



Improving Productivity & Market Success of Ethiopian Farmers

Proposed Program of Work and Budget Year 3 (Period April 2007-March 2008)



Canadian International
Development Agency

Agence canadienne de
développement international



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Federal Democratic Republic of Ethiopia
MINISTRY OF AGRICULTURE AND
RURAL DEVELOPMENT

List of Abbreviations

ACE	Auditor General Capacity Enhancement
AHI	African Highland Initiative
AI	Artificial Insemination
ATVET	Agricultural Technical Vocational Education and Training College
ASSP	Agricultural Sector Support Project
BBM	Broad Bed Maker
BoARD	Bureau of Agriculture and Rural Development (at regional level)
BOAM	Business Organization and their Access to Markets
CA	Contribution Arrangement
CAD	Canadian Dollar
CBD	Coffee Berry Disease
CBAS	Capacity Building Agricultural Sector
CBI	Centre for the Promotion of Imports from Developing Countries
CBO	Community-Based Organizations
CEAA	Canadian Environment Assessment Act
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIDA	Canadian International Development Agency
CIMMYT	International Maize and Wheat Improvement Centre
CIP	International Potato Centre (Peru)
CPPSLM	Country partnership program for sustainable land management
DA	Development Agent
DDG	Deputy Director General
DG	Director General
DVM	Doctor of Veterinary medicine
EARS	Ethiopian Agricultural Research Systems
EAP	Ethiopian Agricultural Portal
ECCO	Ethiopia-Canada Cooperation Office
ECEX	Ethiopian Commodity Exchange
EDRI	Ethiopian Development and Research Institute
EEPA	Ethiopian Export Promotion Agency
EIAR	Ethiopian Institute for Agricultural Research (formerly EARO)
EPA	Environmental Protection Agency
ESSP	Ethiopian Strategy Support Program
FA	Field Assistant
FTC	Farmer Training Center
GoE	Government of Ethiopia
HIV	Human Immune-Deficiency Virus
IARC	International Agricultural Research Center (not limited to CGIAR)
ICIPE	International Centre of Insect Physiology and Ecology
ICRAF	World Agroforestry Centre
IFPRI	International Food Policy Research Institute
IIDP	Integrated Institution Development Program for Ethiopia
ILRI	International Livestock Research Institute
IPoE	International Panel of Experts
IPMS	Improving Productivity and Market Success
ISNAR	International Service for National Agricultural Research

IWMI	International Water Management Institute
JARC	Jimma Agricultural Research Center
KM	Knowledge Management
LoA	Letter of Agreement
M & E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoARD	Ministry of Agriculture and Rural Development (Ethiopia)
MoFED	Ministry of Finance and Economic Development (Ethiopia)
MoU	Memorandum of Understanding
NAIS	National Agricultural Information System
NAIRC	National Agricultural Information Resource Centre
NALC	National Advisory and Learning Committee
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PADEP	Peasant Agricultural Development Programme
PADETES	Participatory Demonstration and Training Extension System
PI	Performance Indicators
PIC	Project Implementation Committee
PIP	Project Implementation Plan
PLW	Pilot Learning Woreda (Previously PLS)
PM&E	Participatory Monitoring and Evaluation
PMF	Performance Measurement Framework
PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
R&D	Research and Development
RALC	Regional Advisory and Learning Committees
RARI	Regional Agricultural Research Institute (Ethiopia)
RBM	Result Based Management
RCBP	Rural Capacity Building Project
RDAs	Research and Development Assistants
RDOs	Research and Development Officers
RELC	Research Extension Liaison Committees
SMS	Subject Matter Specialist
SNNPR	Southern Nation Nationalities and People's Region
SNV	Netherlands Development Organization
T&V	Training and Visit
TOT	Training of Trainers
TVET	Technical and Vocational Education and Training College
TAMSA	Tigray Agricultural Marketing Support Agency
USAID	United States Agency for International Development
VPN	Virtual Private Network
WALC	Woreda Advisory and Learning Committee
WB	WorldBank
WHIST	Water Harvesting Institutional Strengthening Tigray
WKC	Woreda Knowledge Centers

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1 Introduction

The IPMS long term goal is to contribute to improved agricultural productivity and production through market-oriented agricultural development, as a means for achieving improved and sustainable livelihoods for the rural population.

The IPMS medium term purpose is to strengthen the effectiveness of the Government's effort to transform agricultural productivity and production, and rural development in Ethiopia to a more market oriented agricultural development.

To achieve this improved effectiveness of the government efforts, four key components are targeted:

- Knowledge management
- Capacity development of partners
- Participatory marketable commodity development
- Development and promotion of recommendations for scaling out

Gender, HIV/AIDS and environmental considerations are mainstreamed in each of these components.

In the first three components, the project develops technology, organizational and institutional interventions¹ in a participatory manner. Some of these interventions will be researched to develop recommendations which will be promoted for scaling out (fourth component).

The expected outcomes for each of these focus areas by the end of the project are:

- Functional agricultural knowledge management system operationalized at Woreda & Federal levels, highlighting innovations and appropriate technologies
- Strengthened innovation capacity of farmers, pastoralists, community-based and private sector organizations, and agriculture and natural resource management public organizations to support the development of small-holder, and market-oriented agricultural production systems

¹ Each of these interventions and combinations thereof are expected to result in innovations. Technological interventions comprise new products (new species, varieties, processing equipment, storage facilities) and management practices/techniques (irrigation, pest and diseases, agronomic practices). Organizational interventions refer to entities created to support collaborative pursuit of specified goals and, institutional interventions are defined as the rules of the game or norms which prohibit, permit, or require certain actions and require changes in habits and practices of actors involved.

- Appropriate technologies, innovative input supply – output marketing, and financial services adopted in order to improve agricultural productivity and market success in the PLWs
- Strategies, policy & technology options, and institutional innovations developed (from both research and lessons learned), documented and promoted in order to enhance market-oriented agricultural development.

2 Lessons learned and general direction of the program 2007/08

The second year of project implementation saw a further development of interventions in knowledge management, partner capacity development and participatory development of priority commodities following a value chain approach.

A review of the commodity interventions during the recent RALC/WALC meetings and field visits showed that interventions are starting to manifest in outputs which have a positive bearing on the livelihoods of the rural poor as well as some small scale private sector operators. Examples are the introduction of communal grazing area development for animal fattening in Atsbi; small scale dairy processing in Alamata; fruit and vegetable introduction in Metema; onion seed production in Fogera; introduction of export oriented chickpea production in Ada'a; introduction of MUB input production and supply system for animal fattening in Mieso; forage seed production and supply system for dairy and meat production in Alaba; and introduction of private fruit tree nurseries in Dale. While this has given credibility to the project in the PLWs, the following general observations were made to facilitate the development of these interventions into innovations:

- Influencing policy makers and technocrats will be pursued more vigorously using the lessons learned so far, especially since the government has started to embark on a major restructuring of its service structure. The project can address this by increasing its own and partners' capacity for promotional activities.
- Most interventions focus on production/productivity and the project now needs to focus on marketing (including post harvest) innovations and entrepreneurial skill development. Capacity building of co-operatives or CBOs/groups in marketing and business skills including negotiation also came up as an important area to address.
- Interventions for some commodities have been limited, in particular for teff, wheat, noug, and coffee. This is in part caused by the fact that no production technologies could be taken "off the shelf" and/or marketing institutions for inputs and outputs were already in place and/or required interventions which were beyond the scope of the project (e.g cotton ginnery in Alamata). It is proposed to

conduct more focused diagnostic work to identify interventions or drop those commodities from the list to be addressed by IPMS

- The extent of commodity development is still limited in area coverage and in the number of beneficiaries reached. In the coming year, specific attention therefore needs to be paid to scaling out the interventions to a wider area in each PLW using innovative knowledge management and capacity development approaches and processes
- Identification of potential credit institutions as well as the disbursement of credit for innovative production, input and output marketing interventions has started in 4 PLWs, but needs to be developed further to include all PLWs. The project will explore a new strategy to accommodate PLWs in which no proper official organization is available and/or unwilling to partner with the project
- Unevenness was observed in the application of the new approaches and processes among project staff and partner institutions. This will have to be addressed through specific measures in the coming year to align all project staff and partners to a common understanding of project strategies, objectives, expectations and approaches
- Enhancement of outcome-oriented M & E design development and implementation capacity of public sector actors was also identified as a priority.
- Action plans that integrate gender and HIV/AIDS issues in development of priority market commodities have been developed and integrated into Woreda plans in most PLWs. Plans for monitoring the progress in this regard are also included in these plans. This action planning exercise to some extent has helped internalize among Woreda level public sector entities how to mainstream gender concerns into their work plans. Potential environmental effects due to the development of the priority marketable commodities have been documented and plans to mitigate negative effects and/or enhance positive effects have been proposed. Close follow up through coaching and mentoring is required to test potential interventions against the proposed action as well as identify emerging new mitigating and/or enhancing measures
- While the desired outcomes of interventions have started to emerge in selected areas, it is observed that a systematic approach to document these impacts and the new approaches and processes is not yet fully in place. The project's attempt to involve the RDOs and EARS has not yielded the desired results yet. An initial training was provided at the start of the second year but this needs to be followed up with additional (on the job) training and formal agreements with the EARS involved in this research. The project will put increased emphasis on this project component, including strengthening the project and partners staff capacity. A research framework is being designed which will allow understanding and analyzing the emerging innovations, related processes and outcomes in the PLWs

This will assist in defining research aimed at generating knowledge which can be used universally. Mechanisms that would support systematic learning processes will be developed.

- The ownership of project approaches by public sector partners varies across Regions and Pilot Learning Woredas (PLW). Increased attention will have to be paid on the institutionalization/ownership by the public sector partners in the coming year, i.e. Woreda partners to scale out approaches and processes within the farming systems in the selected Woreda and higher level partners to scale out to a broader audience.
 - Project ownership by the public sector partners, in particular EARS and the MoARD, can be enhanced if IPMS contributes to goals set by the country and the regions. A workshop was organized in the past year to reinforce this idea. In the coming year, this philosophy will be nurtured in the various planning and learning meetings
 - Involvement of Kebele and Woreda administration officials in the PLW activities in some cases created the freedom for technical staff to start using the project approach and enhance scaling out of technologies. Efforts will be made to systematically learn from these experiences and disseminate the good practices among other PLWs, so that this approach can be more widely applied in the coming year
 - Linkage of the project's development activities in the Woredas to the watershed development initiatives, including the institutional arrangements was recommended
 - Identifying project champions at all levels and supporting them with capacity development activities was also identified as a means to strengthen the institutionalization of the approaches and methods
 - Transparency and ownership of project activities can be enhanced when the work plans and budgets are discussed by the WALCs and are incorporated in the Woreda program of work
 - Involvement of Zonal technical (resource persons) and administrative staff to facilitate implementation of the PLW activities was proposed
 - Research Extension Liaison Committees (RELC) have been revived and IPMS can become a member of such committees to enhance impact and institutionalization
 - Changes in attitudes/behavior of public sector partners towards the new approaches and processes do not happen overnight. Considerable resistance has been experienced in many of the sites. This may in part have been caused

by the frequent turn-over of staff (whose staff??), but also because of the perception that some of the project's interventions are upsetting the existing system. Considerable effort will therefore be made to reorient the public sector staff in the PLWs

- Efforts will be made to strengthen the functioning of RALCs, WALCs and NALC and further streamline their operations. This might also necessitate some focused facilitated activities to align their mindsets to these expectations, similar to the workshop on 'Alternative Service Delivery systems' that was organized last year.

3. Knowledge management - 100

The expected outcome from the project's knowledge management component is the creation of a functional agricultural knowledge management system operationalized at Woreda & Federal levels, highlighting innovations and appropriate technologies.

The IPMS Knowledge Management initiative has been divided into five areas:

- Knowledge needs assessment
- Knowledge acquisition (capture, analysis, and synthesis of knowledge) to fill the gaps identified during needs assessment
- Knowledge sharing – initiatives to identify and utilize methods, tools, processes, and approaches geared towards leveraging knowledge acquired to fill the gaps identified
- Development of a National Agricultural Information Resources Center – to support the above three outcomes
- Development of an ICT infrastructure at various levels to support the first three outcomes.

The first three expected outputs contribute directly to the development of a knowledge management system while the last two support the realization of the first three expected outputs directly or indirectly.

In the knowledge management area, the project is focused on identifying, analyzing, adopting, and promoting methods, approaches, and processes as well as tools that will help agricultural service providers and beneficiaries in the project's Pilot Learning Woredas (PLWs) and Federal level partners (and in a limited manner, our zonal and Regional partners) to leverage knowledge in the development and provision of extension services.

In July 2005, the IPMS project distributed a *Knowledge Management Implementation Guideline* to the MoARD. This guideline was adopted from a multi-country European project focused on developing and documenting a generic but comprehensive KM methodology that can be easily adopted to fit the needs of organizations interested in

pursing KM. The fact has been that although it was the expressed desire of the MoARD to include KM as part of the IPMS project's expected outcome, the underlying understanding of what KM involves may not have been clear to all stakeholders. In fact, the perception may have been to see KM as an ICT implementation. However, ongoing dialogues and awareness sessions have now shed light on the fact that KM is much broader than ICT implementation and that ICT tools are merely enablers of KM. The IPMS project has taken the position that in order to introduce KM in a realistic and context sensitive manner, it is best to explicitly focus on the *three areas of KM highlighted as expected outputs* and not delve into the elaborate KM project guidelines provided to the ministry in March 2005. The specific areas of interest are:

1. Assessment – Development and promotion of tools, methods, and processes for knowledge needs assessment
2. Acquisition – Development and promotion of tools, methods, and processes for the identification, analysis, adoption, and capture of knowledge to meet the needs identified during the assessment process, and
3. Dissemination – Identification, analysis, adoption, sharing, and promotion of methods, tools, and processes for sharing and leveraging knowledge

The project will utilize various tools, technologies, and approaches in achieving the objectives articulated above. ICT-based tools and processes will play significant roles in achieving these objectives.

The project will also engage in various capacity building efforts geared to developing awareness and competencies in specific knowledge management areas. The capacity building initiatives will be highlighted in the capacity building section (200 series) of this document.

In 2007/08 the project will undertake the following activities to consolidate the output and outcomes of the already on-going activities and introduce some new activities in response to new opportunities which have arisen during the past year.

3.1 Knowledge assessment - 110

Researching, analyzing, selecting, adopting, and promotion of various methods, approaches, and processes is the focus of knowledge assessment.

It is an ongoing process and is directly tied to interventions that are undertaken by the project to develop a particular commodity or mitigate risks that are detrimental to the development of commodities in the PLWs.

Various tools and methods including PRAs, focus group discussions, surveys, platform meetings, field days, observations, and other methods as appropriate will be used get clearly defined representation of knowledge needs in order to implement interventions of any nature in the PLWs and/or higher level government entities.

3.2 Knowledge capturing/assembling/synthesizing- 120

Knowledge on new and/or alternative ways of providing extension service comes from various sources including project activities, leading practices, research outputs of national and international centers, or even published works from various institutions.

Distilling lessons learned in project activities, capturing these lessons appropriately, and creating new knowledge through synthesis of lessons from various sources will help boost the government's efforts in scaling-up and scaling-out successful project outcomes. Activities that lead to this outcome will include:

- a) Adoption of methods, processes, and tools for documenting lessons learned during project implementation.
- b) Study tours by project champions, policy makers and high level technocrats to countries with institutionalized participatory extension approaches for enhancing rural livelihoods (South Africa), knowledge management (India) and innovative rural credit arrangements (India). This will also include sponsoring of project champions attending short courses, conferences and other relevant events.
- c) Preparation and promotion of training manuals, working papers on lessons learned and contributing materials on gender, HIV/AIDS, environment and marketable commodities by project staff and partners. Materials under preparation are:
 - Source book on innovative extension approaches and methods (IPMS/IFPRI)– scheduled for May 2007
 - Training manual on tools and methods for innovation system research (IPMS/IFPRI) – scheduled for May 2007
 - Manual on natural resource management technologies (AHI) – Scheduled for June 2007
 - Training manual on water management (IWMI) – Scheduled for June 2007
 - Market chain analysis guide (CIAT/IPMS)
 - Various working papers (on research findings – see research)
- d) Strengthening the knowledge base with CDs, books, and other related materials at Woreda Knowledge Centers and 4 Farmers Training Centers/Woreda.
- e) Contributing to market information dissemination by testing products such as TradeNet that has been used with some success in Uganda, Ghana, and other African countries. Initial discussion has taken place on how to acquire the license for this service to be used in Ethiopia. Further steps will take place in 2007/08 to implement this service.
- f) Strengthening the content database in the Ethiopian Agricultural Portal (EAP).
The ultimate owner and thus maintainer of the Ethiopian Agricultural Portal is the MoARD. The IPMS project will continue to assist the ministry in strengthening the content database of the portal. To that extent, the project plans to recruit an individual who will be dedicated to the acquisition, coordination, and upload of content on targeted agricultural commodities. This person will be the only dedicated staff of the planned *Content Managers* group that the project plans

to establish at the ministry. The *EAP Content Manager* will coordinate the activities of the Content Managers group which will include experts in various agricultural commodities and will continuously solicit input from the team in order to ensure the EAP lives up to its potential. The project strongly believes that once the real potential of the EAP is demonstrated, it will be much easier to advocate for allocation of ministry resources to ensure the sustained development of the system. In addition, each one of the senior team members of the project will be expected to contribute to the content in the agriculture portal in their domain of expertise. Similarly, sustained efforts will be directed to national and international institutions to help develop the portal with relevant content contributions from their respective organizations. IPMS has started discussions with a WorldBank funded project, Country partnership program for Sustainable Land Management (CPPSLM), which is planning on building/strengthening the agricultural portal, developed by IPMS.

3.3 Processes and mechanisms for knowledge sharing - 130

Knowledge captured and synthesized should be shared as an integral part of the overall knowledge management system. Various tools have been introduced and will be further supported to develop into innovations.

- a) Promotion and utilization of the Ethiopian agricultural portal. The portal, being a web based repository of leading practices and other information for market oriented agricultural development in Ethiopia, is available to everyone with access to the internet including private sector partners, donor agencies and project's like the Food Security and Safety net project.
- b) Promotion of *communities of practice* at federal, regional, and Woreda levels. This is used to develop non-IT forms of knowledge sharing. The project will also use these fora to more actively engage in the knowledge sharing with sister projects and donors at the federal level (see promotional activities)
- c) Supporting the proper utilization of Woreda Knowledge Centers and Farmer Training Centers by working closely with Woreda and FTC level staff
- d) Field visits, study tours and exchange visits by farmers and public sector staff
- e) Support for farmer-to-farmer knowledge exchange in order to promote the dissemination of indigenous and introduced knowledge
- f) Promotion of institutional setups such as RALC, WALC, *commodity platforms*, and other forums as knowledge sharing mechanisms. These platforms will include private sector partners
- g) Supporting efforts to prepare and broadcast targeted radio programs where this is feasible – depending on availability of radio stations that can carry such programs
- h) The TradeNet market information (price & volume) discovery service will be used as one source of sharing market knowledge to give farmers more information about prevailing conditions that determine what they can expect to get for their products in the markets to which they have access
- i) At the request of the MoARD, the IPMS project proposes to invest in the development of the Ethiopian Commodities Exchange (ECEX) – see 3.5 - which

- will enable farmers to benefit from price information on main marketable commodities generated by the system. The project will develop a system which links terminals as well as price ticker locations to the knowledge management centers, which in turn will be linked to selected Farmer Training Centers (FTC). The system is expected to become operational in the 2008/09. The proposal is still subject to approval by CIDA
- j) Support for agricultural technology and innovations exhibitions at national and regional levels (2 are planned for this year – one in Amhara and one in Oromiya) and Woreda level
 - k) Distribution of training materials developed by the project and/or project partners.

3.4 Establishing a National Agricultural Information Resource Centre 140

The project will assist the Ministry in utilizing the e-mail and other tools that have been setup as part of the NAIRC development at the MoARD HQ. The project will cover a one-year broadband internet subscription for MoARD headquarters to help kick start active utilization and development of the agricultural portal. The project will also link the other six federal Ministry buildings to MoARD headquarters, using a Virtual Private Network (VPN) The project will pay for the installation and subscription fee for one year.

The project will also explore the possibility of recruiting IT students from local universities to assist the MoARD in operating the NAIRC. In addition, the project will provide computers (20 this year) to selected MoARD staff based on need and their role in the active development of the NAIRC. Development of the NAIRC will be an on-going task that needs to be sustained and the project will continue to look for tools, methods, and process to do this in close collaboration with the ministry.

It is noted that the WorldBank/CIDA funded Rural Capacity Development Project has been initiated and future expansion of the NAIRC infrastructure will be done in close consultation with this project. The previously mentioned CPPSLM project, which is in the planning phase is also interested in further developing the system and is planning to work closely with IPMS.

3.5 Establishing ICT networks & infrastructure - 150

The project completed the initial introduction of IT infrastructure in the Woreda OoARD. Based on assessment of what has been done so far, the project has planned to intensify the coverage/use within each Woreda and also include zonal and regional offices as indicated below:

- a) The Woreda knowledge management centers are/will be connected to the internet to facilitate access to the portal and other sources of internet information and e-mail facilities. The project will be paying for part of the connection fees for one

- year. Wherever possible the project will also create cable or wireless connection to the nearest Woreda Net facility
- b) Development of Regional hubs (mirror sites) and selected zones for the Ethiopian Agriculture Portal is an area of priority request by the *Regional Bureaus of Agriculture and Rural Development* and *Regional Agricultural Research Institutes*. In order to meet this demand, the project will in 2007/08 work to provide and setup ICT equipment (server and associated communications equipment) to help implement Regional hubs for the portal (see comments on the NAIRC with regard to collaboration with the RCDP and CPPSLM projects).
 - c) The project plans to provide television sets, and DVD/CD players that will be placed in Woreda Knowledge Centers and 4 Farmers Training Centers/Woreda, to help disseminate knowledge – especially for group learning and whenever computer literacy is an issue
 - d) Material support will be provided to 4 FTCs per PLW to enable extension workers to apply innovative extension approaches (including elements of knowledge management) and help them meet their responsibilities better. The endeavor will be to develop some pilot FTCs which will become resource centers for experience and knowledge sharing for others in the Woreda and the Region. In addition to the TV and DVD players, there is a plan to provide; at least one computer per FTC with Internet connection, where feasible; loudspeaker/megaphone; blackboards; solar panels where electricity is not available; mobile phones; relevant demonstration materials and publications related to priority commodities in the PA and; application-oriented resource material related to gender, HIV/AIDS and environment (see comments on the NAIRC with regard to collaboration with the RCDP and CPPSLM projects).
 - e) The project is also exploring the use of recorded audio material that can be uploaded to the EAP or Regional hub portals which can then be downloaded to digital audio players (MP3 Players). This is seen as one possible way of enabling Development Agents to have access to current knowledge that can help them discharge their duties better.
 - f) IPMS has also agreed with MoARD, CIDA, and the Ethiopian Commodities Exchange (ECEX) project to support the provision of electronic terminal centers in 20 locations since the delivery of price discovery service and trade opportunities is in line with the market information dissemination goal of the IPMS project.

4 Capacity development - 200

The expected outcome of the project's capacity development component is strengthened innovation capacity of farmers, pastoralists, community-based and private sector organizations, and agriculture and natural resource management public organizations to support the development of small-holder, market-oriented agricultural production systems.

To achieve this outcome the project undertakes capacity building activities on topics supporting participatory market oriented agricultural development for partner, organizations in the agricultural sector, including:

- Public sector partners (TVETs, MoARD and EARS)
- Private sector partners (farmers, cooperatives, entrepreneurs)
- Partner alliances

In the past year, progress was made on all these focal areas. However, as pointed out in the lessons learned, considerably more attention will have to be paid to awareness creation and capacity building to institutionalize the new approaches and processes. Capacity development should also be broadened to take into consideration zonal partners as well as administrative partners at the Woreda and zonal level, since they contribute to the institutionalization and scaling out of the lessons learned to the wider audience.

4.1 Strengthening capacity public sector partners - 210

4.1.1 Capacity development Educational institutions (TVETs, Universities) - 211

In the past year, most of the university/TVET strengthening activities has been integrated into the strengthening of the public sector partners, including in-service training and MSc/BSc training. This year's capacity development and linking activities aimed at TVETs and universities are therefore also described in section 4.2.

To strengthen the capacity of higher learning institutions in innovation systems, it is proposed to fund two 2 staff positions at Haramaya and Hawassa Universities to work on innovation systems research. The staff will be supported with travel and computer equipment. The project will also make use of specialized expert services to backstop this staff.

4.1.2 MSc/BSc training MoARD staff - 212

The project will enroll 6 more MSc/BSc candidates this year from each of the 2 new PLWs (Goma and Bure).

In response to the request for increased role of the Zones for the PLWs, the project will request the RALCs to select 4 candidates from each of the zones with agricultural responsibility (7 Zones) in the MSc/BSc program following the general guidelines for the program on gender equity and the market oriented innovation system development capacity.

In response to the increased role of the EARS, the project will also request the RARIs and EIAR to select 4 candidates each for the development of their market oriented innovation system development capacity.

The MoARD has also requested for two special scholarships abroad for knowledge management/IT and agricultural extension/transformation or marketing.

The project staff will continue to develop thesis research topics for the MSc students. However, to lift the supervisory burden from their shoulders, international and national research partners will be asked to supervise the students. The project will make a budget available for external supervisors.

The project will furthermore reserve some funds for participation in short courses by project champions, key policy makers and technocrats.

4.1.3 Capacity development in participatory extension and innovation - 213

The core objective of this capacity building initiative would be to create capabilities in applying innovative extension approaches and methods in the PLWs to support market-oriented smallholder agriculture. This is expected to result over time in systematization of a participatory market-oriented extension approach which allows extension agents to understand the process dynamics, while preventing a blueprint implementation.

The capacity building initiative will take the form of an intensive training and learning process in application of participatory and marketing extension methods, over 1.5 to 2 years. It will be a two-stage process and would focus on:

- Training of Trainers including selected people from IPMS PLW staff, Woreda/regional staff in each of the PLWs. Representatives from Federal level might also be involved. The ToT will be taken up in phases to cover various aspects of the participatory market-oriented extension.
- This trained group of trainers will train SMSs, Supervisors and DAs in their respective PLWs, following the same phases as the ToT. IPMS will facilitate organisation of such trainings. This target group will engage in a learning process over 1.5 to 2 years applying the new concepts and approaches on the ground on the basis of an action plan they develop and engaging in periodic experience sharing and review process. IPMS will facilitate continuous mentoring and coaching through the process by the trainers from IPMS and partner organisations like CIAT, NGOs etc.
- A selected group of trainers and DAs (from selected PAs that are targeted for developing pilot FTCs – also see knowledge management) will be exposed to additional training in concepts of knowledge management, communities of practice, use of internet, presentation and communication skills etc.

Training material on participatory and market-oriented extension would be developed and delivered together with partner NGOs and CIAT. A service provider might also be engaged to deliver modules in concepts of knowledge management.

The project will work closely with the MoARD's planned training program aimed at a more participatory, market oriented extension system.

4.1.4 Knowledge management/GIS/promotion - 214

Training programs for systems administrators for the NAIRC at the MoARD as well as Regional, Zonal, and Woreda levels will be undertaken in 2007/08. The project already acquired self teaching materials for this purpose (also see knowledge management).

Training programs on the agricultural portal will be provided to content managers at the federal and regional level while training on the use of the portal will be provided to Zonal and Woreda level staff

GIS training will be undertaken for regional level research and development staff. This includes 3 to 4 days basic skills training for Woreda and Zonal staff. Initial assessment within those administrative levels shows no prior knowledge of GIS or spatial analysis concepts. For the Regional Agricultural Bureau and agricultural research staff, an advanced training on spatial techniques will be given based on their specific needs.

The project will also build the skills of selected staff from the agricultural departments to improve their skills in communication, especially the production of video clips and newsletters.

4.1.5 Awareness creation on project concepts 215

Sessions will be organized in all Woredas and Regions during the year to increase awareness about the concepts of innovation systems for agricultural development and enhancing market orientation. This training is also targeted for RALC and WALC members (also see RALC/WALC).

4.1.6 Gender and HIV/AIDS - 216

Four Regional Workshops (2 day duration each) will be organised for staff from TVETs, ARIs, Universities and Regional Bureaus of Agriculture to develop the capacity of lecturers, researchers, curriculum developers and others to integrate a gender and HIV/AIDS perspective into their teaching and other work. About 25-30 participants per Region will be drawn from:

- TVET staff responsible for teaching agricultural extension, ethics and cooperatives; plus gender and HIV/AIDS focal points, and guidance counsellors.
- TVET regional coordinator.
- BoA staff responsible for agricultural extension and cooperatives plus gender and HIV/AIDS focal points.
- Lecturers and researchers from ARIs and universities in the region.
- Staff from MoARD TVET curriculum development team.
- EIAR and their research institutes

As a follow-up, periodic review will be undertaken to establish extent to which gender and HIV/AIDS issues are being integrated into TVET curriculum and research activities. The need for intensive training for selected TVET staff in order for them to act as gender and HIV/AIDS focal points and liaise with MoARD Women's Affairs Department will be established.

Ten PLW TOTs (3 day duration) for DAs, Health Extension Workers and Woreda Staff will be held to develop capacity and practical skills of frontline staff to integrate a gender and HIV/AIDS perspective into their day to day work in rural communities. About 30-35 participants per PLW will be drawn from:

- DAs (priority for women DAs)
- Staff from OoA: extension supervisors, Woreda experts
- Health extension workers
- Other Woreda staff (Women's Affairs, HAPCO)

For follow-up, periodic review will be undertaken to establish the extent to which gender and HIV/AIDS issues are being integrated into FTC curriculum and DA activities (possibly coordinated and followed-up by HIV/AIDS and gender focal points in the BoA or OoA).

4.1.7 Environment 217

The project will step up its efforts to institutionalize the environmental monitoring of project interventions in the PLWs. Feed back workshops on environmental assessments and mitigating measures will be organized for the responsible officers from the PLWs and Regions. Once the workshop is conducted, it is expected that implementation and follow up of activities based on the already developed environmental monitoring plans will be carried out by participating SMS. This will help the Woreda offices internalize this activity for the future as a regular activity.

4.1.8 Monitoring and evaluation and documentation - 218.

The project has started its project monitoring and evaluation activities in the PLWs. Training on monitoring and evaluation will be provided in order to provide IPMS and Woreda staff with a better understanding of this concept.

Capacity building activities in leading practices on proper documentation of lessons learned will be provided. The project will also make use of university students interested in taking such an assignment to augment their course work in related areas

4.1.9 Woreda in-service skills development and infrastructure development – 219a

Besides the centrally planned capacity development for the PLW public sector staff, each PLW developed a plan for developing skills of public sector partners in support of the development of priority marketable commodities.

For some of these capacity development activities, the project will use innovative methods to including the use of electronic training material, combined with DA and farmer training.

To support the increased capacity of the Woreda staff, the project will equip 4 FTCs/PLWs with modern knowledge management equipment (also see knowledge management). It will also provide some basic furniture including black boards, tables and chairs.

In support of introducing some new value adding processing activities, the project also plans to support the financing of some agro processing equipment for demonstration. Once the equipment has proven its technical/economic/financial viability, it will be provided on credit or cash to farmers or small scale entrepreneurs. The project will monitor the performance together with the staff of the office of agriculture and rural development. The equipment will include the following:

- Manual/motorized choppers for crop residues and stovers (Alamata, Metema, Mieso, Fogera), as part of the crop residue treatment. The demonstration model will be used around selected FTCs by individuals or community groups
- Small scale oil processor for local processing of sesame oil (for Mieso and Metema). This equipment will be provided on a demonstration basis to a cooperative and/or private entrepreneur
- Manual (locally produced) hay/straw balers (Mieso, Ada'a, Metema). The demonstration equipment will be used around selected FTCs by individuals or groups
- Honey/wax processing equipment (Atsbi, Alamata, Metema, Fogera, Ada'a, Mieso, Alaba, Dale). The demonstration equipment will be used around FTCs by individuals and groups
- Lime stone crushers (at the request of the MoARD) to support introduction of lime treatment for acid soils (6 in total). The equipment will initially be operated by the Regional Bureaus of Agriculture and Rural Development. The project in collaboration with staff from the MoARD will assess the viability of the equipment. The project will assist the Ministry in developing the specifications for the machinery and provide support for the installation and training of the staff.

Besides this equipment, the project will supply improved seeds, fertilizers and agro chemicals for demonstration and research purposes.

Transportation was found to be a big bottleneck for Woreda staff in charge of supervising FTCs. It is therefore proposed to contribute five (5) motor cycles for each Woreda to be used to supervise and guide the market oriented commodity development activities. Alternatively funds may be used to repair existing motorcycles.

4.1.10 Innovation system and marketing research capacity development 209b

A second round of training will be organized for researchers from EIAR and RARIs during the year, targeting mainly socio-economists but also including others, as might be appropriate. We might also want to invite staff from universities to participate in this training workshop. In addition to this training, researchers who have incorporated innovation systems in their research projects in collaboration with IPMS or otherwise will be coached/mentored in these approaches and their application.

A course on marketing research will be conducted for staff from EARS involved in the project's marketing research activities, the regional agricultural marketing agencies, staff

from the state ministry of agricultural marketing and input supply, staff from the regional bureaus of trade and industry and selected staff from TVETs and Universities.

To further strengthen the capacity of the EARS it is proposed to fund two staff positions to develop the innovation systems research capacity at EIAR HQ and two staff for the marketing research. It is furthermore proposed to add a budget for internet based research by the research partners. The same budget may also be used to facilitate their access and contribution to the agricultural portal.

4.2 Strengthening capacity farmers, private sector partners - 220

4.2.1 Skills development: farmers/pastoralists - 221

Each PLW developed its own plan for developing skills of farmers/pastoralist in support of the development of priority marketable commodities. Particular attention will be paid to developing negotiation skills.

4.2.2 Skills development small scale entrepreneurs, cooperatives - 222

Each PLW developed its own plan for developing skills of small scale entrepreneurs and cooperatives in support of the development of priority marketable commodities.

4.3 Developing institutional linkages and culture of sharing - 230

4.3.1 WALC/RALC/NALC - 231

As mentioned in the section on lessons learned these alliances need to be strengthened considerably to learn from, institutionalize and scale out the good and successful experiences arising from the project's activities. As a part of this, efforts will be made to develop the capacity of the members of these committees.

A budget for planning their activities will be made available (each RALC and WALC has prepared such a budget) and it is expected that the RALCs and WALCs systematize their annual/semi-annual plans to meet regularly including field visits. These meetings should become venues not just for developing and monitoring IPMS annual plans, but for proactively engaging in discussions to see how they fit in with the Woreda priorities and how the Woreda (also see commodity development) and IPMS plans can mutually reinforce each other. RALCs and WALCs are expected to develop plans for monitoring IPMS activities and outcomes in the PLWs and systematically learn from these experiences and develop strategies for scaling them out and facilitating their implementation.

Besides the regular RALC and WALC meetings and the half yearly RALC/WALC meetings with steering committee members and IPMS HQ staff, RALCs and WALCs will also organize learning sessions for wider audiences to scale out lessons learned.

One NALC meeting to share experiences between the PLWs and Regions is planned for 2007/08.

To strengthen RALCs and WALCs, some capacity building activities for the members will be planned. Facilitated workshops will be organised to bring all the RALCs and WALCs to the same level of understanding of their expectations and their potential roles in scaling out and institutionalization. This will include assessing their needs with respect to capacity development to fulfill the roles expected of them. This might be followed with some capacity building on concepts, approaches, methods for M&E, and learning and scaling up/out (see also proposed capacity development for monitoring and evaluation as well as awareness creation). These bodies and the members are the natural choices for champions of the project approaches and methods that are successful, and they need to be nurtured to play that role.

To avoid a proliferation of project specific structures, possibilities of integrating NALC, RALC and WALC functions into the revised research and extension platforms will be pursued during the year. In principle, the platforms consist of an executive advisory committee comprised of 10 – 15 members, from the public sector and a council which is comprised of public and private sector partners including NGOs. The executive committees will meet 4 times/year and the councils twice a year. These platforms were previously organized by the research system, but the responsibility has now been handed over to the MoARD at the federal, regional and Woreda levels. Funds for organizing the platform events will be provided by the MoARD. IPMS can use the (executive) council functions to share lessons learned on technology and institutional innovations.

4.3.2 Woreda commodity platforms - 232

Some PLWs initiated commodity level platforms. But it must be said that the approach of forming platforms has not been systematic except in one or two cases. It is increasingly being recognized that platforms might be a useful way of bringing about commodity development at one level and scaling out this development at a higher level. Commodity level activities will be revisited and reviewed thoroughly and platforms will be initiated during the coming year as and where appropriate. But this might require capacity building of IPMS RDOs, RDAs and some public sector staff in the processes and methods of systematic platform/coalition formation for maximum effectiveness.

4.3.3 Other structures in which IPMS is participating - 233

IPMS will continue to participate and contribute in platforms created by other organizations, including SNV's Business Organizations and their Access to Markets (BOAM) platforms in dairy, pineapples, oils and the Dairy platform by Land O'Lakes. However, increased emphasis will be placed on participation by IPMS partner institutions, rather than IPMS staff (also see promotion).

5 Participatory commodity development - 300

The expected project outcome for the project's participatory commodity development component is the adoption of appropriate technologies, innovative input supply – output

marketing, and financial services in order to improve agricultural productivity and market success in the PLWs.

To accomplish this outcome, the project undertook the following activities:

- Participatory selection of PLWs and participatory program planning
- Participatory commodity development

5.1 Establishment 10 PLWs - 310

The project started with the participatory selection of 10 PLWs in 4 Regions in partnership with Federal and Regional level authorities in 2004 and the beginning of 2005. The process of participatory planning was initiated in 8 PLWs in 2005 using various participatory tools and methods and approaches at the level of the Woreda which resulted in the identification of i) farming systems with distinctly different development potentials ii) priority marketable commodities; iii) potential interventions (technology/organisational/institutional) for production, input supply, marketing and rural finance; iv) potential partners for implementing the interventions.

The planning process is dynamic in that the selection of the commodities, potential interventions and partner organizations is reviewed annually by the RALC/WALC and commodity platforms created by the project. Such planning and review meetings will be held twice annually (see RALC/WALC) to ensure that the IPMS program is integrated in the Woreda program of work and budgets.

In the second year plan it was proposed to scale out the processes and approaches used in the initial 8 PLWs to one more Woreda in each Region with implementation handled by the Regional and Woreda level agricultural staff. This was however not universally accepted by the various stakeholders on the grounds that it was too early to start this scaling out. Also, priority was given to a broader based scaling out strategy through promotional and capacity development activities.

The initial commodity planning has started in the remaining two new PLWs and will be completed in the first quarter of the new budget year with the stakeholder workshops. The process used will be adjusted to reflect new process tools/methods and lessons learned during the past 2 years, including use of HIV/AIDS, gender and environmental assessments tools, a more in depth stakeholder analysis of the key partners and their roles and linkages as well as a more in depth assessment of market potentials and strategies for the identified commodities.

5.2 Participatory commodity development - 320

Interventions for production, input/output marketing and rural finance for priority commodities were started in the initial 8 PLWs in the first two years. Some of these

interventions are facilitated with innovative credit (arrangements). The interventions for each of these commodity components are comprised of single or a combination of technology, organizational and institutional interventions. While, the initial Woreda level participatory planning provided some general direction, approaches used to start a dialogue with communities on the various interventions varied depending on the nature of the interventions.

Most of the production interventions were introduced in a few selected PAs in the targeted farming system, because OoARD and project staff had to get familiar with the processes, methods and approaches (part of the organizational and institutional interventions) and the technology interventions itself. In the coming year, the emphasis will be on scaling out these interventions in the PLWs, using existing and new knowledge management and capacity building processes and approaches.

The scale of introducing input supply and marketing interventions varied from a single PA to a farming system/Woreda wide level. Scaling out these interventions will be linked to the increased scale of the production interventions. In the coming year, IPMS will contribute to the development of the ECEX project (see knowledge management). Market information on marketable commodities which will be generated through the system will be linked to the PLWs as part of the marketing interventions. Similarly, market information generated through TradeNet will be included in the marketing interventions (see below).

In the past year, IPMS started with the introduction of its credit component for innovative credit arrangements and financial products. Identification of potential lending institutions was completed in 6 of the PLWs (except Misso – credit institution to be developed - and Dale – identification of institution in progress). Proposals for loans were prepared for Atsbi on sheep fattening and apiculture (in review); for Fogera on fishing and fattening large ruminants (approved and disbursed); for Ada'a on fattening large ruminants and private irrigation pumps (approved), apiculture and sheep fattening (under review); for Alaba on cooperative and private input supply shop, para vet operation (approved and disbursed), apiculture, sheep fattening (under review). In the coming year, identification of appropriate credit institutions in Miesso and Dale and the two new PLWs will be completed and additional credit institutions may be identified in existing ones. Emphasis in the coming year will be on identifying credit for livestock oriented products (fattening, dairy, apiculture) service supply since there is little formal credit available; irrigation systems and crop input supply systems. Once the demonstration of equipment is successful (in particular choppers and small scale oil processing), credit will also be supplied for these items.

Since considerable experience was gained with the introduction of the processes, methods and approaches and the viability of the technologies in the 8 initial PLWs, the process for commodity development in the 2 new PLW will be modified. Rather than initiating appropriate production technologies in a limited number of PAs, a greater geographical coverage across the targeted farming system will be targeted. To accomplish this, it is

important to train the staff of the OoARD in the participatory extension approaches (see capacity development).

Each PLW developed its own program of work for the participatory development of the priority commodities considering the following interventions

5.2.1 Livestock commodities

5.2.1.1 Large and small ruminant meat and dairy development²

PLWs targeted:

Large ruminants meat: Metema, Ada'a, Mieso, Alamata, Fogera

Small ruminants meat: Atsbi, Mieso, Alaba, Dale, Metema

Dairy: Atsbi, Alamata, Fogera, Ada'a, Dale, Alaba, Mieso

Potential production interventions

- Introduction of short term commercial fattening technologies
- Introduction of improved dairy production methods
- Introduction of fodder species in cropland and homestead
- Enrichment of grazing area through planting and/or enclosures
- Treatment of weed invested grazing land (Fogera)
- Hay making
- Use of crop residues
- Chopping cereal stover (sorghum)
- Urea treatment of straw/stover (sorghum, rice, teff, wheat)
- Introduction of concentrates
- Introduction of supplements such as MUB
- Introduction of community based drug supply and animal health services for disease control (including tryps)
- Introduction of improved (exotic and local breeds) breeds (sheep, cattle)

Potential input supply interventions

- Introduction to forage seed production, distribution/sale systems
- Introduction MUB production/sale system
- Introduction of chopping services
- Introduction of small-scale oil mills
- Introduction privatized bull services (exotic and local)
- Introduction of improved AI services
- Introduction of breeder animal production/sale system (small and large ruminants)
- Introduction of paravet animal health service system
- Introduction of animal input supply shops (drugs, concentrates)

² The interventions for each of the value chain components are usually combinations of technological, organizational and institutional interventions

Potential marketing interventions

- Formation of market groups
- Formation of platforms
- Provision of price information in WKC's and FTC's (TradeNet, other)
- Identification of potential traders
- Linking farmers and potential traders
- Introduction of contract farming dairy and fattening
- Product promotion of dairy (school milk, restaurant)
- Introduction of dairy quality control system
- Introduction of small scale dairy processing facilities (with credit)

5.2.1.2 Apiculture development

PLWs targeted: Atsbi, Fogera, Ada'a, Alaba, Metema, Alamata

Potential production interventions

- Introduction of modern beekeeping methods
- Introduction of transitional and/or modern hives
- Introduction of bee forage

Potential input supply interventions

- Introduction of queen rearing/sale systems
- Introduction of small scale wax production/sale system

Potential marketing interventions

- Formation of market groups
- Provision of price information in WKC's and FTC's (TradeNet, others)
- Identification of potential traders
- Linking honey and wax producers with potential traders
- Introduction of contract honey/wax production
- Introduction of small scale honey processing equipment
- Product promotion

5.2.1.3 Poultry

PLWs targeted: Atsbi, Dale, Alaba, Mieso, Fogera, Metema

Potential production interventions

- Introduction of improved chicken rearing system
- Introduction of housing system
- Introduction of improved egg production system using local breeds
- Introduction of improved feeding system for egg and meat production

- Introduction of concentrates

Potential input supply interventions

- Introduction of chicken production, distribution/sale systems
- Introduction of paravet animal health service system
- Introduction of input supply shops (drugs, concentrates)

Potential marketing interventions

- Formation of market groups
- Linking farmers and potential traders
- Introduction of post-harvest handling, grading and storage system for eggs
- Introduction of handling system for chicken and egg marketing
- Promotion of local chicken and eggs

5.2.1.4 Fish

PLWs targeted: Fogera

Potential production interventions

- Introduction to motorized lake fishing
- Formation of fishing cooperative (for joined ownership of boats and fishing gear)

Potential input supply interventions

- Linking with input supply business in Bahir Dar
- Introduction of women fishing net preparation and repair group
- Introduction of private outboard engine repair operator

Potential marketing interventions

- Formation of marketing group
- Provision of price information in WKC's and FTC's (TradeNet, other)
- Identification of traders
- Linking fishermen with traders
- Introduction of contract fishing
- Introduction of small scale processing and cooling

5.2.2 Crop commodities

5.2.2.1 Cereals (teff, wheat, rice, sorghum)

Targeted PLWs

Teff: Ada'a, Alaba

Wheat: Ada'a, Alaba, Bure

Rice: Fogera, Metema, Alamata

Sorghum: Metema, Mieso

Potential production interventions:

- Variety testing: cold tolerant upland rice varieties
- Introduction of improved varieties (upland rice, striga resistant sorghum)
- Introduction of improved land preparation methods (minimum tillage, donkey traction, BBM)
- Introduction of improved weed control technologies (round up)
- Introduction of soil and water conservation improvement technologies
- Introduction of improved pest and disease control and management

Potential input supply interventions

- Development of farmer based seed supply systems
- Introduction of private/cooperative village input supply shops (seeds, chemicals, equipment)

Potential marketing interventions

- Strengthening of market groups/cooperatives
- Provision of price information in WKC and FTCs (TradeNet, ECEX, other)
- Identification of potential traders
- Linking farmers/cooperatives with potential traders
- Market promotion (rice)

5.2.2.2 Pulses (haricot beans, chickpea, soybean, field peas/faba beans)

Targeted PLWs:

Chickpeas: Ada'a, Fogera

Haricot beans: Dale, Alaba

Field peas/faba bean: Atsbi

Soybean: Alaba, Dale

Potential production interventions:

- Introduction of improved varieties (chickpeas, haricot bean, field peas/faba beans)
- Introduction of improved land preparation methods (minimum tillage, donkey traction)
- Introduction of improved weed control technologies (round up)
- Introduction of soil and water conservation improvement technologies (AHI)
- Introduction of improved pest and disease control and management

Potential input supply interventions

- Introduction of farmer based seed supply systems
- Introduction of private/cooperative village input supply shops (seeds, chemicals, equipment).

Potential marketing interventions

- Strengthening of market groups/cooperatives
- Provision of price information in WKC and FTCs (TradeNet, ECEX, other)
- Identification of potential traders
- Linking farmers/cooperatives with potential traders
- Introduction of contract farming
- Introduction of post harvest technologies (weevil)

5.2.2.3 Fruits (temperate, tropical, pineapple)

Targeted PLWs:

Temperate: Atsbi

Tropical: Dale, Alaba, Ada'a, Mieso, Alamata, Metema

Pineapple: Dale

Potential production interventions

- Introduction of improved varieties (apple, plum, mango, avocado, papaya, banana, citrus, pineapple)
- Introduction of commercial fruit production system and management practices

Potential input supply interventions

- Introducing private nursery system for improved varieties (including grafted varieties)
- Introduction of private grafting service system

Potential marketing interventions

- Formation of marketing groups
- Provision of price information in WKC and FTCs (TradeNet, others)
- Identification of potential traders
- Linking farmers/groups with potential traders
- Introduction of post harvest technologies (including ripening of bananas)

5.2.2.4 Irrigated vegetables (onion, tomato, cabbages, carrots)

Targeted PLWs

Onion: Atsbi, Almata, Fogera, Ada'a, Mieso

Tomato: Fogera, Metema, Alamata, Atsbi, Ada'a

Cabbage: Metema, Alaba, Atsbi, Ada'a, Alamata

Carrot: Metema, Alaba, Atsbi, Ada'a, Alamata

Potential production interventions

- Introduction of improved varieties
- Introduction of improved planting arrangements (onion: staggered, double rows, others)

- Introduction of improved irrigation water system (ground water, gravity, shallow well casing)
- Introduction of pest and disease control and management

Potential input supply interventions

- Introduction of private vegetable seed production and distribution/sale system (onion)
- Introduction of privatized pump sale and repair system
- Introduction of privatized shallow well casing production system (Fogera)

Potential marketing interventions

- Formation of marketing groups
- Provision of price information in WKC's and FTC's (TradeNet, other)
- Identification of potential traders
- Linking farmers/groups with potential traders
- Introduction of small scale processing (tomato)
- Introduction of post harvest technologies (onion drying)

5.2.2.5 Oil crops (sesame, noug, safflower, groundnut)

Targeted PLWs

Sesame: Metema, Mieso, Alamata

Noug; Fogera

Safflower: Fogera

Groundnut: Mieso

Potential production interventions

- Introduction of new varieties
- Introduction of improved land preparation methods (minimum tillage, donkey traction)
- Introduction of improved weed control technologies (round up)
- Introduction of soil and water conservation improvement technologies
- Introduction of improved pest and disease control and management

Potential input supply interventions

- Introduction of farmer based seed/production/supply systems (sesame)
- Introduction of private/cooperative village input supply shops (seeds, chemicals, equipment)

Potential marketing interventions

- Strengthening of market groups/cooperatives
- Provision of price information in WKC's and FTC's (TradeNet, ECEX, others)
- Identification of potential traders

- Linking farmers/cooperatives with potential traders
- Introduction of post harvest technologies (sesame bug)
- Introduction of small scale oil mills

5.2.2.6 Coffee

Targeted PLWs: Dale and Goma

Potential production interventions

- Re-introduction of improved local varieties
- Introduction of new varieties
- Rejuvenation of old coffee (de-stumping, grafting)
- Introduction of soil and water conservation improvement technologies (pulp)
- Introduction of improved pest and disease management (coffee wilt, CBD)

Potential input supply interventions

- Introduction/strengthening of private coffee seedling nursery system
- Introduction of private grafting service system

Potential marketing interventions

- Strengthening of market groups/cooperatives
- Provision of price information in WKC's and FTC's (TradeNet, ECEX, others)
- Identification of potential traders
- Linking farmers/cooperatives with potential traders
- Introduction of contract farming
- Introduction of improved post harvest technologies (sun dried coffee)
- Development of niche markets for local varieties

5.2.2.7 Hot pepper

Targeted PLWs: Alaba

Potential production interventions

- Introduction of new varieties (eg. Mareko Fana)
- Introduction of pest and disease control management
- Introduction of soil and water management practices

Potential input supply interventions

- Introduction of private seed production/sale system

Potential marketing interventions

- Formation of market groups
- Provision of price information in WKC's and FTC's (TradeNet, others)
- Identification of potential traders

- Linking farmers with potential traders
- Introduction of contract farming
- Introduction of improved post harvest technologies

5.2.2.8 Spices (ginger)

Targeted PLWs: Dale, Goma

Potential production interventions

- Introduction of new varieties
- Introduction of improved management practices

Potential input supply interventions

- Introduction of private planting material production and distribution/sale system

Potential marketing interventions

- Formation of market groups
- Provision of price information in WKC and FTCs (TradeNet, others)
- Identification of potential traders
- Linking farmers with potential traders
- Introduction of contract farming
- Introduction of improved post harvest technologies

5.2.2.9 Cotton

Targeted PLWs: Metema, Alamata

Potential production interventions

- Introduction of new varieties
- Introduction of improved land preparation methods (minimum tillage, donkey traction)
- Introduction of improved weed control technologies (round up)
- Introduction of soil and water conservation improvement technologies (AHI)
- Introduction of improved pest control and management

Potential input supply interventions

- Introducing private/cooperative input supply shop
- Introducing private/cooperative seed supply system

Potential marketing interventions

- Formation of market groups, strengthening cooperatives
- Provision of price information in WKC and FTCs (TradeNet, other)
- Identification of potential traders/ginneries

- Linking farmers with potential traders/ginneries
- Introduction of contract farming

6 Improving policies and programs - 400

The expected outcomes of this project component are strategies, policy & technology options, and institutional innovations developed (from both research and lessons learned), documented and promoted in order to enhance market-oriented agricultural development.

To achieve this outcome, the project undertakes the following research and promotion activities:

- Developing, documenting & promoting approaches, methods, tools and processes for knowledge management
- Developing, documenting & promoting approaches, methods, tools and processes for capacity building
- Developing, documenting & promoting appropriate technologies for market-oriented priority commodities
- Conducting studies/research on the interrelationship between the environment & agricultural productivity & production.
- Conducting studies/research on the interrelationship between gender equality (GE) and/or HIV/AIDS & agricultural productivity & production.

6.1 Knowledge management - 410

The PLW specific on-going and planned research on knowledge management for 2007/08 is summarized in Annex 1.

Besides the PLW specific research, the project wants to embark on cross site analysis of knowledge management actions including:

- Applicability and outcomes of knowledge management tools and their contribution to knowledge sharing and learning – Woreda Knowledge Centers, agricultural technology exhibitions, and communities of practices
- Development of FTCs as nodes of Agricultural knowledge, information, linkage facilitation and the outcomes
- Partner alliances and their contribution to learning processes and linkage creation
- Approaches and processes for KM and learning

6.2 Capacity building - 420

The PLW specific on-going and planned diagnostic and/or action research on capacity development for 2007/08 is summarized in Annex 1.

- Innovative extension approaches - processes of capacity building, implementation and outcomes
- Determinants of innovation capacity
- Approaches to capacity building and gender-differentiated outcomes
 - Couple training
 - Joint DA-farmer training
 - Exposure visits for farmers
 - Participatory training plan development
 - Platforms - roles, factors influencing, sustainability and outcomes (cross commodity)

6.3 *Appropriate technologies for market-oriented priority commodities - 430*

6.3.1 Commodity value chain components - 431

This research covers different components of the value chain: production, natural resource management, input supply and marketing. The research can be based on outputs/outcomes of existing situations as well as on actions facilitated by the project partners. The main emphasis of this research is to generate quantitative and/or qualitative information on outputs and outcomes of these value chain components which will be used to design/validate interventions as well as document the impact of the interventions facilitated by project staff and partners.

While for reporting purposes this research is separated from the innovations and innovation processes research, in practice some of the value chain research outputs will be integrated with the innovations and innovation processes research.

The commodity value chain output/outcome has furthermore been subdivided into research focusing on i) production, natural resource management (NRM) and input supply and ii) marketing research.

The commodity value chain research will be led by the IPMS technology (NRM, production, input supply) expert and IPMS marketing expert and partner institutions (EARS and CGIAR, including ILRI's themes 1, 3, 4 and 5) in close collaboration with the project's innovation system expert.

They will be supported by the project's technology research officer and GIS officer and a marketing research assistant (ILRI Theme 3) as well as the project's research and development officers (RDOs) in the PLW. The project furthermore proposes to recruit a post doctoral marketing fellow. Use will also be made of local consultants and temporary research staff.

The MSc thesis research will be supported by supervisory services by locally and/or internationally recruited experts (including CGIAR partners).

6.3.1.1 Production, natural resource management and input supply

The PLW specific on-going and planned research on production, NRM for 2007/08 is summarized by Region in **Annex 1**.

In the coming year, cross PLW analysis of outputs, outcomes and processes on some major commodities will begin as follows:

- Assessment of the technical efficiency and effectiveness of AI services and alternatives for improvement in Amhara, Tigray, Oromiya and the Southern Regions
- Cross-site comparison outputs/outcomes and processes of market-oriented smallholder dairy development in Amhara, Tigray, Oromiya and the South*
- Cross-site comparison of outputs/outcomes and processes of market-oriented smallholder cattle fattening in Oromiya, Amhara and Tigray *
- Comparative study on outputs, outcomes and processes on feed resources development and utilization for market-oriented smallholder livestock development*
- Comparative study on outputs and outcomes of indigenous poultry production and marketing systems in Fogera and Alaba
- Comparative study on outputs/outcomes and processes of community-based trypanosomosis control in Fogera and Dale*
- Assessment of outputs, outcomes and processes of private fruit tree nursery development in four PLWs*
- Development of outputs, outcomes and processes of fruit production system in Metema and Ada'a *
- Agro-climatic suitability analysis using Eco-crop models to identify areas suitable for commodity production (GIS based)

(Studies marked with an * will be combined with the commodity innovation process research)

6.3.1.2 Marketing research

The PLW specific on-going and planned research on marketing for 2007/08 is summarized by Region in **Annex 1**.

During 2007/08 cross site studies will be initiated based on the PLW specific studies as well as some additional survey and monitoring work on the following topics:

- Commercialization processes, opportunities and constraints
- Feed marketing for market oriented livestock development

- Road network generation for market access analysis (GIS based)
- Case studies of innovative input marketing supply*
- Case studies of innovative output marketing*

(studies marked with an * will be combined with the commodity innovation process research)

6.2.1 Innovations and innovation processes - 432

This research will focus on identifying, analyzing and documenting innovations and innovation processes, focusing on some individual technologies/innovations, commodity systems, and sectoral innovation systems with cross-PLW comparison where relevant and applicable.

An innovation in this context is defined as “the use of new knowledge or new use of existing knowledge and its application for social and/or economic use”. Innovation can comprise radical improvements but usually consists of many small improvements and a continuous process of upgrading. These improvements may be of a technical, organisational, institutional (that is, the way things are routinely done), or policy nature. Very often innovations involve a combination of technical, institutional, and other sorts of changes.

Similar to the output/outcome research, this research can focus on innovation processes in an existing situation as well as from action initiated by the project partners.

The innovations and innovation process research is subdivided into the 3 main project components i.e. i) knowledge management, capacity development and iii) commodity development.

The innovation and innovation process research will be led by the project’s innovation systems expert and project partners (EARS and CGIAR including CIAT, ICRISAT, WorldFish, IFPRI and ILRI’s Theme 1) in close collaboration with the project’s knowledge management expert, and technology and marketing experts. The project will furthermore be assisted by a member of ILRI’s science advisory council.

To further support this research, the project will recruit a post doctoral fellow in innovation systems research, research assistants, enumerators, PhD students and University staff on sabbatical leave. Attempts will also be made to involve local NGOs, consultants and students from Addis Ababa University in this research. To strengthen the EIAR and the University’s capacity to conduct this research the project also proposes to make funds available to recruit some staff..

Many innovation processes and outcomes are gradually becoming perceptible in the PLWs. A research framework will be developed for analyzing these innovation processes including understanding of the enabling environment for innovation to occur with components of knowledge management and institutional arrangements and, the related outcomes.

The PLW specific on-going and planned research on commodity innovation research for 2007/08 is summarized in Annex 1.

After creating a typology of interventions, cases will be selected on a sectoral basis for study focusing on feasibility of cross-site and cross-commodity comparisons. Some proposed cases are as follows:

- Processes of high value crop development – irrigated fruits and vegetables*
- Marketing systems for perishables vs non perishable commodities
- Processes of dairy development*
- Processes of large and small ruminant fattening*
- Processes of forage and feed resource development
- Service delivery systems (input supply, extension etc) for different livestock and crop production systems*
- Role of local organizations (formal and informal groups, co-operatives, youth and women's groups etc) and governance structures in supporting innovation processes
- Approaches for financing innovation
- Tigray Region has identified some communities which have adopted some innovative/good practices with regard to collective action for NRM; positive savings and credit repayment behaviour; social capital and rural institutional development; development of transparent, participatory, equitable and democratic procedures and; adoption of productivity enhancing technologies and processes. Selected cases for processes and outcomes from the PLWs will be analyzed and documented. A strategy for scaling out these innovative/good practices will be developed and implemented with periodical reviews to enable learning. This process will also be used as a training exercise for BoARD and PLW OoARDs, so that they can use it for scaling out in other Woredas.

(Studies marked with an * will be combined with the commodity value chain output/outcome research)

In addition, this research requires creating a baseline of innovation related parameters like actors and their behaviors; production related variables like infrastructure, technology; factors that affect innovation processes like norms, habits and practices of actors and; supporting processes like information and knowledge flows and existence of trust-based relationships to analyse change processes. This will be followed by initiating research studies on these sectors.

Understanding of scaling out processes within and outside PLWs of successful approaches, technologies and processes will be an integral part of this research. Understanding the process of farmer-to-farmer spread of knowledge will be a major focus of the research.

6.4 Environment & agricultural productivity & production research - 440

A concept note was developed to assess the impact of wet coffee processing on the environment in Dale, and now in Goma. This is because there were no studies made regarding this in Ethiopia, except for a recent study by Jimma Agricultural Research Centre (JARC). Reports are not ready yet but it seems that the study focused mainly on the chemistry of waste water. There is now a plan to conduct research to address issues that were not addressed by this study. For example, the impact of waste water from coffee processing on human, livestock and plant/soil. This research is planned to be conducted in collaboration with JARC/EIAR with funding from IPMS.

Identify topics for environment students from AAU to address environmental issues on priority commodities and natural resources with funds from IPMS.

6.5 Gender equality (GE) and/or HIV/AIDS & agricultural productivity & production research - 450

A workshop will be organized around June 2007 to collate experiences of IPMS PLWs in integrating gender and HIV issues into project activities and the indications of outcomes of such activities. This workshop will identify potential cases that will be studied in-depth to capture changes in gender-based participation in aspects of market-led agricultural development and on aspects of interactions between HIV/AIDS and agriculture in the PLWs. Design of the case studies will follow and will be initiated. This workshop will also identify successful innovative approaches to addressing gender and/or HIV/AIDS issues in the agricultural sector, which will become candidates for documentation and developing strategies for scaling out the good practices. Some of the cross site issues considered are:

- Preliminary study of knowledge networks of women
- Gender Analysis of IPMS Project Training Approaches
- Gender Analysis of Women's Participation in IPMS Activities
- Opportunities for Female-headed Households in Market-oriented Agricultural Production
- Evaluating the Effectiveness of Community Conversations as a Mechanism for Creating Significant HIV/AIDS Behaviour Change in Rural Communities

The research will be led by the project's gender expert and research officer and will be supported by the project's gender consultant. EARS will be engaged in this research to the extent possible. Attempts will also be made to involve local NGOs and students from Addis Ababa University in this research.

6.6 Promotion communication of lessons learned

An integral part of each of the aforementioned research activities for scaling out. This scaling out of the lessons learned by the project will be targeted at different audiences of which the main ones are policy makers, research partners, development partners, farmers and private sector partners. Besides main messages on the project's goal, objectives and

strategies for each of these target audiences some special messages on the project will be prepared.

The communication of these messages can make use of various tools of which the main ones are print media, electronic media, events and government relations.

Given this combination of target audiences, messages and communication tools the following outputs will be produced:

- One brochure (updated) for all project partners to highlight objectives and strategies
- Three newsletters targeted at all project partners (except farmers) to highlight new innovations and project progress
- The project website targeted at all public sector project partners to highlight the project progress
- Biannual seminars in each of the Regions to present project innovations (to be organized by the RALCs)
- Four seminars at Federal level to present project innovations (to be organized by the Steering Committee)
- Promotional seminars and contributions to exhibitions by partner institutions at request
- A conference on agricultural marketing jointly organized by ESSP and EIAR.
- Participation in Regional and National Agricultural Research review meeting
- Participation in zonal Research Extension Liaison committees (RELC)
- Field visits to PLWs by key technical staff and policy makers
- Production of short videos on commodity knowledge management and capacity innovations
- Policy briefs
- Regular meetings with high level policy makers to brief them on project progress and achievements
- Newspaper articles on project innovations and strategies
- Posters on project innovations, gender, HIV/AIDS and environment.

To meet the increased demand for promotional activities the project proposes to employ a communications officer and also engage the services of specialized companies for the production of audio visual materials and posters.

7 Project management - 500

7.1 Recruitment of IPMS staff - 510

All proposed HQ positions have been filled; some replacement of staff is expected to take place during the year.

Recruitment for Research and Development Officers for 9 PLWs has been completed; the one remaining RDO has been recruited and is expected to start his work in April.

Recruitment of the Research and Development Assistants for the 2 new PLWs are underway. Applications have been completed and the short-listing process is now in progress.

The recruitment process for the drivers of the 2 new PLWs has been completed and the drivers should be on board by April.

A Project Monitoring & Evaluation Officer and a Project Monitoring & Evaluation Assistant have been recruited for the project and are now on board.

There are plans to recruit a Local Communications Expert to head the project's communications activities.

All recruitment will be coordinated and facilitated by ILRI's HR department

7.2 Recruitment of consultants/experts - 520

International consultants

- The project's RBM consultant will be employed to review and provide feedback on the project's output and outcome monitoring
- The project's gender and HIV/AIDS consultant will be employed to review and provide guidance on the project's gender and HIV/AIDS activities and finalize a working paper on gender analysis in the PLWs
- The project's environmental consultant will be employed to facilitate a feedback workshop on the environmental assessments in PLWs
- The services of international and national consultants will be used for the purchase and installation of the 20 ECEX remote access sites
- The services of international and national consultants will be used for operationalising the TradeNet system
- The services of the International Fertilizer Development Corporation will be used to develop specifications and operating capacity for the proposed limes crushers

Panel of experts

The project will continue to work with an international expert on innovations systems to provide feed back to the project and innovation systems expert.

Local consultants will be employed by the project for the following tasks:

- Operationalisation of the agricultural portal
- Development of the IT based knowledge management component, particularly at Regional, Zonal and PLW levels
- Installation and capacity development for operation of lime crushers

- Capacity development of entrepreneurial skills of small scale private entrepreneurs and cooperative staff
- Development and review of the project's micro finance, loan guarantee and insurance component
- Economic assessment of lime crushing equipment and other demonstration materials
- Production of short videos on project innovations
- Editing of manuals and publications.

Other local and international consultants will be employed on a needs basis. The project will also continue to make use of volunteers provided through the "Farmer to Farmer" Organization.

All recruitment will be coordinated and facilitated with the ILRI HR department

7.3 Contracting research and development partners and other staff - 530

In the past year, IPMS partnered with ICRISAT, IWMI, CIAT, AHI, ICRAF, IFPRI and Worldfish. It also partnered with some of ILRI's themes and programs. In the coming year, this partnership will be continuing and the annual program of work and budgets have been prepared/are under preparation for preparation of training materials, marketing research and special studies.

IPMS also started partnering with the national and regional research institutes (see research agenda). Contracts for each of the proposed research activities have been developed/are under preparation.

IPMS will also partner with Farm Africa for the development of the local capacity on participatory extension.

Memorandum of understanding (MoU) as well as annual programs of work and budget will be signed with each of these partners. This will be facilitated by ILRI's partnerships program.

The project will also assist in the recruitment of innovation system staff for local universities and EIAR.

The project also intends to recruit two Post Doctoral Fellows to assist in the marketing and innovation system research.

7.4 Office establishment and procurement and procurement of goods - 540

Offices have been established for 9 PLWs and plans are underway for the new PLW (Bure). Printers and computers for the Woreda Knowledge Centers as well as the new PLWs have already been purchased. Furniture for the Goma office has already been purchased and will soon be ordered for Bure once the RDO is situated there.

Additional computers and furniture will also be purchased to accommodate the additional staff at HQ and the proposed staff at the Universities and EIAR. To cope with the demand on the project cars at HQ level for the various partners, monitoring and studies, it is proposed to purchase 2 more vehicles.

Procurement of goods will significantly increase for knowledge management (including ECEX and TradeNet) and capacity development (including motor cycles and demonstration materials).

All purchases will be coordinated and facilitated with ILRI's procurement department.

7.5 Project planning, monitoring and evaluation- 550

A revised plan for monitoring and evaluation of project outputs and outcomes was prepared with the help of the project's Monitoring and Evaluation experts (the restructured planning framework and the Performance Management Framework are attached in **Annex 2 and 3**). This plan will be implemented in the third project year with the help of the newly recruited staff. A Gantt chart was prepared to monitor the project activities during the year (see **Annex 4**)

The project will organize biannual internal planning and monitoring meetings with the HQ and PLW staff.

The project will hold 2 steering committee and management board meetings during the year.

RALC/WALC and NALC meetings are part of the project capacity building program

7.6 Project reporting - 560

Half yearly progress reports will be prepared as scheduled. Quarterly financial reports will be prepared with the help of ILRI's finance department.

8 Budget

The proposed budget for this program of work is estimated at CAD \$ 6 million as shown in the table below.

Budget Line Item	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total
1. Fees					
1A. Internationally Recruited Staff	116	116	116	116	464
1B. Nationally Recruited Staff	145	170	174	174	664
1C. IARCs/Consultants/IPoE/ Temporary Employees	53	209	205	205	670
Total Fees	314	495	495	495	1,799
2. Reimbursables					
2A. PhD/MSc/BSc Training & Study Tours	7	111	111	40	270
2B. Pilot Learning Woredas Community Development Activities	95	175	175	175	620
2C. Studies	59	77	77	77	289
2D. Training Courses	9	57	57	62	184
2E. Workshops & Meetings	10	68	48	43	170
2F. Materials and Supplies	31	253	203	54	542
2G. General Expenses	120	138	64	64	385
2H. Travel Costs	38	66	66	66	235
2I. Admin charges/Inst. support(5%)	34	72	65	54	225
2J. Capital Budget	265	1,031	46	46	1,388
Total Reimbursables	667	2,048	912	681	4,308
TOTAL	981	2,543	1,407	1,176	6,107

The following cost items are included in these major budget line items

1A. & 1B. Internationally & Nationally Recruited Staff

Global costs of IPMS staff at headquarters as well as PLWs, including new staff to be recruited.

1C. IARCs/Consultants/IPoE/Temporary Employees

IARC science staff time for research, capacity development and preparation of source books, training manuals & guides. In addition, the project plans to obtain scientific support from marketing & innovation system post doctoral fellows as well as a seconded scientist from Haramaya University.

International consultants for Gender & HIV/AIDS, RBM, Environment, operationalising of the TradeNet system, the ECEX project and lime crushers. Services of a member of ILRI's Science Council Advisory panel will also be required.

Local consultants for various purposes such as operating the portal at the MoARD, participatory extension training, video production, microfinance and installation of equipment for the ECEX project

Temporary staff for the supervision of the project's graduate fellows and staff positions at Haramaya & Hawassa Universities and EIAR.

2A. PhD/MSc/BSc Training & Study Tours

Tuition payments for existing as well as new IPMS sponsored students. Tuition for students who will be attending foreign universities has also been included.

Expenses for study tours & short courses for project champions/experts have also been budgeted.

2B. Pilot Learning Woredas Community Development Activities

Activities related to capacity building and linkages of farmers, cooperatives and the private sector including study tours and local exhibitions. Small scale credit and the cost of miscellaneous research and demonstration materials (non capital) have been included in this budget line item.

2C. Studies

Cost of studies by IPMS MSc students, attachment associates as well as studies to be conducted by EARS, CGIAR partners and also IPMS staff.

2D. Training Courses

Woreda organized training on technical skills and participatory market oriented extension for public sector staff as well as training courses centrally organized for Federal, Regional and Woreda level staff, including capacity development for operating lime crushers.

2E. Workshops & Meetings

Planning workshops, board & steering committee meetings organized at headquarters as well as NALC, RALC, WALC meetings and exhibitions that will be held at the Regional level.

2F. Materials & Supplies

Office materials, supplies and furniture to be used at headquarters, the PLWs as well as by staff at Haramaya & Debub Universities and EIAR. Some basic furniture and supplies have also been included for 4FTCs/Woreda, Knowledge management supplies for the NAIRC as well as the ECEX project and production costs for training and promotional materials.

2G. General Expenses

Expenses related to vehicle running costs, office rent, utilities and communications for both headquarters and PLWs. Other expenses that have been budgeted for are communication costs for the WKC's, broadband installation for the MoARD, email & internet access for the EARS and connection of the WoredaNet with the WKC's. Repair and maintenance costs have also been included in this budget line item.

2H. Travel Costs

Local travel expenses for headquarter, PLW and IARC staff based in Addis as well as agriculture staff, including their field visits, and exchange & study tours. International travel for IPMS staff, IARC support, consultants has also been budgeted.

2J. Capital Budget

ICT and other knowledge management equipment in the form of computer equipment, DVDs, TVs, audio equipment and generators will be purchased for 4 FTCs/Woreda. The project will also purchase 5 motorbikes for the FTCs/Woreda to facilitate interaction between the SMS and DAs.

Servers and network equipment for the regional hubs will be part of the expenses of the information resource center as well as a software firewall for the NAIRC, hardware for the ECEX project and computer equipment for the portal owners.

The project will also finance the purchase of some demonstration equipment including the purchase of 6 lime crushers for the MoARD.

The project will also purchase some additional computer equipment for post doctoral fellows, seconded scientist, and additional IPMS' HQ office, PLWs and staff from Haramaya & Hawassa Universities and EIAR. The project also plans to invest in communications equipment in order to produce in house communications/promotional materials.