ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

ASSESSMENT OF CRITICAL FACTORS OF INBOUND LOGISTICS PERFORMANCE
(THE CASE OF UN-WFP WHITE MAIZE PROCUREMENT UNDER PURCHASE FOR PROGRESS-P4P)

BY

BINIYAM TAMIRU

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ART IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

June 2017
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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

"Assessment of Critical Factors of Inbound Logistics Performance: The Case of UN-WFP White Maize Procurement under Purchase for Progress-P4P"

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DECLARATION

I, the undersigned, declare that this thesis entitled "Assessment of Critical Factors of Inbound Logistics Performance: The Case of UN-WFP White Maize Procurement under Purchase for Progress-P4P" is my original work and has not been presented for degree requirement in any other university, and all the sources used to support this particular study have been appropriately acknowledged.

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DEDICATION

I dedicated this thesis to my father, **Tamiru Arega Beyene**, who had had great interest in seeing the improvement of his children in the way of harvesting knowledge that can build human mind but not lucky enough staying alive and seeing me standing on the new level that is a little forward from the previous.

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Biniyam Tamiru-June 2017

Abstract

The United Nation World Food Program (UN-WFP) implements P4P (Purchase for Progress) program in Ethiopia since 2010. The program mainly procures White Maize from different Farmers Cooperative Unions (FCUs). But, the total average Maize price of those smallholder farmers found a 2% to 11% higher than the price of a MT of Maize from traders. As a result, the WFP divert much of its purchase to traders even if its corporate strategy aimed to save 10% from total purchase value through buying 10% of the quantity from those Smallholders farmers' organizations. So the research aimed to identify the critical inbound logistical factors that can play a significant role for the success of 10% saving by procuring commodity from Smallholder farmer organization at lower price that traders. The researcher used quantitative approach by designing the study in both descriptive and explanatory methods in order to measure the relation of logistics activities with performance of inbound logistic. In order to test the variables, both primary and secondary data were collected. Primary data collected using a survey methods and applying questionnaire as a tool. Responses of 34 were analyzed using Bivariate Ranked correlation test Kendall's tau-b method. On the other hand, the secondary data analyzed using percentage to reveal the practice of Forward Delivery Contract execution. Accordingly, the findings indicated that customer response management activity of logistics play a major role and FCUs are suffered due to lack of clear organizational structure that encourage management to apply their capacity to develop ideas and giving prompt decision to increase competitiveness of the Union with regards to Maize supply to WFP. Also, the commodity has bundle cost that did not add value to the product but affect the competitiveness adversely. Then, a recommendation on the necessity to study FCUs current organizational structure and adopt the change to bring effectiveness was given. Also, the need to revise cost components of Maize recommended together with provision of continuous capacity training for FCUs management particularly on developing strategy & setting performance evaluation model that take in to consideration financial and non-financial part of the business.

Key Words: Competitive advantage, Logistics, Inbound Logistics, Balanced Score Card (BSC), Efficiency

Acronyms & Abbreviations

3PL	Third Party Logistics
ADLI	Agricultural Development Lead to Industrialization
ATA	Agricultural Transformation Agency
BA	Bachelor of Art
BSc	Bachelor of Science
BSC	Balanced Score Card
CAs	Cooperative Agencies
CBE	Commercial Bank of Ethiopia
CUs	Cooperative Unions
ECX	Ethiopian Commodities Exchange
et al	and others
ETB	Ethiopian Birr
FAO	Food and Agriculture Organization of the United Nations
FCA	Free Carrier
FCUs	Farmers' Cooperative Unions
FDCs	Forward Delivery Contracts
FOs	Farmers Organizations
GoE	the Government of Ethiopia
GTP	Growth and Transformation Plan
IPs	Implementing Partners
JIT	Just in Time
LTL	Less truck load
MA	Master of Art
MSc	Master of Science
MT	Metric Tons
n.d	No date of publish given
NGOs	Non-Government Organizations
P4P	Purchase for Progress
PCs	Primary Cooperative Unions
PhD	Doctor of Philosophy
SD	Standard Deviation
SPNNR	South People Nation and Nationalities Region
SPSS	Statistical Package for Social Sciences
TL	Truck load
UK-DFID	Department for International Development of the United Kingdom
USAID	United States Agency for International Development
USD	United States of American Dollar
VMI	Vendor Managed Inventory
WFP	World Food Program
WINGS	**W**FP **I**nformation **N**etwork and **G**lobal **S**ystems

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CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

The report released from the World Food Program (WFP) emphasis the need to make the food production double by 2050 to meet the growing demand as a result of growth of the world's population. The produced food also must enter markets to meet the aim by ensuring it isn't wasted (WFP 2015, P.6). With this regard, countries in the world are taking different measures. The Government of Ethiopia (GoE) understood the severity of the situation and has prioritized agricultural development by extending its core policy (the ADLI - Agricultural Development Led to Industrialization) in to its Growth and Transformation Plan (both GTP I & GTP II). The plan aims on commercialization of agriculture commodities by targeting farmers' cooperatives. The policy is ready to response the country food security and agricultural productivity challenge through commercialization of smallholder agriculture product and creating effective integration of farmers with markets (both domestic and external). Accordingly, the country in its GTP II aims to increase the amount of crop production by smallholder farmers from 270.3 million quintals (in 2014/15) to 406 million quintals by the end of the GTP II period (2019/20) using the main harvest season (National Planning Commission 2016, P.121).

Even if the smallholder farmers makes up 94 % of the crop production in Ethiopia (viewed on 19 December 2016 from http://www.ena.gov.et/en), they are facing deep rooted challenges to reach formal markets to get better prices for their crops. As a result, those smallholder farmers are forced to sell their product after harvest directly from the farm gate straight especially when prices are low. And, they collect very small profit (WFP 2015, P.6). According to HYSTRA Consulting firm report, an estimated 1.5 billion people directly depend on incomes that will be obtained from small farms, and these farms produce nearly 80% of all food consumed in the developing world. But, those smallholder farmers are found the poorest, most food insecure people on the planet and are facing difficulties of accessing markets. The report also indicates that increasing productivity should come together with access to markets (Graf et.al. 2015, PP.4-5).

To create linkage of the world's poorest farmer's production to formal commodity markets, the World Food Program's (WFP) innovative approaches of Purchase for Progress (P4P). The purpose of P4P is to transform smallholder low-income farmers from subsistence farming to business-oriented producers who can deliver surpluses production to different buying entities like private sector buyers, government institutions, and international organizations. The approaches also offered market opportunity by WFP as an incentive for smallholder farmers to encourage farmers' organizations to invest in agricultural productivity by using improved inputs and learning new skills (WFP 2015, P.9). Accomplishing the goal, WFP allocates ten percent of food commodity procurement to be from smallholder low-income farmers. Hence, in 2012 WFP purchased about a half-million metric tons (MT) of food by transferring almost USD 204 million into the local economies from the 20 pilot countries in the world (Krieger 2014, P 01).

P4P supports more smallholder farmers in Ethiopia than in any other country where P4P is implemented. These farmers are organized in Cooperative Unions (CUs). P4P combines together WFP's purchasing power with partners' technical support to strengthen the FCUs management. It is doing building marketing capacities of CUs to provide the CUs with market opportunities to increase production. To end of 2016 WFP bought a total of 154, 284.17 MTs of Maize from Ethiopian farmers through P4P since 2010 that worth a total of 45,013,594.70 USD. Out of the total maize WFP procured through this program; 122, 232.750MTs with a total value of 36,303,242.80 USD was done under Forward Delivery Contracts (FDCs) procurement modality. Actually, FDC performance represent 79% of Maize delivered under P4P with respect to the total Maize procured from P4P sources. Even if there are different procurement contract modalities, the use of Forward Delivery Contracts (FDCs) enabled Ethiopia P4P program successful by creating collaboration between donors, banks, CUs, Non-Government Organizations (NGOs) and the government. These parties are found as a key to the success deliveries of FDC Maize.

Moreover, in 2012 Agricultural Transformation Agency (ATA) formed a group of partners under the name of Maize Alliance. The Alliance will provide support to smallholder farmers' access to WFPs market opportunity, finance from banks, and training in post-harvest handling and aggregation (WFP 2015, P.24). The key partners working for success of P4P as a member of maize alliance includes Agricultural Transformation Agency, Commercial Bank of Ethiopia, Abay Bank, Federal Cooperative Agency, Ministry of Agriculture, ACDI/VOCA, Sasakawa-Africa Association, TechnoServe, Food and Agriculture

Organization of the United Nations (FAO), the department for International Development of the United Kingdom (UK-DFID) and United States Agency for International Development (USAID).

Delivering surplus maize to consumer requires the involvement of different parties. There are different logistical activities compulsory to make the delivery in the place the buyer would like to store. Proper management of the logistics part of a product has great potential to the buying organization in gaining competitive advantages that goes both in terms of cost advantage and a value advantage (Christopher 2007, P.22). Hence, measuring the strength of those logistical activities to score efficient inbound logistics performance are necessary to earn advantages form market opportunity created. Deciding to conduct performance measures of logistics activities helps to make best decision to the long-term benefit of the buying organization (Fredendall & Hill 2001, P.45). So, identifying and giving great care for inbound logistical factors that have strong relation with inbound logistics performance of Maize procured from P4P help to ensure WFP advantage of purchasing from smallholder's farmers (through CUs). In the meantime, the smallholder farmers remain competitive with traders supplying Maize in a better value to buyers than those of traders.

1.2. STATEMENT OF THE PROBLEM

WFP Procurement business plan that derived from the organization corporate plan aims to achieve a minimum of 10 % value saving while procuring a minimum of 10 % food commodities from smallholders out of the total MTs that will be procured annually (viewed on 22 December 2016 from http://go.wfp.org/web/procurement). It is possible to assume that the saving can be created as a result of the 10% purchase from smallholders. A certain quantity of MTs already allocated form the total quantity will be procured in the given period. The saving can be derived from 10% allocated MTs would be procured from the stallholder farmers. The power of allocated MTs to drive saving relates with the sourcing of commodity from producer can create opportunity to save as a result of eliminating those middlemen's who were involved if traders get a chance to supply to WFP. Unlike the smallholders; the procurement of Maize from traders are experienced with participation of different middlemen who fix their own profit margin that will remain be part of the final selling price of the commodity. It is obvious saving happens by abolishing middlemen cost of Maize from smallholders to bring organizational gain of WFP.

In addition to the market opportunity, the smallholder farmers were provided different support that would help them to be competitive by selling their product with relatively low market price in comparison with their competitors. Those supports are including mainly provision of materials for fumigation and building of warehouses (provision of prefabricated warehouse). On contrary, those traders who supply to WFP are not entitled to get any support. And, all commodities traders had supplied was fumigated and in their own warehouse (rented warehouses). They collect the Maize from different part of the country and supply to WFP covering all cost by their own. The selling price of those traders are includes all the things to make the commodity fit with the specification. Also, the specification of the commodity for both (traders and smallholder farmers) was the same (Source: WFP contract for FDC).

But, the prices of those traders were found lower than those smallholder farmers. Unfortunately; the below table depicts the comparison of smallholders purchased average price of Maize against those traders for the last four years. And, we can understand there was a big price deviation that ranges from 2% to 17% increment. It is difficult to WFP to continue buying the commodity higher than the market price. No matter how the aim is to encourage sustaining the provision of the commodity to the market, continuing buying from smallholder famers under such condition is to mean incurring additional cost that can be used to buy additional quantity from traders. Such decision will give bad image to WFP in donors' eyes. And, it is clear that WFP cannot attaining the aim of eliminating famine by encouraging productivity and feed those hungers buying foods commodities from smallholder farmers with higher price than the market price rather than using purchase of Maize from smallholder farmers as a source to achieve the expected 10% saving. All food commodities should be procured at the lowest possible price (Source: WFP Food Procurement manual).

Table 1.1. Comparison of average prices

Procurement Year		**2013**	**2014**	**2015**	**2016**
Average Price USD/MT	Trader	353.37	311.27	267.58	270.94
	P4P(FDC)	362.26	332.64	312.87	302.92
% price difference of the two sources		**2.50**	**6.86**	**16.92**	**11.8**

Source: WFP procurement data extracted from WINGS

Porter (1985, P.11) has explained that low cost can be as a means of creating competitive advantage of a firm, and the weakness and strength of a firm is a result of its cost function. Only well managed cost can be

a cause to drive a competitive advantage for a firm. The selling price of the smallholder farmers has proved that the activities in the provision of Maize to WFP didn't done well. Those activities are fall under inbound logistics. A cost of a product is the major price element and it is wise to manage the cost to make the price of the product competitive. Logistics as a major activity in provision of a product to the place where it needed, its cost implies on the cost of the product significantly. So, WFP should follow all steps back to the source of the Maize to identify the reason that makes the price of Maize from smallholder farmers to rise. Unless, it is impossible to see the role of P4P in famine eradication in the upcoming food shortage while serving a means of saving for WFP.

The 2014 edition of the International Logistics Performance Index has put Ethiopia 104 level and one of the top 10 low-income countries performers of logistics in the world. Actually, those high-income countries dominate the top 10 rankings in the performance of world logistics. The report clearly indicates that improving logistics performance is a core for the economic growth and competitiveness agenda of a country. Furthermore; seamless and sustainable logistics mentioned as an engine for economic growth which originated from trade and integration of value chains. In line with this, the report underlined that inefficient logistics raises the costs of trading and reduces the potential for integration between buyers and sellers. Adding more on this, the finding of the report states inefficient logistics can be a burden for developing countries like Ethiopia that is trying to compete in the global marketplace by exporting commodities of its agricultural products (Arvis et al., 2014).

1.3. RESEARCH QUESTION

- Which factors of logistics activities can play a significant role in the delivery of Maize to WFP?
- Why those determinant factors couldn't drive competiveness to the Farmers Cooperative Unions yet?
- What kind of internal capacity problem (warehouse, transportation and its location) made the price of those Farmers Cooperative Unions to lack its competitiveness?
- Which WFP capacity problem (assigning of trucks, allocation of inspectors' and provision of warehouse space) caused Farmers Cooperative Unions price to increase?

1.4. RESEARCH OBJECTIVES

General Objective: the study aims to identify the major logistical activity factors that challenged the WFP White Maize procurement under P4P program not to be efficient (competitive) and recommend ways of improving to execute the process effectively.

Specific Objectives: this study has believed to attain the following objectives specifically;

- To identify the most influential logistical factors for the success smallholders Maize delivery under Forward Delivery Contract to remain competitive.
- To reveal logistical challenges buyer (WFP) and seller (Farmers Cooperative Unions) were facing in execution of FDC delivery but kept hidden and needs attention of other party.
- To check importance of costs those were added to the selling price of Maize in the process of managing FDC Maize purchase contract.
- To underline strategic importance logistical activities to earn competitive advantage of business in delivering Maize to WFP.

1.5. SIGNIFICANCE OF THE STUDY

Conducting the research created the researcher a chance to exercise what has been gathered so far in the area of logistics and business research. The findings expect to help creating understanding for those who read on inbound logistics as one of the major activities challenge organization performance not succeed. The finding of the research also can be a base for further study and a reference. Moreover, conducting the study on P4P inbound logistics core activities gave a chance to identify the gap that should be corrected.

1.6. SCOPE OF THE STUDY

The study examined the strength of inbound logistics factors on performance of delivery by using two years' data of Maize WFP procured through FDC. But, those WFP procurement data in relation to Ethiopian Commodity Exchange (ECX) and Ethio Agri-Ceft not considered due to the type of business the firm engaged is differ from the rest of the group and the firm engaged in a commercial farm respectively. Moreover, even if the Ethiopia's FOs are organized into three different tier of cooperative system (that is comprised of village-level Primary Cooperatives (PCs), district-level Farmers' Cooperative Unions (FCUs) and top-tier regional Federations that support the cooperative systems) and the study focused only

identifying critical inbound logistics factors with relation to FCUs performance.

1.7. LIMITATION OF THE STUDY

Time constraint pushed the researcher to relay only on secondary data found in WFP. The finding of the research might be differing from the current one if those data found in FCUs, different IPs, transportation service providers, banks and other stakeholders had been used. The researcher also believed it would be great to consider the detail work flow from the FCUs side including all actors involved in the delivery of Maize directly or indirectly (including Primary Cooperatives-PCs). First, this helps the study to cover all parameters those FCUs deal with in the process of supply the Maize. Second, the detail support (those IPs and other members of the supply chain) had made towards FCUs for the capacity building like in the form of training would be covered. Lastly, researcher used email as sole methods to communicate respondents once they are found in different parts of the country. Intermittent internet connection in the country made a number of respondents particularly from FCUs could not reflect their view. The researcher believed the participation of those Unions in the study could create a better strength for the study outcome.

1.8. DEFINITION OF TERMS

ADLI (Agricultural Development Led to Industrialization): it is the GoE strategy that aims to bring growth and development of the country using agriculture development as an important vehicle for industrialization by providing raw material, a market base, surplus labor and capital accumulation (Amdissa 2006, P.15)

ACDI/VOCA: It is a US based an International NGO working in Ethiopia to achieve a mission of bringing fosters broad-based economic growth, raises living standards, and creates vibrant communities (viewed on 02 January 2017 from **www.acdivoca.org**)

ATA (Agricultural Transformation Agency): the government body funded by Bill & Melinda Gates Foundation to enhance the capacity of key stakeholders to achieve agricultural transformation. The Agency strives to introduce new technologies and approaches that can address systemic bottlenecks & catalyze transformation of the sector. And, also it plays a catalytic role to support partners to effectively execute agreed upon solutions (many of which may not be new) in a coordinated manner (viewed on 27 December 2016 from http://www.ata.gov.et).

CAs (Cooperative Agencies): It is the body of GoE that is found under the supervision of Ministry of agriculture and mandated for the issuance of policy and procedures in relation with Cooperative Unions. The structure will go to the Regional level, Zonal and Wereda level that are extended from the Federal.

CBE (Commercial Bank of Ethiopia): state owned commercial bank in the GoE which established in 1942 and has changed its formation as a share company in 1963. The bank is one of commercial bank playing a catalytic role in the economic progress & development (viewed on 02 January 2017 from http://www.combanketh.et)

ECX (Ethiopian Commodities Exchange): it is a government entity established to serve as a market platform as a commodity exchange market for different commodities by connecting all buyers and sellers in an efficient, reliable, and transparent market and by harnessing innovation and technology that is committed for excellence to transform the country economy becoming global commodity market (viewed on 26 December 2016 from www.ecx.com.et).

EGTE (Ethiopian Grain Trade Enterprise): state owned business enterprise that is responsible to create market opportunities to farmers and developmental investors through stabilizing markets for both producers and consumers and help the country to generate foreign currency from exporting agricultural products. EGTE changes its name to ETBC-Grain and Coffee Trading Business Unit currently whereas ETBC stands for Ethiopian Trade and Business Corporation (viewed on 26 December 2016 from www.egte-ethiopia.com).

et al.: a Latin phrase with the meaning of and others ('et al.' is used as an abbreviation of `et alii' (masculine plural) or `et aliae' (feminine plural) or `et alia' (neuter plural) when referring to a number of people) (viewed on 27 December 2016 from http://www.thefreedictionary.com).

FAO (Food and Agriculture Organization): it is the United Nation body that focus on food production and agriculture, reflecting its specialization assisting in prevention of disaster-related emergencies, providing early warnings of food emergencies and helping in rehabilitation of food production system by assessing the needs, providing agricultural inputs and technical assistance for the planning and management of sustainable recovery and rehabilitation of rural productions systems(viewed on 29 December 2016 from www.fao.org**).**

FCA (Free Carrier): "Free Carrier" means that the seller delivers the goods to the carrier or another person nominated by the buyer at the seller's premises or another named place. The seller has no obligation to the buyer to make a contract of carriage. However, if requested by the buyer or if it is commercial

practice and the buyer does not give an instruction to the contrary in due time, the seller may contract for carriage on usual terms at the buyer's risk and expense. In either case, the seller may decline to make the contract of carriage and, if it does, shall promptly notify the buyer. The seller has no obligation to the buyer to make a contract of insurance. However, the seller must provide the buyer, at the buyer's request, risk, and expense (if any), with information that the buyer needs for obtaining insurance. The seller must deliver the goods to the carrier or another person nominated by the buyer at the agreed point, if any, at the named place on the agreed date or within the agreed period. Delivery is considered as completed if the named place is the seller's premises, when the goods have been loaded on the means of transport provided by the buyer or in any other case, when the goods are placed at the disposal of the carrier or another person nominated by the buyer on the seller's means of transport ready for unloading (International Chamber of Commerce 2010, PP.23-25).

FCUs (Farmers' Cooperative Unions): is one type of FOs which is higher level of PCs. A number of PCs form a union in under the directive of cooperative agency of Ethiopia. It is responsible to aggregate commodities from PCs of its member (Krieger 2014, P 01). In this paper CUs and FCUs are used interchangeably.

FDCs (Forward delivery contracts): a means of avoiding risk of supply by entering a contract with supplier to supply in future time. Forward buying defined as the commitment of purchasing by anticipating future requirements beyond current lead time. The system is entertaining two major uncertainties. The requirement growth and the price concern are the uncertainties created due to time difference between procurement commitment and actual purchase. Forward buying by itself involves some kind of unavoidable risk. If the forward buying is ordinary the purchase relates with actually known requirement (no fluctuation of requirement) then, the controlling factor to be need. Another risk is related with price increase with lead-time grow. But, the main reason to commit forward buying is assurance of supply to meet the requirement as a result price becomes secondarily (Lenders, Fearson, England 1988, P.327).

FOs (Farmers Organizations): a volunteer association of farmers in the Federal Democratic Republic of Ethiopia for the sake of its member benefits.

GoE (Government of Ethiopia): the sovereign government state of the Federal Democratic Republic of Ethiopia.

GTP (Growth and Transformation Plan): The GoE has issued the strategic plan to drive development in Ethiopia in two different phases. The first phase, that the GTP I; covers 2010/11-2014/15 whereas the

second one, that is GTP II; covers the period of 2015/16-2019/20 (National Planning Commission, 2016).

IPs (implementing Partners): those different government and NGOs exert their effort for the accomplishment of the same goal directly or indirectly.

Maize Alliance: The formation of different IPs that are stakeholders for the productivity and marketability of White Maize in Ethiopia.

Ministry of Agriculture: one of a government higher entity for the GoE which is responsible for bringing development and growth for the country by assuring the existence of market led agriculture that can make the society beneficial (viewed on 27 December 2016 from http://www.moa.gov.et).

MTs (Metric Tons): a standard unit that represents a mass weight of equivalent to 1000 kilograms (which is equal to 10 quintals) (viewed on 27 December 2016 from http://www.thefreedictionary.com).

NGOs (Non-Governmental Organizations): Non for profit organization established to give service under the GoE proclamation No. 621/2009 of the Charities and Societies Law and registered as Charities by Charities and Societies Agency to perform those charitable activities as a Civil Society Organization. NGOs can be either local or international (Taskforce on Enabling Environment for Civil Society in Ethiopia, 2011).

PCs (Primary Cooperative Unions): A type of FOs and the first level of farmers' organization in Ethiopia. It is the lowest tier of the cooperative system along the organization (Krieger 2014, P 01).

P4P (Purchase for Progress): a program initiated by WFP to connect smallholder farmers to markets, giving them an opportunity to grow their business and improve their lives and those of their entire communities. Investing in smallholder agriculture strength rural economies, build effective market by increasing food security nutrition. WFP believes that by empowering smallholder farmers to become competitive actors in global food system is crucial to achieve the Sustainable Development Goal (SDGs) and Zero Hunger (eliminating of all kinds of malnutrition)(wfp.org/purchase-progress).

Regional Federations: the top tier of cooperative system based on its organization and responsible to support the cooperative system in different ways but do not typically aggregate or sell commodities (Krieger 2014, P 01).

Sasakawa Africa Association: The SG 2000-Ethiopia is an International NGO working in Ethiopia with its main objective of effective transfer of locally and externally available improved food production technologies appropriate to local farm-level circumstances. The goal was to increase production and productivity and help achieve food security and increase farmer incomes (viewed on 02 January 2017 from

http://www.saa-safe.org).

TechnoServe: TechnoServe is a registered international NGO working in Ethiopia that aims in harnessing the power of the private sector to help people lift themselves out of poverty. It uses creating a linking people to information, capital and markets to create lasting prosperity for their families and communities. TechnoServe believes in the power of private enterprise to transform lives of the poor (viewed on 02 January 2017 from http://www.technoserve.org).

UK-DFID (United Kingdom Department for International Development): It is a UK ministerial department works to end extreme poverty. It is devoted to tackling the global challenges including poverty and disease, mass migration, insecurity and conflict. It works in building a safer, healthier, more prosperous world for people in developing countries and in the UK too (viewed on 27 December 2016 from https://www.gov.uk/government/organisations).

USD (United States of America Dollar): also abbreviated US$ and can also be referred as the dollar, US dollar, or American dollar. It is the official currency of the United States of America and its insular territory. It is the currency used in international transactions and is the world's primary reserve currency (viewed on 29 December 2016 from http://en.m.wikipedia.org).

USAID (United States Agency for International Development): it is the body of the USA aims ending extreme poverty and promoting the development of resilient, democratic societies that are able to realize their potential by enabling inclusive, sustainable growth; promoting free, peaceful, and self-reliant societies with effective, legitimate governments; building human capital and creating social safety nets that reach the poorest and most vulnerable (viewed on 27 December 2016 from https://www.usaid.gov).

WFP (World Food Program): It is the food aid arm of the United Nation system that uses food aid as an instrument to promote food security that oriented towards the eradication of hunger and poverty (which ends food aid ultimately) from the world(viewed on 22 December 2016 from www.wfp.org).

WINGS (WFP **I**nformation **N**etwork and **G**lobal **S**ystems**):** is a tailored Enterprise Resource Planning (ERP) system that represents a number of integrated systems with the SAP. WINGS is used to manage the many facets of WFP's business, including program/project planning and implementation, procurement, logistics, finance, travel and human resources (viewed on 05 January 2017 from http://go.wfp.org).

1.9. ORGANIZATION OF THE STUDY

The report organized in the following manner. Chapter one tried to introduce the problem statement, research questions by mentioning the study objectives and the rationale of doing this study together with the study limitation mainly.

Chapter two examines literatures in the area of inbound logistics performance. At the end, there is a summary of literature in comparison the theoretical with empirical to draw the framework of the study.

Chapter three dealt with explaining of research methodology, sample size taken for the study, data sources and types including data collection mechanism. In this chapter, analysis methods and interpretation ways are given. Finally, the chapter put ethical boundary used in the research.

Chapter four explained the findings of the data analysis and enough discussion are given. In the last chapter (Chapter five), the summary of the findings is given and the conclusion and recommendations on the way to improve the performance are given. And, finally the researcher gave his view on future research direction.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. THEORETICAL LITERATURE

A firm that would like to bring change in its business success direction must examine its decisions that were made over the past years. The ability of a firm to obtain a competitive advantage determined by the decisions it is making. The success of every business not related with anything else rather than the proper decision taking wisdom.

The decision types a firm does mainly focus about its structural and its infrastructure. A firm that makes these decisions in agreement with its strategic business plan creates capabilities that allow the firm to compete in the market place. Firms are making four types of decision with regards to structural decisions. These are the decisions about capacity, facilities, technology, and vertical integration. These are found to be the most difficult and expensive to change. The second four types of decisions are referred to be part of the infrastructure decisions. These include decisions about the workforce, quality, production planning/materials control, and the organization structure. These eight decisions focus on providing the competitive priorities that will be needed firms to fulfill the strategy to achieve competitive advantages over their competitors in a coherent manner (Fredendall & Hill 2001, PP. 18-23). But, it is obvious that in the contemporary business world no matter how a firm found well efficient in the above eight decisions the process of harvesting competitive advantages depends on the efficiency of decision making of those partnering firms.

2.1.1. COMPETITIVE ADVANTAGE OF A FIRM

Business firms are facing a challenge from market in which they compete that requires a wise move to stay. The strong competition is making firms to think twice. The traditional ways of doing business and running a company cannot apply in an environment there is a stiff competition. Nobody can give guarantee that companies stay safe under the business environment there is stiff competition without adaptation of current business culture in the world full of change. Firms should remain vigilant to ensure safety of their positioning in a market place, which is as a strategic position.

The two generic competitive strategies, lower cost and differentiation; make firms to examine a range of product varieties to produce, the distribution channels the company use, different types of buyers, the geographic locations where company sells its products, and the industries in which it will compete (Wheelen & Hunger 2012, P.185). Organization ability to differentiate itself from its competitors and operates at a lower cost can be a source for competitive advantage to earn greater profit. Sustainable and defensible competitive advantage is derived from either a cost advantage or a value advantage or both (Christopher 2005, P.6). These two generic competitive strategies are usually broken into four categories. These are low cost, flexibility, delivery, and quality. A firm may have a competitive advantage in just one of these areas, or in a bundle of them or in all of these areas. It is obvious a firm that is superior in all of these areas will be a much tougher competitor in the market than from those who has an advantage in only one area (Fredendall & Hill 2001, PP18-23).

Firms use these markets strategy by combining and by understanding its resources. Business firms gain competitive advantage as a result of its ability to generate more value than its competitors (Rossignoli & Ricciardi 2015, P.65). Only the strategy that firms formulate makes them to gain competitive advantage at some point in value chain (Quayle 2006, P.12). Value chain is the ability of resources to drive competitive advantage (Porter, 1985). Such ability can be seen in the relationship process of satisfying organizations needs and resources required to meet those needs (Venkataraman and Pinto 2008, P.163). Differences among competitor value chains are a key source of competitive advantage (Wheelen & Hunger 2012, P.146). Value chain aims to accomplish competitive advantage through adding values of products for customers' satisfaction. It also helps companies to understand how can create and deliver most critical value to customer and their activities.

In exercising value chain, firms disaggregate their strategically relevant activities to understand behavior of costs and existing potential sources of differentiation (Christopher 2005, P.13). Then, it can possible to gain competitive advantage by performing these strategically important activities more cheaply or better than its competitors. Those strategically important value chain activities of a firm are categorized as primary activities (that includes inbound logistics, operations, outbound logistics, marketing and sales, and service) and as support activities (includes infrastructure, human resource management, technology development and procurement). These activities should be integrated across a firm function to drive

competitive advantage in a way that the firm organize and perform these activities within the value chain. If the amount of resources a firm used to execute these activities are few, the higher the satisfaction will be there and this implies the value customer earn is the greater. It is true that resources determine the amount and types of value any firm can generate (Venkataraman and Pinto 2008, P.118).

Firms can survive if they are capable of remaining agile and adaptive by developing dynamic competencies using their resource innovatively. Resources capabilities are the heart of the competitive advantage. The capabilities should focus on the importance of inter-organizational networks to allow agility (P.68). It is necessary to discover resources capabilities that will take a firm into a competitive advantage. These capabilities are able to drive competencies. The value provided by the resource enables the firm to achieve its strategic goal. The capabilities that can be a source of competitive advantage categorized as regulatory, positional, functional, or cultural nature. The first two groups are asset-based, whereas the last two are competence-based (Enders 2004, P.32).

A firm usually holds a bundle of resource and can use as a base for competitive advantage. But all resources in the organization cannot drive competitive advantage. Organization should separate resources that are critical to render competitive advantages. It is also possible to classify resources as financial resources, physical resources, human resources, technological resources, reputation, and organizational resources. Firm internal resources are including information, knowledge, land, labor and capital (Lowson 2002, P.42). Customer networks, brands, plants and equipment's are also part of firm resources (Sandner 2009, P.35). Specifically, the location of a plant, human (in terms of the number of employees, their skills, and motivation), technology (patents and copyrights) and goodwill's are quoted as firm resources (Wheelen & Hunger 2012, P.138). Actually, resources are categorized by their nature as tangible and intangible assets. Of course, it is the most difficult to define intangible resources but includes intellectual property, trade secrets, contracts and licenses, data bases, information, networks, know-how of stakeholders, reputation, and culture. And, also it is difficult to relate an organization true value if an organizational success tied to intangible assets like intellectual property, brands and skills, and customer franchises (Axson 2010, P.16).

2.1.2. LOGISTICS MANAGEMENT

Logistics according to Donald Waters, is defined as a function that is responsible for the flow of materials from suppliers into an organization through operations within the organization, and then out flow to customers. The flow from suppliers in to an organization is inbound (inward) logistics whereas flow out to customers is outbound (outward) logistics and flow within the organization defined as materials management (2003, PP.5-6). Outbound logistics links focal firm and it's downstream (sell side) customers (Harrison and Hoek 2008, P.10). It is the responsibility of logistics to manage information flow about the materials. Logistics is a composition of the following five activities: customer response, inventory planning and management, supply (sourcing), transportation and warehousing (Matiwos 2015, P.53). Logistics activities are defined in different ways depending on the understanding of explanation of different scholars. But, logistics is a key competitive factors that can be seen as strategic one even more than the operational in today's business world that has a great deal of power to affect the service levels, costs and profitability of a firm (Altekar 2005, P.220). Logistics as a part of a firm's corporate strategy, firms usually used it to drive advantage.

The decisions about logistics are classified as strategic, tactical, and operational. Operational decisions are concerning about vehicle loading or dispatching, shipment, and warehouse routines. Tactical decisions are concerned about production planning, transportation planning, and resource planning. Strategic decisions are usually made to optimize capital reduction, cost reduction (the total cost of transportation and storage) and service-level improvement (customer satisfaction and order cycle time). All the three types of logistical decision will be implemented in the process of managing logistics activities (Farahani, Rezapour and Kardar 2011, PP.46-47).

Logistics strategic decision is giving most emphasis concerning about cost, customer service, timing, quality, product flexibility, volume flexibility, technology and location. Cost issues of a firm arise to get advantage by minimizing their logistics costs. This leads a firm to higher profits and lower prices for customers. Customer service of logistics that includes controls stock levels, delivery times, speed of response, and other measures of customer service. A firm can get a long-term competitive advantage by managing customer service properly. Timing is a logistics strategy that deals to guarantees fast deliveries of customer demand. Timing ensures rapid supply (delivering) of a product at the time specified by a

customer. Quality is another consideration of logistics strategy. It is the process of delivering quality in all products. In a similar manner, volume of a product sometimes required to be flexible. But, volume flexibility allows a firm to respond quickly for a changing level of demand. Technology is one of a means to drive logistics strategy by developing and using the latest technologies. Finally, location where customers are located can drive strategic advantage (Waters 2003, PP.64-65).

2.1.3. INBOUND LOGISTICS

Inbound logistics defined as part of the integrated logistics system that dealt with the process of anticipating customer needs and wants; acquiring the capital, materials, people, technologies and information necessary to meet those needs and wants. It deals with links between the focal firm and its upstream (buy side) suppliers (Harrison and Hoek 2008, P.10). Inbound logistics is sustained by the execution of the five logistics activities mentioned above. Even if these activities are interwoven by their nature, communications and information mentioned as vital to inbound logistics once they are relevant to logistics planning and decision making (Bloomberg, LeMay & Hanna 2003, PP.47-50).

Fernie & Sparks advised the necessity of focusing on cost reduction in inbound logistics. The reduction can be obtained from separating out the cost of transportation from the purchase price of the product, and it allows direct control and analysis inbound freight. The action has believed achieving efficient flows (2004, P.116). Even if the overall logistics process can be divided into three segments: inbound logistics, intra-facility logistics and outbound logistics, inbound logistics should get enough attention to excel on logistics cost reduction. Well managed transportation system serves as a source of efficient inbound logistics once transportation is the largest component of logistics cost that covers 40% of logistics cost (Kasilingam 1998, P.8).

Bowersox, Closs & Cooper stated procurement as part of inbound logistics activities which is concerned with purchasing and arranging inbound movement of materials from suppliers to warehouses. Several activities or tasks are required to facilitate an orderly flow of materials inward that includes sourcing, order placement and expediting, transportation, and receiving. This facet of procurement is referred to as inbound logistics once the typical goal in procurement is to focus on achieving inbound logistics at the lowest cost (2002, PP. 45-61). According to Liu (2012, P.6) fulfillment of order contracts for supplies and

goods included supply provision, inventory control, manufacturing, and delivery of orders. Procurement is undertaken in inbound logistics and the regular measures of inbound logistics include pricing, on-time supply, and quality of supply.

2.1.3.1. CUSTOMER RESPONSE MANAGEMENT

A satisfied customer is a base for sustainable market. Firms should manage customer's satisfaction and customer response properly. Planning on the satisfaction and response for customers should be firm's day to day business scenarios. If firms want to assure the continuity of business, it should give great deal of concern on how to manage customer response and satisfaction.

Actually, those things that are making a problem to happen with regards to customer response and satisfaction fall either of human error, lack of discipline and system failure. At initial stage the problem revealed giving a symptom of lack of quality and product tractability. Fulfilling customer expectation may also be affected by location decision and handling of demand change of customers. All these factors have its own implication on cost of a firm. The cost is associated with problems of inventory, accuracy of inventory, storage, surplus and shortage.

Customer satisfaction and response planning identifies possible areas for corrective action and limits the recall of affected products. The system benefits both firms (buyer and seller). First, it avoids product recalls and makes it simpler when affected product with quality problem identified. Second, it will be possible to track order status. It helps a firm when a customer change order and to know financial viability, check the status of the order and decide on the supply orders. Lastly, product traceability allows reverse logistics visibility to suppliers. Well-established customer response system facilitates supplier visibility when there are parts failures allowing suppliers to become active participants in failure reviewing and process improvement (Hirata, n.d.).

Effective customer management will find answers for challenges that can create supply disruption. Identifying current and most potential customer including level of value they expect currently is the prior one. Identifying the cost to increase quality and service levels to respond within acceptable trade-offs in price, quality, and service comes next. Then, it is necessary to know the level of quality and service value

being offered by competitors in the market place. The presence of effective customer management will have the feature that benefits all.

The features includes leverage information that can generate truly integrated order fulfillment capabilities in any circumstance; improve inbound and outbound inventory visibility by reducing inventory costs, obsolescence, and cycle times; expanding outsourcing capabilities to focus on internal core competencies; gaining a better performance in the business; developing business relationships and accelerate the flow of information and product; adapting change of business conditions and develop individual capabilities to response customer demand (Ross 2004, PP.420-447). It is obvious that effective customer relation and response link with internal capability of a firm that going to be a base for building competitive advantage after positioning in a strategic place safely.

2.1.3.2. INVENTORY PLANNING AND MANAGEMENT

Holding inventory to optimal level may cause for creation of supply disruptions. As a result, firms would like to build inventory levels beyond the required for safety purpose usually. The extra inventory incurs costs that may not desirable by managers. The increase in cost of inventory may prevent the cost that would happen as a result of disruption. Therefore, there should be a trade-off between the cost resulting from disruptions and the cost resulting from the protection (Gurnani, Mehrotra & Ray 2012, P. 115).

In order to keep customers' response efficient and customer satisfaction high, inventory should be kept. Holding stock for inventory requires investment of large capital. Any decisions about stock have direct relation to support the business and logistics strategies. Logistics strategy focuses on low costs to make stock holdings as efficient as possible. Stocks have a clear strategic impact on a firm influencing long-term options. But the strategic role of stocks has a clear effect on the organization's profit, margins, return on assets, and other financial measures of performance, measures of customer service, such as lead time, availability, perceived product value and reliability (Waters 2003, PP.31-59).

Inventories along the supply channel are going to be a challenging issue that requires meaningful responses from members of the channel. In the process of responding the challenges, those issues that have a power to create problems should be examined. Integration among channel members is one of the issues in

building inventory. In the process of achieving strategic and tactical integration, the supply channel will face the most difficult challenges. The other challenges are flexibility, effective inventories management and agile processes to add value to the product that flow through the network. Actually, flexibility aim to achieve reducing the size of the pipeline, eliminating channel bottlenecks, shrinking production and distribution lot sizes, building to customer order, and increasing postponement strategies. Unless the system increase flexibility, it is impossible to achieve the goal. Provision of lower costs of inventory is another issue that requires attention. Acting as a single supply pipeline is possible along the channel by avoiding unnecessary buffers and cost related throughout the network that can give advantage. Another consideration is time-based competition that arises due to long lead time required to get the right product in the right place and may lead slower response to customer requirements. Poor delivery speed not only affect customer satisfaction also increases costs and lack of responsiveness risks that adversely affect competitiveness. Another challenge will be telescoping the supply pipeline. Short pipeline is more recommended to bring competitiveness once the length of the supply pipeline has its own effect on inventory size. The longer the networks length, the higher the transit times and buffer inventories. The last consideration will be channel performance measurements. It is found necessary to set metrics to measure performance of each channel that supply customer demand (PP.259-261).

It is necessary to make proper decisions on optimal replenishment system for disruptions that depends on cost structure and demand process. Optimization of inventory is more difficult for multi-echelon systems. Inventory is one of strategies firms use to mitigate disruptions. It is the most appropriate strategy for a given system depends both on the nature of disruptions and on the objectives of the firm. So firms are advised to use inventory as a strategy for frequent-short disruptions than rare but with long disruption. If rare-long disruption happens, firms are recommended to use other mitigation strategies such as dual sourcing (Gurnani, Mehrotra & Ray 2012, P. 136).

2.1.3.3. SOURCING MANAGEMENT

Effective sourcing found to be a core of competitive inbound logistics. It can happen if only relationship between buyer and seller changed to determine the real value-add component of purchasing that go beyond the issue about price and quality of goods. If the relation moved to the new concept and set a business practices can be termed as supplier relationship management. Its aim is to activate the real-time

synchronization of inventory and service requirements of buyers with the supply capabilities of channel partners. It will achieve its goal when it actualizes a customized, unique customer buying experience at the same time pursuing cost reduction and bring continuous improvement on performance.

The supplier relationship management requires the realization of key components to attain its aim. First, companies must start to look for strategic sourcing. As a result, it will be possible cost savings, to increase process efficiencies, to reduce cycle times, channel inventory minimization, and increased process optimization. These can be collected due to a closer matching of channel demand with network capabilities and resources. Secondly, the procurement process has always been driven by technology to facilitate the communication of requirements, negotiation of quality, pricing, and delivery, and accounts payable processes. The third component is the activation of procurement infrastructures linked directly to the customer (Ross 2011, PP.25-26).

Procurement like other process needs innovation that keeps it to be a competitive tool. The way to strategic procurement needs learning and communication. These two serve as a base emerging of trust and commitment. Those who developed such potential are able to form an interacted self-managed team. Such kind of team is the one that take initiation to innovate ideas to stay competitive using procurement as a tool. On contrary, organization environment may destroy trust and commitment which is already built (Walker and Hampson, 2003).

2.1.3.4. TRANSPORTATION MANAGEMENT

Transportation is one of the significant factors for the success of logistics. It is one of a determinant to organization integration and efficiency. As a result, transportation's is playing role of critical to logistics and can be seen as the glue that holds channel members together (Coyle, Novack, Gibson and Bardi, 2011). Transportation plays a competitive strategy for a business in consideration of the target customer's needs in the way to fulfill very high level customer demand in a responsiveness manner. If the competitive strategy a firm use is price, then the company can use transportation earning the advantage by reducing the cost. Firms usual use inventory and transportation to increase responsiveness or efficiency (Chopra and Meindl 2007, P.53).

The demand for freight transportation is usually dependent upon the demand for a product in another location. The derived demand of freight transportation is not affected by transport carrier actions. The service demands relate to the costs of the transportation service provided. The transportation service characteristics of freight include transit time, reliability, accessibility, capability, and security (Coyle, Novack, Gibson and Bardi, 2011).

Transportation is one of the logistics activities with full of risk. Many transportation risks are created by poor execution of day-to-day operations. Ineffective decision making, employee errors, and basic glitches cause temporary disruptions of freight flows. Such risks will lead to have supply interruptions that bring transportation operations to stop. The nature of the risk may vary but includes product pilferage, product contamination, and delivery delay. Other risks are out of the company's control, though it is important to recognize their potential impact. Common delivery schedule disruptors include congestion, poor weather, and equipment malfunction. Some problems are found outside of the carrier control, which includes carrier bankruptcy, labor disruptions and capacity shortages (during peak economic growth, transportation capacity is stretched to the point that carriers are often unable to provide enough equipment and operators to service all demand) according to Coyle, Novack, Gibson and Bardi (2011, PP.292-300).

Transportation like inspection is a non-value-added item to the cost of the product but share the biggest logistics cost. Unfortunately, these costs are unavoidable due to that materials have to be moved. Storage, handling and movement are the one should be added to the cost of the product, not to the value of the product. The main factors to be taken into in consideration in transport decisions are: transport mode selection, trucking routing and delivery planning. After the selection of the mode, the planning will be repetitive journeys between known locations. However, the routing and scheduling of delivery vehicles to customers is extremely variable and therefore requires more systematic planning (Basu and Wright 2008, PP.133-134). The decision regarding carrier's deals with choice of transportation mode for a particular shipment is an operational decision. A shipper must balance transportation and inventory costs while deciding.

Transportation modes that ship small quantities with lower inventory levels are more expensive. Firms decision on inventory aggregation must consider trade-offs among transportation, inventory, and facility costs. Inventory aggregation will be good if inventory and facility costs are large enough in a total costs of supply channel. The transportation cost incurs in a supply link to responsiveness. High responsiveness to customer, high transportation cost. If responsiveness decreases and aggregates orders arranged in a longer time horizon before delivery date ends, it is possible to take advantage of economies of scale and incur a lower transportation cost as a result of large shipments. Under certain circumstance it is necessary combining order to decreases a firm's responsiveness because of shipping delay. And, also it decreases transportation costs because of economies of scale that result from larger shipments. Firm should consider the trade-off between responsiveness and transportation cost at the time of designing transportation network (Chopra and Meindl 2007, PP.395-396).

The design of a transportation network affects the performance of inbound logistics. A well-designed transportation network allows logistics to achieve responsiveness at a low cost. Actually, there are different types of design will be applicable depending on the situation at hand. The most used types are direct shipment network, direct shipping with milk runs, all shipments via central distribution center, shipping via distribution centers using milk runs and tailored network. All shipments come directly from each supplier to each buyer location, in the case of direct shipment network option. In this case, the routing of each shipment is specified together with the quantity to ship. So, the decision requires a trade-off between transportation and inventory costs. In the case of milk run, product delivers from single supplier to multiple retailers or from multiple suppliers to a single buyer location. In direct shipping with milk runs, a supplier delivers directly to multiple buyer locations or a truck delivers for the buyer from many suppliers. In order to use this option, it is necessary to decide on the routing of each milk run.

Shipping directly to buyer benefits eliminating intermediate warehouses. On the other hand, milk runs lower transportation cost by consolidating shipments to multiple locations using a single truck. In this case, buyer will be responsible to divides locations by geographic region and build a distribution centers for each region and shipments buyer will be made from the distribution centers. The distribution centers will be extra layer between suppliers and buyer locations. In the meantime; the distribution centers play two different roles, one is to store inventory and the other is to serve as a transfer location. Application of

distribution centers allows achieving economies of scale for inbound transportation to put the item close to the final destination or most appropriate location. The benefits happen as a result of each supplier sends a large shipment to the distribution centers and the outbound transportation cost will be relatively low.

If transportation economies require very large shipments on the inbound side, distribution centers hold inventory and send product to buyer locations in smaller replenishment lots. It is possible to use milk runs from a distribution centers to each buyer location if lot sizes to be delivered are small. Milk runs reduce outbound transportation costs by consolidating small shipments. It is obvious that the use of cross-docking with milk runs requires a significant degree of coordination with identification of suitable routing and scheduling of milk runs. The application of tailored network option focus in creating suitable system by combining the previous options to reduce the cost and improves responsiveness. In such instance, the transportation uses a combination of cross-docking, milk runs, and TL (truck load) and LTL (less truck load) carriers, along with package carriers in some cases once the goal is to use appropriate one in each situation (Chopra and Meindl 2007).

3.1.3.5. WAREHOUSE MANAGEMENT

The two main issues in warehousing management is space and time. Space is a scarce resource its investment should be maximized in the case of inbound logistics. Time also is an important resource that should be managed to deliver the product on time. Both have cost implication that incurs the organization. The stored inventory, intend for either for replenishment or used as a buffer against the uncertainty of demand; requires space until it will ship. In the meantime, the stock improves customer service enabling to respond the demand on time. The closeness of the warehouse also improves the distribution system to customers (Brewer, Button & Hensher 2008, PP. 225-228). Space and time are considered as strategies that play a role to drive competitive advantage in warehouse management. Placing is a strategy determines the allocation of the storage units to storage zones and store places. The main goal of storage (placing) strategies is to fulfill the capacity demand with a minimum store places, safety, accessibility and availability, short storing cycles and minimal relocations. Another, strategies is moving that determine the execution of sequence for in-storing and out-storing orders and relocations (Gudehus & Kotzab 2012, PP.478-480).

Effective warehouse strategy needs a warehouse charter that arises out of the strategic planning process. It defines the content of warehouse operating efficiency and customer service. The warehouse charter encompasses clear organizational and reporting structures; detailed performance metrics; acquire capital equipment, ability of management to hire, fire, and develop staff; clear operating standards for activities; space utilization and performance measurements for storage facilities and clear service for all warehouse functions (Ross 2011, PP.556-557). Warehouse management ability judges the capability of meeting seasonal or annual surges in volume, and the ability to find additional space or additional workers at short notice. Proper management of warehouse through its capacity to reduce freight costs, to reduce the overall warehousing cost is necessary to gain cost efficiencies. The major objectives of warehouse management system are efficiency (the best use of resources) and effectiveness (addresses customer demands). In order to attain the objectives, different factors need to be taken into account that include service design (relate with location), capacity, warehouse design, systems, and management of processes, quality, cost, variation, and scheduling (Brewer, Button & Hensher 2008, PP.225-228).

Warehouse performance is connected to the experience and skill of logistics management. Human are determinant in the success of warehouse activities. The effectiveness of logistics through warehouse linked with human. It is necessary to plan the activity properly to achieve the success (Wieser, Perret and Jaffeux, 2013). Warehouse planning and control systems are made considering the issue of quality. Most important warehouse quality is concerned with customer perceptions, customer complaints, on-time delivery, timely receiving, accurate and timely documentation, and compliance with rules for loading (Brewer, Button & Hensher 2008, PP. 225 -228).

2.1.4. EFFICIENT LOGISTICS PERFORMANCE

Managing business includes thinking about continuity of the business in a strategic way. Thinking strategically is the only means to improve business performance (Waters 1999, P.21). Any business success should be expressed in the following forms: enterprise wide, strategic ways, market coverage and financial strength (increase). Business performance can be considered found in sustainable business performance path if it found with these features (Rainey 2010, P.138).

Excelling performance of any components of an organization business is a matter of introducing change to the business. Christopher (2007 P. 296) underlines an importance of proper management of customer satisfaction, asset levels and logistics cost in order to increase profits from return on assets. It is obvious performance management of organizations should be customer and quality focus by taking in to account human resource of the organization and the level of relation the organization has with supplier. A change a business may require is responsiveness and agility to utilize market opportunity and drive competitive advantage to a firm (Haksöz, Seshadri & Iyer 2012, P.127).

Benchmarking is a process designed to improve performance over a period. It can be applicable in any kind of business and size of firms. There is a clear difference between a performance measure and a benchmark; the former is a continuing measure of productivity, cost efficiency, operating excellence, or level of quality and service delivery. But, benchmark is a point of reference or target to a core functional area, a support area, a business process, a sub function, or even a specific task. Once the firm establishes a benchmark to achieve in a given time period, an improvement and strategic change should take place. Successful benchmarking requires the development of performance measures and the identification of the enablers (resources). Enablers (resources) are a means by which superior performance is achieved (Brewer, Button & Hensher 2008, PP.328-331).

2.1.5. PERFORMANCE EVALUATION

Performance management is defined in terms of strategy and the tactics for driving performance. Derivation of effective performance of an organization is about bringing cultural change that requires commitment, advocacy, and leadership. This commitment requires frequent communication to employees, stakeholders, process owners, customers, suppliers, and partners (Stiffler 2006, PP.39-40). Organizations needs to translate the organization's strategy into objectives, metrics, initiatives, and tasks of each group and individual in the organization in order to improve decisions, optimize processes and plans, and work proactively. A Performance management should communicate strategic objectives and enables to measure, monitor, and manage the key activities and processes needed to achieve their goals (Eckerson, 2011).

Obviously, performance management system models tend to emphasis one of three architectural features. First, hierarchical models which is characterized by cost and non-cost performance. However, these models do not always measure in economic-financial results. Second, Balanced scorecard (BSC) model consider the results of financial, operational, customer, innovation and learning separately without aggregating the results. Finally, process-oriented models use the distinction between internal and external performance (Tonchia & Quagini 2010, P.44).

Performance evaluation models should aim the value creation of objectives. Actually, Estampe (2014, P.64) has mentioned a number of performance evaluation models of supply chain and Balanced Scorecard (BSC) stated as a model that oppose pure financial models, and aims to balance those non-financial (customer and organizational vision, etc.) indicators with financial. Knowing what to measure and how to measure makes a complicated world issue much easier. Therefore, Balanced Scorecard (BSC) model developed to measure performance of business from perspectives of firm financial, customer internal processes and earning & growth (Niven, 2014). Giving attention to financial, process, development and customer perspectives makes Balanced Scorecard (BSC) a complete towards business considering both internal and external aspects of the business that linked through cause-and-effect assumptions of its performance (Olve, Petri, Roy and Roy 2003, PP.3-4). Moreover, Balanced Scorecard is fully integrated with the strategy that describes expected results of the stakeholders, customer relations, process improvements, organizational development. It is found an ingredient of business strategy (Tonchia & Quagini, 2010).

2.2. EMPIRICAL LITERATURE

Logistics is one of major activity that has impacts on firms' performance. Actually, it deals with a number of sub activities. Inventory control, warehousing and handling are some of them. All logistics activity has an impact on cost, time, and flexibility. Properly explored logistics capacity help organization to save significant operational cost (Mukherjee, Som, Adak, Raj & Kirtania, 2012). A strong logistics activity like inventory control can supports firms' agility. The way products are managed in warehousing, tools used to inventory management and control have an important impact on firms' performance (Azevedo and Ferreira, n.d).

Supply and demand should be aligning to increase customer service level, restore credibility, improve profitability and reduce working capital tied. But, most organizations face problems to deliver the commodity due to time it takes to procure. As a result; firstly, buyers should search options to reduce the demand lead-time. Secondly, customer should search options to reduce supply lead-time. It is necessary removing activities that only add cost without value; improving the frequency, accuracy and reliability of deliveries; pooling risk and inventory of various stock locations; removing slowdowns and queues; simplification, commonality and standardization (Merwe, 2005).

Logistic performance is affected by both external and internal factors. The external factors include lack of adequate infrastructure. It mainly covers such as poor roads and buildings, and bureaucracy. In addition, the following external factors identified to have negative influence on logistics performance and growth of firms. The main external factors mentioned are lack of support from financial institutions especially for small and medium-sized firms; marketing problems; inadequate road networks and poor road conditions; high and fluctuating fuel costs; high costs and irregular supplies of electricity and water; poor or lacking communication networks.

On the other hand, internal factors that affect logistics performance are found lack of logistics personnel, old equipment, outdated and poor buildings, poor plant sites and layout that causing inefficiencies in operations, old and inadequate vehicles, and lack of storage space. Furthermore, the degree firms affected in the problems depended on the scale of their operations. As a result, small firms are more affected than medium and large firms. In line with this, large firms are found in a better infrastructure, good facilities, better weighing facilities, equipment for quality control systems, good vehicles, storage facilities, and better capacity and experience of logistics management. Internal infrastructure found unsatisfactory for small firms but good for large firms. The overall efficiency of firms depended on the effective performance of their logistics systems and management. It was also found that logistics performance is less satisfactory in small firms. Most firm' managers and personnel who are in charge of logistics activities do not understand the success of the firm depends not only on the acquisition of those commodities and equipment but also on the effectiveness and efficiency of logistics systems and management. In general, most firms are suffered lacked of good understanding of logistics systems and management. The growth of firms' hindered lack of appropriate facilities and infrastructure for logistics. Sometimes supply delay due to

lack of raw materials and communication barriers causes for customer dissatisfaction. Other activities of logistics like inventory control, order management done manually, inefficiency in quality control, packaging, labeling, traceability, utilization information technology, and acquisition and use of storage (facilities) found to affect logistics performance (Girma and Mpagalile 2015).

Firms enhance their benefits from collaboration if their employees work together with partners in a joint team can give rise to logistics performance via inter-firm trust between firms (Piboonrungroj & Disney, n.d.). A number of factors can affect the performance of inbound freight consolidation separately. The factors include demand pattern, cost value of shipments, quantity discount and freight spread. Inbound freight consolidation reduces transportation costs. The transportation decision influences the supply system that ranges the balance between inventory costs, transportation costs and customer service levels, the influence on the flexibility and vulnerability of the whole supply network, and the partnership escalation between supply participants. Inbound transportation consolidation strategy for goods also affected by infrastructure and constraints of current transportation service. The two has impact on the success of inbound freight consolidation strategy (Fang, 2006).

Logistics needs proper strategy to promote the logistics sector and strengthen economic of firms. Establishing logistics hub found to be business opportunities to expand cooperation between firms. First, logistics hubs create as tools for economic diversification of firms. Second, logistics hubs can be used as a base to distribute the aggregated commodity to another distribution center. Third, it can create an opportunity to create a venture between firms in logistics-related business activities. But, logistics information should be established in major logistics hubs in the region to strength logistics demand and cooperative partners in the market. This will facilitate the entry of small and medium sized firms into the market (Lee, Son, Park & Jang, 2016). Out of the three inbound logistic strategies (namely, VMI, JITs and 3PL) examined, VMI found the best option, as it allows optimizing warehouse management, without negatively affecting transportations neither in terms of costs nor of complexity. Obtained results were also validated through an extensive sensitivity analysis, which showed how the superiority of VMI increases when suppliers' benefits and opportunities are taken into account (Zammori, Bigliardi & Carmignani, 2014).

Many firms perceive that changes in their inbound logistics function have improved their competitive position without increased logistics expense. Accordingly, enhancement of the purchasing function is certainly feasible and will probably result in improved performance of inbound logistics, both operationally and competitively (Vonderembse, Tracey, Tan and Bard, 1995). The combined application of postponed purchasing and postponed manufacturing contributes to an increased responsiveness to customer demands on a cost-efficient basis (Hoek & Weken, 1998). There is a difference, not an association, between sourcing in the inbound and outbound logistics flows. Furthermore, there is association between firms sourcing and occurrence of disruptions in inbound and outbound logistics (Svensson, 2003)

2.3. CONCLUSION AND SUMMARY OF THE LITERATURE

Inefficient inbound logistics dissatisfy customers providing low level service that affect business competitiveness adversely. Even if it is proved that outperform firms in an industry earn the status as a result of their devotion to take care of the logistics flow of their business, different sectors of a business have suffered due to hidden capacity of their business logistics. Logistics activities are found in any business if there is flow of products. But, what matters is management of those activities understanding the crucial factors that helps business activities to generate advantages staying competitive.

Firms give decisions on logistics structure and infrastructure running their business day to day operations. The effectiveness of their decision bringing the right impact on the business strategy depends on the environment the business operates. Environment, both internal and external have potential power to determine on the success of logistics activities playing the role for competitiveness. Only those businesses which are dynamic to respond changes will survive scoring good performance make them to stay in the track. Performances not evaluated using appropriate model cannot achieve helping the business to stay alive even if the cause for the real problem identified.

Hence, it is mandatory to find ways of assessing influential factors in inbound logistics applying proper performance evaluation model. Rightfully used logistics capabilities are a base to drive competitive advantage for a firm. But, in order to identify the capability of a system, all factors contribute for the success of logistics performance should be examined and checked against the right evaluation model. Not

identifies factors create difficulties of correcting the system. So, it is necessary to assess the potential factors for the success of inbound logistics performance and try to select the most to harvest the yield from competitive advantage those efficient logistics activities can create.

2.4. CONCEPTUAL FRAMEWORK OF THE STUDY

The literature examined so far explains the link between logistics activity capability and efficient logistics performance to attain firm strategic objectives. Knowing that all activities have strong relation with the performance but the result obtained depends on the strength of the activity specifically. An activity of logistics is a composition of different task that need decisions. The decisions to be made about structure and infrastructure mainly are focused on five components of logistics activities. Hence, the study is engaged to test the significant decisions that are made to bring the efficient logistics playing a role becoming a source for competitive advantage if proper decisions are given. Accordingly, the below framework of study has developed to measure the strength of logistics activities interaction with the inbound logistics performance.

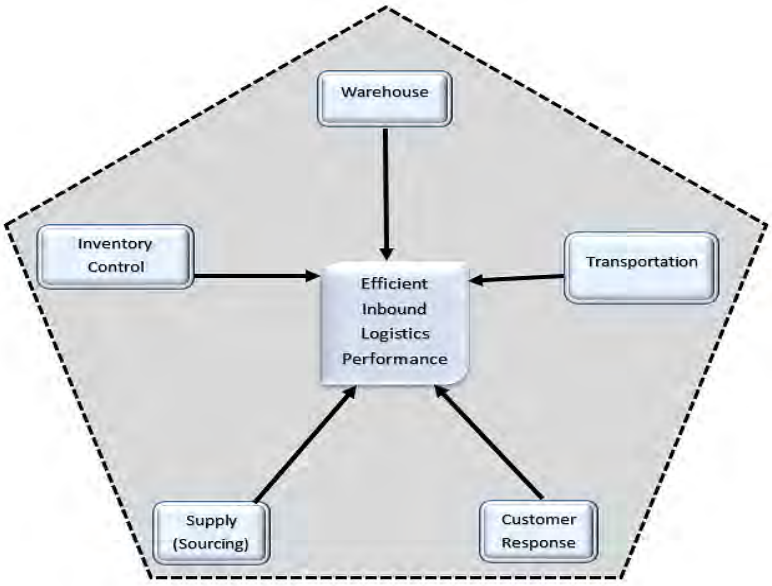


Figure 2.1. Conceptual Framework of the Study

Source: Self developed

Accordingly, the following hypothesis built to examine the critical areas of inbound logistics activities that can bring change by making decision on the supply of white maize of P4P under FDC. The decisions will focus on the five logistics components every organization has dealt with by utilizing the resources the

business environment provide to compete in the market place.

Hypothesis:

Anyone who is managing the logistics sector a firm should give great attention to transportation once properly managed transportation cost boost firm efficiency. According to Taylor (2008, P.2.5), transportation costs are the single largest components of firm logistics' activities which has a power contributing to total logistics costs particularly when trucking is found the most significant subcomponent of the transportation system. Successful firms have already realized that there is no cheap transportation if there is a need to compact performance cycles more, and reduced error to zero. Only effectively and efficiently managed transportation system can play a role to meet expected performance of procurement, manufacturing, and distribution. Transportation is critical to logistical performance (Bowersox, Closs & Cooper 2002, P. 355). As an integrated system of an organization, logistics activities have a much broader context as a total system's approach. The interaction between elements of the rest logistics activities and their interrelationships have a great impact on accomplish of firm objectives successfully.

H1: ***Inbound transportation has strong relation with inbound logistics performance.***

Christopher M. (2005 P.46) mentioned customer service can be a weapon to compete in the market place. Fulfilling customer expectation increases a base to win the battle of competition in the market place. The situations of most buyers expect higher levels of service from vendors, especially companies that are exerting their efforts minimizing their cost by managing their inventory. A Low-cost strategy leads to efficient logistics but not to effective logistics (P.52). Actually, customer value addition requires prompt action incurring cost but the interwoven nature of customer response with other logistics activities makes the cost reduction of other logistics activities mandatory to keep the logistics performance efficient. The primary value of logistics is to accommodate customer requirements in a cost effective manner. Hence, customer service must identify and prioritize all activities required to accommodate customers' logistical requirements better than competitors (Bowersox, Closs & Cooper 2002, P. 73).

H2: ***Customer response (satisfaction) has strong relation with inbound logistics performance.***

Once the primary goal of purchasing is ensuring uninterrupted flows of raw materials at the lowest total cost to maximize customer satisfaction, organization should give great attention to such activities. Purchasing is a crucial link between the sources of supply and buying organization by supporting activities

to enhance the delivery of the product for both the customer and the supplier (Wisner, Tan & Leong 2012, P. 40). Purchased goods and services are one of the largest elements of cost for many firms. In order procurement to ensure rightfulness of organization position to attain its objectives, a considerable focus should be given to ensure supply, inventory minimization, quality improvement, supplier development, and lowest total cost of ownership (Bowersox, Closs & Cooper 2002, P. 135).

H3: ***Sourcing (Procurement) has strong relation with inbound logistics performance.***

Inventory management is so entwined with the other activities of logistics. According to Donald Waters (2003, PP.32-35), inventory management has a close relation with procurement (purchasing), inward transport (traffic), warehouse management, physical distribution, recycling (returns and waste disposal), communication and location decision of an organization. Warehouse management may try to save money by reducing stock but this causes frequent shortages disrupt operations that leads to increase expediting, raise the costs of emergency orders then reduce the level of customer service. The cost of warehousing is may be lower, but overall cost to the organization is considerably higher. In the same manner, purchasing may want to reduce its administrative costs by sending fewer, larger orders to suppliers but this increases stock levels and raises the amount of money tied up in the warehouse in the form of stock. So organization should look at their broader impact and aim for the best overall result to the organization when they make decisions about inventory management.

H4: ***Inventory planning and control has strong relation with inbound logistics performance.***

An efficient warehouse management represents an expert know-how comprising the exact knowledge to processes the technical and operational area feasible for successful implementation into overall system. Actually, warehousing is blaming negatively saying raising high cost and no value-adding time. Hompel and Schmidt (2007) explain warehousing as a bridge changes on the following activities over time. The operation of warehousing brings changes by ensuring the productivity, providing additional services, reducing transport costs, balancing required and delivered quantities and to use the market position (bulk purchase that leads to discount). Moreover, warehousing cause optimization of logistics performance through immediate fulfillment of customer requirement.

H5: ***Warehousing has strong relation with inbound logistics performance.***

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The study examined the relationship of those hypothesis variables stated to identify the major factors that can be potential enough for the success of inbound logistics activities in the case of P4P maize procurement. Hence, the research design and methodology part of the study has developed encompasses research approach, research design, sample size the research based, data source and type of those data's used, method of data collection and mechanisms of analysis the data.

3.1. DESCRIPTION OF THE STUDY AREA

WFP has been procured the commodity from those registered (short listed) P4P FCUs since 2010. The FCUs usually recommended by their regional Cooperative Agencies to be a source of Maize for WFP under P4P. Then, those FCUs registered as a shortlisted supplier fulfilling all necessary documents. There are about three types of procurement modalities P4P uses to procure from those smallholder farmers. Even if FDCs is the most effective type of procurement modality of P4P, direct negotiation (between WFP & FCUs) and competitive bid (among FCUs) are also the other two types of modalities used in the WFP.

The FDCs sign in the month of September but, the delivery will be next year in the month of March and April. The FDC prepared using estimated floor price as guarantee those FCUs to start preparation of Maize supply. FCUs were taking the responsibilities to process loan from banks that will be used for the purchase of maize from their respective PCs if they have shortage of money. The process usually has done in the period between the signing of the contract and commencement of the delivery. Tripartite agreement between the CBE, WFP and the FCU should be signed to start the process of getting loan. Such activity usually requires a number of documents. Price assessed two times in the local market where FCUs agreed to deliver the Maize in order to fix the final selling price. Finally, the average market price incorporates a 5% profit margin, cost 50% of bag (around ETB 10.00/bag) to move the maize from PCs to FCUs warehouse, cost of marked bag (depending on the market price), ETB 150.00/MT for cleaning, ETB 70.00/MT for loading and unloading, ETB 10.00/MT for fumigation and ETB 45.00/MT for storage to those FCUs warehouse didn't provided. The summation of all the above cost components of different

activities will be a final selling price to deliver the contract quantity. Once the FCUs made ready the commodity per the specification, WFP assign inspectors who examine the quality of the commodity. The pre-shipment delivery inspection report that is issued from superintendent (inspection) companies initiate WFP Logistics to assign trucks to collect the commodities and ship to warehouse. But, before shipping the commodity, confirmation for quality fulfillment should be obtained from WFP food safety and quality team. FCUs can present payment request for the quantities of MTs shipped by attaching those supporting documents. WFP usually takes a responsibility to deposit the payment to the FCUs loan account that was issued by the CBE till confirmation for completion of the loan issued by the bank before the money deposited to the FCUs account directly. Those FCUs expected to complete the delivery of the contract quantity on/before May. Actually, the delivery completion period differs among FCUs depending on their capacity.

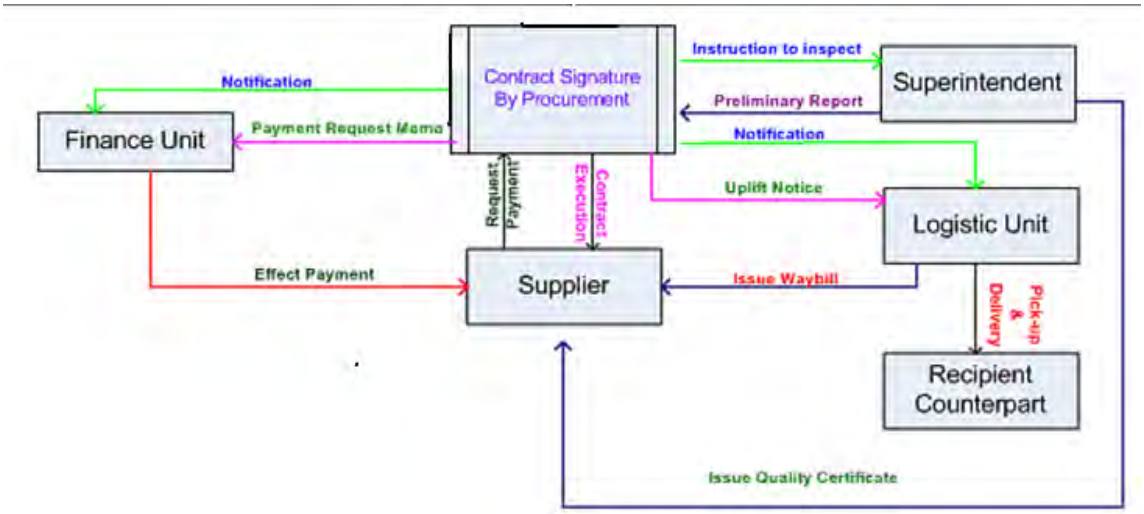


Figure 3.1. Procurement Process of Maize under FDCs

Source: WFP Food Procurement Manual

Actually, different supports have been provided from IPs' locating their offices close to areas where FCUs are found. The support helps FCUs scoring good delivery performance under FDCs modality of P4P maize procurement. Accordingly, the FDC had planned to deliver 26,700MTs, 37,500MTs, 30,000MTs, and 40,000MTs in the year 2013, 2014, 2015 and 2016 respectively. Consequently; 18,826.850MTs, 33,185.900 MTs, 30,000.000 MTs and 39,240.000 MTs delivered respectively. The default quantities in those period were 7873.15MTs (29.5%) in 2013, 4314.10MTs (11.5%) in 2014 and 580MTs (1.45%) in 2016. It is possible to note that the contract accomplishment rate of those FCUs under FDC has becoming

developed over time. As a result, the FCUs almost have delivered the contract quantity almost fully in the last two years (0% default for 2015 & 1.45% for 2016) particularly.

3.2. RESEARCH APPROACH

The study followed an inferential research approach which is part of quantitative research approach in this study to achieve its purpose. According to Kothari (2004) the purpose of inferential approach is to form a data base to infer relationships. Both primary and secondary data used had quantitative nature.

3.3. RESEARCH DESIGN

The research was designed in both descriptive and explanatory features of study. The descriptive study allowed the researcher to describe those data and helps to know the event that was taken place whereas explanatory study to examine the relationships between variables**.** A time horizon of two years was considered in the study. As a result, the study type was cross-sectional. The cross-sectional study used to know the phenomenon of events took place by testing the relationships of variables in a given time period. Also, a Cross-sectional study is recommended in survey data collection method as the best to describe the incidence of a phenomenon or to examine how different factors are related (Saunders, Lewis & Thornhill 2009, PP. 138-155).

3.4. POPULATION AND SAMPLE

A WFP P4P unit has active working relation with 33 FCUs found in Amhara, Oromia and SNNPR currently. The study focused all FCUs that can get internet access easily, regional cooperative bureaus, inspection company (Afro Star Commercial International), ATA, Federal Cooperative Agency, different IPs like Tecnoserve, ACDI-VOCA, Sasakaw 2000 as part of the study population. In addition to that, WFP procurement, P4P, Logistics and Food safety and quality units was part of the study population.

Table 3.1. Sample Size

Institutions	Population
Different Farmers' Cooperative Unions	43
UN-World Food Program (WFP) Units	6
Regional Cooperative Agencies	2
Inspection Company	3
Agricultural Transformation Agency (ATA)	3
Different IPs (Tecnoserve, ACDI-VOCA)	3
Federal Cooperative Agency	2
Total	62

Source: WFP P4P Unit

The questionnaire was distributed to those all staffs who are in the above different institutions and working on P4P FDC maize procurement supply closely. The study used a non-probabilistic sampling method which is purposive (judgment) sampling technique for the reasons that it could give freedom to make researcher own judgment in selecting sample size from the population (Saunders, Lewis & Thornhill 2009, PP.237-240).

3.5. DATA SOURCES AND TYPES

The data used were both primary and secondary types**.** The primary data was ordinal (categorical) type to help giving score on the bases of respondents' opinions. Once the aim of the study was to identify the critical factors by evaluation the score obtained, ordinal (categorical) data type found to be the right one to identify those variables based on their importance to the factors studied. Respondents who filled the questionnaire were a source of primary data. In the meantime, those WFP P4P procurement data serves as a source for secondary data.

3.6. DATA COLLECTION PROCEDURES

The data collection method applied for primary data was survey. Survey method provides a description of trends, attitudes, opinions of a population using primary data that is quantified. It helped the researcher to generalize about the population studying a sample of that population (Creswell, 2009). As a means of quick, inexpensive, efficient, and accurate surveying instrument to assess information about a population, the data collecting tools used was questionnaire. And, also questionnaire is recommended to collect data using attitude and opinion of respondents on organizational practices to identify and describe the variability in different phenomena (Saunders, Lewis & Thornhill 2009, P. 144). The questionnaire was organized in Likert scale prepared in a close-ended form of questions to avoid waste of time might be spent for editing. A closed ended (fixed alternative) form helps in standardizing alternative responses helped to compare the answers by facilitates coding, tabulating, and ultimately interpreting the data. The questioners developed in self-administered ways to identify the relationships of factors between dependent and independent variables. A funnel technique of developing questionnaires was taken in to a consideration starting respondents to answer general questions before go to specific questions in order to obtain unbiased responses.

3.7. ETHICAL CONSIDERATION

In order to build honesty in the mind of respondents it was necessary to give full information about the purpose of the study and the researcher's status and role. Such action helped the respondents to avoid deception and not to cause harm of any body by any action of the study. Giving respect for participants' right not to take part in the study and disclosing of the need for confidentiality of their response and use of data believed to increase the credibility. Maintaining the objectivity of the study in the process of data collection, analysis of collected data and report preparation stages had found important enough to enforce researcher to keep the balance and avoid bias.

3.8. DATA ANALYSIS PROCEDURE

The data (both primary and secondary) analyzed separately. The primary data was ordinal in nature that needs examining of relationship between variables for ranking purpose, as a result, the test applied was non-parametric (Field 2009, P.540). The data analyzed after getting response for the questionnaires and coding before recorded. All available clear response recorded to analyze using SPSS. All those unclear responses discarded immediately at the cleaning stage. Accordingly, Bivariate Ranked correlation test selected to conduct the SPSS test using Kendall's tau-b. The secondary data, on the other hand, analyzed using percentage and graphs to depict the difference over the period among FCUs with regards to each factors being tested. But, the interpretations were given based on both (primary and secondary) findings. Moreover, mixed research approach created self-support to the researcher between primary and secondary data that simplify the interpretation (Saunders, Lewis & Thornhill 2009, P. 154). The researcher could identify those inbound logistical factors determine the success of Maize supply under P4P by examining the relationship between the performance and major activities of inbound logistics.

3.9. DATA RELIABILITY AND VALIDITY

Ensuring quality of data, reliability coefficient test was done. Once, the coefficient measures errors and confirm internal consistency of questionnaires used, Cronbachs Alpha result above α 0.7 found acceptable (Neuman, 2007). In order to keep the structure of the scale measured from manipulation, the data reliability test done for each variable that were under study (Field 2009, P.675).

Table 3.2. Reliability Statistics Test Result

Category	Cronbach's Alpha (α)	N of Items
Inbound transportation	.876	10
Inventory planning and control	.715	7
Warehousing	.888	10
Sourcing (procurement)	.729	10
Customer responses	.878	8
Logistics efficiency	.894	8

Source: Respondents opinion analyzed using SPSS version 20

The variances of data for all variables from true score were found very small. Accordingly, the variance found to be .124 for inbound transportation, .285 for inventory planning & control, .112 for warehousing, .271 for procurement, .122 for customer relation and .106 for logistics efficiency. The reliability test result proved that there were internal consistencies in those data constructed in questionnaire.

The ultimate goal for reliability tests is achieving validity enables to draw appropriate inferences from the data measured. The critical requirement to achieve validity is to measure the constructed data ensuring free from measurement error (Meyers, Gamst & Guarino 2013, P. 311). Therefore, the constructed data in the questionnaire were valid that proved by the above reliability test result with insignificant (less than .3) measurement error. Moreover, the sample questionnaires were distributed before the final version to examine the content validity of the questionnaire. Then, the reliability result found (.897) encouraging that proves the questionnaire could represent core areas that would measure the performance of inbound logistics in the case under study.

CHAPTER FOUR

RESULT, INTERPRETATION AND DISCUSSION

4.1. INTRODUCTION

This chapter presents an analysis of data collected and discuss the findings on the strength of relationship between factors of inbound logistics activities with inbound logistics performance of White Maize procurement.

4.2. RESPONSE RATE

Even if 45 questionnaires distributed only 36 of them could be returned back from the respondents. The returned questionnaire was large enough to draw analysis. Actually, not all responses analyzed, two responses were found incomplete and rejected from analysis at coding (editing) stage.

Table 4.1. Overall Response Rate

SAMPLE	NUMBER	PERCENT
Number of questionnaires distributed	45	100%
Returned questionnaires	36	80%
Incomplete questionnaires	2	5.5%
Total usable questionnaires	34	94.4%

Source: Survey Result

Total responses analyzed was 34 (75.5%) from distributed (45) to respondents. Tsegay Abadi (2016) sited the work of Babbie (2007) as a response rate of at least 50% can be considered as adequate enough for analysis and reporting in the research. If a response rate is found 60%, it is going to be good for analysis whereas if a response rate found to be 70%, it is very good for analysis.

4.3. DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

Those respondents participated in the study have different educational background (see Table 4.2 below). Most of them (97%) were a graduate of first degree and second degree. Those who had first degree were accounts 47% out of the whole population.

Table 4.2. Respondents Educational Level

ACADEMIC LEVEL	FREQUENCY	PERCENT
BA(BSc) Holder	16	47.1
Diploma Holder	1	2.9
MA(MSc) Holder	17	50.0
Total	34	100.0

Source: Survey Result

On the other hand, those who had a second degree were accounts about 50% out of the total population. Diploma holders who participated in the study covered only 3% (see above Table 4.2).

Table 4.3. Respondents Gender

SEX	FREQUENCY	VALID PERCENT
Male	34	100.0

Source: Survey Result

Unfortunately, those who involved in this study were male completely (see Table 4.3). When we look their working knowledge of FCUs Maize supply to WFP under P4P (see Table 4.4), only two respondents (5.9%) had the knowledge about the program from the very beginning (since 2010). All most all (94.1%) of the participants of the survey knew P4P at least for the last two years (the study period).

Table 4.4. Respondents' knowledge of P4P

NO OF YEARS	FREQUENCY	PERCENT
1	2	5.9
2	7	20.6
3	8	23.5
4	6	17.6
5	3	8.8
6	4	11.8
7	2	5.9
8	2	5.9
Total	34	100

Source: Survey Result

Moreover, half of the survey participants knew P4P maize supply for not more than three years. But, about 88% of the respondents knew the program for the last six years very well.

4.4. RESULT, FINDING, INTERPRETATION AND DISCUSSION

In this section of the report, the result and detail discussion of the findings are given. The analysis of primary data used descriptive statistics together with correlation test and also the result interpreted and discussed well. The secondary data result analyzed and discussed using percentiles and graph.

4.4.1. DESCRIPTIVE ANALYSIS

Mesfin (2016) used a kind of rule of thumb to create equal intervals for a range of five points Likert scale (that ranges from strongly disagree to strongly agree in the survey questionnaire). A calculated mean value that ranges from 1 to 1.80 implies strong disagreement, a mean range from 1.81 to 2.6, from 2.61 to 3.4, from 3.41 to 4.2 and from 4.21 to 5.00 represented respondents' perceptions of somewhat disagree, neutral, somewhat agree and strongly agree respectively. The 0.8 served as a boundary for each elements of the measurement in the questionnaire. Accordingly, the 0.8 was a result found by dividing the difference between the maximum (5) and minimum (1) scores to the maximum score (5) of the questionnaire.

In the process of examining of the data, standard deviation was used. Small standard deviations (relative to the value of the mean itself) indicate that data are close to the mean whereas a large standard deviation (relative to the mean) indicates that the data points are distant from the mean. The mean is a poor fit of the data. Standard deviation is a measure of how well the mean represents the data (Field 2009, P 38).

Table 4.5. Descriptive Statistics

	N	Mean	Std. Deviation
INBOUND TRANSPORTATION	34	3.7794	.77059
INVENTORY PLANNING	34	3.3235	.87803
WAREHOUSING	34	3.5147	1.02606
PROCUREMENT(SOURCING)	34	3.3824	.86216
CUSTOMER RESPONSE	34	3.6324	.90712
EFFICIENT LOGISTICS PERFORMANCE	34	3.5147	.86590

Source: Respondents opinion analyzed using SPSS version 20

Accordingly, inventory planning and control together with procurement (sourcing) management of FCUs found at neutral status whereas the response for the rest variables were found to agree with ideas of the questionnaire to some extent. The mean for inbound transportation found well once the SD was the lowest

of all (.77059) that show closeness of the data to the mean followed by procurement (sourcing) (SD=.86216). On the other hand, the mean for warehousing found weak (due to the SD is extremely high) to represent the data compared with rest of variables.

4.4.1.1. Transport Management

The possible inbound transportation factors for P4P Maize supply identified and the description statistics findings indicated that respondents agreed with all trucks arrived at FCUs warehouse loaded fully without any limitation strongly. On the other hand, the response for arrival of trucks to FCUs site with enough number to ship the prepared lot and initiation of transporters to rent trucks available in the Union locality (where the loading found) were found neutral. But, respondents agreed on the rest factors to have positive impact to the inbound transportation to some extent.

Table 4.6. Descriptive Statistics of Inbound Transportation

	N	Mean	Std. Deviation
Trucks loading full capacity	34	4.26	.710
Road condition from/to Union warehouse	34	4.00	.853
Trucks arrived to Union within reasonable time	34	3.06	1.127
Cargos were quality when trucks arrived	34	3.97	1.000
Union staffs were facilitating shipment	34	4.18	.904
Inspectors were avail when trucks comes	34	3.71	1.292
Trucks operators were dedicated	34	3.85	.925
Transporters were renting trucks from Union localities	34	3.24	1.046
Enough number of trucks were deployed	34	3.06	1.179
Transportation caused no damage	34	3.91	.866

Source: Respondents opinion analyzed using SPSS version 20

The mean for truck loading capacity fully well represent the data so as the SD was the lowest (.710) followed by favorable road condition to/from Unions warehouse (SD=.853). The mean for no damage was there when the commodity transported to WFP warehouse was also low. On the other hand, the mean for availability of inspectors when trucks come, deployment of enough trucks that could ship the lot, trucks arrived with reasonable time to FCUs warehouse, transporter initiation to use trucks in the FCUs locality and cargos quality when trucks arrived to load were found weak representing once their SD were large in comparison with the rest factors.

4.4.1.2. Inventory Planning and Control

Possibility of Rain (power interruption) to affect the operation, inspectors to arrive to site when they were called and FCUs holding enough Maize before market assessment team arrived to FCUs found not enough to affect the operation negatively or positively. On contrary, respondents agreed to some extent Unions kept Maze stock till delivery start by keeping proper record about the lot. Also, they agreed Unions were not keeping reserve stock to avoid capital tied up to some extent, but could complete the contract within contract period.

Table 4.7. Descriptive Statistics of Inventory Planning and Control

	N	**Mean**	**Std. Deviation**
Unions kept records of inventory	34	3.76	1.156
Rain & Power not caused delay	34	2.68	1.364
Saving money avoiding reserve stocks	34	3.47	.992
Cargo stored long days till delivery commence	34	3.53	1.080
Enough Maize bough before Market assessment	34	2.94	.814
Delivery done within agreed schedule	34	3.41	1.158
Inspectors assigned in short time	34	3.24	1.156

Source: Respondents opinion analyzed using SPSS version 20

The mean for avoiding reserve stock to save money and Unions bought enough Maize before price assessment team arrive found strong (SD = .992 & .814 respectively) than any other factors. But, the mean for rain not to affect the operation found very weak (largest SD of all i.e. 1.364).

4.4.1.3. Warehouse Management

Result found neutral for Union usage of commodity management tools (including applying pest control system regularly) storing Maize by separating finished Maize from raw and utilizing storage space at PCs (when space problem happens). But, the rest factors such as availability of quality testing equipment and store house condition (stack, space between stacks and material constructed) favored to keep the cargos safely by applying staffs' commitment to deliver the cargo per delivery term.

Table 4.8. Descriptive Statistics of Warehousing

	N	Mean	Std. Deviation
Commodity management tools	34	2.65	1.346
Raw Maize stored separate from finished	34	3.24	1.232
Pest control system was used in stores	34	3.35	1.300
All commodity delivered per delivery term	34	3.94	1.071
Quality testing equipment	34	3.50	1.308
Stacks piled conveniently	34	3.50	1.135
Enough space between stacks	34	3.56	1.078
Stores quality favored for safekeeping	34	3.41	1.158
Staff commitment to load the cargo	34	4.09	.830
Commodities stored at PCs	34	3.26	1.238

Source: Respondents opinion analyzed using SPSS version 20

Among listed warehouse management factors, staff commitment to load cargo found strong mean that was close to the data (SD=.830) than the other but the rest were weak (SD were found above 1); and application of commodity management tools (like pallet) and pest control system having enough quality testing equipment found very weak compare with others once the SD found were 1.346, 1.300 and 1.308 respectively.

4.4.1.4. Procurement (Sourcing) Management

Respondents agreed strongly (according to Table 4.9. below) on Unions did a lot to build long lasting relation with WFP. On contrary, result found neutral on finalized cargos collected from PCs. Respondents agree somewhat Unions were delivering the cargo even the price of Maize went up, Unions ethical culture (that was started when market assessed) and enough time given to FDC helped them. But, the result found was neutral on no default, timely provision of loan, Unions system suitability for procurement and Unions conducting of good market before procuring the maize to buy at lower cost.

Table 4.9. Descriptive Statistics of Sourcing (Procurement)

	N	Mean	Std. Deviation
No partial & full default	34	3.29	1.528
Enough time gave to FDC supply	34	4.09	.900
Timely loan provision favored FDC	34	3.35	1.368
CUs procurement system suitability	34	3.09	1.190
Good market research done	34	2.97	1.193
Ethical practice when market assessed	34	3.71	1.219
Long-lasting relation with WFP	34	4.29	.906
Delivery even price going increase	34	3.41	1.209
Completed lot prepared at PCs level	34	2.00	1.231
Union bought at lower price	34	3.15	1.048

Source: Respondents opinion analyzed using SPSS version 20

Only the mean of two factors (enough time given to FDC and Unions intention to build long-lasting relation with WFP) found close to the data (SD was smallest than any other i.e. .900 & .906 respectively). Surprisingly, the mean for Union contract default (partially of fully) found the most dispersed (which represent weakest) of all (SD = 1.528) followed by timely loan provision to Union for purchase of Maize.

4.4.1.5. Customer Relation Management

The result on Unions staff competency (managing technical and financial) helped the lot became ready on timely manner and simplicity of FCUs doing business with WFP found neutral. The score for suitability of Unions organizational structure for effective decision making found somewhat agree. Also, the respondents agreed somewhat on Unions could manage inventory, requesting payment on time and replacing inferior quality lot by providing update to buyer regularly.

Table 4.10. Descriptive Statistics of Customer Response

	N	Mean	Std. Deviation
Inventories managed with commitment	34	3.79	1.038
FCUs structure suitability	34	3.56	1.050
Replacing infested lots	34	3.79	1.038
Payment submittal timely	34	3.50	.961
Updates on issues need buyer attention	34	3.47	.992
Union staff competency	34	3.35	1.041
Lot readiness timely	34	3.38	1.045
Simple way of doing business	34	3.38	1.155

Source: Respondents opinion analyzed using SPSS version 20

At the same time, the mean for requesting payment on time and Unions provided update on the contract status found strong relatively (SD=.961 & .992 respectively that were close to the data). But, the mean for the remaining factors were weak (SD found above one) that far from the data compare with the previous two.

4.4.2. CORRELATION ANALYSIS

According to Marczyk, DeMatteo & Festinger (2005) correlations are the most basic and useful measurement of association between variables. Hence, the correlations result of the study that fall in the range of 0.01 to 0.30, in the range of 0.30 to 0.70, in the range of 0.70 to 0.90 and in the range of 0.90 to 1.00, their relationship considered small, moderate, large, and very large respectively. The significance level of the correlation test of the two variables used a p-value of 0.05 (5% probability of finding a fluke). Consequently, only those results of the probability test statistic with very low (usually p _ 0.05 or lower 1 or when significance level become 95% and more) considered for interpretation (Mark Saunders, Philip Lewis and Adrian Thornhill, 2009).

4.4.2.1. Inbound Transportation Management

The relationship test result for the five inbound logistics activities with efficient performance found very significant (large and above). But, the relation between customer relation and response management with inbound logistics performance found the leading (.712) from the rest and inbound transportation to be followed (.686).

Table 4.11. Correlation test result of inbound logistics performance

	Correlation Coefficient				
Kendall's tau_b	**INBOUND TRANSPORTATION**	**INVENTORY PLANNING**	**WAREHOUSING**	**PROCUREMENT (SOURCING)**	**CUSTOMER RESPONSE**
EFFICIENT LOGISTICS PERFORMANCE	.686**	.593**	.573**	.576**	.712**

****. Correlation is significant at the 0.01 level (1-tailed).** **(Please see Appendixes-B for detail)**

Source: Respondents opinion analyzed using SPSS version 20

4.4.2.2. Customer Relation Management

Logistics as an interwoven activity, the relationship for customer relation and response management with other activities was examined and the result found significant. Particularly the relationship with warehouse management (.632) found large enough to influence the performance compare with the other activities**.** Next, inbound transportation management found powerful enough to determine the outcome of customer relation and response management (.574).

Table 4.12. Correlation test result of Customer Response

Kendall's tau_b	Correlation Coefficient			
	INBOUND TRANSPORTATION	INVENTORY PLANNING	WAREHOUSING	PROCUREMENT (SOURCING)
CUSTOMER RESPONSE	.574**	.535**	.632**	.508**

****. Correlation is significant at the 0.01 level (1-tailed).** **(See Appendixes-B for detail)**

Source: Respondents opinion analyzed using SPSS version 20

4.4.2.3. Procurement (sourcing) Management

The relationships of Procurement (sourcing) with the rest of logistics activities found moderate except customer relation and response management (see below Table 4.13). But, out of the three logistics activities their relation tested, the relationships of Procurement (sourcing) with inbound transportation found much stronger than the rest followed by inventory planning and control management.

Table 4.13. Correlation test result of Procurement

Kendall's tau_b	Correlation Coefficient		
	INBOUND TRANSPORTATION	INVENTORY PLANNING	WAREHOUSING
PROCUREMENT (SOURCING)	.499**	.451**	.396**

****. Correlation is significant at the 0.01 level (1-tailed).** **(See Appendixes-B for detail)**

Source: Respondents opinion analyzed using SPSS version 20

It is remembered that procurement (sourcing) relations with customer relation and response management in earlier table (see Table 4.12.) found significant (.508).

4.4.2.4. Warehousing

Warehousing as a component of logistics, its relationship found also significant with inbound logistics transportation and inventory planning and management (see Table 4.14. below). Actually, its relation with Procurement (sourcing) also was less strong .396 (see Table 4.13. above). Comparing the three activities with moderate relation result with warehouse, inbound transportation was strong followed by inventory management.

Table 4.14. Correlation test result of Warehousing

Kendall's tau_b	Correlation Coefficient	
	INBOUND TRANSPORTATION	INVENTORY PLANNING
WAREHOUSING	.568**	.449**

****. Correlation is significant at the 0.01 level (1-tailed).** **(See Appendixes-B for detail)**

Source: Respondents opinion analyzed using SPSS version 20

But, warehousing relation with customer response management was significant and stronger (.632) than any activities of logistics (see Table 4.12. above).

4.4.2.5. Inventory Planning and Management

Even if the relation test result of inventory management with other logistics activities found less strongly correlated, it had strong relationship with inbound transportation management (.530) next from customer relation and response management (.535) (see Table 4.12. above).

Table 4.15. Correlation test result of Inventory with transportation management

Kendall's tau_b	INBOUND TRANSPORTATION
	Correlation Coefficient
INVENTORY PLANNING	.530**

****. Correlation is significant at the 0.01 level (1-tailed). (See Appendixes-B for detail)**

Source: Respondents opinion analyzed using SPSS version 20

The relation of inventory management with the remaining two logistics activities found were .449 (see Table 4.14) for warehousing management and.451 (see Table 4.13.) were not than much weak compare with the previous two.

4.4.3. FORWARD DELIVERY CONTRACT (FDC) EXECUTION PRACTICES

Any firm uses some kind of data while executing its operation. Once, the study was focused to examine the performance of day to day operation of inbound logistics, it was necessary to look back how WFP Maize Procurement was executed. There were records in WFP Procurement and P4P Program Units that used to monitor the process of Maize supply from the very beginning to end for major activities (like payment process). The researcher examined those records (attached as Appendixes C to Q) as a secondary data as below.

4.4.3.1. Inbound Transportation Management

WFP Purchase of Maize from Unions under FDC used FCA delivery term. Suppliers were responsible to make ready the lots comply the contact at their warehouse. Then, it was WFP responsibility to ship the commodity to its warehouses (that included provision of transportation).

In 2014 FDC (which was delivered in 2015) the transportation cost was 13.31% of the total average price (Price before additional cost) of a MT whereas the cost was 11.2% of the final selling price (contract price) of a MT. Actually, the price differs when it comes to the case of each FCUs. The % of transportation in the case of particular FCUs was fall in the range of 4.87% (in the case of Bora Denbel) to 27.74% (in the case of Andinet) of average commodity price. It is obvious that the transportation cost depend on distance like Bora Denbel is close to Nazareth (located at Meki) but Andinet is far from Nazareth (located at Mizan Teferi). In the same instance, the % of transport cost was in the range of 4.09% up to 23.13% of commodity final selling price in the case of the two Unions. But, the quantity Unions entered a contract to deliver Maize in that particular period varied depending of surplus production of the commodity in the area. Following the surplus production, price of the commodity should be reduced but the transportation cost may increase. Out of 30 Unions entered the contracts; 15,400MTs (51%) were collected from nine FCUs (Uta Wau, Admas Multi., Limu, Merkeb, Admas, Sidam Elta Melik, Walta, and Damot Muti.), the 9,900MT (33%) were collected from another nine Unions (Anger Abaya, Bore Bako, Haragu, Ambo, Buno Bedele, Mencheno Alaba, Bora Denbel, Gozamin and Gibe Dedesa). The balance, 4,700MTs (16%) were collected from 12 remaining Unions (see Appendixes M). The total MT supplied by Unions found in the first two groups (18 of them) cover 84% (25,300MT out of 30,000MT) of the total purchase in the period.

Except Gozamin, Mencheno Halabe and Sidama Elto all Unions accomplished their contract within contract period (See Appendixes I). Comparing the proximity and road condition of these FCUs with others, they found relatively in good location. Furthermore, inspectors were deployed within 4 days on average and cargo uplift was completed within 8 days on average (see Appendixes K). But, the quantity of Maize loaded fall in the rage of 80MT to 924MT. And, average quantity of cargo uplifted each day was 68MT which was about two trucks (a truck expected to load 40 MT fully). The late arrival of inspector delays the loading and getting space for preparation of next lot.

On the other hand, in 2015 FDC (that delivered in 2016) eight Unions (Anger Abaya, Haragu, Ambo, Buno Bedele, Limu Inara, Adma Mlti., Melik Silte and Walta) delivered a total of 13,900MTs (34.75%) out of the total contract quantity. In the meantime, five Unions (Uta Wayu, Merkeb, Admas, Damot Multi., and Gibe Dedesa) delivered a total of 15,700MT (39.25%) of the total contract quantity. The rest nineteen Union delivered a total of 10,400MT (26%) of the contract quantity. The total quantities delivered from the first two groups were 26,900MT (74%). The % coverage of transportation cost was 12.48% on the total average price (price before any additional cost) whereas it was 10.52% for total average selling price. In the case of specific Union transportation cost Bora Denbel with 4.55% and Andinet with 23.05% possessed the lowest and the largest cost respectively (see Appendixes N).

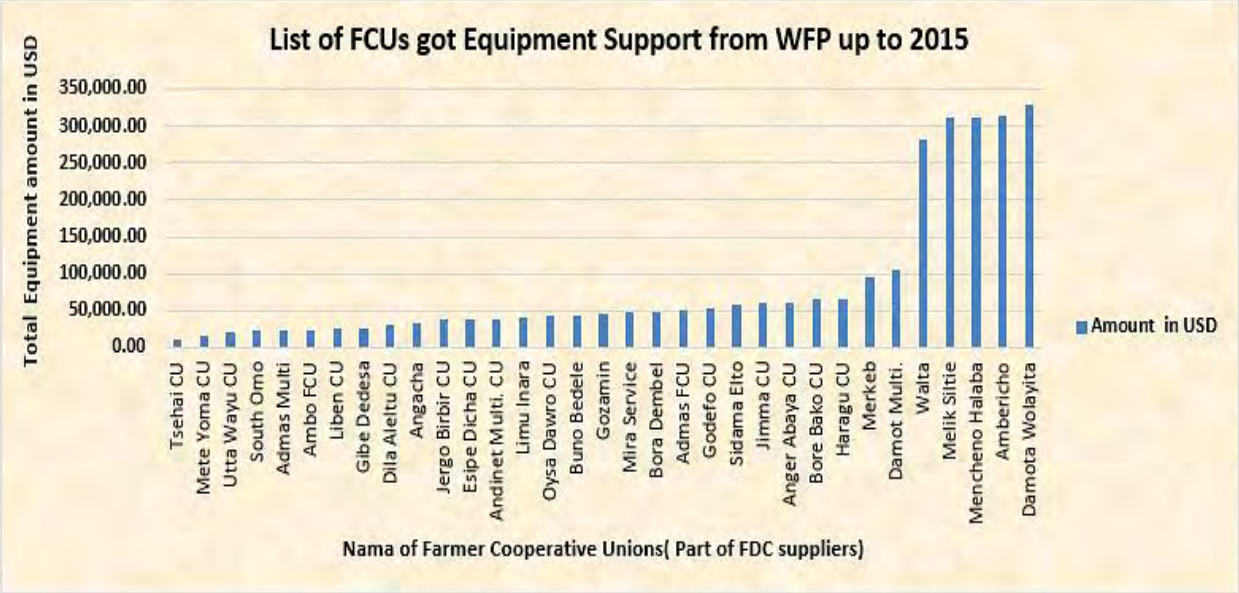
Inspectors were delivered in the Union site within 4 days on average and cargo uplift were completed within 8 days on average but the amount of cargo was ready vary from 54MT to 700MT at a time (Please see Appendixes L). Even if in such a condition the average cargo uplifted in a day was 60MT which was about two trucks (two trucks were delivered at Union site to ship the cargo). On the other hand, contract execution performance of most Unions found reducing from the previous year which recorded as 65.4% (refer Appendixes J please). There was no difference in the year 2014FDC and 2015FDC in terms of inspectors' arrival and number of days to complete cargo uplift.

4.4.3.2. Warehouse Management

The total equipment donated to Unions was an amount of 2,783,136.08USD. The amount of donation Unions received was not the same. For example, Tsheay Union got 0.4% and Damota Wolayta 11.81% from the total donation made to Unions (from both WFP and IPs). The two Unions hold the lowest and the biggest

level of beneficiary from the Unions under P4P Program (See Appendixes H). The amount of donation for rub hall and prefabricated warehouse covered the largest portion of donation most Unions donated except Admas, Bora Denbel, Godefo, Gozamin, Limu Inara, Mira Service and Sidama Elto Unions. Actually, not all Union got rub hall and prefabricated warehouse. Unions like, Admas Multi., Ambo, Gibe Dedesa, Liben, Mete Yoma, South OMO, Tsehay and Uta Wau did not get rub hall and prefabricated warehouse support yet (see Appendixes G).

Figure 4.1. - Amount of USD donated to FCUs in the form of Equipment



Source: Compiled report of WFP P4P & Procurement Units **(see Appendixes-H for detail)**

The performance of some Unions in 2014FDC whose donation portion covered a large amount (due to rub hall and prefabricated warehouse) was not good due to they did not complete within the contact period (see Appendixes I). The performance recorded for some Unions like Ambericho, Mencheno Halaba, Jima, Oysa Dawro, Jergor Birbir, Esipe Dicha, South OMO and Andinet was not good. But, it is possible to note that Ambericho and Mencheno Halaba were the second and third Unions received largest donation (see Figure 4.1. above).

Even, Ambo, Damot Multi., Bore Bako, Melik, Merkeb, Liben, Mencheno Halaba and Walta were the low performer delivering the commodity for the 2015 FDC period. Surprisingly, two Unions Esipe Dicha and South OMO defaulted fully in the period (See Appendixes J). But, the capacity of most Unions were high and medium except Oysa Dawro, Bore Bako, Liben, Mencheno Halaba, Ambericho, Jergo Birbir, Andinet

Godefo and Mira Service (See as per Appendixes O and P). In addition, the final prices were one of the lowest in the case of Esipe Dicha and Damot Multi (See Appendixes M and N please).

4.4.3.3. Inventory Planning and Management

Office equipment (APC Smart UPS 750VA, Desktop Computer & HP LaserJet P2035, CE461A) that could help Unions to record and follow their stocks were donated to 14 different FCUs (Admas FCU, Ambericho, Angacha, Bora Dembel, Damot Multi., Damota Wolayta, Gibe Dedesa, Gozamin, Melik Siltei, Mencheno Halaba, Merkeb, Mire Service, Sidama Elto and Walta). The supports of these equipment's covered a total of 23,082.71USD and 1,648.76 USD for each FCUs.

When we look the percentage coverage of the support out of total amount of support those Unions received, Admas FCU, Ambericho, Angacha, Bora Dembel, Damot Multi., Damota Wolayta, Gibe Dedesa, Gozamin, Melik Siltei, Mencheno Halaba, Merkeb , Mire Service, Sidama Elto and Walta got a total of 3.1%,0.53%, 4.87%,3.37%, 1.57%,0.5%, 6.14%,3.54%, 0.53%,0.53%,1.74%, 3.42%,2.78% and 5.8% respectively (see Appendixes G). Accordingly, all Unions were donated portable bag stitching machine and even some of the Unions (Sidama Elto, Melik Siltei, Mencheno Halab, Damota Wolayta, Mira Service, Damot Multi and Bora Denbel) got double.

But, the preparation of cargo in different lots took a large number of days. For example, Bora Denbel prepared the lot after a month (on 21-Mar-15 first lot (400MT), then on 25-Apr-15 second lot (440MT) and finally on 21-May-15 third lot (360MT)) in 2014 FDC. In 2015 FDC, Bora Denbel prepared the cargo in two different Lot (the 250MT which was first lot on 29-Mar-16, then the remaining 250MTs which was second lot on 7-May-16) (Please see Appendixes K and L). Even the amount of MTs prepared for inspection was too small that cannot reduce the cost (by brining economies of scale in executing activities). If we take the case of Sidama Elto, in 2014 FDC the Union delivered the contract quantity in to four different Lots. The first (520MT) delivered on 16-Mar-15, the second (900MT) delivered on 6-Apr-15, the third (280MT) delivered on 24-May-15 and finally 100MT delivered on 25-Jun-15. Even in the case of Mencheno Halaba 2014FDC delivery, the Union could deliver the contract quantity in to three different Lots. Accordingly, the first lot (400MT) made ready on 18-Mar-15, the second lot (400MT) prepared on 24-Apr-15 and the last lot (200MT) was prepared on 21-May-15. This Union even in 2015 FDC could deliver the contract quantity in

to two lots after a month interval. The first Lots (500Mts) was prepared on 2-May-16 and then the last one (500Mt) prepared on 25-Jun-16. Actually, the cost coverage of stitching machine is not as such significant portion in comparison to the percentage of donation Unions received. It was in the range between 0.21% (for Tsehay Union) to 6.21(Ambericho Union).

4.4.3.4. Procurement Management

Only 20 Union (in 2014 FDC) and 16 Unions (in 2015 FDC) processed the requisition to get loan from bank for the purchase of Maize from Primary Cooperatives (See Appendixes E and F). The rest Unions were capable enough to procure the commodity using other means. No data found at WFP hand, on how Unions procure Maize from Primary Cooperatives. 80% of the contract quantity should be found at Union hand before fixing of average price (See Appendixes M and N). The average price of a MT was derived from [(Price for "N-1" Month (30% of Q) + Price for "N" Month (50% of Q) + Price for "N+1" Month (20% of Q)] divided by contract quantity of a Union. Hence, the study considered the 80% of the commodity found at hand so long us there was no problem of finance and warehouse problem.

4.4.3.5. Customer Relation Management

The Union delivery performance were not on time (please see Appendixes I and J). In 2014 FDC only 10 Unions delivered a total of 4184MT (14%) of the contract quantity on time. Similarly, in 2015 FDC delivered only 26,002MT (65%) out of the 40,000MTs on time. But, the 2014 FDC additional cost which were added on average price (to share the cost burden of the Union) was in the range of 11.45% up to 15.1% on average price. In the same manner, in 2015 FDC it was in the range of 11.8%1 and 13.98% of average price (please see Appendixes M and N). All unions provided quality and grading equipment helped them to deliver quality commodity on time no matter how their delivery performance differ as mentioned above (See Appendixes G). The support covered the range of 4.8% (Ambericho) up to 98.58% (Ambo) compare with the total amount of support Unions received individually. But, the field mission report of WFP quality and safety team (Appendixes Q) indicated Unions were facing challenges as a result of lack of proper handling and control of insect infestation. The absence of dunnage between the stack and the floor made difficult to inspection the commodity properly. Then, it was suggested warehouse sanitation need to be improved.

Even the total payment processing time in 2014FDC was 27 days from WFP side. But, in 2015 it had shown progress encourage Unions to take advantage of using cash by reducing the total number of days to 12 days. Unfortunately, as we read from above explanations the delivery performance of those Unions were found weak in 2015FDC than the previous year (see in Appendixes C and D). Furthermore, we can see Unions didn't prepare payment after completion of delivery timely fashion or some of them were waiting till they complete the delivery of the contract quantity. For instance, Gibe Dedessa completed the shipment of the first Lot on 14-Apr-16 of FDC 2015. And, the Union completed the loading of the whole contract quantity on 29 May 2016 in to six different lot. But, the Union submitted payment for the whole contract quantity on 09 June 2016. Similarly, in the same FDC year Bora Denbel completed loading of the first lot on 16-Apr-16. Then, the Union completed the loading of the whole contract quantity in to three lots on 21-May-16 but the Union submitted payment for the whole contract quantity on 20-Jun-16. The practice had seen even in the FDC 2014. Damot Mult. completed the loading of the first cargo on 27-May-15 and complete loading the whole contract in to three different lots on 2-Jul-15 but the Union submitted payment request for all contract quantity once on 28-Jul-15 (Please see Appendixes C and D correlating with Appendixes K and L).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. INTRODUCTION

Once the aim of the study was to identify factors that have strong influence on the performance, in the next chapter of the report a summary of the findings presented and final conclusions were given. A summary part focused on those relevant factors identified from the findings and whose relations found strong enough to affect the performance of inbound logistics. On the other hand, the conclusion part tried to refer the literature seen so far in chapter two.

5.2. SUMMARY OF FINDINGS

A 75.5% response rate was obtained for questionnaire distributed and 97% of the respondents gave their own judgment without any bias (with genuine mind) as long as they were first degree holder and above. All respondents knew WFP was procuring White Maize from smallholder's farmers (FCUs) under the program called P4P including the operation process for two years and above.

Summarizing the finding of inbound transportation management, trucks were loaded with their full capacity and the road condition to/from Unions warehouse also was favorable as a result and no damage was there while the commodity transported to WFP warehouse. Inbound transportation was the second variable that had strong relation with logistics performance and it was also the second activities that were powerful enough to affect customer response management. Moreover, inbound logistics is one of logistics activities can affect inventory management, warehousing and procurement highly. Transportation cost as part of the transportation element was found about 11 % of the final selling price (contract price) of FDC Maize and it actually varied depending on the distance where those FCUs were located. But, distance was not a potential factor that can affect performance negatively.

On the other hand, no matter how the distance FCUs found varies, inspectors were delivered in the Union site within 4 days on average up on receiving notification. And, cargo uplift was completed within 8 days on average but the amount of cargo Unions made ready for inspection reduced from 2014FDC to 2015FDC.

In 2014FDC it was in the range between 80MT to 924MT at a time but in 2015 FDC it was found in the range between 54MT to 700MT at a time. Similarly, Unions delivery performance decrease with increase in allocation of MTs from 30,000MT (in 2014FDC) to 40,000MTs (in 2015 FDC).

Possibility of rain (power interruption) to affect the operation, and FCUs holding enough Maize before market assessment team arrived to FCUs found not as such potential to affect inventory planning and management activities. On contrary, Unions kept Maze stock till delivery start but were not interested keeping reserve stock to avoid capital tied up. And, also inventory management found to have strong relation with customer response management and inbound transportation management than any other. Unions were provided office equipment (like APC Smart UPS, Desktop Computer & HP LaserJet Printer) and stitching machine. But, it was found that Unions spent a number of days to make their cargo for inspection.

Managing their warehouse related activities, Unions did not use commodity management tools (including applying pest control system regularly) and did not store maize separating finished from raw by exploiting storage possibilities at PCs (when space problem happen). Availability of quality testing equipment and store house condition (stack, space between stacks and material constructed) favored some Unions to keep the cargos safely. But, no matter how those equipment and storage facilities were there, the performance of most Unions were weak. And, the reason for their weakness even did not relate with the price of the commodity. But, warehouse management found to have strong relation with customer response management and next with inbound transportation management.

Unions didn't finalize procured maize cargos at PCs level but Unions were delivering the cargo even the price of Maize went up. Procurement has relatively less relation with customer response management than any other logistics activities and found to be logistics activities to have low relation with the rest of logistics activities. But, it remains one of logistics activity to drive efficient logistics performance. Actually, Unions interest to process loan for purchase of Maize reduced from 2014FDC (20 FCUs) to 2015FDC (16FCUs) and this could be due to provision of loan was not done timely.

The study has shown Unions were suffered due to lack of competency (managing technical and financial) that helped them to make the lot ready on timely manner and doing business with WFP in a simple way. And, Unions organizational structure was not that much suitable for effective decision making. Customer response management found correlated with warehouse management strongly. Union delivery performance were not on time and even it was reported that Unions were facing challenges as a result of lack of proper handling and control of insect infestation. Also, Unions understanding to collect payment from WFP within the soonest possible time found weak.

5.3. CONCLUSION

- Actually, all the five activities are related each other in the case of FDC Maize supply but their level of relation vary. Accordingly, customer response management found to be an influential variable for inbound logistics performance and warehouse management on the other hand found potential enough to affect the quality of service produced from customer response management activities. Inbound logistics performance has strong relation with five of the logistics activities significantly.

- Even if Waters (2003 PP.64-65) mentioned location can drive competitive advantage, those Unions supplied Maize under FDC found in different part of the country. The distance might be cause for transportation cost to increase but there might also be bumper production of maize that lead the cost of commodity to reduce comparatively (like Sawla where Esipe Dicha FCU located or Limu Gente where Limu Inara located). Location was not as such significant factor in this case. There was no internal capacity problem of FCUs with regards to warehouse and its location that could affect the performance executing contract entered to supply Maize under FDC. This also found true that there was no any capacity problem from WFP in assigning of transportation, allocation of inspectors' and warehouse space. Moreover, there was no as such big shortage of quality testing equipment's that could affect the performance significantly.

- Rather, the study indicated there was capacity limitation Unions management lacking proper competency. Actually, properly applied capability is a base to drive competitive advantage (Enders 2004, P.32). The limitation has link with the structure Unions formed. Once, the staffs found committed to facilitate loading, they were willing to do better for the success of the Unions surely. But, the current structure Unions are used doesn't allow Unions to give effective decision.

As a result, there was no any strategy Unions management developed to increase the competitiveness of the Union product. The problem could limit the initiation of management to drive possible short ways of doing business. As Fredendall & Hill (2001, PP. 18-23) mentioned structural decision of a firm has a power to limit the capacity and integration of the firm. It is obvious to conclude that the level of Unions integration cannot be efficient to drive ideas the can increase competitiveness. So, integration (coordination) between the FCUs and PCs, FCUs and IPs, FCUs and CAs (both Federal and regional), FCUs and WFP were not in right level to create competitive position for Smallholders farmers' organization (FCUs). Bloomberg, LeMay & Hanna (2003, PP.47-50) put communication and information play a major role in creating sustainable inbound logistics. If there is no clear and simple structure, there will not be effective communications (information flow) that depict supply visibility.

- Some of the costs seemed add to cover the weakness of Unions like cleaning cost (2%). Once quality and grading equipment were provided, no need to add such cost. Fernie & Sparks (2003) underlined necessity of separating cost in logistics help to drive cost reduction in the activity to create competitive advantage. Furthermore, Porter (1985, P.11) has explained that low cost can be as a means of creating competitive advantage of a firm. There were unnecessary cost components in the process of procuring FDC Maize particularly that were added on average price.

5.4. RECOMMENDATION

- In order WFP to achieve the aim designed for P4P should work closely with other partners like before. Hence, WFP as a one that can benefit both from buying at low cost and encouraging productivity should take initiation to flag importance of putting clear and simple structure for Unions to Maize alliance members particularly FCA (Federal Cooperative Agency). Having clear structure and boundary between the decision makers can give relatively independent to management of the Union exercising their capability to create competitive advantage for the sake of the Union.

- It is impractical to imagine the benefit of smallholder's farmers and achieving WFP objective without making a change on the cost. Once, cost has power to make a difference among competitors and attract attention of buyer, it is necessary to revise the cost components of FD. The cost revision should be done particularly omitting those additional costs increased the cost of Maize procured from smallholder farmers' unnecessarily. Adding a cost to activities is acknowledging the activities to add value to the product. So, those activities don't add value to the product should be identified and their cost should be excluded.

- Measuring performance should have focused strategic objectives and enables to measure, monitor, and manage the key activities and processes needed to achieve their goals (Eckerson, 2011). If there is no strategic alignment between the buyer and seller, chance of achieving the goal will be very rare. Therefore, strategy in order to achieve WFP P4P goal should be in line with Unions. As a result, Unions should be provided capacity building program. The program to be designed should focus Unions management particularly. Moreover, the capacity building program should expect to indicate different performance models (like BSC) helping Unions managers to develop the know-how to designing strategy that can fit with buyer strategy.

5.5. AREAS OF FUTURE RESEARCH

The researcher advises those who are interested to study the same topic in another method like case study. In this case it will be necessary to consider those active stakeholders like PCs. If the study go down up to PCs and FCUs level, the outcome may be changed or another unforeseen factors may be revealed. The researcher do believe that FCUs record also can be a base for secondary data and more strong findings that can uplift the level of those Unions may be originated if the future research include FCUs and those PCs.

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APPENDIXES

A. Questionnaire

A survey questionnaire to assess critical inbound logistics factors in relations with its performance in the case of WFP White Maize procurement under P4P (Purchase for Progress)

Dear Respondents;

This questionnaire is designed to collect data on inbound logistics factors that have strong impact on the performance of WFP's Forward Delivery Contract (FDC). The purpose of the study is totally academic that is intended to fulfill a requirement for Masters of Art (MA) Degree in Logistics and Supply Chain Management at Addis Ababa University.

Respondents are encouraged to use either "X" or "√". All information will be kept confidentially and respondents are not allowed to write their name on any of the pages. Your genuine, frank and timely response are much appreciated as it is a base for realistic and sound research work.

Filling the questionnaire will not take more than five minutes. Hence, the researcher would like to extend precious gratitude's in advance by requesting respondents to complete the survey as soon as possible. The questionnaire has a total of **four** pages that printed on both side. Respondents' can forward anything that needs clarification from the researcher using 0913-035361 (cellphone) and biniyamtamiru@yahoo.com.

Thank You & Regards

Biniyam Tamiru

Part One: Background Information:

- **Gender: Male_____ Female_____**
- **Level of education: Diploma_____ BA (BSc)_____**
  MA (MSc) _____ PhD _____
- **No of years working in relation to P4P Maize supply: _____**

Part Two:

Relationship of inbound logistics factors with inbound logistics performance in the case of P4P Maize supply under FDC.

Rate below statements as**:**

1 = Strongly Disagree, 2 = Somewhat Disagree, 3 = Neutral, 4 = Somewhat Agree and **5 = Strongly Agree**

1	**Please rate the relation of inbound transportation with the following activities in the delivery of FDC Maize**	1	2	3	4	5
1.1	WFP contracted trucks were suitable to load with its full capacity.					
1.2	The road conditions to/from those Unions' warehouses were good.					
1.3	Trucks were arrived at Cooperative Unions' (FCUs) warehouse within reasonable time after inspection.					
1.4	All prepared cargos were in good quality when truck arrived.					
1.5	Union's staffs were facilitating the loading & shipment efficiently.					
1.6	Inspectors always were available when trucks arrived for loading.					
1.7	Truck operators (drivers & assistants) were dedicated on their jobs.					
1.8	Transporters were effective to rent trucks that were available around the Unions' location.					
1.9	Required numbers of trucks were deployed to deliver the shipment within a reasonable time.					
1.10	Proper transportation was able the cargo quality to be with no (or minimum) damage, loss and waste including its package (bags).					
2	**Please rate the relation of inventory planning and control with the following activities of supplying Maize**	**1**	**2**	**3**	**4**	**5**
2.1	Unions kept records showing the status of inventories (stocks).					
2.2	Rain & power interruption didn't affect cleaning and re-bagging.					
2.3	Unions' could saves money by avoiding reserve stock of Maize.					
2.4	Unions' stored ready lot for long days till delivery date approached.					

2.5	Unions bought enough MTs of Maize before market assessment done.					
2.6	Cooperative Unions delivered the lot per agreed schedule with P4P.					
2.7	Assignment of inspectors done within short time after notification.					
3	**Please rate the relation of warehousing with the following activities of delivering Maize under FDCs**	**1**	**2**	**3**	**4**	**5**
3.1	Unions used proper commodity management tool & equipment (like pallet...).					
3.2	Cooperative Unions stored raw Maize separating from bagged and fumigated maize in different rooms.					
3.3	Unions used pest control system (like rat bat) in the storage rooms.					
3.4	Unions delivered all quantities in a place stated in the contract.					
3.5	Unions had enough quality testing equipment (like fumigation sheet).					
3.6	Stacks were piled in safe methods that assist sampling and loading.					
3.7	Enough spaces (aisles) were found between stacks including at each side of the room (walls) that helped sampling and loading.					
3.8	Unions' store layout, arrangement and materials it constructed favored for keeping Maize quality and its package safely.					
3.9	Unions' staffs were eager to load the cargo even after working hours.					
3.10	Cooperative Unions were stored Maize at Primary Cooperatives (PCs) warehouse due to shortage of warehouse.					
4	**Please rate the relation of sourcing (procurement) with below activities of delivering Maize under FDCs**	**1**	**2**	**3**	**4**	**5**
4.1	There was no default (cancellation of quantity fully or partially).					
4.2	Enough time was given to FDC (contract signing up to contract end).					
4.3	Timely loan provision favored purchase of Maize at low price.					
4.4	Cooperative Unions procurement system (decision making pattern) was suitable to buy Maize and printing of bags shortly.					
4.5	Unions were conducting good market research before buying Maize.					
4.6	Unions behaved ethically when market price assessment done.					
4.7	Unions were assuming long-lasting relation of WFP in every action.					
4.8	FCUs supplied even Maize market price was higher than FDC price.					
4.9	FCUs received cleaned and re-bagged (finished) Maize from PCs.					
4.10	FCUs bought Maize at a lower price than that of found by assessment.					
5	**Please rate the relation of customer responses with below activities when FCUs supply Maize under FDCs**	**1**	**2**	**3**	**4**	**5**
5.1	Unions were committed managing FDC Maize inventory properly.					
5.2	FCUs establishment (organization) structure favored delegation of responsibilities & authorities.					

5.3	Unions were committed to replace (upgrade quality) those infested lot.					
5.4	FCUs submitted clear payment request immediately after loading each lot.					
5.5	FCUs gave periodic updates (or any difficulties they faced) to WFP.					
5.6	FCUs staffs have well technical, managerial and financial management competency.					
5.7	Unions made ready proper lot size within a right time interval.					
5.8	FCUs did business with WFP in a simple way than any other buyers.					

Practice of FCUs in the execution of FDC contracts

6	**Please rate the efficiency of logistics in execution the above activities**	**1**	**2**	**3**	**4**	**5**
6.1	Enough Maize stocks as per contract were (both raw maize and bagged) available at Cooperative Union hand.					
6.2	FCUs could supply urgent demand from WFP (or any other buyer) while executing FDC.					
6.3	Unions provided quality service to WFP completing all obligations within contract period.					
6.4	Unions exert their effort to minimize cost of Maize when they buy.					
6.5	FCUs were quick to start delivery, make ready next lot, submit payment request and take loan (if necessary)					
6.6	FCUs were working together to minimize cost (or maximize profit).					
6.7	Unions were taking advantage of income opportunity from warehouse rent by delivering the Maize quickly.					
6.8	All trucks were loaded with their full (optimal) loading capacity.					

B. Correlations Test

Correlations

Kendall's tau_b		INBOUND TRANSPORTATION	INVENTORY PLANNING	WAREHOUSING	PROCUREMENT (SOURCING)	CUSTOMER RESPONSE	EFFICIENT LOGISTICS PERFORMANCE
INBOUND TRANSPORTATION	Correlation Coefficient	1	.530**	.568**	.499**	.574**	.686**
	Sig. (1-tailed)	.	0	0	0	0	0
	N	34	34	34	34	34	34
INVENTORY PLANNING	Correlation Coefficient	.530**	1	.449**	.451**	.535**	.593**
	Sig. (1-tailed)	0	.	0.001	0.001	0	0
	N	34	34	34	34	34	34
WAREHOUSING	Correlation Coefficient	.568**	.449**	1	.396**	.632**	.573**
	Sig. (1-tailed)	0	0.001	.	0.002	0	0
	N	34	34	34	34	34	34
PROCUREMENT (SOURCING)	Correlation Coefficient	.499**	.451**	.396**	1	.508**	.576**
	Sig. (1-tailed)	0	0.001	0.002	.	0	0
	N	34	34	34	34	34	34
CUSTOMER RESPONSE	Correlation Coefficient	.574**	.535**	.632**	.508**	1	.712**
	Sig. (1-tailed)	0	0	0	0	.	0
	N	34	34	34	34	34	34
EFFICIENT LOGISTICS PERFORMANCE	Correlation Coefficient	.686**	.593**	.573**	.576**	.712**	1
	Sig. (1-tailed)	0	0	0	0	0	.
	N	34	34	34	34	34	34

*****. Correlation is significant at the 0.01 level (1-tailed).***

Source: Respondents opinion analyzed using SPSS

C. FCUs payment cycle (Submitting payment to WFP up to collection of payment) in 2015 FDC

Ser. No	Name of Cooperative Union (CU)	Allocated Quantity (MT)	Payment for MT	Payment amount	Invoice Received By WFP	Invoice Sent to PROC	Payment Processing Date	Payment submitted to Finance	(LIV) Posting Date	Payment Run Date	Bank letter date	Payment Due date to FCU bank
1	**Gibe Dedesa FCU**	**2,700.000**	2700	14,342,400.00	9-Jun-16	9-Jun-16	14-Jun-16	15-Jun-16	15-Jun-16	16-Jun-16	18-Jun-16	19-Jun-16
2	**Damot Multipurpose FCU**	**3,000.000**	2000	11,520,000.00	24-Aug-16	25-Aug-16	25-Aug-16	26-Aug-16	26-Aug-16	29-Aug-16	30-Aug-16	31-Aug-16
			1000	5,760,000.00	24-Aug-16	25-Aug-16	26-Aug-16	29-Aug-16	30-Aug-16	30-Aug-16	1-Sep-16	2-Sep-16
3	**Gozamin FCU**	**1,000.000**	497.50	2,999,427.50	23-Jun-16	24-Jun-16	29-Jun-16	30-Jun-16	30-Jun-16	30-Jun-16	2-Jul-16	3-Jul-16
			502.5	3,029,572.50	7-Jul-16	7-Jul-16	29-Jul-16	1-Aug-16	1-Aug-16	2-Aug-16	4-Aug-16	5-Aug-16
4	**Bora Denbel FCU**	**500.000**	500	2,961,500.00	20-Jun-16	20-Jun-16	11-Jul-16	12-Jul-16	13-Jul-16	13-Jul-16	15-Jul-16	16-Jul-16
5	**Angacha FCU**	**360.000**	360	2,279,880.00	2-Jun-16	3-Jun-16	13-Jun-16	14-Jun-16	14-Jun-16	14-Jun-16	17-Jun-16	18-Jun-16
6	**Ambericho FCU**	**500.000**	250	1,532,000.00	23-Jun-16	24-Jun-16	4-Jul-16	4-Jul-16	7-Jul-16	12-Jul-16	13-Jul-16	14-Jul-16
			250	1,532,000.00	23-Jun-16	24-Jun-16	12-Jul-16	12-Jul-16	12-Jul-16	13-Jul-16	15-Jul-16	16-Jul-16
7	**Walta FCU**	**1,400.000**	600	3,603,000.00	4-May-16	4-May-16	11-May-16	13-May-16	13-May-16	13-May-16	18-May-16	19-May-16
			300	1,801,500.00	25-May-16	26-May-16	27-May-16	30-May-16	30-May-16	6-Jun-16	7-Jun-16	8-Jun-16
			500	3,002,500.00	13-Jul-16	13-Jul-16	13-Jul-16	13-Jul-16	14-Jul-16	15-Jul-16	16-Jul-16	17-Jul-16
8	**Melik siltie's FCU**	**2,000.000**	500	3,010,500.00	24-May-16	24-May-16	31-May-16	31-May-16	1-Jun-16	1-Jun-16	4-Jun-16	5-Jun-16
			550	3,311,550.00	22-Jun-16	22-Jun-16	22-Jun-16	23-Jun-16	24-Jun-16	27-Jun-16	28-Jun-16	29-Jun-16
			950	5,719,950.00	28-Jul-16	29-Jul-16	3-Aug-16	4-Aug-16	5-Aug-16	8-Aug-16	10-Aug-16	11-Aug-16

			213	1,279,491.00	3-Jun-16	3-Jun-16	15-Jun-16	15-Jun-16	15-Jun-16	16-Jun-16	18-Jun-16	19-Jun-16
9	Sidama Elto FCU	500.000	287	1,724,009.00	3-Jun-16	3-Jun-16	29-Jun-16	29-Jun-16	30-Jun-16	30-Jun-16	2-Jul-16	3-Jul-16
	Mencheno Alaba		500	2,951,000.00	31-May-16	1-Jun-16	7-Jun-16	7-Jun-16	8-Jun-16	8-Jun-16	11-Jun-16	12-Jun-16
10	FCU	1,000.000	500	2,951,000.00	15-Jul-16	18-Jul-16	18-Jul-16	19-Jul-16	19-Jul-16	20-Jul-16	22-Jul-16	23-Jul-16
	Mira Service		250	1,479,750.00	7-Apr-16	7-Apr-16	7-Apr-16	7-Apr-16	8-Apr-16	8-Apr-16	12-Apr-16	13-Apr-16
11	Development PLC	600.000	350	2,071,650.00	26-Apr-16	28-Apr-16	28-Apr-16	28-Apr-16	2-May-16	2-May-16	4-May-16	5-May-16
			2300	14,547,500.00	4-May-16	4-May-16	4-May-16	4-May-16	6-May-16	9-May-16	11-May-16	12-May-16
12	Admas FCU	3,500.000	1200	7,590,000.00	13-Jul-16	14-Jul-16	15-Jul-16	18-Jul-16	19-Jul-16	20-Jul-16	4-Aug-16	5-Aug-16
13	Merkeb FCU	3,500.000	3500	21,101,500.00	9-Sep-16	9-Sep-16	9-Sep-16	14-Sep-16	15-Sep-16	15-Sep-16	16-Sep-16	17-Sep-16
			500	2,907,000.00	10-Jun-16	10-Jun-16	13-Jun-16	14-Jun-16	15-Jun-16	16-Jun-16	18-Jun-16	19-Jun-16
	Admas		500	2,907,000.00	16-Jul-16	17-Jul-16	20-Jul-16	21-Jul-16	25-Jul-16	25-Jul-16	27-Jul-16	28-Jul-16
14	Multipurpose FCU	2,000.000	1000	5,814,000.00	15-Aug-16	15-Aug-16	15-Aug-16	16-Aug-16	17-Aug-16	19-Aug-16	24-Aug-16	25-Aug-16
	Limu Inara		1240	6,249,600.00	16-Aug-16	17-Aug-16	17-Aug-16	17-Aug-16	18-Aug-16	19-Aug-16	24-Aug-16	25-Aug-16
	Farmers		540	2,721,600.00	30-Sep-16	30-Sep-16	29-Sep-16	3-Oct-16	3-Oct-16	12-Oct-16	15-Oct-16	16-Oct-16
15	Multi-purpose CU	2,000.000	220	1,108,800.00	30-Sep-16	30-Sep-16	12-Oct-16	12-Oct-16	13-Oct-16	18-Oct-16	19-Oct-16	20-Oct-16
	Uta Wayu		1500	8,878,500.00	14-Apr-16	15-Apr-16	21-Apr-16	22-Apr-16	25-Apr-16	26-Apr-16	28-Apr-16	29-Apr-16
16	Multipurpose FCU	3,000.000	1500	8,878,500.00	21-Jun-16	21-Jun-16	21-Jun-16	21-Jun-16	22-Jun-16	27-Jun-16	29-Jun-16	30-Jun-16
17	Jimma FCU	500.000	500	2,700,000.00	22-Jun-16	22-Jun-16	22-Jun-16	23-Jun-16	24-Jun-16	27-Jun-16	28-Jun-16	29-Jun-16
	Buno Bedele		500	2,532,000.00	6-May-16	6-May-16	6-May-16	9-May-16	9-May-16	9-May-16	11-May-16	12-May-16
	Farmers'											
18	Cooperative Union	1,500.000	1000	5,064,000.00	20-Jun-16	20-Jun-16	23-Jun-16	23-Jun-16	24-Jun-16	27-Jun-16	28-Jun-16	29-Jun-16
			367	2,188,054.00	15-Jun-16	16-Jun-16	16-Jun-16	17-Jun-16	17-Jun-16	17-Jun-16	22-Jun-16	23-Jun-16
19	Liben FCU	700.000	333	1,985,346.00	11-Jul-16	12-Jul-16	15-Jul-16	15-Jul-16	18-Jul-16	20-Jul-16	22-Jul-16	23-Jul-16

20	Ambo Farmers Cooperative Union	1,500.000	600	3,565,200.00	24-Jun-16	24-Jun-16	7-Jul-16	7-Jul-16	8-Jul-16	10-Jul-16	12-Jul-16	13-Jul-16
			900	5,347,800.00	25-Jul-16	28-Jul-16	10-Aug-16	10-Aug-16	11-Aug-16	12-Aug-16	16-Aug-16	17-Aug-16
21	Haragu Farmers Cooperative Union	2,000.000	1000	5,539,000.00	12-May-16	12-May-16	12-May-16	13-May-16	13-May-16	13-May-16	18-May-16	19-May-16
			1000	5,539,000.00	22-Jul-16	22-Jul-16	22-Jul-16	25-Jul-16	25-Jul-16	25-Jul-16	27-Jul-16	28-Jul-16
22	Bore Bakko FCU	1,000.000	500	2,623,000.00	2-Jun-16	2-Jun-16	2-Jun-16	3-Jun-16	3-Jun-16	3-Jun-16	7-Jun-16	8-Jun-16
			500	2,623,000.00	4-Aug-16	5-Aug-16	9-Aug-16	10-Aug-16	11-Aug-16	12-Aug-16	16-Aug-16	17-Aug-16
23	Jergo Birbir	200.000	200	1,071,600.00	22-Jun-16	22-Jun-16	22-Jun-16	22-Jun-16	23-Jun-16	27-Jun-16	29-Jun-16	30-Jun-16
24	Anger Abaya FCU	1,500.000	1500	7,525,500.00	17-Jul-16	18-Jul-16	20-Jul-16	20-Jul-16	21-Jul-16	21-Jul-16	23-Jul-16	24-Jul-16
25	Mete Yoma Badewacho FCU	500.000	490	2,929,710.00	2-Jun-16	3-Jun-16	15-Jun-16	16-Jun-16	16-Jun-16	16-Jun-16	18-Jun-16	19-Jun-16
			10	59,790.00	4-Jul-16	4-Jul-16	7-Jul-16	7-Jul-16	8-Jul-16	10-Jul-16	12-Jul-16	13-Jul-16
26	Oysa Dawro FCU	160.000	160	943,680.00	7-Jun-16	7-Jun-16	7-Jun-16	7-Jun-16	8-Jun-16	8-Jun-16	11-Jun-16	12-Jun-16
27	Andinet Multipurpose FCU	300.000	300	1,642,800.00	2-Jun-16	2-Jun-16	7-Jun-16	7-Jun-16	8-Jun-16	8-Jun-16	11-Jun-16	12-Jun-16
28	Godefo FCU	500.000	500	2,641,500.00	2-Aug-16	4-Aug-16	9-Aug-16	10-Aug-16	11-Aug-16	12-Aug-16	16-Aug-16	17-Aug-16
29	Dilla Aleltu FCU	500.000	500	2,580,000.00	11-Jul-16	12-Jul-16	12-Jul-16	13-Jul-16	13-Jul-16	13-Jul-16	15-Jul-16	16-Jul-16
30	Tsehay Multipurpose FCU	1,000.000	1000	6,083,000.00	18-Jul-16	19-Jul-16	20-Jul-16	21-Jul-16	22-Jul-16	25-Jul-16	27-Jul-16	28-Jul-16
	Total Delivered	39,420.000										

Source: Compiled report of WFP P4P & Procurement Units

D. FCUs payment cycle (Submitting payment to WFP up to collection of payment) in 2014 FDC

Ser. No	Name of Cooperative Union (CU)	Allocated Quantity (MT)	Payment for MT	Payment amount	Invoice Received By WFP	Invoice Sent to PROC	Payment Processing Date	Payment submitted to Finance	(LIV) Posting Date	Payment Run Date	Bank letter date	Payment Due date to FCU bank
1	Damot Multi. FCU	1,800.000	1800	9,720,000.00	28-Jul-15	30-Jul-15	30-Jul-15	31-Jul-15	5-Aug-15	6-Aug-15	7-Aug-15	8-Aug-15
2	Gozamin FCU	1,000.000	1000	5,589,000.00	29-Jul-15	30-Jul-15	31-Jul-15	3-Aug-15	5-Aug-15	6-Aug-15	7-Aug-15	8-Aug-15
3	Bora Denbel FCU	1,200.000	440	2,471,920.00	27-May-15	28-May-15	8-Jun-15	8-Jun-15	9-Jun-15	11-Jun-15	16-Jun-15	17-Jun-15
			360	2,022,480.00	5-Aug-15	6-Aug-15	18-Aug-15	18-Aug-15	19-Aug-15	19-Aug-15	20-Aug-15	21-Aug-15
			400	2,247,200.00	21-Apr-15	22-Apr-15	20-May-15	20-May-15	9-Jun-15	11-Jun-15	16-Jun-15	17-Jun-15
4	Ambericho FCU	500.000	200	1,197,800.00	30-Jun-15	2-Jul-15	6-Jul-15	7-Jul-15	15-Jul-15	15-Jul-15	15-Jul-15	16-Jul-15
			300	1,796,700.00	23-Apr-15	30-Apr-15	19-May-15	19-May-15	20-May-15	20-May-15	25-May-15	26-May-15
5	Walta FCU	1,400.000	720	4,227,120.00	22-May-15	25-May-15	26-May-15	26-May-15	27-May-15	27-May-15	28-May-15	29-May-15
			320	1,878,720.00	24-Jun-15	24-Jun-15	24-Jun-15	25-Jun-15	2-Jul-15	2-Jul-15	2-Jul-15	3-Jul-15
			80% of 360	2,113,560.00	8-Apr-15	8-Apr-15	8-Apr-15	9-Apr-15	9-Apr-15	9-Apr-15	13-Apr-15	14-Apr-15
			20% of 360		8-Apr-15	8-Apr-15	30-Apr-15	30-Apr-15	30-Apr-15	1-May-15	5-May-15	6-May-15
6	Melik siltie's FCU	1,800.000	80% of 1130	6,846,670.00	21-Apr-15	22-Apr-15	22-Apr-15	23-Apr-15	27-Apr-15	27-Apr-15	28-Apr-15	29-Apr-15
			20% of 1130		21-Apr-15	22-Apr-15	1-Jun-15	2-Jun-15	3-Jun-15	4-Jun-15	5-Jun-15	6-Jun-15
			670	4,059,530.00	14-May-15	18-May-15	19-May-15	20-May-15	21-May-15	21-May-15	25-May-15	26-May-15
7	Sidama Elto FCU	1,800.000	552	3,177,864.00	7-May-15	8-May-15	8-May-15	8-May-15	8-May-15	15-May-15	15-May-15	16-May-15
			348	2,003,436.00	7-May-15	8-May-15	8-May-15	8-May-15	8-May-15	8-May-15	14-May-15	15-May-15
			280	1,611,960.00	1-Jul-15	2-Jul-15	3-Jul-15	3-Jul-15	6-Jul-15	8-Jul-15	8-Jul-15	9-Jul-15

			80% of 520		31-Mar-15	2-Apr-15	2-Apr-15	2-Apr-15	3-Apr-15	3-Apr-15	6-Apr-15	7-Apr-15
			20% of 520	2,993,640.00	31-Mar-15	2-Apr-15	30-Apr-15	30-Apr-15	1-May-15	1-May-15	5-May-15	6-May-15
			100	575,700.00	24-Jul-15	28-Jul-15	28-Jul-15	29-Jul-15	31-Jul-15	31-Jul-15	3-Aug-15	4-Aug-15
8	**Damota Wolayta FCU**	**300.000**	300	1,711,200.00	18-May-15	20-May-15	26-May-15	26-May-15	29-May-15	4-Jun-15	5-Jun-15	6-Jun-15
			200	1,120,600.00	24-Jun-15	24-Jun-15	24-Jun-15	25-Jun-15	2-Jul-15	2-Jul-15	2-Jul-15	3-Jul-15
	Mencheno Alaba FCU	**1,000.000**	80 % of 400		6-Apr-15	8-Apr-15	8-Apr-15	8-Apr-15	8-Apr-15	1-May-15	5-May-15	6-May-15
			20 % of 400	2,241,200.00	6-Apr-15	8-Apr-15	30-Apr-15	30-Apr-15	30-Apr-15	1-May-15	26-May-15	27-May-15
			80 % of 400		15-May-15	18-May-15	21-May-15	22-May-15	22-May-15	22-May-15	28-May-15	29-May-15
9			20 % of 400	2,241,201.00	15-May-15	18-May-15	1-Jun-15	2-Jun-15	4-Jun-15	4-Jun-15	5-Jun-15	6-Jun-15
10	**Mira Service Dev. PLC**	**600.000**	600	3,409,200.00	28-Apr-15	30-Apr-15	6-May-15	6-May-15	8-May-15	8-May-15	8-May-15	9-May-15
			1080	5,933,520.00	12-May-15	13-May-15	19-May-15	20-May-15	21-May-15	21-May-15	25-May-15	26-May-15
	Admas FCU	**1,800.000**	80 % of 720		30-Mar-15	30-Mar-15	2-Apr-15	2-Apr-15	3-Apr-15	3-Apr-15	6-Apr-15	7-Apr-15
11			20 % of 720	3,955,680.00	30-Mar-15	30-Mar-15	30-Apr-15	30-Apr-15	1-May-15	1-May-15	5-May-15	6-May-15
12	**Merkeb FCU**	**1,800.000**	1800	10,411,200.00	1-Jun-15	2-Jun-15	24-Jun-15	25-Jun-15	2-Jul-15	2-Jul-15	2-Jul-15	3-Jul-15
13	**Admas Multi. FCU**	**1,500.000**	1500	8,730,000.00	25-Jun-15	26-Jun-15	26-Jun-15	29-Jun-15	15-Jul-15	23-Jul-15	23-Jul-15	24-Jul-15
14	**Limu Inara Farmers Multi.CU**	**1,500.000**	1500	7,773,000.00	9-Jul-15	13-Jul-15	13-Jul-15	15-Jul-15	15-Jul-15	15-Jul-15	15-Jul-15	16-Jul-15
15	**Jimma FCU**	**500.000**	500	2,680,000.00	3-Jul-15	7-Jul-15	8-Jul-15	9-Jul-15	13-Jul-15	14-Jul-15	14-Jul-15	15-Jul-15
			900	4,446,000.00	3-Jun-15	4-Jun-15	5-Jun-15	8-Jun-15	9-Jun-15	11-Jun-15	16-Jun-15	17-Jun-15
	Buno Bedele FCU	**1,200.000**	80 % of 300		14-Apr-15	14-Apr-15	15-Apr-15	16-Apr-15	17-Apr-15	21-Apr-15	22-Apr-15	23-Apr-15
16			20 % of 300	1,482,000.00	14-Apr-15	14-Apr-15	27-Apr-15	28-Apr-15	30-Apr-15	1-May-15	5-May-15	6-May-15
17	**Liben FCU**	**650.000**	310	1,721,430.00	14-May-15	18-May-15	20-May-15	20-May-15	21-May-15	21-May-15	25-May-15	26-May-15

			80 % of 340		20-Apr-15	20-Apr-15	20-Apr-15	21-Apr-15	21-Apr-15	27-Apr-15	27-Apr-15	28-Apr-15
			20 % of 340	1,888,020.00	20-Apr-15	20-Apr-15	27-Apr-15	28-Apr-15	30-Apr-15	1-May-15	5-May-15	6-May-15
	Ambo FCU	**1,100.000**	550	3,172,400.00	16-Apr-15	16-Apr-15	28-Apr-15	29-Apr-15	30-Apr-15	1-May-15	5-May-15	6-May-15
18			550	3,172,400.00	28-May-15	1-Jun-15	2-Jun-15	3-Jun-15	3-Jun-15	4-Jun-15	5-Jun-15	6-Jun-15
19	**Haragu FCU**	**1,000.000**	1000	5,353,000.00	15-Jun-15	15-Jun-15	16-Jun-15	16-Jun-15	17-Jun-15	18-Jun-15	19-Jun-15	20-Jun-15
	Bore Bakko FCU	**1,000.000**	720	3,800,880.00	29-Apr-15	30-Apr-15	6-May-15	7-May-15	8-May-15	8-May-15	8-May-15	9-May-15
20			280	1,478,120.00	3-Jul-15	7-Jul-15	8-Jul-15	9-Jul-15	13-Jul-15	14-Jul-15	14-Jul-15	15-Jul-15
	Jergo Birbir		80	461,920.00	10-Jun-15	11-Jun-15	11-Jun-15	12-Jun-15	15-Jun-15	16-Jun-15	16-Jun-15	17-Jun-15
	Farmers Multi.	**200.000**	80 % of 120		17-Apr-15	20-Apr-15	20-Apr-15	20-Apr-15	21-Apr-15	28-Apr-15	29-Apr-15	30-Apr-15
21	**CU**		20 % of 120	692,880.00	17-Apr-15	20-Apr-15	30-Apr-15	30-Apr-15	1-May-15	1-May-15	5-May-15	6-May-15
	Anger Abaya FCU	**1,200.000**	400	1,991,200.00	15-Apr-15	16-Apr-15	19-May-15	20-May-15	21-May-15	21-May-15	25-May-15	26-May-15
			420	2,090,760.00	15-May-15	18-May-15	19-May-15	20-May-15	21-May-15	21-May-15	25-May-15	26-May-15
22			380	1,891,640.00	25-Jun-15	25-Jun-15	25-Jun-15	25-Jun-15	2-Jul-15	5-Oct-15	5-Oct-15	6-Oct-15
23	**Oysa Dawro CU**	**150.000**	150	779,700.00	5-Jun-15	5-Jun-15	16-Jun-15	17-Jun-15	17-Jun-15	18-Jun-15	19-Jun-15	20-Jun-15
	South OMO Crop	**500.000**	250	1,320,000.00	15-May-15	20-May-15	1-Jun-15	2-Jun-15	11-Jun-15	15-Jun-15	15-Jun-15	16-Jun-15
24	**Producers FCU**		250	1,320,000.00	24-Jun-15	24-Jun-15	24-Jun-15	25-Jun-15	2-Jul-15	2-Jul-15	2-Jul-15	3-Jul-15
25	**Esipe Dicha FCU**	**200.000**	200	976,200.00	2-Jun-15	3-Jun-15	8-Jun-15	16-Jun-15	17-Jun-15	18-Jun-15	19-Jun-15	20-Jun-15
	Andinet Multi.	**300.000**										
26	**FCU**		300	1,556,400.00	11-Jun-15	15-Jun-15	16-Jun-15	16-Jun-15	17-Jun-15	18-Jun-15	19-Jun-15	20-Jun-15
	Gibe Dedesa FCU	**1,200.000**	80% of 1200	6,535,200.00	9-Jun-15	15-Jun-15	17-Jun-15	17-Jun-15	21-Jun-15	23-Jun-15	24-Jun-15	25-Jun-15
27			20% of 1200		9-Jun-15	15-Jun-15	8-Jul-15	9-Jul-15	13-Jul-15	14-Jul-15	14-Jul-15	15-Jul-15
28	**Angacha FCU**	**300.000**	80% of 300	1,824,000.00	14-Apr-15	15-Apr-15	15-Apr-15	16-Apr-15	19-Apr-15	21-Apr-15	22-Apr-15	25-Apr-15
			20% of 300		14-Apr-15	15-Apr-15	27-Apr-15	28-Apr-15	1-May-15	1-May-15	5-May-15	6-May-15
	Uta Wayu	**2,000.000**	80 % of 800		8-Apr-15	8-Apr-15	9-Apr-15	13-Apr-15	8-May-15	8-May-15	8-May-15	9-May-15
29	**Multi.FCU**		20 % of 800	4,545,600.00	8-Apr-15	8-Apr-15	7-May-15	7-May-15	8-May-15	8-May-15	8-May-15	9-May-15

			80 % of 1200		18-Jun-15	18-Jun-15	18-Jun-15	20-Jun-15	21-Jun-15	23-Jun-15	24-Jul-15	25-Jul-15
			20 % of 1200	6,818,400.00	18-Jun-15	27-Jun-15	7-Jul-15	7-Jul-15	8-Jul-15	9-Jul-15	9-Jul-15	10-Jul-15
	Mete Yoma		80 % of 300		1-Apr-15	3-Apr-15	8-Apr-15	9-Apr-15	22-Apr-15	22-Apr-15	23-Apr-15	24-Apr-15
	Badewacho FCU	**500.000**	20 % of 300	1,704,600.00	1-Apr-15	3-Apr-15	30-Apr-15	30-Apr-15	1-May-15	1-May-15	14-May-15	15-May-15
30			200	1,136,400.00	7-May-15	8-May-15	8-May-15	8-May-15	8-May-15	28-May-15	29-May-15	30-May-15
Total Delivered		**30,000.000**										

Source: Compiled report of WFP P4P & Procurement Units

E. Amount of Loan FCUs took from bank for purchase of Maize in 2015 FDC

Row Labels	Sum of Loan requested ETB	Sum of Loan granted ETB	Sum of Loan repaid ETB
Admas	13,882,400.00	13,882,400.00	13,882,400.00
Admas Multi.	5,338,200.00	5,338,200.00	5,338,200.00
Anger Abaya	4,512,900.00	4,512,900.00	4,512,900.00
Buno bedele	2,306,325.00	2,306,325.00	2,306,325.00
Ghibe Dedissa	3,099,600.00	3,099,600.00	3,099,600.00
Gozamen	7,475,929.00	7,475,929.00	7,475,929.00
Haragu	4,827,900.00	4,827,900.00	4,827,900.00
Jergo berber	3,008,600.00	3,008,600.00	3,008,600.00
Jima	2,455,950.00	2,455,950.00	2,455,950.00
Liben	3,470,600.00	3,470,600.00	3,470,600.00
Limu Inera	4,775,000.00	4,775,000.00	4,775,000.00
Melik Silte	12,171,600.00	12,171,600.00	12,171,600.00
Mencheno Halaba	2,660,700.00	2,660,700.00	2,660,700.00
Merkeb	20,000,000.00	20,000,000.00	20,000,000.00

Sidama Elto	14,420,757.00	14,420,757.00	14,420,757.00
Uta Wayu	3,638,600.00	3,638,600.00	3,638,600.00
Grand Total	**111,590,561.00**	**88,045,061.00**	**88,045,061.00**

Source: Compiled report of WFP P4P & Procurement Units

F. Amount of Loan FCUs took from bank for purchase of Maize in 2014 FDC

Row Labels	Sum of Loan requested ETB	Sum of Loan granted ETB	Sum of Loan repaid ETB
Admas	6,018,264.00	6,018,264.00	6,018,264.00
Admas	5,000,000.00	5,000,000.00	5,000,000.00
Ambericho	1,685,740.00	1,685,740.00	1,685,740.00
Andnet	1,405,740.00	821,378.00	821,378.00
Anger Abaya	3,667,776.00	3,667,776.00	3,667,776.00
Bora Dembel	3,490,480.00	3,490,480.00	3,490,480.00
Buno bedele	3,709,776.00	3,709,776.00	3,709,776.00
Damota Wolayita	1,003,044.00	1,003,044.00	1,003,044.00
Haragu	3,112,480.00	3,112,480.00	3,112,480.00
Liben	2,191,462.00	2,191,462.00	2,191,462.00
Limu Inera	4,637,220.00	4,637,220.00	4,637,220.00
Melik Silte	5,060,520.00	5,060,520.00	5,060,520.00
Mencheno Halaba	3,407,880.00	3,407,880.00	3,407,880.00
Merkeb	6,000,000.00	6,000,000.00	6,000,000.00
Meta Yoma	1,706,740.00	1,706,740.00	1,706,740.00
Oysa Dawaro	450,450.00	450,000.00	450,000.00
Sidama Elto	19,226,000.00	19,226,000.00	19,226,000.00
South Omo	1,510,743.00	1,500,000.00	1,500,000.00

Uta Wayu	6,969,760.00	3,484,880.00	3,484,880.00
Walta	3,140,401.00	3,000,000.00	3,000,000.00
Grand Total	**79,173,640.00**	**79,173,640.00**	**79,173,640.00**

Source: Compiled report of WFP P4P & Procurement Units

G. List of Equipment provide to FCUs irrespective to amount of USD

Name of Target Group	Type of Equipment Support	Quantity	Unit Value in USD	Total Value in USD	Purchased by
Admas	Fumigation Sheet	2	224.53	449.06	WFP
Admas	Knapsack Sprayer	3	169.57	508.72	WFP
Admas	Portable Bag Stitching Machine	3	424.00	1,272.00	WFP
Admas	Set of Sieves	3	275.97	827.90	WFP
Admas	Moisture Meter	3	625.00	1,875.00	WFP
Admas	Weighing Scale	3	251.43	754.30	WFP
Admas	Maize Sheler	3	2,046.36	6,139.09	WFP
Admas	Manual Maize Sheller:	50	13.82	691.11	WFP
Admas	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Admas	Rub Hall	1	21,015.95	21,015.95	WFP
Admas	APC SMART UPS 750VA	1	200.82	200.82	WFP
Admas	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Admas	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Admas	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Admas	Blue Box	1	2,895.00	2,895.00	WFP
Admas	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Admas	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Admas	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Admas	Weighing Scale	4	182.44	729.76	ACDI-VOCA

Sub Total			**33,871.59**	**51,823.97**	
Admas Multi.	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Admas Multi.	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Admas Multi.	Portable Bag Stitching Machine	2	345.76	691.52	ACDI-VOCA
Admas Multi.	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Admas Multi.	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Admas Multi.	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Admas Multi.	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Admas Multi.	Maize Sheler	1	2,395.83	2,395.83	ACDI-VOCA
Admas Multi.	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA
Admas Multi.	Knapsack Sprayer	2	150.00	300.00	ACDI-VOCA
Sub Total			11,236.47	22,366.81	
Ambericho	Forceps	1	8.96	8.96	WFP
Ambericho	Knapsack Sprayer	1	128.75	128.75	WFP
Ambericho	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Ambericho	Probes or Spears	1	285.20	285.20	WFP
Ambericho	Set of Sieves	1	519.88	519.88	WFP
Ambericho	Moisture Meter	5	650.26	3,251.30	WFP
Ambericho	Weighing Scale	5	118.10	590.50	WFP
Ambericho	Maize Sheler	1	2,129.47	2,129.47	WFP
Ambericho	Manual Maize Sheller:	20	15.96	319.20	WFP
Ambericho	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Ambericho	Rub Hall	1	21,015.95	21,015.95	WFP
Ambericho	APC SMART UPS 750VA	1	200.82	200.82	WFP
Ambericho	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Ambericho	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Ambericho	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Ambericho	Fumigation Sheet	1	1,500.00	1,500.00	WFP

Ambericho	Fumigation Sheet	2	886.13	1,772.26	WFP
Ambericho	Blue Box	1	2,895.00	2,895.00	WFP
Ambericho	Prefabricated Warehouse	1	274,871.77	274,871.77	WFP
Sub Total			308,778.00	313,134.05	
Ambo CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Ambo CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Ambo CU	Portable Bag Stitching Machine	1	345.76	345.76	ACDI-VOCA
Ambo CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Ambo CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Ambo CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Ambo CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Ambo CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
Ambo CU	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA
Ambo CU	Knapsack Sprayer	2	150.00	300.00	ACDI-VOCA
Sub Total			11,236.47	24,416.88	
Andinet Multipurpose CU	Moisture Meter	4	851.38	3,405.52	WFP
Andinet Multipurpose CU	Weighing Scale	2	182.44	364.88	WFP
Andinet Multipurpose CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Andinet Multipurpose CU	Set of Sieves	2	519.51	1,039.02	WFP
Andinet Multipurpose CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Andinet Multipurpose CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Andinet Multipurpose CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Andinet Multipurpose CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Andinet Multipurpose CU	Blue Box	1	2,895.00	2,895.00	WFP
Andinet Multipurpose CU	Rub Hall	1	20,000.00	20,000.00	WFP
Sub Total			31,086.47	39,480.70	
Angacha	Forceps	1	8.96	8.96	WFP
Angacha	Knapsack Sprayer	1	128.75	128.75	WFP

Angacha	Moisture Meter	5	650.26	3,251.30	WFP
Angacha	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Angacha	Probes or Spears	1	285.20	285.20	WFP
Angacha	Set of Sieves	1	519.88	519.88	WFP
Angacha	Weighing Scale	5	118.10	590.50	WFP
Angacha	Maize Sheler	1	2,129.47	2,129.47	WFP
Angacha	Manual Maize Sheller:	20	15.96	319.20	WFP
Angacha	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Angacha	Rub Hall	1	21,015.95	21,015.95	WFP
Angacha	APC SMART UPS 750VA	1	200.82	200.82	WFP
Angacha	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Angacha	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Angacha	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Angacha	Fumigation Sheet	2	886.13	1,772.26	WFP
Sub Total			29,511.23	33,867.28	
Anger Abaya CU	Rub Hall	1	20,000.00	20,000.00	WFP
Anger Abaya CU	Moisture Meter	4	851.38	3,405.52	WFP
Anger Abaya CU	Weighing Scale	2	182.44	364.88	WFP
Anger Abaya CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Anger Abaya CU	Set of Sieves	2	519.51	1,039.02	WFP
Anger Abaya CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Anger Abaya CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Anger Abaya CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Anger Abaya CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Anger Abaya CU	Blue Box	1	2,895.00	2,895.00	WFP
Anger Abaya CU	Rub Hall	1	22,000.00	22,000.00	ATA
Sub Total			33,086.47	61,480.70	
Bora Dembel	Forceps	1	8.96	8.96	WFP

Bora Dembel	Fumigation Sheet	1	975.67	975.67	WFP
Bora Dembel	Fumigation Sheet	2	224.53	449.06	WFP
Bora Dembel	Knapsack Sprayer	1	128.75	128.75	WFP
Bora Dembel	Knapsack Sprayer	2	169.57	339.14	WFP
Bora Dembel	Moisture Meter	5	650.26	3,251.30	WFP
Bora Dembel	Moisture Meter	2	625.00	1,250.00	WFP
Bora Dembel	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Bora Dembel	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Bora Dembel	Portable Sample Divider	1	358.53	358.53	WFP
Bora Dembel	Probes or Spears	1	285.20	285.20	WFP
Bora Dembel	Set of Sieves	1	519.88	519.88	WFP
Bora Dembel	Set of Sieves	2	275.97	551.93	WFP
Bora Dembel	Weighing Scale	5	118.10	590.50	WFP
Bora Dembel	Weighing Scale	2	251.43	502.87	WFP
Bora Dembel	Maize Sheler	1	2,129.47	2,129.47	WFP
Bora Dembel	Maize Sheler	2	2,046.36	4,092.73	WFP
Bora Dembel	Manual Maize Sheller:	40	15.96	638.40	WFP
Bora Dembel	Manual Maize Sheller:	50	13.82	691.11	WFP
Bora Dembel	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Bora Dembel	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Bora Dembel	Rub Hall	1	21,015.95	21,015.95	WFP
Bora Dembel	APC SMART UPS 750VA	1	200.82	200.82	WFP
Bora Dembel	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Bora Dembel	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Bora Dembel	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Bora Dembel	Blue Box	1	2,895.00	2,895.00	WFP
Sub Total			38,633.48	48,865.25	
Bore Bakko CU	Rub Hall	1	20,000.00	20,000.00	WFP

Bore Bakko CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Bore Bakko CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Bore Bakko CU	Portable Bag Stitching Machine	1	345.76	345.76	ACDI-VOCA
Bore Bakko CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Bore Bakko CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Bore Bakko CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Bore Bakko CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Bore Bakko CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
Bore Bakko CU	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA
Bore Bakko CU	Knapsack Sprayer	2	150.00	300.00	ACDI-VOCA
Bore Bakko CU	Rub Hall	1	22,000.00	22,000.00	ATA
Sub Total			53,236.47	64,916.88	
Buno Bedele CU	Moisture Meter	4	851.38	3,405.52	WFP
Buno Bedele CU	Weighing Scale	2	182.44	364.88	WFP
Buno Bedele CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Buno Bedele CU	Set of Sieves	2	519.51	1,039.02	WFP
Buno Bedele CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Buno Bedele CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Buno Bedele CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Buno Bedele CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Buno Bedele CU	Blue Box	1	2,895.00	2,895.00	WFP
Buno Bedele CU	Rub Hall	1	22,000.00	22,000.00	ATA
Sub Total			33,086.47	42,980.70	
Damot Mult	Forceps	1	8.96	8.96	WFP
Damot Mult	Fumigation Sheet	1	975.67	975.67	WFP
Damot Mult	Fumigation Sheet	2	224.53	449.06	WFP
Damot Mult	Knapsack Sprayer	1	128.75	128.75	WFP
Damot Mult	Knapsack Sprayer	3	169.57	508.72	WFP

Damot Mult	Moisture Meter	5	650.26	3,251.30	WFP
Damot Mult	Moisture Meter	3	625.00	1,875.00	WFP
Damot Mult	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Damot Mult	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Damot Mult	Portable Sample Divider	1	358.53	358.53	WFP
Damot Mult	Probes or Spears	1	285.20	285.20	WFP
Damot Mult	Set of Sieves	1	519.88	519.88	WFP
Damot Mult	Set of Sieves	3	275.97	827.90	WFP
Damot Mult	Weighing Scale	5	118.10	590.50	WFP
Damot Mult	Weighing Scale	3	251.43	754.30	WFP
Damot Mult	Maize Sheler	1	2,129.47	2,129.47	WFP
Damot Mult	Maize Sheler	2	2,046.36	4,092.73	WFP
Damot Mult	Manual Maize Sheller:	50	15.96	798.00	WFP
Damot Mult	Manual Maize Sheller:	50	13.82	691.11	WFP
Damot Mult	Multicrop Grain cleaner	2	1,625.96	3,251.92	WFP
Damot Mult	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Damot Mult	APC SMART UPS 750VA	1	200.82	200.82	WFP
Damot Mult	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Damot Mult	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Damot Mult	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Damot Mult	Blue Box	1	2,895.00	2,895.00	WFP
Damot Mult	Rub Hall	1	20,000.00	20,000.00	WFP
Damot Mult	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Damot Mult	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Damot Mult	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Damot Mult	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Damot Mult	Rub Hall	2	22,000.00	44,000.00	ATA
Sub Total			62,056.99	105,020.45	

Damota Wolayita	Forceps	1	8.96	8.96	WFP
Damota Wolayita	Fumigation Sheet	1	224.53	224.53	WFP
Damota Wolayita	Knapsack Sprayer	1	128.75	128.75	WFP
Damota Wolayita	Knapsack Sprayer	2	169.57	339.14	WFP
Damota Wolayita	Moisture Meter	5	650.26	3,251.30	WFP
Damota Wolayita	Moisture Meter	2	625.00	1,250.00	WFP
Damota Wolayita	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Damota Wolayita	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Damota Wolayita	Probes or Spears	1	285.20	285.20	WFP
Damota Wolayita	Set of Sieves	1	519.88	519.88	WFP
Damota Wolayita	Set of Sieves	3	275.97	827.90	WFP
Damota Wolayita	Weighing Scale	5	118.10	590.50	WFP
Damota Wolayita	Weighing Scale	2	251.43	502.87	WFP
Damota Wolayita	Maize Sheler	1	2,129.47	2,129.47	WFP
Damota Wolayita	Maize Sheler	3	2,046.36	6,139.09	WFP
Damota Wolayita	Manual Maize Sheller:	40	15.96	638.40	WFP
Damota Wolayita	Manual Maize Sheller:	50	13.82	691.11	WFP
Damota Wolayita	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Damota Wolayita	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Damota Wolayita	Rub Hall	1	21,015.95	21,015.95	WFP
Damota Wolayita	APC SMART UPS 750VA	1	200.82	200.82	WFP
Damota Wolayita	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Damota Wolayita	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Damota Wolayita	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Damota Wolayita	Blue Box	1	2,895.00	2,895.00	WFP
Damota Wolayita	Fumigation Sheet	2	886.13	1,772.26	WFP
Damota Wolayita	Prefabricated Warehouse	1	277,213.44	277,213.44	WFP
Sub Total			315,398.85	328,614.55	

Dila Aleltu CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Dila Aleltu CU	Moisture Meter	2	852.00	1,704.00	WFP
Dila Aleltu CU	Portable Bag Stitching Machine	2	346.00	692.00	WFP
Dila Aleltu CU	Weighing Scale	2	165.00	330.00	WFP
Dila Aleltu CU	Set of Sieves	2	607.50	1,215.00	WFP
Dila Aleltu CU	Multicrop Grain cleaner	3	2,000.00	6,000.00	WFP
Dila Aleltu CU	Maize Sheler	1	2,046.36	2,046.36	WFP
Dila Aleltu CU	Manual Maize Sheller:	14	15.96	223.44	WFP
Dila Aleltu CU	Rub Hall	1	16,400.00	16,400.00	WFP
Sub Total			23,932.82	31,610.80	
Esipe Dicha CU	Rub Hall	1	20,000.00	20,000.00	WFP
Esipe Dicha CU	Moisture Meter	4	851.38	3,405.52	WFP
Esipe Dicha CU	Weighing Scale	2	182.44	364.88	WFP
Esipe Dicha CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Esipe Dicha CU	Set of Sieves	2	519.51	1,039.02	WFP
Esipe Dicha CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Esipe Dicha CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Esipe Dicha CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Esipe Dicha CU	Blue Box	1	2,895.00	2,895.00	WFP
Sub Total			29,586.47	37,980.70	
Ghibe Dedessa	Forceps	1	8.96	8.96	WFP
Ghibe Dedessa	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Ghibe Dedessa	Fumigation Sheet	1	975.67	975.67	WFP
Ghibe Dedessa	Knapsack Sprayer	1	128.75	128.75	WFP
Ghibe Dedessa	Moisture Meter	5	650.26	3,251.30	WFP
Ghibe Dedessa	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Ghibe Dedessa	Probes or Spears	1	285.20	285.20	WFP
Ghibe Dedessa	Set of Sieves	1	519.88	519.88	WFP

Ghibe Dedessa	Weighing Scale	5	118.10	590.50	WFP
Ghibe Dedessa	Maize Sheler	1	2,129.47	2,129.47	WFP
Ghibe Dedessa	Manual Maize Sheller:	40	15.96	638.40	WFP
Ghibe Dedessa	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Ghibe Dedessa	APC SMART UPS 750VA	1	200.82	200.82	WFP
Ghibe Dedessa	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Ghibe Dedessa	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Ghibe Dedessa	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Ghibe Dedessa	Blue Box	1	2,895.00	2,895.00	WFP
Ghibe Dedessa	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Ghibe Dedessa	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Ghibe Dedessa	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Ghibe Dedessa	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Sub Total			15,419.28	26,832.56	
Godefo CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Godefo CU	Moisture Meter	2	852.00	1,704.00	WFP
Godefo CU	Portable Bag Stitching Machine	2	346.00	692.00	WFP
Godefo CU	Weighing Scale	2	165.00	330.00	WFP
Godefo CU	Set of Sieves	2	607.50	1,215.00	WFP
Godefo CU	Multicrop Grain cleaner	2	2,000.00	4,000.00	WFP
Godefo CU	Manual Maize Sheller:	13	15.96	207.48	WFP
Godefo CU	Rub Hall	1	16,400.00	16,400.00	WFP
Sub Total			37,305.74	54,381.04	
Gozamin	Forceps	1	8.96	8.96	WFP
Gozamin	Fumigation Sheet	1	975.67	975.67	WFP
Gozamin	Knapsack Sprayer	1	128.75	128.75	WFP
Gozamin	Moisture Meter	5	650.26	3,251.30	WFP
Gozamin	Portable Bag Stitching Machine	1	384.61	384.61	WFP

Gozamin	Probes or Spears	1	285.20	285.20	WFP
Gozamin	Set of Sieves	1	519.88	519.88	WFP
Gozamin	Weighing Scale	5	118.10	590.50	WFP
Gozamin	Maize Sheler	1	2,129.47	2,129.47	WFP
Gozamin	Manual Maize Sheller:	20	15.96	319.20	WFP
Gozamin	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Gozamin	APC SMART UPS 750VA	1	200.82	200.82	WFP
Gozamin	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Gozamin	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Gozamin	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Gozamin	Blue Box	1	2,895.00	2,895.00	WFP
Gozamin	Rub Hall	1	20,000.00	20,000.00	WFP
Gozamin	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Gozamin	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Gozamin	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Gozamin	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Gozamin	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Sub Total			35,419.28	46,513.36	
Haragu CU	Rub Hall	1	20,000.00	20,000.00	WFP
Haragu CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Haragu CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Haragu CU	Portable Bag Stitching Machine	2	345.76	691.52	ACDI-VOCA
Haragu CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Haragu CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Haragu CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Haragu CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Haragu CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
Haragu CU	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA

Haragu CU	Knapsack Sprayer	3	150.00	450.00	ACDI-VOCA
Haragu CU	Rub Hall	1	22,000.00	22,000.00	ATA
Sub Total			53,236.47	65,412.64	
Jergo Birbir CU	Rub Hall	1	20,000.00	20,000.00	WFP
Jergo Birbir CU	Moisture Meter	4	851.38	3,405.52	WFP
Jergo Birbir CU	Weighing Scale	2	182.44	364.88	WFP
Jergo Birbir CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Jergo Birbir CU	Set of Sieves	2	519.51	1,039.02	WFP
Jergo Birbir CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Jergo Birbir CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Jergo Birbir CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Jergo Birbir CU	Blue Box	1	2,895.00	2,895.00	WFP
Sub Total			29,586.47	37,980.70	
Jimma CU	Rub Hall	1	20,000.00	20,000.00	WFP
Jimma CU	Moisture Meter	4	851.38	3,405.52	WFP
Jimma CU	Weighing Scale	2	182.44	364.88	WFP
Jimma CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Jimma CU	Set of Sieves	2	519.51	1,039.02	WFP
Jimma CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Jimma CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Jimma CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Jimma CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Jimma CU	Blue Box	1	2,895.00	2,895.00	WFP
Jimma CU	Rub Hall	1	22,000.00	22,000.00	ATA
Sub Total			53,086.47	61,480.70	
Liben CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Liben CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Liben CU	Portable Bag Stitching Machine	2	345.76	691.52	ACDI-VOCA

Liben CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Liben CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Liben CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Liben CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Liben CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
Liben CU	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA
Liben CU	Knapsack Sprayer	3	150.00	450.00	ACDI-VOCA
Sub Total			11,236.47	24,912.64	
Limu Inara CU	Rub Hall	1	20,000.00	20,000.00	WFP
Limu Inara CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Limu Inara CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Limu Inara CU	Portable Bag Stitching Machine	1	345.76	345.76	ACDI-VOCA
Limu Inara CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Limu Inara CU	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Limu Inara CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Limu Inara CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Limu Inara CU	Maize Sheler	1	2,395.83	2,395.83	ACDI-VOCA
Limu Inara CU	Blue Box	1	2,895.00	2,895.00	ACDI-VOCA
Limu Inara CU	Knapsack Sprayer	3	150.00	450.00	ACDI-VOCA
Sub Total			31,236.47	40,671.05	
Melik Siltie	Forceps	1	8.96	8.96	WFP
Melik Siltie	Fumigation Sheet	1	975.67	975.67	WFP
Melik Siltie	Fumigation Sheet	2	224.53	449.06	WFP
Melik Siltie	Knapsack Sprayer	1	128.75	128.75	WFP
Melik Siltie	Moisture Meter	5	650.26	3,251.30	WFP
Melik Siltie	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Melik Siltie	Portable Bag Stitching Machine	2	424.00	848.00	WFP

Melik Siltie	Probes or Spears	1	285.20	285.20	WFP
Melik Siltie	Set of Sieves	1	519.88	519.88	WFP
Melik Siltie	Weighing Scale	5	118.10	590.50	WFP
Melik Siltie	Maize Sheler	1	2,129.47	2,129.47	WFP
Melik Siltie	Maize Sheler	1	2,046.36	2,046.36	WFP
Melik Siltie	Manual Maize Sheller:	20	15.96	319.20	WFP
Melik Siltie	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Melik Siltie	Multicrop Grain cleaner	1	1,748.50	1,748.50	WFP
Melik Siltie	Rub Hall	1	19,652.00	19,652.00	WFP
Melik Siltie	APC SMART UPS 750VA	1	200.82	200.82	WFP
Melik Siltie	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Melik Siltie	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Melik Siltie	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Melik Siltie	Blue Box	1	2,895.00	2,895.00	WFP
Melik Siltie	Fumigation Sheet	2	886.13	1,772.26	WFP
Melik Siltie	Prefabricated Warehouse	1	268,984.69	268,984.69	WFP
Sub Total			305,446.03	310,450.60	
Mencheno Halaba	Forceps	1	8.96	8.96	WFP
Mencheno Halaba	Fumigation Sheet	1	975.67	975.67	WFP
Mencheno Halaba	Fumigation Sheet	2	224.53	449.06	WFP
Mencheno Halaba	Knapsack Sprayer	1	128.75	128.75	WFP
Mencheno Halaba	Knapsack Sprayer	2	169.57	339.14	WFP
Mencheno Halaba	Moisture Meter	5	650.26	3,251.30	WFP
Mencheno Halaba	Moisture Meter	2	625.00	1,250.00	WFP
Mencheno Halaba	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Mencheno Halaba	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Mencheno Halaba	Portable Sample Divider	1	358.53	358.53	WFP
Mencheno Halaba	Probes or Spears	1	285.20	285.20	WFP

Mencheno Halaba	Set of Sieves	1	519.88	519.88	WFP
Mencheno Halaba	Set of Sieves	2	275.97	551.93	WFP
Mencheno Halaba	Weighing Scale	5	118.10	590.50	WFP
Mencheno Halaba	Weighing Scale	2	251.43	502.87	WFP
Mencheno Halaba	Maize Sheler	1	2,129.47	2,129.47	WFP
Mencheno Halaba	Maize Sheler	2	2,046.36	4,092.73	WFP
Mencheno Halaba	Manual Maize Sheller:	40	15.96	638.40	WFP
Mencheno Halaba	Manual Maize Sheller:	50	13.82	691.11	WFP
Mencheno Halaba	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Mencheno Halaba	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Mencheno Halaba	Rub Hall	1	21,015.95	21,015.95	WFP
Mencheno Halaba	APC SMART UPS 750VA	1	200.82	200.82	WFP
Mencheno Halaba	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Mencheno Halaba	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Mencheno Halaba	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Mencheno Halaba	Blue Box	1	2,895.00	2,895.00	WFP
Mencheno Halaba	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Mencheno Halaba	Fumigation Sheet	1	886.13	886.13	WFP
Mencheno Halaba	Prefabricated Warehouse	1	259,971.81	259,971.81	WFP
Sub Total			300,991.42	311,223.19	
Merkeb	Fumigation Sheet	2	224.53	449.06	WFP
Merkeb	Knapsack Sprayer	3	169.57	508.72	WFP
Merkeb	Moisture Meter	3	625.00	1,875.00	WFP
Merkeb	Portable Bag Stitching Machine	3	424.00	1,272.00	WFP
Merkeb	Set of Sieves	3	275.97	827.90	WFP
Merkeb	Weighing Scale	3	251.43	754.30	WFP
Merkeb	Maize Sheler	2	2,046.36	4,092.73	WFP
Merkeb	Manual Maize Sheller:	50	13.82	691.11	WFP

Merkeb	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Merkeb	APC SMART UPS 750VA	1	200.82	200.82	WFP
Merkeb	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Merkeb	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Merkeb	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Merkeb	Blue Box	1	2,895.00	2,895.00	WFP
Merkeb	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Merkeb	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Merkeb	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Merkeb	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Merkeb	Rub Hall	3	22,000.00	66,000.00	ATA
Sub Total			34,855.64	94,761.66	
Mete Yoma CU	Moisture Meter	4	851.38	3,405.52	WFP
Mete Yoma CU	Weighing Scale	2	182.44	364.88	WFP
Mete Yoma CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Mete Yoma CU	Set of Sieves	2	519.51	1,039.02	WFP
Mete Yoma CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Mete Yoma CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Mete Yoma CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Sub Total			6,691.47	15,085.70	
Mira	Forceps	1	8.96	8.96	WFP
Mira	Fumigation Sheet	1	975.67	975.67	WFP
Mira	Fumigation Sheet	2	224.53	449.06	WFP
Mira	Knapsack Sprayer	1	128.75	128.75	WFP
Mira	Knapsack Sprayer	2	169.57	339.14	WFP
Mira	Moisture Meter	5	650.26	3,251.30	WFP
Mira	Moisture Meter	2	625.00	1,250.00	WFP
Mira	Portable Bag Stitching Machine	1	384.61	384.61	WFP

Mira	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Mira	Portable Sample Divider	1	358.53	358.53	WFP
Mira	Probes or Spears	1	285.20	285.20	WFP
Mira	Set of Sieves	1	519.88	519.88	WFP
Mira	Set of Sieves	2	275.97	551.93	WFP
Mira	Weighing Scale	5	118.10	590.50	WFP
Mira	Weighing Scale	2	251.43	502.87	WFP
Mira	Maize Sheler	2	2,129.47	4,258.94	WFP
Mira	Maize Sheler	2	2,046.36	4,092.73	WFP
Mira	Manual Maize Sheller:	50	15.96	798.00	WFP
Mira	Manual Maize Sheller:	50	13.82	691.11	WFP
Mira	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Mira	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Mira	Rub Hall	1	21,015.95	21,015.95	WFP
Mira	APC SMART UPS 750VA	1	200.82	200.82	WFP
Mira	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Mira	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Mira	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Sub Total			35,738.48	48,259.32	
Oysa CU	Rub Hall	1	20,000.00	20,000.00	WFP
Oysa CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Oysa CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Oysa CU	Portable Bag Stitching Machine	3	345.76	1,037.28	ACDI-VOCA
Oysa CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Oysa CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
Oysa CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
Oysa CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
Oysa CU	Blue Box	1	2,895.00	2,895.00	WFP

Oysa CU	Knapsack Sprayer	3	150.00	450.00	ACDI-VOCA
Sub Total			29,736.47	42,258.40	
Sidama Elto	Forceps	1	8.96	8.96	WFP
Sidama Elto	Fumigation Sheet	1	975.67	975.67	WFP
Sidama Elto	Fumigation Sheet	1	224.53	224.53	WFP
Sidama Elto	Knapsack Sprayer	1	128.75	128.75	WFP
Sidama Elto	Knapsack Sprayer	3	169.57	508.72	WFP
Sidama Elto	Moisture Meter	5	650.26	3,251.30	WFP
Sidama Elto	Moisture Meter	3	625.00	1,875.00	WFP
Sidama Elto	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Sidama Elto	Portable Bag Stitching Machine	2	424.00	848.00	WFP
Sidama Elto	Portable Sample Divider	1	358.53	358.53	WFP
Sidama Elto	Probes or Spears	1	285.20	285.20	WFP
Sidama Elto	Set of Sieves	1	519.88	519.88	WFP
Sidama Elto	Set of Sieves	2	275.97	551.93	WFP
Sidama Elto	Weighing Scale	5	118.10	590.50	WFP
Sidama Elto	Weighing Scale	3	251.43	754.30	WFP
Sidama Elto	Maize Sheler	1	2,129.47	2,129.47	WFP
Sidama Elto	Maize Sheler	2	2,046.36	4,092.73	WFP
Sidama Elto	Manual Maize Sheller:	40	15.96	638.40	WFP
Sidama Elto	Manual Maize Sheller:	50	13.82	691.11	WFP
Sidama Elto	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Sidama Elto	Multicrop Grain cleaner	2	1,748.50	3,497.00	WFP
Sidama Elto	Rub Hall	1	19,652.00	19,652.00	WFP
Sidama Elto	APC SMART UPS 750VA	1	200.82	200.82	WFP
Sidama Elto	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Sidama Elto	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Sidama Elto	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP

Sidama Elto	Blue Box	1	2,895.00	2,895.00	WFP
Sidama Elto	Fumigation Sheet	3	886.13	2,658.39	ACDI-VOCA
Sidama Elto	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
Sidama Elto	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
Sidama Elto	Weighing Scale	4	182.44	729.76	ACDI-VOCA
Sub Total			39,708.99	59,272.52	
South Omo CU	Moisture Meter	4	851.38	3,405.52	ACDI-VOCA
South Omo CU	Weighing Scale	4	182.44	729.76	ACDI-VOCA
South Omo CU	Portable Bag Stitching Machine	3	345.76	1,037.28	ACDI-VOCA
South Omo CU	Set of Sieves	8	519.51	4,156.08	ACDI-VOCA
South Omo CU	Fumigation Sheet	2	886.13	1,772.26	ACDI-VOCA
South Omo CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	ACDI-VOCA
South Omo CU	Maize Sheler	2	2,395.83	4,791.66	ACDI-VOCA
South Omo CU	Blue Box	1	2,895.00	2,895.00	WFP
South Omo CU	Knapsack Sprayer	3	150.00	450.00	ACDI-VOCA
Sub Total			9,736.47	22,258.40	
Tsehai CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Tsehai CU	Moisture Meter	2	852.00	1,704.00	WFP
Tsehai CU	Portable Bag Stitching Machine	2	346.00	692.00	WFP
Tsehai CU	Weighing Scale	2	165.00	330.00	WFP
Tsehai CU	Set of Sieves	2	607.50	1,215.00	WFP
Tsehai CU	Multicrop Grain cleaner	2	2,000.00	4,000.00	WFP
Tsehai CU	Manual Maize Sheller:	13	15.96	207.48	WFP
Sub Total			5,486.46	11,148.48	
Utta Wayu CU	Moisture Meter	4	851.38	3,405.52	WFP
Utta Wayu CU	Weighing Scale	2	182.44	364.88	WFP
Utta Wayu CU	Portable Bag Stitching Machine	2	345.76	691.52	WFP
Utta Wayu CU	Set of Sieves	2	519.51	1,039.02	WFP

Utta Wayu CU	Fumigation Sheet	2	1,500.00	3,000.00	WFP
Utta Wayu CU	Fumigation Sheet	2	886.13	1,772.26	WFP
Utta Wayu CU	Multicrop Grain cleaner	2	1,510.42	3,020.84	WFP
Utta Wayu CU	Maize Sheler	2	2,395.83	4,791.66	WFP
Utta Wayu CU	Blue Box	1	2,895.00	2,895.00	WFP
Sub Total			11,086.47	20,980.70	
Walta	Forceps	1	8.96	8.96	WFP
Walta	Fumigation Sheet	1	975.67	975.67	WFP
Walta	Knapsack Sprayer	1	128.75	128.75	WFP
Walta	Moisture Meter	5	650.26	3,251.30	WFP
Walta	Portable Bag Stitching Machine	1	384.61	384.61	WFP
Walta	Probes or Spears	1	285.20	285.20	WFP
Walta	Set of Sieves	1	519.88	519.88	WFP
Walta	Weighing Scale	5	118.10	590.50	WFP
Walta	Maize Sheler	1	2,129.47	2,129.47	WFP
Walta	Manual Maize Sheller:	20	15.96	319.20	WFP
Walta	Multicrop Grain cleaner	1	1,625.96	1,625.96	WFP
Walta	APC SMART UPS 750VA	1	200.82	200.82	WFP
Walta	DESKTOP COMPUTER	1	1,159.41	1,159.41	WFP
Walta	HP CE505A BLACK TONER	2	93.24	186.47	WFP
Walta	HP LASERJET P2035,CE461A	1	288.53	288.53	WFP
Walta	Blue Box	1	2,895.00	2,895.00	WFP
Walta	Fumigation Sheet	1	1,500.00	1,500.00	WFP
Walta	Fumigation Sheet	2	886.13	1,772.26	WFP
Walta	Prefabricated Warehouse	1	264,470.70	264,470.70	WFP
Sub Total			278,336.65	282,692.70	
			4,404,403.05	2,783,136.08	

Source: Compiled report of WFP P4P & Procurement Units

H. Summary of Equipment support FCUs collected up to 2015

Name of FCUs got equipment Support	Amount in USD	%
Tsehai CU	11,148.48	0.40
Mete Yoma CU	15,085.70	0.54
Utta Wayu CU	20,980.70	0.75
South Omo	22,258.40	0.80
Admas Multi	22,366.81	0.80
Ambo FCU	24,416.88	0.88
Liben CU	24,912.64	0.90
Gibe Dedesa	26,832.56	0.96
Godefo CU	54,381.04	1.95
Dila Aleltu CU	31,610.80	1.14
Angacha	33,867.28	1.22
Jergo Birbir CU	37,980.70	1.36
Esipe Dicha CU	37,980.70	1.36
Andinet Multi. CU	39,480.70	1.42
Limu Inara	40,671.05	1.46
Oysa Dawro CU	42,258.40	1.52
Buno Bedele	42,980.70	1.54
Gozamin	46,513.36	1.67
Mira Service	48,259.32	1.73
Bora Dembel	48,865.25	1.76
Admas FCU	51,823.97	1.86
Sidama Elto	59,272.52	2.13
Jimma CU	61,480.70	2.21

Anger Abaya CU	61,480.70	2.21
Bore Bako CU	64,916.88	2.33
Haragu CU	65,412.64	2.35
Merkeb	94,761.66	3.40
Damot Multi.	105,020.45	3.77
Walta	282,692.70	10.16
Melik Siltie	310,450.60	11.15
Mencheno Halaba	311,223.19	11.18
Ambericho	313,134.05	11.25
Damota Wolayita	328,614.55	11.81
Total	2,783,136.08	100

Source: Compiled report of WFP P4P & Procurement Units

I. FCUs Maize deliver performance for 2014 FDC

Ser. No	Name of Cooperative Union (CU)	Allocated Quantity (MT)	Delivered within contract period	Delivered beyond contract period	Performance of CU within contract period
1	Gibe Dedesa FCU	1,200	1,200	-	100%
2	Damot Multi. FCU	1,800	1,800	-	100%
3	Gozamin FCU	1,000	774	226	77%
4	Bora Denbel FCU	1,200	1,200	-	100%
5	Angacha FCU	300	300	-	100%
6	Ambericho FCU	500	300	200	60%
7	Walta FCU	1,400	1,400	-	100%
8	Melik siltie's FCU	1,800	1,800	-	100%
9	Sidama Elto FCU	1,800	1,700	100	94%
10	Damota Wolayta FCU	300	300	-	100%
11	Mencheno Alaba FCU	1,000	800	200	80%

12	**Mira Service Dev.**	**600**	**600**	**-**	**100%**
13	**Admas FCU**	**1,800**	**1,800**	**-**	**100%**
14	**Merkeb FCU**	**1,800**	**1,800**	**-**	**100%**
15	**Admas Multi. FCU**	**1,500**	**1,500**	**-**	**100%**
16	**Limu Inara FCU**	**1,500**	**1,500**	**-**	**100%**
17	**Uta Wayu Multi. FCU**	**2,000**	**2,000**	**-**	**100%**
18	**Jimma FCU**	**500**	**120**	**380**	**24%**
19	**Buno Bedele FCU**	**1,200**	**1,200**	**-**	**100%**
20	**Liben FCU**	**650**	**650**	**-**	**100%**
21	**Ambo FCU**	**1,100**	**1,100**	**-**	**100%**
22	**Haragu FCU**	**1,000**	**1,000**	**-**	**100%**
23	**Bore Bakko FCU**	**1,000**	**1,000**	**-**	**100%**
24	**Jergo Birbir FCU**	**200**	**120**	**80**	**60%**
25	**Anger Abaya FCU**	**1,200**	**1,200**	**-**	**100%**
26	**Mete Yoma Badewacho FCU**	**500**	**500**	**-**	**100%**
27	**Oysa Dawro FCU**	**150**	**-**	**150**	**0%**
28	**South Omo Crop Prod**	**500**	**250**	**250**	**50%**
29	**Esipe Dicha FCU**	**200**	**-**	**200**	**0%**
30	**Andinet Multi. FCU**	**300**	**120**	**180**	**40%**
Total		**30,000**	**28,034**	**1966**	

Source: Compiled report of WFP P4P & Procurement Units

J. FCUs Maize deliver performance for 2015 FDC

Ser. No	Name of Cooperative Union	Allocated Quantity (MT)	Delivered within contract period	Delivered beyond contract period	Performance of CU within contract period
1	Gibe Dedesa FCU	**2,700**	2,700.00	0.00	100%
2	Damot Multi. FCU	**3,000**	1,000.00	2,000.00	33%
3	Gozamin FCU	**1,000**	1,000.00	0.00	100%
4	Bora Denbel FCU	**500**	250.00	250.00	50%
5	Angacha FCU	**360**	360.00	0.00	100%
6	Ambericho FCU	**500**	500.00	0.00	100%
7	Walta FCU	**1,400**	900.00	500.00	64%
8	Melik siltie's FCU	**2,000**	1,050.00	950.00	53%
9	Sidama Elto FCU	**500**	500.00	0.00	100%
10	Mencheno Alaba FCU	**1,000**	500.00	500.00	50%
11	Mira Service Dev't PLC	**600**	600.00	0.00	100%
12	Admas FCU	**3,500**	3,500.00	0.00	100%
13	Merkeb FCU	**3,500**	1,935.30	1,564.70	55%
14	Admas Multi. FCU	**2,000**	2,000.00	0.00	100%
15	Limu Inara FCU	**2,000**	1,240.00	760.00	62%
16	Uta Wayu FCU	**3,000**	3,000.00	0.00	100%
17	Jimma FCU	**500**	0.00	500.00	0%
18	Buno Bedele FCU	**1,500**	1,500.00	0.00	100%
19	Liben FCU	**700**	367.00	333.00	52%
20	Ambo FCU	**1,500**	600.00	900.00	40%
21	Haragu FCU	**2,000**	2,000.00	0.00	100%

22	Bore Bakko FCU	**1,000**	500.00	500.00	50%
23	Jergo Birbir FCU	**200**	0.00	200.00	0%
24	Anger Abaya FCU	**1,500**	1,210.00	290.00	81%
25	Mete Yoma Badewacho FCU	**500**	320.00	180.00	64%
26	Oysa Dawro FCU	**160**	0.00	160.00	0%
27	South Omo FCU	**500**	0.00	0.00	0%
28	Esipe Dicha FCU	**80**	0.00	0.00	0%
29	Andinet FCU	**300**	300.00	0.00	100%
30	Godefo FCU	**500**	500.00	0.00	100%
31	Dilla Aleltu FCU	**500**	315.70	184.30	63%
32	Tsehay FCU	**1,000**	750.00	250.00	75%
			29,398.00	**10,022.00**	**65.4%**

Source: Compiled report of WFP P4P & Procurement Units

K. Inspector allotment and uplift performance of 2014 FDC

Name of CU	Lot	Sound Grain	Qty Ready	Inspection Called date	Date Inspected	# of days taken to mobilize Inspector	Notification of Uplift	LTI Date	Date Loading Completed	Qty Loaded	# days took for Uplifts	Average Uplift per day in Ton
Admas CU	Lot I	93.70%	720	13-Mar-15	16-Mar-15	3	16-Mar-15	16-Mar-15	24-Mar-15	720	8	90
Admas CU	Lot II	93.50%	540	11-Apr-15	26-Apr-15	15	27-Apr-15	27-Apr-15	2-May-15	540	5	108
Admas CU	Lot III	94.30%	540	11-Apr-15	26-Apr-15	15	27-Apr-15	27-Apr-15	8-May-15	540	11	49.1
Admas Multi	Lot III	94.30%	300	27-May-15	28-May-15	1	29-May-15	30-May-15	31-May-15	300	1	300
Admas Multi.	Lot I	94.70%	400	17-Apr-15	23-Apr-15	6	24-Apr-15	24-Apr-15	27-Apr-15	400	3	133.3
Admas Multi.	Lot II	94.40%	500	19-May-15	23-May-15	4	25-May-15	26-May-15	28-May-15	500	2	250
Admas Multi	Lot III	94.20%	300	19-May-15	23-May-15	4	25-May-15	26-May-15	27-May-15	300	1	300
Amberico	Lot I	93.50%	300	27-Mar-15	30-Mar-15	3	31-Mar-15	31-Mar-15	14-Apr-15	300	14	21.4
Amberico	Lot II	93.40%	200	21-May-15	26-May-15	5	1-Jun-15	10-Jun-15	19-Jun-15	200	9	22.2
Ambo CU	Lot I	95.00%	550	27-Mar-15	30-Mar-15	3	31-Mar-15	31-Mar-15	4-Apr-15	550	4	137.5
Ambo CU	Lot II	94.10%	550	6-May-15	8-May-15	2	11-May-15	12-May-15	15-May-15	550	3	183.3
Andinet CU	Lot I	95.20%	120	2-Apr-15	6-Apr-15	4	6-Apr-15	6-Apr-15	7-Apr-15	120	1	120
Andinet CU	Lot II	94.40%	180	5-May-15	16-May-15	11	18-May-15	19-May-15	28-May-15	180	9	20
Angacha CU	Lot I	94.70%	300	13-Mar-15	20-Mar-15	7	23-Mar-15	24-Mar-15	3-Apr-15	300	10	30
Anger Abaya	Lot I	94.80%	400	25-Mar-15	27-Mar-15	2	30-Mar-15	30-Mar-15	11-Apr-15	400	12	33.3
Anger Abaya	Lot II	93.30%	420	24-Apr-15	27-Apr-15	3	28-Apr-15	28-Apr-15	4-May-15	420	6	70
Anger Abaya	Lot III	94.20%	380	15-May-15	20-May-15	5	20-May-15	22-May-15	2-Jun-15	380	11	34.5
Bora Denbel	Lot I	92.30%	400	21-Mar-15	24-Mar-15	3	26-Mar-15	27-Mar-15	6-Apr-15	400	10	40
Bora Denbel	Lot II	93.40%	440	25-Apr-15	28-Apr-15	3	29-Apr-15	29-Apr-15	11-May-15	440	12	36.7

Bora Denbel	Lot III	93.40%	360	21-May-15	27-May-15	6	1-Jun-15	10-Jun-15	19-Jun-15	360	9	40
Bore Bako CU	Lot I	94.40%	280	18-Mar-15	21-Mar-15	3	23-Mar-15	24-Mar-15	4-Apr-15	280	11	25.5
Bore Bako CU	Lot II	94.60%	440	17-Apr-15	19-Apr-15	2	20-Apr-15	20-Apr-15	25-Apr-15	440	5	88
Bore Bako CU	Lot III	93.10%	280	23-May-15	28-May-15	5	1-Jun-15	10-Jun-15	21-Jun-15	280	11	25.5
Buno Bedele	Lot I	93.70%	300	25-Mar-15	27-Mar-15	2	30-Mar-15	30-Mar-15	3-Apr-15	300	4	75
Buno Bedele	Lot II	93.90%	500	22-Apr-15	4-May-15	12	7-May-15	7-May-15	14-May-15	500	7	71.4
Buno Bedele	Lot III	94.20%	400	22-Apr-15	4-May-15	12	7-May-15	7-May-15	27-May-15	400	20	20
Damot CU	LotI	93.30%	924	7-May-15	13-May-15	6	18-May-15	19-May-15	27-May-15	924	8	115.5
Damot CU	Lot II	93.40%	380	1-Jun-15	3-Jun-15	2	11-Jun-15	12-Jun-15	27-Jun-15	380	15	25.3
Damot CU	Lot III	90.80%	496	21-Jun-15	25-Jun-15	4	26-Jun-15	29-Jun-15	2-Jul-15	496	6	82.7
Damota Wolayta	Lot I	94.30%	300	13-Apr-15	6-May-15	23	7-May-15	7-May-15	11-May-15	300	4	75
Esipe Dicha CU	Lot I	94.90%	200	5-May-15	11-May-15	6	12-May-15	13-May-15	17-May-15	200	4	50
Gibe Dedesa CU	Lot I	93.70%	250	18-Mar-15	21-Mar-15	3	23-Mar-15	24-Mar-15	1-Apr-15	250	8	31.3
Gibe Dedesa CU	Lot II	93.80%	500	17-Apr-15	22-Apr-15	5	23-Apr-15	24-Apr-15	29-Apr-15	500	5	100
Gibe Dedesa CU	Lot III	93.40%	330	17-Apr-15	22-Apr-15	5	23-Apr-15	24-Apr-15	27-Apr-15	330	3	110
Gibe Dedesa CU	Lot III	93.00%	120	9-May-15	15-May-15	6	19-May-15	19-May-15	27-May-15	120	8	15
Gozamin CU	Lot I	90.00%	774	20-May-15	27-May-15	7	2-Jun-15	11-Jun-15	26-Jun-15	774	15	51.6
Gozamin CU	Lot II	91.30%	226	10-Jul-15	13-Jul-15	3	13-Jul-15	14-Jul-15	18-Jul-15	226	5	45.2
Haragu CU	Lot I	94.10%	410	14-Apr-15	18-Apr-15	4	20-Apr-15	20-Apr-15	23-Apr-15	410	3	136.7
Haragu CU	Lot II	94.60%	500	23-Apr-15	29-Apr-15	6	30-Apr-15	1-May-15	11-May-15	500	10	50
Haragu CU	Lot III	94.80%	90	23-Apr-15	29-Apr-15	6	30-Apr-15	1-May-15	8-May-15	90	7	12.9
Jergo Birbir	Lot I	93.60%	120	27-Mar-15	30-Mar-15	3	31-Mar-15	31-Mar-15	9-Apr-15	120	9	13.3
Jergo Birbir	Lot II	91.00%	80	28-Apr-15	1-May-15	3	4-May-15	4-May-15	7-May-15	80	3	26.7
Jimma CU	Lot I	93.10%	120	28-Mar-15	1-Apr-15	4	2-Apr-15	2-Apr-15	5-Apr-15	120	3	40
Jimma CU	Lot II	90.00%	380	16-May-15	19-May-15	3	20-May-15	22-May-15	9-Jun-15	380	18	21.1
Liben CU	Lot I	92.70%	340	16-Mar-15	18-Mar-15	2	18-Mar-15	18-Mar-15	22-Mar-15	340	4	85
Liben CU	Lot II	94.70%	310	25-Apr-15	29-Apr-15	4	30-Apr-15	1-May-15	7-May-15	310	6	51.7

Limu Inara	Lot I	91.50%	460	6-Apr-15	17-Apr-15	11	17-Apr-15	17-Apr-15	25-Apr-15	460	8	57.5
Limu Inara	Lot II	92.40%	500	13-May-15	17-May-15	4	20-May-15	22-May-15	1-Jun-15	500	10	50
Limu Inara	Lot III	92.60%	300	13-May-15	17-May-15	4	20-May-15	22-May-15	3-Jun-15	300	12	25
Limu Inara	Lot IV	92.80%	240	3-Jun-15	6-Jun-15	3	8-Jun-15	11-Jun-15	23-Jun-15	240	12	20
Melik CU	Lot I	92.30%	630	19-Mar-15	21-Mar-15	2	23-Mar-15	24-Mar-15	7-Apr-15	630	14	45
Melik CU	Lot II	92.00%	500	5-Apr-15	6-Apr-15	1	7-Apr-15	8-Apr-15	14-Apr-15	500	6	83.3
Melik CU	Lot III	93.60%	500	13-Apr-15	16-Apr-15	3	16-Apr-15	17-Apr-15	23-Apr-15	500	6	83.3
Melik CU	Lot III	92.30%	170	17-Apr-15	22-Apr-15	5	23-Apr-15	24-Apr-15	25-Apr-15	170	1	170
Mencheno CU	Lot I	92.50%	400	18-Mar-15	21-Mar-15	3	23-Mar-15	24-Mar-15	2-Apr-15	400	9	44.4
Mencheno CU	Lot II	93.10%	400	24-Apr-15	27-Apr-15	3	29-Apr-15	29-Apr-15	10-May-15	400	11	36.4
Mencheno CU	Lot III	92.50%	200	21-May-15	26-May-15	5	1-Jun-15	10-Jun-15	19-Jun-15	200	9	22.2
Merkeb CU	Lot I	93.50%	500	25-Apr-15	29-Apr-15	4	29-Apr-15	29-Apr-15	6-May-15	500	7	71.4
Merkeb CU	Lot II	93.30%	500	25-Apr-15	29-Apr-15	4	29-Apr-15	29-Apr-15	10-May-15	500	11	45.5
Merkeb CU	Lot III	93.90%	220	25-Apr-15	29-Apr-15	4	29-Apr-15	29-Apr-15	8-May-15	220	9	24.4
Merkeb CU	Lot II	93.70%	580	8-May-15	9-May-15	1	11-May-15	12-May-15	19-May-15	580	7	82.9
Mete Yoma CU	Lot I	93.90%	300	18-Mar-15	21-Mar-15	3	23-Mar-15	24-Mar-15	28-Mar-15	300	4	75
Mete Yoma CU	Lot II	92.40%	200	24-Apr-15	27-Apr-15	3	29-Apr-15	29-Apr-15	3-May-15	200	4	50
Mira PLC	Lot I	93.70%	340	16-Mar-15	19-Mar-15	3	19-Mar-15	20-Mar-15	27-Mar-15	340	7	48.6
Mira PLC	Lot II	93.00%	160	22-Mar-15	25-Mar-15	3	26-Mar-15	27-Mar-15	30-Mar-15	160	3	53.3
Mira PLC	Lot III	90.90%	100	13-Apr-15	16-Apr-15	3	16-Apr-15	17-Apr-15	27-Apr-15	100	10	10
Oysa Dawro	Lot I	94.70%	150	27-Apr-15	7-May-15	10	8-May-15	8-May-15	18-May-15	150	10	15
Sidam Elto CU	Lot I	94.50%	520	16-Mar-15	18-Mar-15	2	18-Mar-15	19-Mar-15	26-Mar-15	520	7	74.3
Sidam Elto CU	Lot II	95.40%	500	6-Apr-15	8-Apr-15	2	13-Apr-15	13-Apr-15	21-Apr-15	500	8	62.5
Sidam Elto CU	Lot III	93.20%	400	6-Apr-15	8-Apr-15	2	13-Apr-15	13-Apr-15	27-Apr-15	400	14	28.6
Sidam Elto CU	Lot IV	94.90%	280	24-May-15	29-May-15	5	1-Jun-15	10-Jun-15	15-Jun-15	280	5	56
Sidam Elto CU	Lot V	90.10%	100	25-Jun-15	30-Jun-15	5	2-Jul-15	3-Jul-15	23-Jul-15	100	21	4.8
South Omo CU	Lot I	94.70%	250	17-Apr-15	26-Apr-15	9	28-Apr-15	28-Apr-15	7-May-15	250	9	27.8

South Omo CU	Lot II	94.40%	250	22-May-15	6-Jun-15	15	8-Jun-15	11-Jun-15	20-Jun-15	250	9	27.8
Utta Wayu	Lot I	96.20%	800	20-Mar-15	23-Mar-15	3	20-Mar-15	24-Mar-15	30-Mar-15	800	6	133.3
Utta Wayu	Lot II	93.40%	500	17-Apr-15	22-Apr-15	5	23-Apr-15	24-Apr-15	29-Apr-15	500	5	100
Utta Wayu	Lot III	95.70%	400	28-Apr-15	1-May-15	3	7-May-15	7-May-15	11-May-15	400	3	133.3
Utta Wayu	Lot IV	93.90%	300	13-May-15	17-May-15	4	18-May-15	19-May-15	22-May-15	300	3	100
Walta CU	Lot I	94.30%	360	18-Mar-15	21-Mar-15	3	23-Mar-15	24-Mar-15	4-Apr-15	360	11	32.7
Walta CU	Lot II	93.40%	720	6-May-15	10-May-15	4	11-May-15	12-May-15	18-May-15	720	6	120
Walta CU	Lot III	93.70%	320	24-May-15	28-May-15	4	1-Jun-15	10-Jun-15	19-Jun-15	320	9	35.6
		93.50%	**30,000.00**		**Average**	**4.9**			**Total**	**30,000.00**	**8**	**68.1**

Source: Compiled report of WFP P4P & Procurement Units

L. Inspector allotment and uplift performance of 2015 FDC

Name of CU	Lot	Sound Grain	Qty Ready	Inspection Called date	Date Inspected	# of days taken to mobilize Inspector	Notification of Uplift	LTI Date	Date Loading Completed	Qry Loaded	# days took for Uplifts per lot	Average Uplift per day in Ton
Admas Multi	Lot II	89.80%	500	7-Jun-16	9-Jun-16	2	15-Jun-16	15-Jun-16	20-Jun-16	500	5	100
Admas Multi	Lot III	90.50%	500	24-Jun-16	26-Jun-16	2	29-Jun-16	29-Jun-16	1-Jul-16	500	2	250
Admas Multi	Lot IV	93.20%	500	29-Jun-16	1-Jul-16	2	7-Jul-16	11-Jul-16	14-Jul-16	500	3	166
Admas Multi.	Lot I	94.20%	500	4-May-16	7-May-16	3	12-May-16	12-May-16	18-May-16	500	6	83
Admas CU	Lot I	93.60%	500	21-Mar-16	24-Mar-16	3	28-Mar-16	30-Mar-16	7-Apr-16	500	8	62
Admas CU	Lot II	95.00%	500	21-Mar-16	25-Mar-16	4	28-Mar-16	30-Mar-16	12-Apr-16	500	13	38
Admas CU	Lot III	94.20%	500	8-Apr-16	9-Apr-16	1	15-Apr-16	18-Apr-16	23-Apr-16	500	5	100
Admas CU	Lot IV	93.90%	500	9-Apr-16	11-Apr-16	2	15-Apr-16	18-Apr-16	27-Apr-16	500	9	55
Admas CU	Lot V	93.80%	300	9-Apr-16	12-Apr-16	3	15-Apr-16	18-Apr-16	29-Apr-16	300	11	27

Admas CU	Lot VI	95.30%	700	15-Jun-16	18-Jun-16	3	20-Jun-16	20-Jun-16	2-Jul-16	700	12	58
Admas CU	Lot VII	96.70%	500	15-Jun-16	18-Jun-16	3	20-Jun-16	20-Jun-16	11-Jul-16	500	21	23
Ambericho CU	Lot I	94.70%	250	2-May-16	6-May-16	4	10-May-16	12-May-16	23-May-16	250	11	22
Ambo CU	Lot I	91.80%	600	25-Apr-16	28-Apr-16	3	6-May-16	9-May-16	20-May-16	600	11	54
Ambo CU	Lot III	90.50%	411.4	22-Jun-16	24-Jun-16	2	27-Jun-16	28-Jun-16	4-Jul-16	411.4	6	68
Ambo CU	Lot II	91.70%	488.6	10-Jul-16	12-Jul-16	2	12-Jul-16	13-Jul-16	21-Jul-16	488.6	8	61
Ambricho CU	Lot II	91.40%	250	27-May-16	30-May-16	3	1-Jun-16	1-Jun-16	20-Jun-16	250	19	13
Andinet CU	Lot I	93.00%	300	2-May-16	6-May-16	4	10-May-16	12-May-16	20-May-16	300	8	37
Angacha CU	Lot I	92.80%	360	30-Apr-16	5-May-16	5	10-May-16	12-May-16	28-May-16	360	16	22
Anger Abaya	Lot I	93.10%	426	24-Mar-16	29-Mar-16	5	11-Apr-16	12-Apr-16	19-Apr-16	426	7	60
Anger Abaya	Lot II	92.90%	284	24-Mar-16	29-Mar-16	5	11-Apr-16	12-Apr-16	24-Apr-16	284	12	23
Anger Abaya	Lot III	92.50%	500	19-May-16	22-May-16	3	23-May-16	24-May-16	2-Jun-16	500	9	55
Anger Abaya	Lot IV	94.70%	290	20-Jun-16	23-Jun-16	3	24-Jun-16	27-Jun-16	1-Jul-16	290	4	72
Bora D. CU	Lot I	93.00%	250	29-Mar-16	2-Apr-16	4	6-Apr-16	13-Apr-16	16-Apr-16	250	3	83
Bora D. CU	Lot II	91.00%	150	7-May-16	12-May-16	5	17-May-16	18-May-16	21-May-16	150	3	50
Bora D. CU	Lot III	91.90%	100	7-May-16	12-May-16	5	17-May-16	18-May-16	21-May-16	100	3	33
Bore Bako CU	Lot I	91.00%	500	21-Apr-16	24-Apr-16	3	4-May-16	5-May-16	19-May-16	500	14	35
Bore Bako CU	Lot II	94.00%	500	24-Jun-16	28-Jun-16	4	1-Jul-16	7-Jul-16	15-Jul-16	500	8	62
Buno Bedele	Lot I	94.50%	500	24-Mar-16	29-Mar-16	5	1-Apr-16	11-Apr-16	19-Apr-16	500	8	62
Buno Bedele	Lot II	96.30%	543.9	28-May-16	2-Jun-16	5	3-Jun-16	6-Jun-16	13-Jun-16	543.9	7	77
Buno Bedele	Lot III	96.10%	456.1	28-May-16	3-Jun-16	6	3-Jun-16	6-Jun-16	15-Jun-16	456.1	9	50
Damot CU	Lot I	96.70%	500	10-Jun-16	12-Jun-16	2	14-Jun-16	15-Jun-16	23-Jun-16	500	8	62
Damot CU	Lot III	91.80%	500	30-Jun-16	2-Jul-16	2	8-Jul-16	8-Jul-16	14-Jul-16	500	6	83
Damot CU	Lot II	94.30%	500	23-Jul-16	26-Jul-16	3	2-Aug-16	2-Aug-16	8-Aug-16	500	6	83
Damot CU	Lot IV	93.50%	600	30-Jul-16	3-Aug-16	4	5-Aug-16	5-Aug-16	17-Aug-16	600	12	50
Damot CU	Lot V	93.10%	400	30-Jul-16	2-Aug-16	3	8-Aug-16	8-Aug-16	18-Aug-16	400	10	40
Damot CU	Lot VI	92.10%	500	30-Jul-16	2-Aug-16	3	8-Aug-16	8-Aug-16	20-Aug-16	500	12	41

Dila Aleltu CU	Lot I	95.60%	315.7	30-Apr-16	6-May-16	6	10-May-16	13-May-16	21-May-16	315.7	8	39
Dila Aleltu CU	Lot II	94.30%	184.3	10-Jun-16	14-Jun-16	4	15-Jun-16	16-Jun-16	21-Jun-16	184.3	5	36
Gibe D. CU	Lot I	93.10%	500	1-Apr-16	5-Apr-16	4	11-Apr-16	12-Apr-16	14-Apr-16	500	2	250
Gibe D. CU	Lot II	93.30%	430	1-Apr-16	6-Apr-16	5	11-Apr-16	12-Apr-16	16-Apr-16	430	4	107
Gibe D. CU	Lot III	91.50%	500	20-Apr-16	23-Apr-16	3	4-May-16	5-May-16	11-May-16	500	6	83
Gibe D. CU	Lot IV	91.50%	330	20-Apr-16	24-Apr-16	4	4-May-16	5-May-16	13-May-16	330	8	41
Gibe D. CU	Lot V	96.50%	500	10-May-16	14-May-16	4	18-May-16	19-May-16	26-May-16	500	7	71
Gibe D. CU	Lot VI	98.80%	440	10-May-16	15-May-16	5	18-May-16	19-May-16	29-May-16	440	10	44
Godefo CU	Lot I	90.70%	500	25-May-16	30-May-16	5	1-Jun-16	1-Jun-16	3-Jun-16	500	2	250
Gozamin CU	LotI	94.20%	500	20-May-16	24-May-16	4	25-May-16	26-May-16	7-Jun-16	500	12	41
Gozamin CU	Lot II	89.40%	500	14-Jun-16	16-Jun-16	2	21-Jun-16	21-Jun-16	26-Jun-16	500	5	100
Haragu CU	Lot I	92.80%	500	22-Mar-16	26-Mar-16	4	4-Apr-16	6-Apr-16	20-Apr-16	500	14	35
Haragu CU	Lot II	93.10%	500	22-Mar-16	26-Mar-16	4	4-Apr-16	6-Apr-16	25-Apr-16	500	19	26
Haragu CU	Lot III	93.90%	500	20-May-16	25-May-16	5	26-May-16	27-May-16	8-Jun-16	500	12	41
Haragu CU	Lot IV	94.30%	500	20-May-16	25-May-16	5	26-May-16	27-May-16	17-Jun-16	500	21	23
Jimma CU	Lot I	91.80%	330	21-May-16	26-May-16	5	27-May-16	27-May-16	29-May-16	330	2	165
Jimma CU	Lot II	91.00%	170	1-Jun-16	4-Jun-16	3	6-Jun-16	6-Jun-16	9-Jun-16	170	3	56
Jorgo Birbir	Lot I	95.00%	200	18-May-16	25-May-16	7	26-May-16	27-May-16	2-Jun-16	200	6	33
Liben CU	Lot I	92.80%	367	12-May-16	18-May-16	6	20-May-16	23-May-16	4-Jun-16	367	12	30
Liben CU	Lot II	96.00%	333	13-Jun-16	16-Jun-16	3	17-Jun-16	17-Jun-16	24-Jun-16	333	7	47
Limu Inara CU	Lot I	92.00%	500	9-May-16	16-May-16	7	16-May-16	17-May-16	25-May-16	500	8	62
Limu Inara CU	Lot II	95.80%	240	2-Jun-16	5-Jun-16	3	7-Jun-16	7-Jun-16	10-Jun-16	240	3	80
Limu Inara CU	Lot III	90.20%	500	15-Jun-16	17-Jun-16	2	20-Jun-16	20-Jun-16	26-Jun-16	500	6	83
Limu Inara CU	Lot IV	90.00%	220	13-Aug-16	16-Aug-16	3	18-Aug-16	18-Aug-16	30-Aug-16	220	12	18
Limu Inara CU	Lot V	89.60%	220	19-Aug-16	21-Aug-16	2	23-Aug-16	23-Aug-16	9-Sep-16	220	17	12
Limu Inara CU	Lot V	91.00%	320	18-Sep-16	20-Sep-16	2	20-Sep-16	21-Sep-16	26-Sep-16	320	5	64
Melik CU	Lot I	92.00%	500	30-Apr-16	4-May-16	4	10-May-16	12-May-16	21-May-16	500	9	55

Melik CU	Lot II	90.40%	550	23-May-16	26-May-16	3	27-May-16	27-May-16	4-Jun-16	550	8	68
Melik CU	Lot III	91.20%	500	27-Jun-16	29-Jun-16	2	1-Jul-16	7-Jul-16	18-Jul-16	500	11	45
Melik CU	Lot IV	91.00%	450	27-Jun-16	29-Jun-16	2	1-Jul-16	7-Jul-16	25-Jul-16	450	18	25
Mencheno CU	Lot I	90.60%	500	2-May-16	5-May-16	3	10-May-16	12-May-16	20-May-16	500	8	62
Mencheno CU	Lot II	94.80%	500	25-Jun-16	28-Jun-16	3	27-Jun-16	30-Jun-16	9-Jul-16	500	9	55
Merkeb CU	Lot I	90.60%	500	8-Jun-16	10-Jun-16	2	15-Jun-16	15-Jun-16	24-Jun-16	500	9	55
Merkeb CU	Lot II	88.70%	520	8-Jun-16	10-Jun-16	2	15-Jun-16	15-Jun-16	26-Jun-16	520	11	47
Merkeb CU	Lot IV	88.50%	415.3	2-Jul-16	5-Jul-16	3	12-Jul-16	12-Jul-16	20-Jul-16	415.3	8	51
Merkeb CU	Lot V	88.30%	500	5-Jul-16	6-Jul-16	1	12-Jul-16	12-Jul-16	18-Jul-16	500	6	83
Merkeb CU	Lot VI	89.20%	500	20-Jul-16	22-Jul-16	2	2-Aug-16	2-Aug-16	14-Aug-16	500	12	41
Merkeb CU	Lot VII	89.10%	564.7	20-Jul-16	22-Jul-16	2	2-Aug-16	2-Aug-16	20-Aug-16	564.7	18	31
Merkeb CU	Lot III	91.50%	500	26-Jul-16	28-Jul-16	2	2-Aug-16	2-Aug-16	14-Aug-16	500	12	41
Meteyoma CU	Lot I	92.40%	320	2-May-16	4-May-16	2	10-May-16	12-May-16	21-May-16	320	9	35
Meteyoma CU	Lot II	92.40%	126	17-May-16	19-May-16	2	23-May-16	24-May-16	29-May-16	126	5	25
Meteyoma CU	Lot II	93.40%	54	28-May-16	29-May-16	1	31-May-16	31-May-16	2-Jun-16	54	2	27
Mira	Lot I	90.50%	250	21-Mar-16	23-Mar-16	2	29-Mar-16	30-Mar-16	4-Apr-16	250	5	50
Mira	Lot II	90.40%	160	1-Apr-16	2-Apr-16	1	4-Apr-16	5-Apr-16	9-Apr-16	160	4	40
Mira	Lot III	90.80%	190	11-Apr-16	15-Apr-16	4	19-Apr-16	19-Apr-16	21-Apr-16	190	2	95
Oysa Dawro	Lot I	96.00%	160	17-May-16	21-May-16	4	24-May-16	25-May-16	29-May-16	160	4	40
Sidama Elto	Lot I	93.10%	200	10-May-16	14-May-16	4	17-May-16	18-May-16	26-May-16	200	8	25
Sidama Elto	Lot II	91.70%	300	10-May-16	14-May-16	4	17-May-16	18-May-16	28-May-16	300	10	30
Tsehay CU	Lot I	95.20%	250	10-Jun-16	12-Jun-16	2	14-Jun-16	17-Jun-16	26-Jun-16	250	9	27
Tsehay CU	Lot II	93.80%	500	26-Jun-16	28-Jun-16	2	29-Jun-16	30-Jun-16	7-Jul-16	500	7	71
Tsehay CU	Lot III	91.80%	250	2-Jul-16	4-Jul-16	2	8-Jul-16	8-Jul-16	12-Jul-16	250	4	62
Utta Wayu CU	Lot I	91.70%	500	21-Mar-16	24-Mar-16	3	28-Mar-16	30-Mar-16	5-Apr-16	500	6	83
Utta Wayu CU	Lot II	91.10%	500	21-Mar-16	25-Mar-16	4	28-Mar-16	30-Mar-16	8-Apr-16	500	9	55
Utta Wayu CU	Lot III	93.20%	500	21-Mar-16	26-Mar-16	5	29-Mar-16	30-Mar-16	10-Apr-16	500	11	45

Utta Wayu CU	Lot IV	93.80%	500	13-May-16	18-May-16	5	23-May-16	24-May-16	28-May-16	500	4	125
Utta Wayu CU	Lot V	94.10%	500	23-May-16	27-May-16	4	31-May-16	31-May-16	6-Jun-16	500	6	83
Utta Wayu CU	Lot VI	93.90%	500	23-May-16	28-May-16	5	31-May-16	31-May-16	10-Jun-16	500	10	50
Walta CU	Lot I	93.00%	288	31-Mar-16	4-Apr-16	4	6-Apr-16	13-Apr-16	24-Apr-16	288	11	26
Walta CU	Lot II	93.70%	312	31-Mar-16	4-Apr-16	4	6-Apr-16	13-Apr-16	27-Apr-16	312	14	22
Walta CU	Lot III	89.20%	300	9-May-16	13-May-16	4	17-May-16	18-May-16	22-May-16	300	4	75
Walta CU	Lot IV	91.20%	500	20-Jun-16	22-Jun-16	2	22-Jun-16	22-Jun-16	2-Jul-16	500	10	50
Total/Average		**92.70%**	**39,420.00**		**Average**	**3.4**			**Total**	**39,420.00**	**8**	**60.8**

Source: Compiled report of WFP P4P & Procurement Units

M. FDC Final Purchase price of 2014

Name of CU	Pick-up Location	Cost-effective Delivery Location for WFP	Quantity	Transport charge to WFP Preferred Location ETB/Mt	Average Price to be considered	Wastage	Other Costs	Sub Total	Profit Margin	Final Purchase Price	Final Purchase Price (Round-up) ETB/Mt	Total Including Transport	Rank	Expected Delivery start Date	Expected Delivery completion Date
Gibe Dedesa FCU	Nekempt	Nazareth	1,200	770	4,566.09	91.32	529	5,186	259.32	5,445.73	5,446.00	6,216.00	21	01-Mar-15	31-May-15
Damot Multi. FCU	Bure	Kombolcha	1,800	980	4,568.29	91.37	529	5,189	259.43	5,448.09	5,400.00	6,380.00	22	01-Apr-15	30-Jun-15
Gozamin FCU	Debre-Markos	Kombolcha	1,000	980	4,700.00	94.00	529	5,323	266.15	5,589.15	5,589.00	6,569.00	27	01-Apr-15	30-Jun-15
Bora Denbel FCU	Meki	Nazareth	1,000	230	4,726.54	94.53	529	5,350	267.50	5,617.58	5,618.00	5,848.00	4	01-Mar-15	31-May-15
Angacha FCU	Doyo Gena	Nazareth	300	440	5,158.36	103.17	529	5,791	289.53	6,080.05	6,080.00	6,520.00	26	01-Mar-15	30-Apr-15
Ambericho FCU	Durame	Nazareth	500	400	5,117.90	102.36	484	5,704	285.21	5,989.47	5,989.00	6,389.00	24	01-Mar-15	15-May-15
Walta FCU	Butajira	Nazareth	1,400	340	5,007.67	100.15	484	5,592	279.59	5,871.42	5,871.00	6,211.00	20	01-Mar-15	31-May-15
Melik siltie's FCU	Worabe	Nazareth	1,800	358	5,183.13	103.66	484	5,771	288.54	6,059.33	6,059.00	6,417.00	25	01-Mar-15	31-May-15
Sidama Elto FCU	Awassa	Nazareth	1,800	258	4,856.99	97.14	529	5,483	274.16	5,757.29	5,757.00	6,015.00	12	01-Mar-15	31-May-15

Damota Wolayta FCU	Wolayta Sodo	Nazareth	300	440	4,851.77	97.04	484	5,433	271.64	5,704.44	5,704.00	6,144.00	18	01-Mar-15	30-Apr-15
Mencheno Alaba FCU	Alaba	Nazareth	1,000	348	4,757.31	95.15	484	5,336	266.82	5,603.28	5,603.00	5,951.00	8	01-Mar-15	31-May-15
Mira Service Dev't	Shashemene	Nazareth	600	238	4,786.54	95.73	529	5,411	270.56	5,681.84	5,682.00	5,920.00	5	01-Mar-15	15-May-15
Admas FCU	Wolkite	Nazareth	1,800	440	4,611.09	92.22	529	5,232	261.62	5,493.93	5,494.00	5,934.00	7	01-Mar-15	31-May-15
Merkeb FCU	Bahir Dar	Kombolcha	1,800	890	4,932.14	98.64	529	5,560	277.99	5,837.78	5,784.00	6,674.00	29	01-Apr-15	30-Jun-15
Admas Multi. FCU	Enjibara	Kombolcha	1,500	920	4,923.60	98.47	529	5,551	277.55	5,828.63	5,820.00	6,740.00	30	01-Apr-15	30-Jun-15
Limu Inara F CU	Limmu Genet	Nazareth	1,500	800	4,320.18	86.40	529	4,936	246.78	5,182.36	5,182.00	5,982.00	11	01-Mar-15	15-Jun-15
Uta Wayu FCU	Shashemene	Nazareth	2,000	238	4,786.54	95.73	529	5,411	270.56	5,681.84	5,682.00	5,920.00	5	01-Mar-15	30-Jun-15
Jimma FCU	Jimma	Nazareth	500	680	4,485.86	89.72	529	5,105	255.23	5,359.81	5,360.00	6,040.00	14	01-Mar-15	15-May-15
Buno Bedele FCU	Bedele	Nazareth	1,200	800	4,093.82	81.88	529	4,705	235.23	4,939.93	4,940.00	5,740.00	2	01-Mar-15	15-Jun-15
Liben FCU	Woliso	Nazareth	650	400	4,666.54	93.33	529	5,289	264.44	5,553.32	5,553.00	5,953.00	9	01-Mar-15	31-May-15
Ambo FCU	Burayu, A.A.	Nazareth	1,100	300	4,867.45	97.35	529	5,494	274.69	5,768.49	5,768.00	6,068.00	15	01-Mar-15	31-May-15
Haragu FCU	Kombolcha	Nazareth	1,000	770	4,479.86	89.60	529	5,098	254.92	5,353.38	5,353.00	6,123.00	17	01-Mar-15	31-May-15
Bore Bakko FCU	Bako	Nazareth	1,000	700	4,410.86	88.22	529	5,028	251.40	5,279.48	5,279.00	5,979.00	10	01-Mar-15	31-May-15
Jergo Birbir FCU	Gimbi	Nazareth	200	870	4,872.67	97.45	529	5,499	274.96	5,774.08	5,774.00	6,644.00	28	01-Mar-15	30-Apr-15
Anger Abaya FCU	Anger Guten	Nazareth	1,200	850	4,129.05	82.58	529	4,741	237.03	4,977.66	4,978.00	5,828.00	3	01-Mar-15	15-Jun-15
Mete Yoma	Shone	Nazareth	500	340	4,786.54	95.73	529	5,411	270.56	5,681.84	5,682.00	6,022.00	13	01-Mar-15	15-May-15
Oysa Dawro FCU	Tercha	Nazareth	150	920	4,335.18	86.70	529	4,951	247.54	5,198.43	5,198.00	6,118.00	16	01-Mar-15	30-Apr-15
South Omo FCU	Jinka	Nazareth	500	900	4,419.95	88.40	529	5,037	251.87	5,289.22	5,280.00	6,180.00	19	01-Mar-15	15-May-15
Esipe Dicha FCU	Sawla	Nazareth	200	800	4,039.05	80.78	529	4,649	232.44	4,881.27	4,881.00	5,681.00	1	01-Mar-15	30-Apr-15
Andinet FCU	Mizan Teferi	Nazareth	500	1,200	4,325.41	86.51	529	4,941	247.05	5,187.96	5,188.00	6,388.00	23	01-Mar-15	15-May-15

Source: Compiled report of WFP P4P & Procurement Units

N. FDC Final Purchase price of 2015

Name of CU	Pick-up Location	Cost-effective Delivery Location for WFP	Quantity	Transport charge to WFP Preferred Location ETB/Mt	Average Price to be considered	Wastage	Other Costs	Sub Total	Profit Margin	Final Purchase Price	Final Purchase Price (Round-up) ETB/Mt	Total Including Transport	Rank	Expected Delivery start Date	Expected Delivery completion Date
Admas FCU	Wolkite	Nazareth	**3,500**	760.00	**4,441.52**	**88.83**	**529**	**5,059**	**252.97**	**5,312.32**	**5,312.00**	**6,072.00**	**6**	20-Mar-16	15-Jun-16
Admas Multi	Enjibara	Kombolcha	**2,000**	440.00	**5,387.43**	**107.75**	**529**	**6,024**	**301.21**	**6,325.39**	**6,325.00**	**6,765.00**	**32**	20-Mar-16	30-Jun-16
Ambericho FCU	Durame	Nazareth	**500**	740.00	**4,910.22**	**98.20**	**529**	**5,537**	**276.87**	**5,814.30**	**5,814.00**	**6,554.00**	**26**	10-Apr-16	15-Jul-16
Ambo FCU	Burayu, A.A.	Nazareth	**1,500**	390.00	**5,202.90**	**104.06**	**529**	**5,836**	**291.80**	**6,127.75**	**6,128.00**	**6,518.00**	**24**	20-Mar-16	31-May-16
Andinet FCU	Mizan Teferi	Nazareth	**300**	300.00	**4,805.22**	**96.10**	**529**	**5,430**	**271.52**	**5,701.84**	**5,942.00**	**6,242.00**	**13**	20-Mar-16	15-Jun-16
Angacha FCU	Doyo Gena	Nazareth	**360**	1,059.00	**4,594.18**	**91.88**	**529**	**5,215**	**260.75**	**5,475.81**	**5,476.00**	**6,535.00**	**25**	20-Mar-16	15-May-16
Anger Abaya FCU	Anger Guten	Nazareth	**1,500**	420.00	**5,394.93**	**107.90**	**529**	**6,032**	**301.59**	**6,333.42**	**6,333.00**	**6,753.00**	**30**	20-Mar-16	15-May-16
Bora Denbel FCU	Meki	Nazareth	**500**	860.00	**4,166.22**	**83.32**	**529**	**4,779**	**238.93**	**5,017.47**	**5,017.00**	**5,877.00**	**3**	20-Mar-16	15-Jun-16
Bore Bakko FCU	Bako	Nazareth	**1,000**	228.00	**5,012.08**	**100.24**	**529**	**5,641**	**282.07**	**5,923.39**	**5,923.00**	**6,151.00**	**9**	20-Mar-16	15-May-16
Buno Bedele FCU	Bedele	Nazareth	**1,500**	700.00	**4,379.99**	**87.60**	**529**	**4,997**	**249.83**	**5,246.42**	**5,246.00**	**5,946.00**	**4**	20-Mar-16	15-Jun-16
Damot Multi	Bure	Nazareth	**3,000**	780.00	**4,210.11**	**84.20**	**529**	**4,823**	**241.17**	**5,064.47**	**5,064.00**	**5,844.00**	**2**	20-Mar-16	15-Jun-16
Dila Aleltu FCU	Nejo	Nazareth	**500**	700.00	**4,875.07**	**97.50**	**529**	**5,502**	**275.08**	**5,776.65**	**5,760.00**	**6,460.00**	**22**	10-Apr-16	15-Jul-16
Esipe Dicha FCU	Sawla	Nazareth	**80**	977.00	**4,299.76**	**86.00**	**529**	**4,915**	**245.74**	**5,160.49**	**5,160.00**	**6,137.00**	**8**	20-Mar-16	31-May-16
Gedefo FCU	Bonga	Nazareth	**500**	820.00	**4,349.99**	**87.00**	**529**	**4,966**	**248.30**	**5,214.29**	**5,160.00**	**5,980.00**	**5**	20-Mar-16	15-May-16
Gibe Dedesa FCU	Nekempt	Nazareth	**2,700**	986.00	**4,414.52**	**88.29**	**529**	**5,032**	**251.59**	**5,283.41**	**5,283.00**	**6,269.00**	**16**	20-Mar-16	31-May-16
Gozamin FCU	Debre-Markos	Nazareth	**1,000**	540.00	**5,110.85**	**102.22**	**529**	**5,742**	**287.10**	**6,029.17**	**6,029.00**	**6,569.00**	**27**	10-Apr-16	15-Jun-16
Haragu FCU	Kombolcha	Nazareth	**2,000**	750.00	**4,653.48**	**93.07**	**529**	**5,276**	**263.78**	**5,539.32**	**5,539.00**	**6,289.00**	**17**	20-Mar-16	15-Jun-16
Jergo Birbir FCU	Gimbi	Nazareth	**200**	860.00	**4,484.29**	**89.69**	**529**	**5,103**	**255.15**	**5,358.13**	**5,358.00**	**6,218.00**	**12**	20-Mar-16	15-May-16

Jimma FCU	Jimma	Nazareth	**500**	680.00	**4,624.52**	**92.49**	**529**	**5,246**	**262.30**	**5,508.32**	**5,400.00**	**6,080.00**	**7**	20-Mar-16	15-May-16
Liben FCU	Woliso	Nazareth	**700**	397.00	**5,048.36**	**100.97**	**529**	**5,678**	**283.92**	**5,962.24**	**5,962.00**	**6,359.00**	**20**	20-Mar-16	31-May-15
Limu Inara F CU	Limmu Genet	Nazareth	**2,000**	800.00	**4,190.22**	**83.80**	**529**	**4,803**	**240.15**	**5,043.18**	**5,040.00**	**5,840.00**	**1**	20-Mar-16	15-Jun-16
Melik siltie's FCU	Worabe	Nazareth	**2,000**	350.00	**5,103.13**	**102.06**	**529**	**5,734**	**286.71**	**6,020.90**	**6,021.00**	**6,371.00**	**21**	20-Mar-16	15-Jun-16
Mencheno Alaba FCU	Alaba	Nazareth	**1,000**	348.00	**4,992.20**	**99.84**	**529**	**5,621**	**281.05**	**5,902.09**	**5,902.00**	**6,250.00**	**14**	20-Mar-16	31-May-16
Merkeb FCU	Bahir Dar	Kombolcha	**3,500**	460.00	**5,110.85**	**102.22**	**529**	**5,742**	**287.10**	**6,029.17**	**6,029.00**	**6,489.00**	**23**	10-Apr-16	15-Jul-16
Mete Yoma FCU	Shone	Nazareth	**500**	348.00	**5,063.92**	**101.28**	**529**	**5,694**	**284.71**	**5,978.91**	**5,979.00**	**6,327.00**	**18**	20-Mar-16	15-May-16
Mira Service Dev't	Shashemene	Nazareth	**600**	248.00	**5,008.24**	**100.16**	**529**	**5,637**	**281.87**	**5,919.28**	**5,919.00**	**6,167.00**	**10**	20-Mar-16	15-May-16
Oysa Dawro FCU	Tercha	Nazareth	**160**	820.00	**4,988.36**	**99.77**	**529**	**5,617**	**280.86**	**5,897.98**	**5,898.00**	**6,718.00**	**28**	20-Mar-16	15-May-16
Sidama Elto FCU	Awassa	Nazareth	**500**	258.00	**5,090.57**	**101.81**	**529**	**5,721**	**286.07**	**6,007.45**	**6,007.00**	**6,265.00**	**15**	20-Mar-16	15-May-16
South Omo FCU	Jinka	Nazareth	**500**	980.00	**4,873.59**	**97.47**	**529**	**5,500**	**275.00**	**5,775.07**	**5,775.00**	**6,755.00**	**31**	20-Mar-16	15-May-16
Tsehai FCU	Gondar	Kombolcha	**1,000**	640.00	**5,161.01**	**103.22**	**529**	**5,793**	**289.66**	**6,082.89**	**6,083.00**	**6,723.00**	**29**	10-Apr-16	30-Jun-16
Uta Wayu FCU	Shashemene	Nazareth	**3,000**	248.00	**5,008.24**	**100.16**	**529**	**5,637**	**281.87**	**5,919.28**	**5,919.00**	**6,167.00**	**10**	20-Mar-16	30-Jun-16
Walta FCU	Butajira	Nazareth	**1,400**	340.00	**5,088.13**	**101.76**	**529**	**5,719**	**285.94**	**6,004.84**	**6,005.00**	**6,345.00**	**19**	20-Mar-16	31-May-16

Source: Compiled report of WFP P4P & Procurement Units

O. Capacity and Location of FCUs delivered Maize per 2015FDC

NAME	Capacity	Source (Region)	Location (Town)	INC	TOTAL QUANTITY DELIVERED	Quantity Defaulted	Total Contract Quantity
Merkeb FCU	High	Amhara	Bahir dar	FCA	3,500.000		3,500.000
Admas Multi.	Medium	Amhara	Enjibara	FCA	2,000.000		2,000.000
Tsehay Multi.	Medium	Amhara	Gondar	FCA	1,000.000		1,000.000
Damot Multi.	High	Amhara	Bure	FCA	3,000.000		3,000.000
Gozamin FCU	Medium	Amhara	Debre-Markos	FCA	1,000.000		1,000.000
Bora Denbel FCU	Medium	Oromiya	Meki	FCA	500.000		500.000
Angacha FCU	Low	SNNPR	Doyo Gena	FCA	360.000		360.000

Ambericho FCU	Low	SNNPR	Durame	FCA	500.000		500.000
Limu Inara FCU	Medium	Oromiya	Limu	FCA	2,000.000		2,000.000
Gibe Dedesa FCU	Medium	Oromiya	Nekempt	FCA	2,700.000		2,700.000
South Omo Crop Prod.	Low	SNNPR	Jinka	FCA	0.000	500.000	500.000
Oysa Dawro FCU	Low	SNNPR	Tercha	FCA	160.000		160.000
Mete Yoma Badewacho FCU	Low	SNNPR	Shone	FCA	500.000		500.000
Anger Abaya FCU	Small	Oromiya	Anger Guten	FCA	1,500.000		1,500.000
Jergo Birbir FCU	Low	Oromiya	Gimbi	FCA	200.000		200.000
Bore Bakko FCU	Small	Oromiya	Bako	FCA	1,000.000		1,000.000
Haragu FCU	Small	Oromiya	Kombolcha	FCA	2,000.000		2,000.000
Ambo FCU	Low	Oromiya	Ambo	FCA	1,500.000		1,500.000
Buno Bedele FCU	Medium	Oromiya	Bedele	FCA	1,500.000		1,500.000
Liben FCU	Medium	Oromiya	Woliso	FCA	700.000		700.000
Jimma FCU	Low	Oromiya	Jimma	FCA	500.000		500.000
Godefo FCU	Low	SNNPR	Bonga	FCA	500.000		500.000
Dilla Aleltu FCU	Low	Oromiya	Nejo	FCA	500.000		500.000
Andinet FCU	Low	SNNPR	Mizan Teferi	FCA	300.000		300.000
Esipe Dicha FCU	Low	SNNPR	Sawla	FCA	0.000	80.000	80.000
Uta Wayu Multi.	Medium	Oromiya	Shahsemene	FCA	3,000.000		3,000.000
Walta FCU	Medium	SNNPR	Butajira	FCA	1,400.000		1,400.000
Melik Siltie's FCU	High	SNNPR	Worabe	FCA	2,000.000		2,000.000
Sidama Elto FCU	High	SNNPR	Awassa	FCA	500.000		500.000
Mencheno Alaba FCU	Low	SNNPR	Alaba	FCA	1,000.000		1,000.000
Mira Service Deve.	Low	Oromiya	Shahsemene	FCA	600.000		600.000
Admas FCU	High	SNNPR	Wolkite	FCA	3,500.000		3,500.000
				Total	**39,420.000**	**580.000**	**40,000.000**

Source: Compiled report of WFP P4P & Procurement Units

P. Capacity and Location of FCUs delivered Maize per 2014 FDC

NAME	Capacity	Source (Region)	LOCATION	INC	TOTAL QUANTITY DELIVERED	Quantity Defaulted	TOTAL OUTSTANDING BALANCE	Total Contract Quantity
Uta Wayu Multi.	Medium	Oromiya	SHASHEMENE	FCA	2,000.000		-	2,000.000
Merkeb FCU	High	Amhara	BAHIRDAR	FCA	1,800.000		-	1,800.000
Admas Multi.	Medium	Amhara	ENJIBARA	FCA	1,500.000		-	1,500.000
Damot Multi.	High	Amhara	BURE	FCA	1,800.000		-	1,800.000
Gozamin FCU	Medium	Amhara	DEBERE MARKOS	FCA	1,000.000		-	1,000.000
Damota Wolayta FCU	Medium	SNNPR	WOLAYTA SODO	FCA	300.000		-	300.000
Mencheno Alaba FCU	Low	SNNPR	ALABA	FCA	1,000.000		-	1,000.000
Buno Bedele FCU	Medium	Oromiya	BEDELE	FCA	1,200.000		-	1,200.000
Ambo FCU	Low	Oromiya	BURAYU(TATEK)	FCA	1,100.000		-	1,100.000
Bore Bakko FCU	Low	Oromiya	BAKO	FCA	1,000.000		-	1,000.000
Anger Abaya FCU	Low	Oromiya	AYANA	FCA	1,200.000		-	1,200.000
Ambericho FCU	Low	SNNPR	DURAME	FCA	500.000		-	500.000
Angacha FCU	Low	SNNPR	DOYOGENA	FCA	300.000		-	300.000
Bora Denbel FCU	Medium	Oromiya	MEKI	FCA	1,200.000		-	1,200.000
Gibe Dedesa FCU	Medium	Oromiya	NEKEMPT	FCA	1,200.000		-	1,200.000
Andinet FCU	Low	SNNPR	MIZAN TEFERI	FCA	300.000		-	300.000
Esipe Dicha FCU	Low	SNNPR	SAWLA	FCA	200.000		-	200.000
South Omo Crop Prod.	Low	SNNPR	JINKA	FCA	500.000		-	500.000
Oysa Dawro FCU	Low	SNNPR	TERCHA	FCA	150.000		-	150.000
Mete Yoma Badewacho FCU	Low	SNNPR	SHONE	FCA	500.000		-	500.000
Sidama Elto FCU	High	SNNPR	AWASSA	FCA	1,800.000		-	1,800.000
Melik Siltie's FCU	High	SNNPR	WORABE	FCA	1,800.000		-	1,800.000
Walta Farmers FCU	Medium	SNNPR	BUTAJIRA	FCA	1,400.000		-	1,400.000

Jergo Birbir FCU	Low	Oromiya	GIMBI	FCA	200.000		-	200.000
Haragu FCU	Low	Oromiya	KOMBOLCHA(GUDRU)	FCA	1,000.000		-	1,000.000
Liben FCU	Low	Oromiya	WOLISO	FCA	650.000		-	650.000
Jimma FCU	Low	Oromiya	JIMMA	FCA	500.000		-	500.000
Limu Inara FCU	Low	Oromiya	LIMU GENET	FCA	1,500.000		-	1,500.000
Mira Service Devel.	Low	Oromiya	SHASHEMENE	FCA	600.000		-	600.000
Admas FCU	High	SNNPR	WOLKITE	FCA	1,800.000		-	1,800.000
				Total	**30,000.000**			**30,000.000**

Q.

FIELD MISSION REPORT

Date: 13/2/16

1. Objective of the mission

- to assess the grain handling and pest control activities of Agri-CEFT Plc; and
- the purchase status of 3 Farmers Cooperative Unions i.e. Bure Damot; Anger Abaya and Gibe Deddesa FCUs

2. Duration: - from 10/02/16 to 13/02/16

3. Assessment Team:

1. Mellese Dejene – Procurement Officer
2. Abdu Sultan – Quality Assurance Officer

4. The following Maize suppliers' warehouses have been visited and assessed.

1. Ethio AgriCEFT Plc in West Gojjam Zone (Bir Sheleko Farm)
2. Bure Damot Farmers' Cooperative Union in West Gojjam Zone (Bure town)
3. Anger Abaya Farmers' Cooperative Union in East Wellega (Anger Gutin town)
4. Gibe Deddesa Farmers' Cooperative Union in East Wellega (Nekempte town)

5. Assessed Warehouses

1. Ethio Agri CEFT PLC

Visited Warehouse

Ethio Agri CEFT PLC belongs to MIDROC group and has many farms in various parts of the country. The visited farm in East Gojjam region is located in Birsheleko. The farm has more than 40 warehouses (each 30m * 12 m of corrugated sheet build on cemented foundation with under roof aeration openings covered with mesh wire) each with grain holding capacity of 500 mt. Out of these, 6 warehouses are allocated for WFP maize delivery activities. The team visited 5 warehouses (4 in Lay Bir Sheleko and 1 in Tach Bir Shelkeo). One warehouse was under fumigation and could not be visited. The warehouse surroundings are relatively clear and clean but some debris and warehouse sweepings are also observed around the warehouses

Photo 1. Agri Ceft warehouses

Handling of Commodities

The team visited the following 5 warehouses.

1. A warehouse (Nr. 19) under preparation for re-fumigation of 600 mt maize rejected by our superintendent due to detection of live insect on the bag. The team took sample from the stack but could not find live insects in the grain. We inspected also the surfaces of bags and the warehouse surroundings for live insects but without success.

Photo 2. Preparation for Fumigation

2. The team visited another warehouse (Nr. 17) with 300 mt maize, took samples and found 2 live insects in the sample (about 1 kg) after sieving. The team recommended Agri Ceft management for immediate fumigation of this warehouse.

3. Another 2 warehouses have also been visited with bagging activities. The team checked 3 weighing scales and observed a 2-4 kg reading differences among the scales. The team discussed with Agri Ceft Birsheleko management to take corrective measures immediately.

Although all scales are recently calibrated, the reading accuracy should be checked regularly.

4. A warehouse in Tach Bir Sheleko where our superintendent is engaged in dispatch activity is also visited and the team took samples to check for live insects and also performed bag drop test to check the quality of bag stitching. We found no live insect and no abnormalities.

Recommendation of the team

The team recommends:-

- Clean and clear the warehouse surrounding areas regularly and spray the areas if necessary as cross infestation in the compound with more than 20 warehouses is unavoidable
- Both the supplier and superintendent to check and correct the readings of weighing scales regularly by comparison the readings among weighing scales
- The superintendent to clearly and briefly describe on the detection of live insects (number of live insects; type of insect supported by picture) on the bags and warehouse surroundings (if not detected in the bag) in their report in order WFP CO decide to accept or reject the consignment.

2. Bure Damot Farmers' Cooperative Union

The team met the general manager of the union, Ato Getachew Eshetu. He told us that they have not yet started big purchase due to high moisture content of maize in the area caused by the late rain. They have ordered bags and start purchasing soon. We visited their flour factory; the outside of their warehouse (as it was closed and no consignment for WFP is in it); and the new warehouse of 5000 mt under construction.

Photo 3. Bure Damot Warehouse under construction

3. Anger Abaya Farmers' Cooperative Union

Visited Warehouse

The team visited 2 warehouses owned by the union in Anger Gutin town.

- The 1st visited warehouse is a 24 m *10 m Wiikhall donated by WFP with capacity of 300 mt.
- The 2nd visited warehouse is a hollow block warehouse of 25 m*12 m size with capacity of 400 mt.

Photo 4. Wiikhall Warehouse ***Photo 5. Hollow Block***

Status of Purchase

During the visit there is about 450 mt Maize in 2 warehouses (in 100 kg bags) purchased from different Farmers' Cooperative Associations under this union. The maize need to be cleaned, fumigated and bagged into 50 kg bags. We are told that they are waiting for WFP's approval of the bag they prepared and sent samples to WFP CO. We have taken sample from the stack.

Photo 6&7. Purchased Maize in the 2 warehouses


Handling of Commodities

i.Wiikhall

There is about 300 mt maize in this store. The stacks are on plastic sheets and the sanitation conditions of the warehouse and its surrounding area is acceptable. The space between the left wall and the stacks is so narrow that does not allow the proper fumigation practice in the warehouse.

ii. Hollow Block

There is about 170 mt maize stored in the hollow block warehouse. There is no dunnage between the stack and the floor. The warehouse is well aerated. The warehouse is not very clean as it is located alongside the main road exposed to dust. The space between the wall and the stack is too narrow to perform proper fumigation practices. The stack is insect infested and needs urgent fumigation.

Photo 8& 9. Narrow space between the stack and the wall

Recommendation of the team

The East Wellega zone is known for its bumper Maize production and its good quality. It is the main maize belt of the country. The main challenge encounter is lack of proper handling and control of insect infestation.

The team recommends

- To start the activities of cleaning, fumigation and bagging into 50 kg bag for the available stock in the Wiikhall as soon as possible. WFP CO should respond to their request for bag approval ASAP.
- To fumigate the infested stack in the hollow block warehouse – they are advised to take immediate action. As the stack form does not allow proper fumigation, they either rearrange the stack or start and finish cleaning and bagging into 50 kg quickly and fumigate subsequently.
- To maintain acceptable space between the wall and stacks for proper fumigation, inspection and airflow at all times. They are advised to maintain enough space between the stacks and the walls.
- Use plastic sheets or other dunnages to avoid direct contact of the stack with the floor
- To get calibrated all weighing scales in use

4. Gibe Deddesa Farmers' Cooperative Union

Visited Warehouse

The team visited the big warehouse compound of the union built jointly with USAID. The compound consists of 3 big warehouses (a warehouse for fertilizer blending, a warehouse for grain and a warehouse for animal feed production) and office buildings. It is located 7 km far away from the town Nekempt. The warehouse for grain storage has a dimension of 75m*25m*5m with a grain holding capacity of around 5000 mt.

Photo 10. Gibe Dedessa grain warehouse

Status of Purchase

The union availed currently about 1000 mt maize (in 100 kg bags) in its warehouse, purchased from its Farmers' Cooperative Associations. The maize need to cleaned, fumigated and bagged into 50

kg bags. We are told that they have ordered bags and waiting for delivery to start the cleaning, fumigation and bagging activities. We have taken sample from the stack.

Photo 11. Purchased Maize

Handling of Commodities

The warehouse is well aerated and brightly lit. There is no dunnage between the stack and the floor. The stacks are not in good shape but we are told that the 100 kg bags are not suitable for proper stacking as these are too heavy for the porters to build a proper stack. The warehouse sanitation need to be improved. Used fumigant container (tubes) are abandoned in the warehouse.

Photo 12. Sanitation condition in the warehouse

Recommendation of the team

The team recommends:-

- Start fumigating the commodities in the meantime until the ordered bags will be delivered
- Use plastic sheets or other dunnages to avoid direct contact of the stack with the floor
- Improve the sanitation of the warehouse by collecting debris timely
- To get calibrated all weighing scales in use