were sensitized and trained on improved hygiene and sanitation issues such as water management, construction and utilization of latrines, personal and environmental hygiene, hand washing at critical times, etc. With aim of building the capacity of the community to manage and operate the facilities and hygiene promotion water and sanitation committees, community technicians, and hygiene and sanitation education communicators were selected and trained during the year. Specifically, 174 water & sanitation committees, 96 community water technicians or care takers, 353 hygiene and sanitation education communicators were trained during the year. Experience exchange programs for water and sanitation committees and technicians have been organized during the reporting period.*

*Provision of water supply sources, sanitation and hygiene education for selected schools was one of the activities implemented during the year. Accordingly, three water wells along with water distribution points were constructed for three schools in Becho, Ilu and Tole districts. Moreover, seven blocks of ventilated improved latrines with urinals and hand washing facilities were constructed for students in four target schools during the year. Water and sanitation committees composed of 7 members drawn from parents; teachers and students were also established and trained in all the target schools. Besides, three water technicians were selected from each school and trained on operation and maintenance of hand pumps. To promote improved hygiene and sanitation practices within the schools and communities, health and environmental clubs were established and trained in the schools.*

*The financial support to provide community and school based water supply sources, sanitation and hygiene promotion were obtained from our partners/donors, namely watercan Canada, CCFD, and CAFOD/TROICARE.*

*Capacity building trainings and experience exchange programs for leaders, linkage facilitation of different value chain actors and stakeholders, promotion of farmers products, and support and facilitation of farmers union establishment were some of the main activities implemented related to farmers marketing organizations.*

*Environmental protection and support for small scale vegetable production were another activities accomplished during the year. In this regard, various multipurpose tree seedlings were raised and distributed to the target farmers, trainings on relevant topics on environment were organized and provided to farmers, and efforts were made to undertake physical soil and water conservation structure. Moreover, with the aim of diversify the livelihoods of farmers, fruit trees of various types were distributed to farmers in its target areas. In addition to this, support was provided to farmers specially women in production and management of vegetable production. Provision of seeds and training, and supply and installation of family drip irrigation kits were some of the main accomplishment in relation to vegetable production.*

*In view of improving the livelihoods of resource poor households specially women, different activities were planned and implemented during the year. These, among others, include support organization and training of 28 women self help groups that comprised of 427 women in different kebeles of Akaki, Ilu and Tole districts. Besides, 180 farmers of were organized into 11 self help groups in two kebeles of Adaberga district. The target groups in Adaberga were particularly provided with various supports such as training on self help groups principles and management, business management, small ruminant fattening using zero grazing, feed preparation, etc. they were also provided with three small ruminant (sheep or goat) per head.*

*Different activities were planned and implemented in relation to promotion of zero grazing and improved heifer production. Some of the achievements include; training of about 860 farmers and development agents on live stock production and management, health and artificial insemination, zero grazing, and feed development. Artificial insemination services provision to farmers were strengthened through training development agents on AI, construction of crush for cattle at ten target kebeles, and provision of AI equipments including two motor cycles for Akaki and Ada districts. Furthermore, different varieties of animal fodder and seeds were distributed to the target farmers. Activities that strengthen the resilience capacity of communities in drought prone kebeles of Adaberga district were planned and implemented during the year. Soil and water conservation through cash for work approach, provision of agricultural inputs spring development, and capacity building through trainings were some of the main activities implemented in the year.*

*In addition to implementing ongoing projects, the office has tried to solicit funding through developing project proposals for donors. A number of proposals were prepared and submitted to donors and funds were secured for most of the proposals. All relevant stakeholders including the target communities have involved in every aspect of the program implementation, monitoring and evaluation at various levels. Without these concerted efforts, it would not be possible to realize the results achieved during the year.*

## 1. Introduction

### 1.1. Historical Background of the Organization

Oromo Self Reliance Association (OSRA) is a local nongovernmental, non-political, non-profit making and secular voluntary organization established by a group of interested and dedicated intellectuals, professionals, prominent public and business personnel in 1995. It was registered by the Ministry of Justice and re- registered as Ethiopian Residents Charities in accordance with Charities and Societies Proclamation 621/2009 in October 2009 bearing registration certificate number 0121.

OSRA' mission is to assist the rural poor and needy community in their effort to bring about sustainable development through building their capacity and implementing community based integrated rural development programs and thereby contributes to national poverty reduction efforts. The general assembly is the supreme organ of its management body with the power to appoint board members, decide on major policy issues and approve annual work program, budget, audit report etc. OSRA's motto is "help people to help themselves". OSRA has a firm stand that poverty alleviation could be possible only if the rural communities are mobilized in a coordinated and organized way for their own economic development. OSRA adheres to the following principles: non partisan; transparency; accountability; genuine and mutual partnership; honesty and integrity; self reliance; participation; gender equality and sensitivity; respect for values of its stakeholders.

### 1.2. Purpose/Objective of the Organization

OSRA entails to achieve the following objectives/purposes:

- A. To assist the poor and needy community so as to engage in their socio economic development; promote sense of self reliance and culture of collaborative efforts and working together
- B. To promote community centered integrated development programs that contribute to improve the livelihoods of the community such as provision of water , health, education and agricultural development services
- C. To promote sustainable use, development and management of natural resources and practices to protect environment and thereby eliminate the consequences of climate change and natural calamities
- D. To support relief and rehabilitation efforts so as to protect the communities from natural calamities
- E. To support and promote anti harmful traditional practices that endangers the health of women and children; and assist the efforts to economic empowerment of women & children
- F. Promote the advancement of the language, arts, culture and heritage of Oromo
- G. Encourage the youth to engage in their socio economic advancement and support their effort.

### 1.3. Main Program Focus Areas

OSRA's main program areas are:

- Rural Water Supply, Hygiene and Sanitation
- Food security, nutrition and livelihood improvement
- Promote and support farmers marketing organizations and value chains development
- Promotion of zero grazing and improved livestock production and management
- Environmental Protection

### 1.4. Operational Regions

OSRA operates in various zones and districts in Oromia Region. Currently, the organization is undertaking development interventions in four zones and six districts in Oromia National Regional State. Specifically, it is currently operating in Akaki District (Special Zone Surrounding Finfinne), Ada'a district (East Shewa Zone), Becho, Ilu, Tole and wolisso districts (South West Shewa Zone) and Adaberga District (West Shewa Zone).

## 2. Activities and Results Achieved

This section of the report briefly presents activities planned and implemented, and results achieved during the reporting year.

### 2.1. Water Supply and Sanitation

Provision of water sources, sanitation and hygiene education for communities and public schools in rural areas is one of the main programs of OSRA. During the year, efforts were made to create access to water and sanitation for selected communities and schools.

#### 2.1.1. Community based water supply and sanitation

Water and sanitation projects comprises of provision of water supply sources, sanitation facilities, and promotion of hygiene and sanitation education.

##### A. Construction of water supply sources

Seven water supply sources-boreholes- were developed at seven different villages in Becho, Ilu and Tole districts of south west Shewa zone. The depths of the water wells range from 54 to 68 meters and they were fitted with Afridev hand pumps. The water sources have been serving a total of 468 households in the seven villages. The appropriate sites for location of the water wells were identified in collaboration with water and sanitation committees, community representatives and experts from the Water Resource Office of the respective districts.

*Table: Community based water supply sources constructed in 2012*

S/ N	District	kebele	Village Name	Donor	Beneficiary households			Some specification of the water wells		
								depth (m)	Pump type	dischar ge rate (lit/sec)
					M	F	Total			
1	Becho	Awash Bune	Arefe	Watercan	51	5	56	60	Afridev	1.4
2	Becho	Awash Bune	Goda		44	11	55	61	"	1.2
3	llu	Weserbi Abeti	Jilaf Giorgis		49	14	63	63	"	1.3
4	llu	Billi	Dalu		68	12	80	54	"	1.2
5	llu	Kulegefersa	Alito	CCFD	52	18	70	59	"	1.2
6	Tole	Besi Abukeku	Areda Gudo	Cafod/Troicar e/Sciaf	58	12	70	63	"	1.6
7	Tole	Dawa Bise	Chitu	CCFD	64	10	74	68	"	1.2
Total					386	82	468			

## **B. Construction of Sanitation facilities**

It was planned to construct community managed seven blocks of shower with two rooms, and washing basins near the water wells developed in the above mentioned villages in the reporting period. Accordingly, the sanitation facilities have been constructed with the participation of target communities in mobilizing locally available construction materials such as wood whereas, other construction materials such as stones, sand, and industrial product materials that were purchased and delivered by the projects.

## **C. Hygiene & Sanitation education and capacity building training**

After establishing community management body such as water and sanitation committees, it was followed by capacity building activities, which are integral components of the projects so as to ensure the sustainability of the achievements of the projects under consideration. In this respect, several training sessions were organized and facilitated for members of WATSAN committees, community technicians, hygiene and sanitation education communicators and community members in the reporting period.

A total of 2043 people from the target villages were sensitized on hygiene and sanitation: personal and environmental hygiene, safe disposal of human excreta, latrine construction and utilization, water hygiene and management, and food hygiene. Besides, 620 people drawn from fourteen villages have been triggered on community led total sanitation. Furthermore, 353 sanitation and hygiene education communicators have been selected and trained.

During the year, seven community based water and sanitation (WATSAN) committees that consists of 49 people were established and trained on water supply system management, operation, maintenance and on personal and environmental hygiene and

sanitation. In addition to this, 125 WATSAN members were provided with refreshment training on water management, hygiene and sanitation. Moreover, experience exchange programs among watsan committees have been organized for 91 (M/F=54/37 WATSAN committee members. Besides, Ninety six individuals drawn from the target villages received practical training on operation and maintenance of hand pumps.

### **2.1.2. School based Water Supply and Sanitation**

#### **A. Construct Water Supply Sources**

Three water wells were constructed in three schools namely, Weserbi Gebreil in Becho District, Amdo Kuncho in Ilu district and Chitu Watira in Tole district. The depth of the water wells ranges from 61 to 62 meters with an average discharge rate of 1.1 liters/second. Elevated wellheads along with 11 water distribution facets were constructed in these schools. Besides, pump installation, and water tankers with 2000 liters holding capacity have been installed in the reporting period. A total of 2250 students and teachers have been using the water supply facilities.

#### **B. Construction of sanitation facilities**

It was planned to develop ten blocks of latrines for five schools (two latrine blocks per school) during the reporting year. Accordingly, the construction of seven blocks of VIP latrines with hand washing and urinals has been completed in four schools (4 in Tole, 2 in Ilu, 1 in Becho). Except in one of the schools, two blocks of latrine with eight stances each (one each for boys and girls) has been constructed during the year. The schools and communities have been involved in provision of locally available materials for the construction of latrines. Construction of sanitation facilities in one of the target schools in Tole district has been in progress and will be completed during the first quarter of next year.

#### **C. Hygiene and sanitation education and capacity building**

A part from provision of water and sanitation facilities, activities that promotes good hygiene and sanitation practices in the schools and communities have been planned and undertaken during the reporting period. About 5142 students, teachers and school communities were sensitized on hygiene and sanitation in the target schools. Health and environmental clubs in the target schools were strengthened to promote hygiene and sanitation in their schools and communities. In line with this, 65 club members were trained on hygiene and sanitation promotion approaches so that they educate and mobilize school communities and parents towards improved hygiene and sanitation practices. School and community led total sanitation is one of the activities implemented in relation to hygiene and sanitation. In this respect, 545(M/F= 331/214) school students and teachers were triggered on community led total sanitation.

Water and sanitation committees composed of seven members drawn from parents; teachers and students were also established and trained in all the target schools. Besides, three water technicians were selected from each school and trained on operation and maintenance of hand pumps.



## 2.2. Support Farmers Marketing Organizations in Value Chain

### 2.2.1. Value chain development

OSRA has been supporting farmers' organizations to engage in production and marketing of selected crops. During the reporting year, it was planned to strengthen the farmers marketing organization operating in Akaki, Adaberga, Becho and Illu districts. To this end, different activities were planned and implemented during the reporting year. Some of the main accomplishments are briefly presented in this section.

#### i. Capacity Building Training

Providing capacity building training for FMOs' leaders on identified skill gaps is one of the planned activities. The purpose of the training is to enhance the capacity of FMOs in leadership and business management, agricultural marketing system and financial management system. Accordingly, the training has been provided for 248 leaders/committee members (male=223 and female = 25) drawn from seventeen farmers marketing organizations. The topics of the training include: financial and business plan development, leadership and management, Agricultural Marketing and Financial Management. The trainings were facilitated by FFARM PLC, Experts from Zone and district Cooperative Promotion Offices, and staff of OSRA. At the end of the training, discussion was made with the trainees how to work effectively on the given assignment through coaching and mentoring by the respective field staff in their localities based on the assignment given to them.

It is believed that, the training can help to improve the overall performance of FMOs in the areas Cooperative governance and management, agricultural marketing and financial management in addition to document recording and handling. In addition to this, coaching and mentoring checklist has been developed based on the action plan of the FMOs jointly with cooperatives promotion offices of the respective districts for further monitoring and providing technical supports.

Building the capacity of the union in terms of training was one of the activities planned and implemented during the reporting period. In this respect, 13 ( out of which 2 were female) board members were trained on legal system and management of farmers union, business plan development, Financial management, financial recording, and reporting, as well as concept of value chain, and market linkages. The training has enabled the board members to manage the overall activities of the union with close assistance from service providers and implementing agency. Added to this, the union boards' members have developed good understanding on how to work with different chain actors like processors, whole sellers, consumers, input suppliers and business development service providers. Besides, the training helped the union to play role in linking FMOs with different market actors.

To create sustainable value chains system, building the capacity of chain actors and supporters is vital. Accordingly, capacity-building support was provided to district level

Cooperatives Promotion Agency staffs that help them to develop a common understanding among the chain supporters and producers (FMOs) in agricultural commodity exchange, value chain. In line with this, 13 experts from cooperative promotion offices of Becho, Ilu, Adeaberga and Akaki districts received entrepreneurship skills, Business plan development and management, financial management and concepts of value chain development. Besides, one staff from district Cooperative Promotion Agency participated on Value Chain Development training organized at Adama to refresh the skill and experience of partner's to further provide the necessary service to Farmers Marketing Organization. The trainees acquire knowledge and skills that can help them to provide different technical support and monitor the activities of farmers marketing organization.

**ii. Strengthening networks among FMOs and support their Union**

With the aim of strengthening networks among FMOs and their members, various events and experience sharing programs were facilitated during the year. The main issues addressed during these events include: performance of cooperatives, how to increase membership, how to increase their working capital, ways to enhance women participation, and the existing challenges and ways to overcome them. These events have helped FMOs to share their experiences and challenges in their day to day operation.

In addition to training, strengthening the FMOs and their union in terms of facilities was planned during the year. Accordingly, the union has provided with office furniture and equipment, matching grants for the construction of stores, offices, and working capital for grain trading activities.

Accordingly, a total of birr 450,000 (four hundred fifty thousand birr) has been provided as grant for the construction of grain store and office. Out of this, birr 300,000.00 was allocated for store construction and birr 150,000 for office construction. Moreover, the FMO union has been provided with birr 50,000 worth office furniture and equipment such as chairs, tables, file cabinet etc. In order to strengthen the working capital of the union to start its grain trading activities, birr 300,000.00 (three hundred thousand birr) has been provided on matching fund basis (1:1) during the reporting period.

**iii. Facilitation of Discussion Forum on Market Linkage with buyers and Chain Actors and Supporters**

Organizing forums to strengthen the linkage among chain actors and supporters is one of the activities planned and accomplished during the reporting period. Workshops were undertaken at different rounds and brought together representatives from District Cooperative Promotion Agency, Oromia Trade and Marketing Development Bureau, Consumer Cooperative Society at primary and Union levels, Farmers Marketing Organizations, Wasassa Micro Finance Institution and staff of OSRA. The aim of these forums was to discuss about existing challenges and how to strengthen linkages, build mutual trust and strong working relationships among the chain actors and supporters.

During the reporting period, four FMOs have established marketing relationships with four consumer unions located in Addis Ababa. Two of the FMOs in Becho and Ilu

districts have been linked to consumer association union and WASASA MFI to get loan to purchase grains and provide to the consumers unions. The two FMOs have obtained financial loans from WASASA MFI amounting to birr 150,000.

iv. **Support FMOs in production of selected crops**

Following serious of discussions and consultations with FMO members and line offices, 28 quintals of chickpea and 4.5 quintals of wheat have been distributed to 65 selected famers from FMOs in Bacho, Ilu, Akaki and Adeaberga districts. While the chickpea was provided to farmers in Becho, Ilu and Akaki districts, the farmers in Adaberga were provided with wheat.

**2.2.2. Integration of ICT in Value chain**

During the reporting period, ten selected farmers marketing organizations have been provided with various ICT equipments such as computers, printers, TV sets, etc. Moreover, ten committee members received training on SMS texting through cell phone and 30 committee members on basic computer skills. These training sessions were organized at the ICT center established at the offices of the FMO union, Tulubolo. On top of this, a workshop on development of interactive market information system for chain actors and supports was co organized with other partners and representatives from FMOs, and their union has participated on this workshop.

## **2.3. Food Security and Livelihood Programs**

### **2.3.1. Small Ruminant Fattening and Marketing**

This project is being implemented in Ade'aberga woreda and targets resource poor households in six kebeles with the objective of ensuring food security and livelihood improvement. Some of the main activities planned and implemented during the year include the following:

**i. Community sensitization and Self Help Groups (SHGs) formation**

Following sensitization of the communities in two target kebeles, the target groups were identified and supported to get organized into self help groups. The target groups identified include women, landless youth and men. Accordingly, 180 people were organized into 11 Self Help Groups. They have developed their bylaws that can help them to work together, share knowledge and ideas, discuss individual and common social issues, solve common problems and access small loans to run small business activities in their localities.

**ii. Training**

Improving the knowledge of farmers in the areas of improved management, fattening and marketing of small ruminant using zero grazing system is essential to enhance household income and build asset. In this respect, 206 farm households were trained on provision of better shed/housing, proper feeding and watering, improved health condition like how identify diseases symptoms, timely vaccination and treatment when got sick and symptoms of common disease and how to identify and single out sick animals etc .

Training the target groups on improved forage production and management, and feed preparation was one of the activities planned and implemented in the reporting period. A total of 213 community members received training on these topics. Consequently, following the training on improved forage production, management and feed preparation 180 target farmers have been provided with 100kg of vetch seed, 50 kg of alfa alfa, 100 kg of tree Lucerne and 100 kg of sesbania and 100 kg of lucenia to be planted in their back yard areas, farm boundaries etc. Furthermore, 88 people (male=61, female 27) drawn from eleven self help groups were trained on small business management and entrepreneurship skills. Capacity building training has also been provided to development agents working in the target kebeles so that they will be able to render technical support to the target groups. The training topics were small ruminant fattening and management, health and feed preparation

### **iii. Purchase and Distribution of sheep/goats to the Beneficiaries**

After selection and training of the target beneficiaries on overall management, feeding and housing of shoats, the purchase and distribution of shoats has been undertaken. In this regard, 494 sheep/goats were purchased and distributed to 180 (102 men and 78 women) households. Each of 180 households has been provided with 2-3 sheep/goats. The beneficiaries have been provided with either sheep or goat depending on the agro-ecological location they are living in. Those who live on the high land areas were provided with sheep and those living on low land areas were provided with goats.

### **iv. Facilitation of Experience exchanges**

Facilitation of experience exchange among farm households and self help groups was one of the activities planned for the year. Accordingly, the exchange program has been organized for 133 farmers (of which 60 were women) drawn from four target kebeles. They have visited farms at holeta research institute and learnt practical experiences on the field.

### **v. Linkage facilitation**

It was planned to facilitate linkages among the different self help groups themselves and SHGs with technical and financial service providers. Accordingly, workshops that brought together representatives from SHGs, district line offices, and micro finance institutions operating in the districts were facilitated during the year. In each workshop, 48 people have participated and shared their respective experiences on various issues and their contribution in the project.

## **2.3.2. Support Vegetable Production**

Promotion of vegetable production at household level is one of the activities integrated with water supply and livelihood projects. Accordingly, various activities were planned and implemented in target kebeles found in Akaki and Tole districts during the reporting period. Training on small scale vegetable production and management has been provided to 368 women drawn from different target kebeles. The training topics include:

land and seedbed preparation, improved agronomic practices and major crop pests and protection methods etc.

In addition, farmers have been provided different vegetable seeds such as such as cabbage, carrot, onion and Swiss chard. The vegetable seeds have been provided for 286 women (203 women in Akaki and 83 in Tole districts). Though most of the vegetables produced were used for home consumption, some of the beneficiaries have sold the vegetables on local market and generate income ranging from 150- 650 birr.

Apart from the training, demonstration of different types of food made from vegetable crops was planned and implemented in the reporting period. The purpose food preparation and nutrition training to equip community members with the knowledge and practicing of preparing variety and balanced diet from the vegetables they are producing at their homestead areas. This helps the rural households to feed economical and nutritious food for their family especially their children less than two years of age from different types of vegetables. A total of 249 women participated in this demonstration and practical training program.

### **2.3.3. Improving Livelihoods of women through Self help approaches**

One of the activities aimed to economically empower women and improve livelihood is supporting and strengthening women self help groups. Self help approach is being integrated in various projects such as water and sanitation and livelihood projects implemented during the year. In this respect, different activities were planned and implemented and some of the activities and results are explained hereunder:

#### **i. Organize women in self help groups**

Following sensitization of community members in five selected kebeles in Akaki district, 200 women have been identified as target groups for this intervention. Then, they got organized into 12 self help groups. Each group comprises 15-20 members. Moreover, over 227 women in Ilu and Tole districts have been organized in to 16 self help groups. In total, 28 self help groups were formed during the reporting period. The self help groups were assisted to develop bylaws (internal rules and regulations) which govern them and provided with register books and pass books. They have regular meeting every 15 days and regular saving. During their fortnightly meeting, they discuss some social and economic issues which are common to each other. This increases their social interaction and can solve different social problems through discussion and exchanging views. Their regular saving will be used as a source of capital to lend money to each other. Group members who fulfill the criteria can borrow money from their group to do some small business activities like petty trading, selling local liquor etc. The groups were provided with various register books and stationary materials.

#### **ii. Providing training to target women on management, saving and credit, leadership and entrepreneurial skill**

Following group formation, various training sessions were organized and provided for women groups. A total of 421 women received training on self help approach and

management, small business management, and entrepreneurship. The training was given in collaboration with women and children affairs office.

A part from the training, it was planned to provide small grants to women groups in Akaki so that they can start small business. In consultation with the target group and line offices, 131 women drawn from different groups have been provided with a sheep so that they engage in fattening and production activities.

## **2.4. Zero Grazing and Improved Dairy Production**

Zero grazing and improved diary production and management is one of the projects being implemented in ten target kebeles in Akaki and Ada'a districts. During the reporting period, different activities were planned and implemented in the target kebeles. Some of the main activities implemented and results accomplished under this project are briefly discussed in the following section.

### **i. Training farmers**

During the reporting period, it was planned to train about 850 farmers in improved livestock production and management, improved feeding and artificial insemination in collaboration with government line offices in both Akaki and Ad'a districts. The training focused on providing basic knowledge in improved livestock production and management in the perspectives of zero grazing system. In light of this, 862 farmers out of which 104 are women farmers were trained during the year. These trainings were organized and facilitated in collaboration with development agents at each kebele, their supervisors and district level experts. In connection with this, refreshment trainings has also been organized for 38 development agents and supervisors out of which 17 are women on dairy cattle management, livestock feed development and improvement livestock health and artificial insemination. Moreover, 56 farmers (55 male and one female) who are model farmers and leaders of informal groups have received training of trainers for three consecutive days by MDTI (Meat and Dairy Technology Institute).

In addition, practical skill training on animal fodder preparation was provided to 410 farmers (49 female) beneficiary. Important inputs for the training like plastic sheet, urea and molasses has been provided by OSRA. As a result, of the practical skill they got from the training farmers treated their straw and feed to their animals, which helped them to increase milk production and traction power for oxen.

### **ii. Farmers experience exchange visit**

Farmers exchange visit was planned to be conducted both internally within the target kebeles and externally outside of the target kebeles. Internally, farmers have visited the practice of well performing farmers who share their experience to the rest of the visiting farmers. Farmers have shared experience on the production, management and feeding of improved forage plants like oats, vetch and Sesbania. On the internal exchange visits, 100 farmers have participated out of which 28 are women. Farmers raised different issues for

discussion and learn how to grow and feed (utilize) their animals to increase milk production. Farmers explained that they feed their animals with improved forage and increased their milk yield from 1-1.5 liters.

External exchange visit was conducted in North shewa zone in collaboration with HUNDEE. The participants were 49 farmers out of which five were women. They visited one of the milk-processing cooperative and learned how the members benefit from milk sell, members participation, milk quality control mechanism while collecting milk from members and production and utilization of improved forage seeds. They also learned how farmers and AI technicians work collaboratively together.

### **i. Livestock feed Development**

To improve farmers' access to improved and good quality forage seeds and planting materials that can be produced around homesteads and farm boundaries to be feed to the animals through cut and carry system.

During the reporting period using the central nursery site located at Akaki about 76,000 different seedlings for livestock feed have been raised and distributed to farmers. Multipurpose tree seedlings such as Sesbania 52,000 lucenia 24,500 have been distributed. Accordingly, 459 farmers have benefited from the seedlings raised and distributed out of which 141 are women. In addition to this, 35 quintals of oats, 8 quintals of vetch seed have been distributed to 536 farmers (103 women)

There is a positive attitudinal change from the farmer's side towards improved forage development and utilization. They came to realize the fact that it is possible to increase the productivity of their livestock through feeding good quality forage using zero grazing systems. Farmers who have been involved in forage development have benefited a lot from the scheme and share their experience to other farmers who have not been targeted in the project. It is realized that, there is a big demand towards improved forage seeds and planting materials in the project areas. Furthermore, some farmers explained that they benefited from the improved seeds and able to increase their milk yield from 1-1.5 liters.

### **iii. Linkages Facilitation**

So as to facilitate linkages among various stakeholders A workshop in two rounds has been conducted at district level involving the representatives of 12 organizations. Service providers such as MDTI (Meat and dairy technology Institute), Agriculture research center, private AI service providers, International Livestock Research Institute ILRI of livestock research, WASASA MFI, Oromia saving and credit association, district level livestock development health and marketing office, Office of agriculture, Ada'a milk cooperative, Erer union, Genesis farm, development agents and the representatives of the community from 10 project target kebeles. Accordingly, the representatives of the above-mentioned organizations have taken part in the joint discussion and linkage facilitation workshop.



During the workshop project objectives, main issues of concern and purpose of the discussion forum have been briefly presented to the participants. The discussion focused on three main points such as livestock feed source and development, AI service provision and challenges, Input supply like improved heifers and credit services. Consensus has been reached that farmers have to capitalize on improved forage seed supplied by OSRA and the livestock agencies and engage in seed multiplication activity to improve their seed reserve. In addition to this, all participants have reached consensus to work closely together, share information and establish network with farmers and other stakeholders on improved forage seeds, AI service and improved dairy breeds and credit facilities.

#### iv. **Annual project Review**

Annual review of the project has been conducted with regional, zonal and district level stakeholders such as livestock development and health agency, zonal and district level finance and economy development, office of agriculture, district level administration office, development agents, the community representative's, to discuss the project implementation status, identify challenges and lessons learned for future project planning and strengthen collaboration among stakeholders. About 39 participants from both districts have taken part in the review-meeting workshop during the reporting period.

After identifying core issues and major challenges in-depth discussion has been made among participants on issues like improved feeds, Artificial insemination, improved breeds and credit facilities. It was also agreed to work closely together in a well coordinated manner to rectify the problems encountered and use the major learning points as an input for future project planning and implementation for better results.

### **2.5. Environmental Protection**

Environmental protection has been integrated with water and sanitation project in Tole district and livelihood in Akaki district. The main objective is to enhance the level of awareness of the communities and thereby improve the production and productivity of the soil, reducing the magnitude and effects of climate change resulted from deforestation. During the reporting period, community awareness raising and sensitization, farmers' training, raising and planting tree seedlings and soil physical conservation activities were planned and implemented.

In line with this, general awareness rising session on environmental protection has been conducted and 376 community members have received trainings on various occasions. The training was given in collaboration with office of agriculture and rural development. The training topics include importance of environmental protection, soil and water conservation, gully rehabilitation/treatment, and the need for integrating physical conservation and planting indigenous trees.

In Tole district, the target communities were mobilized to undertake physical activities such as chekdam construction. As a result, the construction of 7000 meters check dam using wood ,sand and stone was conducted to rehabilitate affected areas with gully



formation and to prevent further gully formation and to protect farm plots around the affected area.

One of the activities planned under this component was raising tree seedlings that would contribute to environmental protection. Accordingly, various tree and fruit seedlings have been raised on two tree nursery sites in Akaki and Tole districts. The type of tree and fruit seedlings include: acacia, Sesbania, gravilia, avocado and papaya. In Tole district, 63,000 tree seedlings such as Gravillia, Jakaranda, Nim tree, Acacia saligna , Acacia decerence, Juniper (exotic) etc. were raised, distributed and planted. From this, 8000 tree seedlings were planted on degraded area to prevent soil erosion and gully formation where as 55,000 distributed to 1020 farmers (75 women) located in the target kebeles. In Akaki district, 23,600 tree seedlings were raised and distributed to farmers in the target kebeles.

In addition to environmental protection activities, it was planned to introduce fruit tree seedlings that contributes to improve the livelihoods of the target communities. In this respect, about 2,200 fruit tree seedlings such as Apple, papaya, and banana were purchased and distributed to 1003 community members.

## **2.6. Livelihood and Disaster Risk management**

During the reporting period, it was planned to support community members in selected kebeles of Adaberga district who are affected with shortage of rain in the previous year. The main objective of this intervention was to improve the resilience capacities of community members in the target kebeles. Accordingly, the project activities were implemented as per the plan and the main activities and results are briefly discussed here under.

### ***i. Soil and Water Conservation: Development of the physical conservation structures***

In line with this, 402 beneficiaries (61 women) have been participated in soil and water conservation activity through cash for work approach. That is, about 80 beneficiaries from each target kebele have benefited from this specific activity. Following the discussion with community members, kebele administrations, development agents and other stakeholders, each beneficiary member of the community has agreed to conserve 300 meters of land in the indentified catchment areas in their respective kebeles. The project has provided some hand tools such as hoes, spades, etc .Based on this, 120,000 meters (120km) of land has been covered by conservation structures such as soil bund (44km) and stone bund (76km) in each kebele which makes up a total of 120,000 meters (120 km) in all five kebeles. In return, each target households has been provided with cash money as per the rate normally determined and agreed up on with the target group. More specifically, 5birr/meter worked has been paid for each household. Accordingly, each target household has been provided with a total of birr 1500.

### ***ii. Provision of vegetable Seeds***

During the reporting period, 66 kg of onion seed (bomby red) has been purchased and provided for 250 beneficiaries in five selected kebeles. Moreover, 250 Quintals of improved potato seed has been purchased and distributed to 250 beneficiaries (out of

which 65 are women) in five target kebeles in collaboration with the district Agricultural and Rural Development ) office. The purchase of improved potato seed was conducted in consultation with the district office of agriculture. Both OSRA and district office of agriculture agreed to purchase the seed from seed multiplying farmers cooperative under close supervision of Holeta Research Center. Holeta Research Center has certified that the seed was produced under their close supervision and is of good quality.

Apart from the provision of seeds, target farmers were trained on agronomic practices related to the vegetable production.

### **iii. Restocking of valuable animals**

Restocking of animals of the community members who have lost their livestock due to the drought situation is one of the main project activities planned and implemented during the reporting period. In this respect, selection of the beneficiaries in the five kebeles has been conducted through community participation. Accordingly, the purchase and distribution of 867 shoats to 867 beneficiaries (male= 643 and female = 224) has been accomplished during the reporting period. Furthermore, 247 local breeds of heifers have been purchased and distributed to 173 men and 74 women beneficiaries drawn from the five kebeles.

The purchase and distribution of shoats was accomplished in collaboration with the district livestock development and health agency experts. Prior to purchase and distribution activities, a committee that comprises of experts from the district livestock development, health and marketing agency; representatives of the target households, and OSRA staff members was established. Then, the committee has undertaken the purchase activities from the local markets (Inchini, Olonkomi, and Reji markets).

### **iv. Provision of Vaccine and Veterinary Medicine**

To address the potential livestock disease outbreak, it was planned to support district Livestock development, marketing and health agency through provision of livestock vaccination and veterinary medicines.

Various meetings and discussions were conducted with the agency to identify the type of vaccines and medicines needed to address the problems of the communities in the target kebeles in particular and that of the district in general. Based on the request of the agency, it was finally agreed to provide them with veterinary medicines the agency has identified as very relevant. Accordingly, Veterinary medicines that costed about 78,000 birr has been purchased and handed over to livestock development, health and marketing agency.

### **v. Development of water sources: springs**

Five springs have been identified in five target kebele administrations to be developed and become suitable for human consumption. The spring development work has been contracted out to local contractors and agreement was made to complete the work on

time. Accordingly, the construction of five springs has been accomplished as per the plan during the project period. About 459 households have accessed clean potable water due to this intervention. Besides, water and sanitation committees were established and trained on water management, hygiene and sanitation. In total, 66 water and sanitation committee members (M/F= 64/2) and ten community technicians have been trained. The main topics covered were water sanitation and hygiene, roles and responsibilities of the committee, community participation, control and maintenance of the water schemes.

## **Vi. Capacity Building Training**

Training programs have been organized on relevant topics during the reporting period. Training on disaster risk management issues was one of the training topics. The focus of this training was on disaster management approach, disaster management practices, current disaster management policy, early warning system and information flow, early warning indicators etc. In this respect, 147 community members drawn from the five target kebeles out of which 7 were women received this training

Training line office staff and development agents has also been one of the training plans. In this regards, 21 individuals drawn from all line offices operating at district level and 27 development agents based at community level were trained on disaster risk management issues. The topics covered during the training were early warning system and type of disaster (fast and slow on set disasters), early warning indicators, early warning information flow, disaster risk reduction/ management, the need to shift from disaster response to disaster management etc.

## **3. Community Participation and Contribution**

OSRA strongly believes that it is hardly possible to bring about development without the active involvement of the communities targeted. Hence, adopts community participation in all project phases as one of its key strategies to build sense of ownership and sustainability of its interventions.

Accordingly, during the reporting year the target communities have actively involved in various ways directly and through their representatives. They involved in provision of free labour and locally available construction materials such as woods, clearing temporary access roads for trucks during construction, identification of specific location to place some of the facilities, participated in planning, monitoring and review of the status of planned activities.

## 4. Outcomes/Impacts Achieved

As explained in the aforementioned sections, various activities have been implemented under different projects during the reporting year. These have, obviously, contributed to the betterment of the livelihoods of the target communities in the intervention areas. This section briefly presents, some of the main changes brought to the lives of the target communities as a result of various interventions.

- Improved access to water and sanitation facilities has resulted in reduced water and sanitation related problems, improved knowledge and hygiene and sanitation practices, Increased knowledge, attitude and practices of beneficiaries on water and sanitation facilities management and utilization; strengthened capacities of targeted communities and schools to operate, maintain, manage and sustain the water facilities.
- Better teaching and learning environment has been created in the target schools. This in turn has resulted in improved quality of education, reduced school dropout rate, increased knowledge and practices on hygiene and sanitation, reduced turn over, and improved community participation in school affairs.
- Farmers marketing organizations and their union have been capacitated in terms of business management, documentations, networking, marketing, linkage with value chain actors and various stakeholders;
- Increased asset building opportunities have been created for the poor and vulnerable community members;
- Increased asset base or re-instating lost assets through restocking of animals, or retaining assets that could have been sold out, otherwise as means of food security coping strategy;
- Improved knowledge and understanding about disaster and disaster risk management at communities and local governments level; capacity of the government staff on DRM have been developed through training and awareness creation
- Awareness on environmental the effect of degradation on the livelihoods have been created; Farmers have got good knowledge and awareness on environmental conservation and the negative impact of soil erosion and deforestation on the production and productivity.
- The potential hazard of the flood is minimized and soils conserved because of cash for work activities e.g. pond construction, gully restoration and terracing
- Self help group approaches helped to empower women and enhance their self confidence to fight against poverty and inequality. It has also enabled them strengthened their socio economic relationships with one another.

## 5. Proposal Development and Evaluation

### 5.1. Proposal Development

Several project proposals have been developed and submitted to donors during the reporting period. Accordingly, the following project proposals were prepared and submitted to donors and funds were secured for most of the proposals:

1. Water supply, hygiene and sanitation project. This project targets two villages to be identified in wolisso district. The proposal comprises water supply, sanitation and hygiene education. The total estimated budget for the project is Euros 31,879 (equivalent to birr 728,132). A total amount of 31,244 (which is equal to birr 713,632) was requested from King Baudouin Foundation in Belgium. It was approved and project agreement was signed with the concerned government offices.
2. School based water supply, sanitation and Hygiene Project. This proposal was developed and submitted to Help OSRA-Belgium. The project targets one public school in Ilu district with a total population of 1278 students and teachers. The total estimated cost of the project is 23,433 Euros, which is equivalent to about 538,950 birr. The decision on funding shall be known towards the end of this year
3. Concept paper on Water Supply, Sanitation and Hygiene project submitted to USAID. USAID Ethiopia issued call for concept papers entitled” fostering Local Capacity By working with New Development Partners (FLCWNDP)”. Accordingly, we developed a concept paper on WASH. We planned to develop 33 water supply sources and sanitation for community and schools (23 community and 10 schools) in Goro and Wolisso districts within three years project period. The total estimated budget for the project is USD\$ 1,036,931. However, we were informed that our concept note was not selected to proceed to the next step, which is detail proposal development.
4. Scale up of zero grazing and improved heifer production project. A proposal was developed and submitted to ICCO for phase II of the project for two years with an estimated budget of 220,000 euro. In this phase it was planned to increase the project outreach to 10 additional kebeles of Akaki and Ada’a districts. This makes the total target kebeles 20 with target beneficiaries of 3500 farm households. ICCO has approved 220,000 euro in October and funding agreement has been signed in Nov 6, 2012.
5. A project proposal on water and sanitation was developed and submitted to CST joint office in Addis Ababa. The project targets selected rural kebeles in Goro and Wolisso districts and integrates school and community based water supply and sanitation activities. It is planned to develop 18 water wells and sanitation facilities (12 for community and 6 for schools) during 2.5 years of the project period. The total estimated budget of the project is 240,000 Pounds (about 6,860,992 ETB). However, the proposal was not approved by the donor.
6. **Concept notes on community based water supply, sanitation and Hygiene project** submitted to Watercan Canada. The project targets five villages in thee kebeles of wolisso district with a total estimated budget of 100,000 Canadian dollars, equivalent to about 1.8 million birr. The concept paper has been approved and the detail proposal and work plan is under preparation. It is expected that the project will commence in April next year.

7. **Livelihood Improvement and Environment Protection project- phase II:** The project has two components: livelihood particularly focusing on poor women and environmental protection, and will be implemented in selected kebeles of Akaki district. Phase of the project is being under implementation and scale up proposal was developed and submitted to CCFD. In this phase, additional kebeles will be targeted and the total project budget is birr 734,562, equivalent to 30,200 Euro. The proposal was subsequently approved and implementation will commence in January 2013.

Moreover, funding agreement has been signed with Watercan Canada in June 2012 to implement a five year school **Water Supply, Sanitation and Hygiene Education Project in four districts of south west shewa zone.** The total estimated budget of the project for five years approved by Watercan has been 8,545,040 birr, 496,805 Canadian dollars.

## 5.2. Project Evaluation

During the year, both internal and external project evaluations were carried out. The projects evaluated include community and school based water supply and sanitation, integrated projects, and disaster risk management project. The internal evaluations were conducted with a team of staff and key stakeholders. The results and findings of the evaluations were documented for future planning and reference. The terminal evaluations of the completed projects were undertaken with government line offices at various levels and the projects were formally handed over to the target community and relevant line offices.

Furthermore, in collaboration with watercan Canada, the three year community based water supply and sanitation project was evaluated by an independent external consultant. This project was evaluated along with other projects funded by watercan and being implemented in East Africa and Ethiopia. The evaluation has revealed that the project has resulted in significant changes to the lives of the target communities and strengthened the capacity of OSRA in planning and implementing water, sanitation and hygiene programs.

## 6. Organizational Development

In addition to program activities, various activities related to organizational development have been undertaken during the year. Upgrading the capacity of staff through training and workshops has been implemented. In this respect, staff members have attended training on value chain development and analysis, food security and livelihood, SHG approaches, disaster risk management, organizational development, etc

Moreover, Accounting and Financial policy, and human resource policy and procedures manuals have been reviewed and updated by the board of directors during the reporting period. The factors that constrained the growth of OSRA in its program outreach have been examined by a committee designated by the general assembly. A report on the findings of the assessment and the recommendations have been prepared and presented to the board. Consequently, efforts were made to implement some of the recommendations.

## 7. Challenges Encountered and Lessons Learned

### Challenges:

Some of the major challenges encountered during the reporting period include:

- Inaccessibility and poor infrastructure of some intervention areas deterred timely implementation of activities, provision of timely technical assistances for the target communities, limited regular follow up and monitoring of the project sites.
- It was not possible to get target community involved in our activities and trainings as required due to various meetings and other commitments.
- Although different forums have been organized to create linkages with various stakeholders, thus far the progress with linkages of FMOs with other chain actors is not to the required level.
- Staff turnover both at government line offices and the organization has also been one of the challenges during the reporting year.

### Lessons Learned:

During the course of implementation of different projects in the reporting period, OSRA has learned a lot that could help improve future planning and implementation of various programs. Some of the main lessons include:

- The experience of mobilizing communities in environmental rehabilitation works through cash for work has demonstrated how communities can transform their existing situations if properly coordinated and mobilized. Moreover, involvement of all stakeholders from the inception of the project till phasing out will ensure smooth program implementation; resource sharing, build sense of ownership, credibility and trust among stakeholders and finally sustainability of the outcomes;
- Participatory planning and implementation of any activities is relevant for any community based projects. Joint review of performance with key stakeholders also contributes to attain the intended results of projects. This, among others, has created good understanding of the project and what is expected of whom, facilitated timely implementation and monitoring of project activities as stakeholders involved in the process and helped identify the roles and contribution of key stakeholders including the beneficiaries.
- Working in a consortium helps experience exchange and learning among members and thereby enhance efficiency and effectiveness in planning, implementation, monitoring of development programs. Being a member of the consortium of NGOs promoting FMOs, OSRA has benefited from the synergy and sharing with the staffs of sister organizations.



## 8. Annexes

### Annex 1. Summary of Plan versus Accomplishment Main Activities

SN	Description	Unit	Planned	Achieved	%
<b>1</b>	<b>Water Supply, Sanitation and Hygiene</b>				
	Shallow well drilling	No. of wells	10	10	100
	Establishment WATSAN committees	No. of committee	10	10	100
	Provide training to WATSAN committees	people	154	174	113
	Training of Community technicians	people	66	96	145
	Facilitate experience exchange among WATSAN committees	No	30	91	303
	Facilitate experience exchange among technicians	No	30	27	90
	<b>Sanitation</b>				
	Construction of Washing basins for community	No	7	7	100
	Construction of Shower rooms for community	No	7	7	100
	Construction of latrine blocks for students	No of blocks	10	7	70
	<b>Hygiene Education</b>				
	Community sensitization & training on hygiene and sanitation	No HH	1000	2043	204
	School community sensitization		3219	5687	177
	Training of hygiene and sanitation education communicators	No	315	353	120
	Establish health and environmental clubs in schools	No clubs	5	5	100
	Train Health & envt club members	No		65	
	TOT Training on participatory hygiene and sanitation transformation (PHAST)	No	30	41	137
	TOT Training on community led total sanitation	No	32	39	122
<b>2</b>	<b>Support FMOs in value chain &amp; integration of ICT</b>				
	Support construction of stores, & office for FMO union	No	1	1	100
	Provide office furniture and equipment for union	No	1	1	100
	Provide working capital for FMO union	No	1	1	100
	Reward best performing FMOs	No	3	0	0
	Training of FMO leaders/committees on business management, leadership, marketing , value chains, etc	No	144	248	172
	Training of FMO union staff & board members	No	3	13	430
	Train line office staff	No	5	16	320
	Facilitate exchange visits and FMO days events	event	1	1	100
	Organize value chain development meetings with chain actors	event	2	1	50
	Introduce new high value crops for FMO members	FMOs	17	17	100
	Skill transfer on improved agronomic practices	Farmers	170	92	54
	Support and initiate rural service providers	No	1	0	0
	Support local agro processors	No	1	0	0



	<b>ICT:</b>				
	Provide ICT equipments to selected FMOs & Union	FMOs	10	10	100
	Training on basic computer skill, SMS texting and other ICT tools for FMO's leaders	No	50	40	80
	Market information management (data storage, processing , filling etc)	No	30	0	0
	Training FMO union staff on ICT application for communication and development	No	5	5	100
<b>3</b>	<b>Food security and Livelihood</b>				
	<i>i. Small ruminant fattening &amp; marketing</i>				
	Organize women beneficiaries into self help groups	groups	12	11	92
	Train women groups in small business management and entrepreneurship skills	No	180	88	49
	Training of farmers (on zero grazing and improved management of small ruminants, business management skill, book keeping)	No	200	206	103
	Training of village level development agents	No	10	13	130
	Purchase and distribution of small ruminants (sheep and goats)	No of shoats	540	494	91.5
	Support homestead forage & multipurpose trees development	farmers	180	180	100
	Provide access to seeds of fodder plants	farmers	180	180	100
	Provide training on feed preparation	farmers	180	213	118
	Facilitation of experience exchange among farm households	farmers	232	133	57
	<i>ii. Support vegetable production</i>				
	Organize practical skill training on vegetable production	No of HHs	270	368	136
	Organize training on family drip irrigation technology	No of HHs	23	23	100
	Provision of vegetable seeds	No of HHs	270	286	106
	Demonstration of food preparation from vegetable crops	No of HHs	270	249	92
	<i>iii. Improving livelihoods of women</i>				
	Community mobilization and identification of target women	No	500	427	85
	Facilitate Organization of women into self help groups (SHG)	No of SHG	38	28	74
	Provide them with Register books and other stationeries	SHG	30	20	67
	Provide training to target women on management, saving and credit, leadership and enterprueneral skill	No	490	421	86
	Facilitate linkage of the self help groups with technical and financial service providers	SHG	37	15	41
	Provision of seed money/sheep for women group members to start business	No	200	132	66
	Provide training to women groups on sheep production and management	No	200	132	66
	Experience sharing with the other SHGs	SHG	30	0	
<b>4</b>	<b>Environmental Protection</b>				
	Awareness raising training and sensitization	No of HHs	400	376	94
	Raising and distributing multipurpose tree seedlings and fruit trees to the beneficiary from a nursery center	No	100,000	86,600	86.6

	Support beneficiaries in construction of physical conservation structures/chekdam/	Meters	6000	7000	117
<b>5</b>	<b>Zero grazing &amp; improved heifer production</b>				
	Training of experts and DAs	No	30	38	127
	Training of farmers (on zero grazing and improved heifer management, business management skill, book keeping)	farmers	850	862	101
	Support homestead forage & multipurpose trees development	farmers	850	1040	122
	Raise and distribute various multipurpose tree seedlings such as fodder trees	No	60,000	76,000	127
	Provide access to seeds of fodder plants	farmers	850	532	62.5
	Provide training on feed preparation	farmers	252	487	193
	Facilitation of experience exchange among farmers	farmers	100	149	149
	Training & experience exchange for AI technicians	No			
<b>6</b>	<b>Disaster Risk Management</b>				
	Community mobilization and sensitization	kebele	5	5	100
	undertake soil & water conservation through cash for work	No HHs	400	402	101
	Purchase and provision of potato seed for 400 households	quintals	325	250	77
	Purchase and provision of onion seed	quintals	0.5	66	
	Purchase of goats/sheep for 494 beneficiaries	No	987	867	88
	Purchase of heifers for 250 beneficiaries	No	250	247	99
	Purchase and provision of livestock vaccine and medicines	events	1	1	100
	Training community on improved agricultural practices (vegetable production)	No	100	147	147
	Develop Springs	No	5	5	100
	Rehabilitation of existing springs	No	3	0	0
	Provide training on water and sanitation	No	56	66	118
	Training community water technicians	No	15	10	67
	Community training on DRR	No	120	147	98
	Government relevant sector office staff training	No	18	48	267

## Annex 2. Summary of Plan and Accomplishment as per the format of CSA