

Technical Support for Agricultural Growth Programme

UTF/ETH/081/ETH

FAO Ethiopia

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ACRONYMS

AGDP	Agriculture Gross Domestic Product
AGP	Agriculture Growth Programme
AGPM	Plant Production and Protection Division
APHRD	Animal and Plant Health Regulatory Directorate
ARDPLACs	Agricultural and Rural Development Platform Linkage Advisory Councils
CAADP	Comprehensive Africa Agriculture Development Programme
CLPP	Certified Livestock Producer Programme
CSA	Central Statistical Agency
CSOs	Civil Society Organizations
CU	Coordination Unit
DSA	Daily Subsistence Allowance
ESSP	Ethiopia Strategy Support Programme
FFS	Farmers Field School
EIAR	Ethiopian Institute of Agricultural research
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
GAFSP	Global Agriculture and Food Security Programme
GDP	Gross Domestic Product
GTP	Growth and Transformation Plan
IPM	Integrated Pest Management
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoARD	Ministry of Agriculture and Rural Development
PIF	Policy and Investment Framework
PIU	Project Implementation Unit
PMU	Project Management Unit
RAF	Regional Office for Africa
SE	Supervising Entity
SNNP	Southern Nations, Nationalities and People's
TA	Technical Assistance
TOR	Terms of Reference
UNCITRAL	United Nations Commission on International Trade Law

EXECUTIVE SUMMARY

The Agriculture Growth Programme (AGP) is a five year multilaterally financed project designed to increase agricultural productivity and market access for key crop and livestock products in the four major regions namely, Amhara, Oromia, Southern Nations, Nationalities and People's (SNNP) and Tigray Regions, targeting 83 *woredas*, with increased participation of women and youth. The Government of Ethiopia has applied for additional funding for the AGP under the multidonor Global Agriculture and Food Security Programme (GAFSP) and secured a total of USD 51.5 million, of which USD 1.5 million has been approved for implementation by FAO through providing Technical Assistance (TA) to the AGP.

Accordingly, this project proposal is developed with the objective to build the technical capacity of Ministry of Agriculture and Rural Development (MoARD) staff to achieve AGP outcomes, with a focus on: (i) the provision of technical support for the implementation of activities in the area of livestock development, with a focus on fodder production and livestock's impact on watersheds; and (ii) technical support for the implementation of activities to promote Integrated Pest Management (IPM).

It is expected that, through the implementation of the proposed activities, the technical capacity of government staff in sustainable, intensified livestock production will be enhanced at federal, regional and *woreda* levels and that the capacity of national MoARD staff to plan and implement IPM programmes will also be enhanced. The project will be implemented over four years, with a total budget of USD 1 500 000.

1. BACKGROUND

1.1 General Context

Agricultural growth is fundamental to Ethiopia's overall development. Ethiopian agriculture is dominated by small-holder and largely subsistence farming with low productivity on fragmented and highly degraded lands. Leading the sector to higher productivity and increased commercialization is not just fundamental to poverty reduction and food security, but will also contribute significantly to the country's vision of achieving middle income status.

Livestock Production: Ethiopia has the second largest livestock populations in Africa after Sudan and this subsector contributes substantially to Agricultural Gross Domestic Product (AGDP) (27 percent in 2009). Livestock provide draught power, manure for fuel and crop fertility, cash income and a means of savings and investment. Livestock are also an important source of foreign exchange, constituting about 11 percent of exports by value. The Ethiopian livestock sector covers two major agro-ecological and socio-economic zones and includes two major livestock production systems - the highland crop- mixed system and the lowland pastoral and agro-pastoral production systems. The major constraints to livestock development in Ethiopia are: disease prevalence, under nutrition, traditional husbandry practices and poor marketing systems.

Crop Production: Ethiopia's agricultural sector is characterized by a diversity of production systems that have been adapted to the country's wide range of agro-ecological zones. Five major cereals – barley, maize, sorghum, teff and wheat – provide the base of Ethiopia's agriculture and food economy, accounting for about 75 percent of total area cultivated and 68 percent of agricultural production, Pulses and oilseeds are the second and third most important crops, comprising approximately 12.4 and 6.8 percent of total area cultivated.

Integrated Pest Management (IPM): IPM is a multidisciplinary approach to pest management that utilizes a variety of pest control methods rather than relying on just one approach, e.g. pesticide application. Crop pest management in Ethiopia's subsistence farming sector relies on age-old cultural practices. IPM is a key component of the sustainable intensification of agriculture. The advantage of IPM for farmers in developing countries has been clear for many years though its implementation is relatively limited. It decreases production costs by reducing reliance on expensive agrochemicals, reduces hazards to both humans and the environment and stabilizes yields by ensuring the survival of natural enemies to major pests.

1.2 Sectoral Context

The Ethiopian Growth and Transformation Plan (GTP) for the period of 2010/2011-2014/2015 anticipates that the agricultural and rural development sector will continue to be the major source of economic growth. During the GTP plan period, it is expected that agriculture will be transformed to a higher growth path in order to ensure national food security. Based on the GTP and the Comprehensive Africa Agriculture Development Programme (CAADP) framework, the MoARD of the Government of Ethiopia has developed Ethiopia's Agricultural Policy and Investment Framework (PIF) for the period of 2010-2020, which provides a strategic framework for the prioritization and planning of

investments that will drive Ethiopia's agricultural growth and development. In the two documents, crop, livestock and sustainable natural resources management are important components. The AGP is a major component of the GTP. The AGP aims to achieve a greater balance between targeted support to the poorest rural households and support to more dynamic households and enterprises in areas with relatively high potential. It will focus on scaling up investments and technologies with a proven track record in the country. It will also identify market opportunities and stimulate the linkage of agro-enterprises and cooperatives with domestic, regional, and international markets. It will, furthermore, expand the rural infrastructure, which will significantly reduce the variability in agricultural production and will enable smallholders take advantage of new and more profitable opportunities. The AGP also promotes well-coordinated donor support for agriculture, more systematic Monitoring and Evaluation (M&E), and greater effectiveness in the policy dialogue. The Government of Ethiopia has applied for additional funding for the AGP under the multidonor GAFSP and secured a total of USD 51.5 million, of which USD 1.5 million has been approved for Technical Assistance (TA) implemented by FAO. Based on government and AGP needs and FAO's comparative advantage, the TA would focus on two key areas:

- support the AGP activities in the area of livestock development with a focus on fodder production and the amelioration of livestock's impact on watersheds; and
- developing activities to promote IPM.

2. RATIONALE

2.1 Problems/Issues to be addressed

2.1.1 Livestock Production

a. Feed Related Constraints: In Ethiopia, livestock feed related constraints are multifaceted, including particularly small land holdings, which contribute significantly to low-feed production by farmers for their livestock. Average livestock numbers per farm-family has decreased in the last several decades. Although smaller numbers of animals are held per household, the ongoing high growth of the rural population has predicated a rising national livestock population. As a result, land degradation manifested through overgrazing, low biomass production, surface exposure and encroachment by invader species is widespread.

In general, livestock feed shortages are crucial in both the highlands, where grazing land is becoming scarce, and in the lowlands due to rangeland degradation, including extensive bush invasion. In addition, there is limited private sector participation in the production of compound livestock feed and limited production of fodder seeds by either public or private sector entities.

b. Livestock development policy: The livestock sector, despite its contributing 29 percent to the Gross Domestic Product (GDP) and having a growth potential of 6-8 percent per annum, is undervalued in Ethiopian agricultural. Significant policy gaps remain in the fields of clinical health management, livestock epidemiology, animal breeding and nutrition, pastoralist livelihood resilience, dairy development, domestic meat processing and livestock and livestock product export.

While a livestock breeding policy and strategy has been formulated, this has been criticized for lack of attention to related issues of animal health and nutrition. A livestock subsector strategy, therefore, needs to address key constraints to livestock productivity (PIF, 2010-2020).

2.1.2 Integrated Pest Management (IPM)

The major constraints to IPM implementation are two-fold. First, there has been too much emphasis on improving commercial crops such as cotton and other high value crops that are intended either for export or are import substitutes. Second, IPM research and development efforts have suffered from a lack of continuity and policy support for IPM in particular and crop protection in general. In part, the lack of policy support stems from the lack of understanding of IPM principles. Very often, IPM is equated with the abandonment of the use of external inputs, particularly pesticides, and therefore those who stand for IPM are activists rather than contributors to government policy for improved food security. To dispel this misconception, there is an urgent need to build awareness about IPM and develop both good practice examples and capacity for their application. Furthermore, the main aim of IPM in the Ethiopian context shall be to prevent the possibility of total reliance on pesticides, thereby avoiding associated environmental and human hazard and the unnecessary accumulation of obsolete pesticides.

2.2 Stakeholders and Target Beneficiaries

The stakeholders of this Project are the MoARD at Federal, Regional and *woreda* levels, AGP financing partners, farmers' cooperatives and the FAO. FAO will be responsible for the implementation of the project through the provision of technical support, while MoARD will contribute through facilitation of the implementation.

The project is part of the AGP project, therefore, the target beneficiary of this project are smallholder farmers in the AGP impact area, who will be impacted through capacity development of government technical staff and farmer cooperative management, whose capacity (knowledge and skills) will be enhanced in the area of livestock production (livestock feed and natural resource utilization) and IPM.

2.3 Project Justification

At Government request, the FAO has been selected as the Supervising Entity (SE) for this GAFSP TA. FAO has a comparative advantage for the implementation of the project due to its expertise and experience in the area of livestock production, natural resource management and IPM. FAO will contribute to agricultural growth in general and food security in particular, through knowledge transfer in these particular areas so that smallholder farmers apply knowledge and skills received through development interventions by trained government counterparts and cooperative management.

Technical support will focus on a range of policy, strategy and institutional gaps and weaknesses identified by the PIF that are central to the achievement of Ethiopia's ambitious agricultural sector growth goals, as well as to the successful implementation of the AGP.

3. PROJECT FRAMEWORK

3.1 Objectives, Outputs and Activities

Objective: The overall objective of this project is more effective, inclusive and country-owned livestock development and IPM programmes through strengthened national capacities

Immediate objective 1: Improved human and organizational capacities to incorporate sustainable, intensified livestock production into integrated watershed development, in particular, by male and female smallholder farmers.

The first project implementation step will be a careful capacity needs assessment incorporating extensive consultations with the concerned stakeholders. The needs assessment will further detail the work plan for the first half of the project, identify potential service providers and properly target project beneficiaries. A further needs assessment will take place at the mid-point of the project to define the work plan for the second half of the project. The needs assessment can be used as an opportunity for on-the-job training as well, by actively incorporating Ethiopian stakeholders in co-leading the process. The outcomes of the needs assessment will further clarify the following three sets of activities:

Output 1: Enhanced organizational and human technical capacities in sustainable, intensified livestock production enhanced at federal, regional and *woreda* levels.

Activities

a. Livestock Feed Improvement

- provision of training for the government staff in the area of livestock feed production and management;
- technical backstopping in the implementation of activities in animal feed production;
- prepare farming systems integrated animal nutrition and forage production training manuals and guidelines and mentor government led training programmes for farmer cooperative and association management and membership;
- exposure visits for technical advisers and extension workers to best practice areas;
- support in establishing farmer cooperative and association-based fodder multiplication centers and demonstration areas.

b. Livestock Policy

- analysis of past and present government strategies and policy objectives for the livestock subsector;
- review of prior and/or ongoing foreign assistance in support of livestock development
- provide support to policy and strategy formulation;
- capacity building in livestock policy formulation and investment planning.

Immediate objective 2: Increased adoption of IPM approaches in Ethiopian crop production.

Output 2: Enhanced organizational and human capacity of MoARD to plan and implement IPM programmes.

Activities

- provide training for federal and regional government staff in IPM principles and their implementation;
- organize Training of Trainers (ToT) on IPM and pilot Farmer Field Schools for *woreda* government staff;
- provide technical backstopping in the implementation of IPM field programmes;
- exposure visits for technical advisers, extension workers and farmer cooperative and association leadership to best practice areas;
- prepare an IPM roadmap and IPM guidelines to be implemented under the AGP/GAFSP and support their implementation through pilot farmer group activities.

3.2 Sustainability

The FAO managed GAFSP TA programme is part of the overall AGP, which will be implemented in four regions of Ethiopia. AGP institutional, economic and physical sustainability is detailed below.

Institutional sustainability. The AGP will build the capacity of farmer groups (leadership, organizational, managerial, financial, and technical) to maintain their own investments. The AGP will also strengthen *woreda* and regional institutions (Agricultural and Rural Development Partners Linkages Advisory Councils and agribusiness agencies and institutions) by building capacity and expanding links with other institutions and partners. The role of these institutions will be enhanced as service providers, which will, in turn, improve their sustainability. The AGP will play a critical role in strengthening and supporting the present public M&E system. The AGP will develop capacity for M&E at various levels to foster its sustainable institutionalization.

Economic sustainability. The farmer groups will fully own their investments and will be assisted to evaluate the financial and technical soundness of proposals during the preparation stage. They will sustain the economic benefits derived from those investments by operating and maintaining them through their own contributions. The AGP will also link farmer groups to banks and financial institutions to improve their access to finance.

Physical sustainability. All farmer groups will receive support from advisory services to enhance dimensions of physical sustainability related to land and water management. In addition, farmer groups will be trained in environmental safeguards and be able to ensure that investments are environmentally sound.

3.3 Project Risks and Mitigating Factors

The following table indicates the possible risk areas and respective mitigating factors associated with project implementation

Risk factor	Description of risk	Rating ^a of risk	Mitigation measures	Rating ^a of residual risk
Sector Governance, Policies, and Institutions				
Multistakeholder involvement	Delay in the implementation of AGP.	M	Joint planning and continuous communication.	M
	Limited involvement in planning, implementation, and M&E of private sector and Civil Society Organizations (CCSOs).	S	The AGP design has been informed by a series of consultative workshops that involved multiple stakeholders such as governmental and non-governmental organizations as well as the private sector. Planning, implementation and M&E of AGP will be supported by the advisory role of the Agriculture and Rural Development Platform Linkage Advisory Councils (ARDPLACs), including those at the <i>woreda</i> level, whose membership comprises non-state actors such as the private sector.	M
Monitoring and evaluation	Low M&E capacity to measure results.	H	Early and substantial AGP investment in M&E design, including development of an M&E and Learning Manual as well as the Certified Livestock Producer Programme (CLPP) Manual for participatory M&E and social accountability. Assignment of M&E specialists within the Coordination Units (CUs) and periodic training on manual and M&E principles for AGP and other government staff. Outsourcing of impact evaluation to Ethiopia Strategy Support Programme (ESSP) and survey work to Central Statistical Agency (CSA) (baseline, mid-term, and end-of-project).	M

Risk factor	Description of risk	Rating ^a of risk	Mitigation measures	Rating ^a of residual risk
Operation-specific Risks				
Design				
Exogenous shocks	Exogenous shocks and climate variability reduce return on investments and limit participation by poor, risk-averse households.	S	Investment in sustainable land management, small-scale infrastructure, and market access will substantially reduce risk and increase participation. Increased incomes from the AGP will enable farmers to build assets, which in turn will reduce vulnerability to shocks and enable them to take advantage of investment opportunities.	M
Implementation Capacity and Sustainability				
Limited overall capacity	Low administrative and implementation capacity at the <i>woreda</i> level.	H	Strong AGP emphasis on building implementation capacity. Provision for technical back-up support to <i>woredas</i> as necessary. Performance-based disbursement to <i>woredas</i> should provide incentives for ensuring adequate capacity is in place.	S
Retaining capacity	High turnover among sectoral staff at the regional and <i>woreda</i> levels.	H	AGP will provide continuous training to sectoral staff at the regional and <i>woreda</i> levels; will seek to strengthen incentive mechanisms for staff.	S

Note: H= High, M = Moderate, S= Substantial.

4. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

4.1 Institutional Framework and Coordination:

The project is part of the AGP and its implementation will be in line with the arrangements made for the implementation and management of the AGP. FAO, however, will lead the activities included in this project.

4.2 Strategy/Methodology

The integration of activities of IPM and livestock within selected watershed will be considered as a major strategy of the project implementation. Effort will also be put to establish and link synergies with other agricultural activities under AGP with the activities proposed under this TA project.

4.3 Project Cost

Project Cost:

The total cost for this project is USD 1 500 000. The summary of the project costs is presented in Table 1 below.

Table 1. Project cost summary

Activities	Total (USD)	% of total
Project Implementation staff (national staff)	247 572	16%
Technical Expertise(National Consultants)	132 000	9%
International Expertise	100 000	7%
Equipment (non expendable)	88 800	6%
Short and Long Term Capacity Development Activities (Trainings/Study Tours/Workshops/Needs Assessment/Consultations)	468 600	31%
Expendable	33 800	2%
Travel	133 000	9%
General Operating Expenses	112 000	7%
Technical Support Service	86 098	6%
<u>Indirect Costs</u>		
Project Support Cost (7% of subtotal)	98 130	7%
TOTAL	1 500 000	100%

4.4 Financial Management

The project financing would be disbursed through the FAO Ethiopia country office under the management of the FAO Project Coordinator. The obligation under the financial and auditing will follow FAO financial regulations. FAO, in collaboration with the Federal MoARD, AGP management unit, will monitor and review budget utilization.

5. OVERSIGHT, MONITORING, MANAGEMENT INFORMATION, AND REPORTING

5.1 Oversight, Supervision and Reviews

While FAO will implement this TA component, it was also selected to be the Supervising Entity (SE) of the component. This will imply regular visits (tentatively every six months) to be coordinated with supervision missions undertaken by the World Bank. Supervision activities will consist of reviewing implementation progress and challenges, disbursement performance, level of satisfaction of participating stakeholders, administration and management issues, etc.

In order to mitigate the risk of conflict of interest, the two functions (implementation and supervision) will be the responsibilities of separate units in FAO. Implementation will involve

the FAO Representation office in Ethiopia, the Investment Center as well as a number of technical divisions. Operational supervision of the project, however, will be the responsibility of the Regional Office for Africa (RAF). RAF has the capacity for this work as it is staffed with Senior Field Programme Officer and Field Programme Officers, whose terms of reference include supervision of projects in the region.

Reviews will be key to ensure project flexibility. Flexibility is important because of the four-year nature of the project, as well as the fact that it is closely linked with the AGP. Therefore, capacity development needs will be reviewed periodically and activities revised if necessary to ensure project success. A mid-term review will also be organized upon completion of the second implementation year in order to eventually re-orient project activities based on lessons learned.

5.2 Monitoring and Knowledge Sharing

A logical framework has been created to serve as the basis for monitoring of project progress. A full-time programme officer will manage the M&E activities of the project. The M&E system will comply with GAFSP requirements. The outline of the framework can be found in Annex 5, and will be further detailed with more specific monitoring mechanisms, during the project inception phase. A needs assessment mission at project inception will gather data to serve as the baseline against which to measure project progress. Furthermore, the FAO Team Leader, in conjunction with the Programme/M&E Officer will prepare six-monthly progress reports for submission to the GAFSP Steering Committee, as well as monthly reports for submission to the Government. Further, upon completion of the project, an independent rapid non-experimental impact evaluation will occur that will serve as the final review of project impact. Throughout the lifetime of the project, the impact of capacity development activities will be measured through the use of learning assessment forms that can trace the level of relevance and use of skills developed.

5.3 Communication and Visibility

There is an important need to communicate the project aims and means of support to all potentially interested stakeholders who could potentially participate in the project. The main communication means will be: (i) the organization of workshops in the regions; (ii) multistakeholder forums in Addis Ababa and regional centres; (iii) news and updates on the project supported AGP Web site.

5.4 Reporting Schedule

Reporting will be an important role of FAO as the SE of this project. Based on project team inputs (see below), FAO will be in charge of providing regular reports to the GAFSP Steering Committee in compliance with the GAFSP framework document. These reports will include financial reports and result reports.

The project team will produce semi-annual progress reports to review progress in implementation, achievements as well as challenges to be addressed. This will contain financial information, physical monitoring indicators of project activities and assessment of

challenges. The project team will also comply with the GOB monthly reporting requirements, for both financial and physical monitoring.

In addition, **annual activity reports** should be prepared at the end of each year to summarize annual achievements and define a programme of work for the following year.

A final **completion report** will be prepared within six months of the closure of the project so as to assess project performance, needs for further institutionalization of results and lessons learned from implementation.

Project Budget Broken Down by Activity

Activities	Unit	Quantity	Q	Q	Q	Q	Unit cost		% of
			Y1	Y2	Y3	Y4	(USD)	Total (USD)	total
A. Project Implementation staff (national staff)									
National Team Leader	Pers/mo	48	24,000.00	24,000.00	24,000.00	24,000.00	2,000.00	96,000.00	
Administration / Accountant	Pers/mo	48	13,884.00	13,896.00	13,896.00	13,896.00	1,158.00	55,572.00	
Driver(2)	Pers/mo	48	24,000.00	24,000.00	24,000.00	24,000.00	1,200.00	96,000.00	
Subtotal Project Implementation Staff			61,884.00	61,896.00	61,896.00	61,896.00		247,572.00	16%
B. Technical Expertise(National Consultants)									
Forage Production and Livestock Nutrition	Pers/mo	24	24,000.00	24,000.00	12,000.00	6,000.00	2,000.00	66,000.00	
Integrated Pest Management	Pers/mo	24	24,000.00	24,000.00	12,000.00	6,000.00	2,000.00	66,000.00	
Subtotal National Expertise	Pers/mo		48,000.00	48,000.00	24,000.00	12,000.00		132,000.00	9%
International Expertise									
Livestock Expert	Pers/mo	5	30,000.00			20,000.00	10,000.00	50,000.00	
Integrated Pest Management	Pers/mo	5	30,000.00			20,000.00	10,000.00	50,000.00	
Subtotal International Expertise			60,000.00			40,000.00		100,000.00	7%
C Equipment (non expendable)									
Vehicle(2)	pcs	2	70,000.00				35,000.00	70,000.00	
Furniture - Project Office	Set	6	6,000.00				1,000.00	6,000.00	
Desktop Computer with printers(2)	pcs	4	4,800.00				1,200.00	4,800.00	
Laptop(2)	pcs	2	2,000.00				1,000.00	2,000.00	
Photocopy machine	pcs	1	2,500.00				2,500.00	2,500.00	
Other Office Equipment	Lumpsum		3,500.00				2,500.00	3,500.00	
Subtotal Non Expendable Equipment			88,800.00					88,800.00	6%
D. Short and Long Term Capacity Development Activities (Trainings/Study Tours/Workshops/Needs Assessment/Consultations)									
Provision of training for the government staff in the area of livestock feed production and management	Number	166	16,300.00	16,300.00				32,600.00	
Production training manuals and guidelines	Number	2	20,000.00	10,000.00				30,000.00	
Exposure visits for technical advisers and extension workers	Number	208		25,000.00	25,000.00			50,000.00	
Establishment of farmer cooperative and association-based fodder multiplication centers and demonstration areas.	Number	4	45,000.00	45,000.00	8,000.00	8,000.00		106,000.00	
Analysis of past and present government strategies and policy objectives for the livestock subsector;	Number	1	20,000.00					20,000.00	

Activities	Unit	Quantity	Q	Q	Q	Q	Unit cost		% of
			Y1	Y2	Y3	Y4	(USD)	Total (USD)	total
Review of prior and/or ongoing foreign assistance in support of livestock development	Number	1	20,000.00					20,000.00	
Provide training for federal and regional government staff and T/FFSs for woreda government staff in IPM principles and their implementation	Number	174	40,000.00	45,000.00				85,000.00	
Exposure visits for technical advisers, extension workers and farmer cooperative and association leadership to best practice areas of IMP;	Number	195	25,000.00	20,000.00	25,000.00			70,000.00	
Prepare IPM guidelines and manuals and support their implementation	Number	1	10,000.00	15,000.00				25,000.00	
Project start-up and mid-term analysis of MoARD internal and external information gaps and capacities;	Number	2	15,000.00	15,000.00				30,000.00	
Subtotal			211,300.00	191,300.00	58,000.00	8,000.00		468,600.00	31%
E. Expendable									
Office supply, stationeries and spare parts	Lumpsum		8,500.00	8,500.00	8,400.00	8,400.00		33,800.00	
Subtotal Expendable Material			8,500.00	8,500.00	8,400.00	8,400.00		33,800.00	2%
F. Travel									
FAO (incl. Daily Subsistence Allowance [DSA]) - From Rome	Mission		18,000.00			15,000.00		33,000.00	
In-country travels(National consultants , Staff and non-staff)	Mission		25,000.00	25,000.00	25,000.00	25,000.00		100,000.00	
Subtotal Travel			43,000.00	25,000.00	25,000.00	40,000.00		133,000.00	9%
G General Operating Expenses									
Vehicle running and maintenance costs	Month		20,000.00	20,000.00	20,000.00	20,000.00		80,000.00	
Office utilities	Month		5,000.00	5,000.00	5,000.00	5,000.00		20,000.00	
Telephone, Fax, etc.	Month		3,000.00	3,000.00	3,000.00	3,000.00		12,000.00	
Subtotal General Operating Expenses			28,000.00	28,000.00	28,000.00	28,000.00		112,000.00	7%
H Technical Support Services									
Technical Support Service (Expenditure Line 6119)			7,215.36	7,215.36	7,215.36	7,215.36		28,861.44	
Technical support Service for technical backstopping			14,309.14	14,309.14	14,309.14	14,309.14		57,236.56	
Subtotal Technical Support Services			21,524.50	21,524.50	21,524.50	21,524.50		86,098.00	6%
Subtotal Before PSC			571,008.50	384,220.50	226,820.50	219,820.50		1,401,870.00	
I. Indirect Costs									
Project Support Cost (7% of subtotal)	Lumpsum		39,252.00	19,626.00	19,626.00	19,626.00		98,130.00	7%
TOTAL			610,260.50	403,846.50	246,446.50	239,446.50		1,500,000.00	100%

LOGICAL FRAMEWORK

Intervention Logic	Verifiable Indicators	Means of Verification	Important Assumptions
IMPACT			
More effective, inclusive and country-owned MoARD livestock development and IPM programmes through strengthened national capacities.	<ul style="list-style-type: none"> • Delivery capacity of MoARD at federal, regional and <i>woreda</i> levels. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Smooth implementation of AGP programme.
OUTCOME 1			
Improved human and organizational capacities to incorporate sustainable, intensified livestock production into integrated watershed development, in particular, by male and female smallholder farmers.	<ul style="list-style-type: none"> • Number of institutions capacitated. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • No excessive turnover of MoARD staff. • MoARD adopts a multiyear strategy for sustainable livestock intensification.
OUTPUT 1			
Enhanced organizational and human technical capacities in sustainable, intensified livestock production enhanced at federal, regional and <i>woreda</i> levels.	<ul style="list-style-type: none"> • Percentage of trained government staff reporting that they are applying new learning/experience/skills in livestock feed production and management. 	<ul style="list-style-type: none"> • Self-assessment, follow-up questionnaire 4-6 months after completion of capacity development. 	<ul style="list-style-type: none"> • Low staff turnover.
	<ul style="list-style-type: none"> • Availability of guideline and training manual on integrated animal nutrition and forage production. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Trainees are targeted properly.
	<ul style="list-style-type: none"> • Number of government led farmer training programmes. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Trainees are targeted proper.
	<ul style="list-style-type: none"> • Percentage of trained farmers (<i>Male and female</i>) reporting that they are applying new learning/experience/skills in livestock feed production and management. 	<ul style="list-style-type: none"> • Self-assessment, follow-up questionnaire 4-6 months after completion of capacity development. 	<ul style="list-style-type: none"> • Trainees are targeted proper.
ACTIVITIES (Output 1)			
Livestock Feed Improvement			
<ul style="list-style-type: none"> • Provision of training for the government staff in the area of livestock feed production and management. 	<ul style="list-style-type: none"> • Number of sessions completed. • Attendance of sessions, disaggregated by beneficiary group and gender. • Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. • Participant satisfaction surveys. 	<ul style="list-style-type: none"> • Trainees are targeted proper.

Intervention Logic	Verifiable Indicators	Means of Verification	Important Assumptions
<ul style="list-style-type: none"> • Provide technical backstopping in the implementation of activities in animal feed production. 	<ul style="list-style-type: none"> • Number of technical backstopping activities completed. 	<ul style="list-style-type: none"> • Assignment summary reports. • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Technical backstopping is competent, relevant and worse within government frameworks.
<ul style="list-style-type: none"> • Prepare farming systems integrated animal nutrition and forage production training manuals and guidelines. 	<ul style="list-style-type: none"> • Number of guidelines and manuals prepared. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Guidelines and manuals are disseminated to appropriate audience.
<ul style="list-style-type: none"> • Mentor government led training programmes for farmer cooperative and association management and membership. 	<ul style="list-style-type: none"> • Number of training sessions mentored; • Level of trainer satisfaction with mentoring provided. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. • Trainer satisfaction surveys. 	<ul style="list-style-type: none"> • Government staff is amenable to mentoring and adopting mentoring procedures at low levels of service delivery.
Livestock Policy			
<ul style="list-style-type: none"> • Analysis of past and present government strategies and policy objectives for the livestock subsector. 	<ul style="list-style-type: none"> • Analysis report. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	
<ul style="list-style-type: none"> • Review of prior and/or ongoing foreign assistance in support of livestock development. 	<ul style="list-style-type: none"> • Review report. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	
<ul style="list-style-type: none"> • Provide support to policy and strategy formulation. 	<ul style="list-style-type: none"> • Formulated policies and strategies adopted by government. 	<ul style="list-style-type: none"> • Government gazette. • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Government is prepared to accept and adopt policy advice, even when, if relevant, it is contrary to existing policy.
<ul style="list-style-type: none"> • Capacity building in livestock policy formulation and investment planning. 	<ul style="list-style-type: none"> • Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. • Trainer satisfaction surveys. 	<ul style="list-style-type: none"> • Trainees are targeted proper.
OUTCOME 2.			
Increased adoption of IPM approaches in Ethiopian crop production.	<ul style="list-style-type: none"> • Number of public and private institutions adopting recommended IPM. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Appropriate IPM strategies are economically viable in Ethiopia.
OUTPUT 2			
Enhanced organizational and human capacity of MoARD to plan and implement IPM programmes.	<ul style="list-style-type: none"> • Percentage of trained MoARD staff reporting that they are applying new learning/experience/skills in IPM. 	Self-assessment, follow-up questionnaire 4-6 months after completion of capacity development.	<ul style="list-style-type: none"> • MoARD has the human resources and institutional capacity to implement a comprehensive IPM programme.

Intervention Logic	Verifiable Indicators	Means of Verification	Important Assumptions
ACTIVITIES (Output 2)			
<ul style="list-style-type: none"> • Provide training for federal, regional and woreda government staff in IPM principles and their implementation. 	<ul style="list-style-type: none"> • Number of training sessions completed; • Attendance of sessions, disaggregated by beneficiary group and gender; • Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms'. 	<ul style="list-style-type: none"> • AGP progress report. • AGP monitoring report. • Participant satisfaction surveys. 	<ul style="list-style-type: none"> • Training materials presented in sessions are appropriate and information is accessible. • Trainers are committed to working within the organization and sharing their knowledge with colleagues.
<ul style="list-style-type: none"> • provide technical backstopping in the implementation of IPM field programmes; 	<ul style="list-style-type: none"> • Number of technical backstopping activities completed. 	<ul style="list-style-type: none"> • Assignment summary reports. • AGP progress report. • AGP monitoring report. 	<ul style="list-style-type: none"> • Technical backstopping is competent, relevant and within government frameworks.
<ul style="list-style-type: none"> • Exposure visits for technical advisers, extension workers and farmer cooperative and association leadership to best practice areas. 	<ul style="list-style-type: none"> • Percentage adoption of best practice by farmer cooperatives and associations. 	<ul style="list-style-type: none"> • Farmer cooperative and association uptake surveys. 	<ul style="list-style-type: none"> • Study tour attendees are targeted properly.

WORK PLAN – Project Year 1:**June 2012 - May 2013**

Activities	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Recruitment of FAO Team Leader	■											
Needs assessment		■			■							
Team building of Lead Technical Unit	■	■	■									
Mobilization of technical expertise in FAO technical departments	■	■	■									
Recruitment of national project staff		■	■	■								
Purchase vehicles and other supplies				■	■							
Identification and recruitment of national technical expertise		■	■	■	■							
Institutional needs assessment		■			■							
Establish mentoring relationships				■	■	■	■					
Establish M&E system		■	■		■							
Inception workshop					■							
Provision of TA for investment planning					■	■	■	■	■	■	■	■
Provision of TA for technical issues					■	■	■	■	■	■	■	■
Short and medium term training							■	■	■	■	■	■
Farmer to farmer visits									■	■	■	■
Community meetings with farmers										■	■	■

TERMS OF REFERENCE FOR PERSONNEL
Terms of Reference – FAO Team Leader

General Responsibilities: In close collaboration with the overall AGP National Project Director, under the operational supervision of the FAO Representative (FAOR) in Ethiopia, and the technical supervision of the Lead Technical Unit, the FAO Team Leader will be responsible for delivery of the Global Agriculture and Food Security Programme (GAFSP), Agriculture Growth Programme (AGP), Technical Assistance (TA) component on behalf of the Government of Ethiopia, including all aspects of day-to-day running of the office, human resources, financial, administrative and operational management.

Specific Tasks

- supervise and oversee the activities of all project staff to ensure project effectiveness;
- assist in the recruitment of project staff and the identification of national service providers;
- collaborate closely with the Lead Technical Unit and the FAOR in determining implementation strategies and phasing and the application of project resources;
- prepare, submit and monitor annual work plans and budgets in conjunction with the AGP TA, together with financial and technical progress reports;
- liaise with the FAOR to ensure timely and appropriate transfer of project funds;
- facilitate communication and collaboration with the Government of Ethiopia counterparts in the concerned ministries and agencies as well as the overall AGP Project Management Unit (PMU);
- assist in developing the Terms of Reference (TORs) for international and national consultants, specifying what tasks are to be performed during each of their missions;
- participate in and assist the briefing and debriefing of all consultants and carefully review their reports after each mission;
- by the end of the project, prepare the project completion report of work in close collaboration and consultation with relevant stakeholders;
- additional duties as required.

Duty Station: Addis Ababa, Ethiopia, with travel throughout the AGP project area.

Qualifications:

The selected candidate must have:

- a university degree in agriculture, agriculture economics or a related field;
- at least eight years of practical experience in planning, managing and executing complex projects;
- expertise and competency in making effective use of resources and in producing results;
- managerial, supervisory, analytical and negotiating skills with demonstrated ability to lead a team of professionals and to exercise sound judgement;
- ability to work under pressure in an independent manner within an interdisciplinary team with different educational backgrounds and cultural orientations;
- capacity to support the professional development of the national professionals in the team;
- ability to communicate in a credible and effective manner and to represent FAO where appropriate;
- excellent knowledge of English.

The selected candidate will be able to commit for a minimum of four years.

Terms of Reference – Administrator (Accounting, Operations and Procurement)

General Responsibilities: Under the direct supervision of the FAO Team Leader, the Administrator (Accounting, Operations and Procurement) will be responsible for controlling, monitoring and reporting on all financial, operational and procurement aspects of the project.

Specific Tasks

- assist in project administration and maintain up-to-date and accurate financial records of all disbursements and receipts related to the project, and use these records as the basis for preparing quarterly and annual financial reports for submission to the GAFSP Steering Committee and the Government of Ethiopia;
- in collaboration with the FAO Team Leader and the Programme/M&E Officer, and on the basis of approved annual work plans and projected future project activities, prepare budgets for forthcoming quarters and the next financial year;
- monitor project budget in terms of expenditures and commitments in accordance with the project budget and work plan;
- process project payments in accordance with the authorized budget limits;
- maintain a system for petty cash and/or project advances and keep electronic and paper filing of relevant administrative and financial information;
- coordinate the procurement of services from local and international suppliers adhering to FAO's procurement rules and procedures, including the preparation of tender documents for consultancy services to be published by FAO (specifications and terms of reference will be prepared by FAO Team Leader and Programme/M&E Officer) and participation in procurement review committees, bid evaluation meetings, and prepare minutes for approval;
- Perform other duties as required by the project management.

Duty Station: Addis Ababa, Ethiopia

Qualifications:

The selected candidate must have:

- a university degree in business administration, finance, accounting or a related field;
- at least four years of progressively more responsible experience in maintaining project financial records and budgets and procurement;
- familiarity with the procurement rules and procedures of FAO;
- strong computing skills (word processing, spreadsheets and databases)
- ability to work quickly and accurately and to maintain good working relationships with people from different national and cultural backgrounds;
- working knowledge of English.

The selected candidate will be able to commit for a minimum of three and a half years.

Terms of Reference - National Livestock Expert

Under the general supervision of the FAO Representative in Ethiopia, in close collaboration with the overall AGP National Project Director, national and regional counterparts, the AGP Livestock Expert will carry out the following duties:

- identify skill gaps of livestock extension workers and livestock producers in livestock feed resources management, livestock policy, and agribusiness; and assist in the conduct of need-based practical trainings in the similar areas;
- prepare feed resources production, management and utilization training manuals and guidelines;
- provide technical support and advisory services upon request by project implementing government partners at federal, regional and woreda levels;
- review existing national livestock policies and strategies, and provide inputs needed for livestock policy formulation;
- coordinate livestock related trainings and policy dialogues;
- facilitate study tours for project implementing livestock experts, and exchange visits for livestock producers;
- perform other related duties and activities upon instructions received from the AGP National Project Director.

Duration: Four years

Duty Station: Addis Ababa with frequent travel to the AGP project areas

Qualifications and experience: The successful candidate should have livestock production background with:

- at least M.Sc. in livestock production or related fields of agriculture;
- at least ten years experience in livestock development in the country;
- working experience in the implementation of multiregion livestock development projects in the mixed farming and/or pastoral production systems of Ethiopia;
- experience in the preparation of training manuals and guidelines as well as the successful conduct of practical skill enhancement training;
- ability to work in a multi-institutional and multicultural environment;
- excellent written and communication skills in English.

Terms of Reference - National Integrated Pest Management Expert

Under the technical supervision of the AGP, the direct supervision of the FAO Representation and in direct collaboration with the Animal and Plant Health Regulatory Directorate of the Ministry of Agriculture (MoA) in Addis Ababa, the Ethiopian Institute of Agricultural Research (EIAR) and SFE Plant Production and Protection Officer, the National Integrated Pest Management (IPM) Expert will assist the Ministry of Agriculture to enhance organizational and human capacity to plan and implement Integrated Pest Management (IPM) programme in Ethiopia. In particular, the expert will:

- review existing Integrated Pest Management (IPM) initiatives, achievements, constraints/gaps and opportunities to promote environmentally safe plant pest management approach;
- assist Animal and Plant Health Regulatory Directorate (APHRD) of MoARD) to develop National Integrated Pest Management (IPM) programme through participation of all concerned stakeholders;
- assess and identify training needs of stakeholders and design adequate training plan relevant to particular stakeholders in order to enable the stakeholders to play the expected role in promotion and establishment of national IPM programme;
- develop a training programme and curriculum for IPM and establish IPM training centres in close collaboration with APHRD and EIAR;
- develop selection criteria for IPM master trainers and identify masters trainers to provide season-long training of trainers (SL TOT);
- prepare IPM guidelines and manuals of agro ecosystem analysis for farmers-training farmers system as a most important and fundamental tool to implement Farmers Field School (FFS) approach;
- prepare and produce appropriate awareness rising and training materials with involvement of the Global IPM Facility and senior officers from the Plant Production and Protection Division (AGPM);
- provide training for federal, regional and woreda government staff in IPM principles and implementation of principles;
- participate as trainer in the national staff training courses and provide any on-the-job training as required during the operations;
- provide technical backstopping in the implementation of IPM field programme;
- maintain regular contacts with the FAO AGPM and Global IPM Facility on the progress of the IPM programme;
- prepare monthly, quarterly and progress reports and one overall final report in English including statistics on IPM achievements and impact of the programme interns of biodiversity protection, human health, crop productivity and cost effectiveness.

Qualification and experience

Candidates should meet the following:

Advanced university degree in plant science and seven years proven experience in crop production and protection, specifically relevant experience in environmentally safe crop production system. Good technical and organizational background in performing crop production and protection programmes and projects. Good knowledge of the crop and pest biology and habitats in Ethiopia. Ability to cooperate and interact with the counterparts. Capable to work under pressure and in difficult conditions.

Duration of the mission: Four years.

Duty station: Addis Ababa, Ethiopia.

MONITORING AND EVALUATION FRAMEWORK

This short Annex aims to summarize the system to be set up to Monitor and Evaluate (M&E) this Technical Assistance (TA) component of the GAFSP AGP. It follows the guidance provided by the M&E plan (<http://www.gafspfund.org/gafsp/content/monitoring-and-evaluation>) prepared by the GAFSP steering committee, with some adaptation to the technical assistance and capacity development nature of the project.

Monitoring will be an ongoing activity of the FAO project implementation team. The Programme/M&E Officer will dedicate about half of her/his time to this task. Terms of reference have been prepared for this position and tasks will include financial and physical monitoring of the project. The Programme/M&E Officer will be assisted by FAO Headquarters and the country office, which will provide all necessary financial statements. Additionally, as many of the means of verification for project indicators are linked to the AGP investment components, the FAO Programme/M&E Officer will remain in close contact with the M&E officer for the AGP.

As part of its regular activities, the FAO project implementation team will produce both monthly financial and activity reports (at request of the Government), as well as six-monthly reports for the GAFSP Coordination Unit and Steering Committee. These regular reports will aim to: (i) review progress; (ii) highlight implementation achievements and challenges; (iii) propose adaptation in project activities; and (iv) report on beneficiary feedback to improve project effectiveness.

Project progress and performance will be assessed against the indicators found in the project log frame, for which baseline data and targets will be set during the needs assessment mission described below. The project's log frame includes four GAFSP core indicators. Many of these indicators appear, however, as part of broader, more encompassing indicators set in the project log frame.

A tentative template for six-monthly reporting to the GAFSP steering committee is the following:

RESULTS	Baseline	Current	End Target
(a) Core GAFSP Indicators			
1. Number of targeted clients satisfied with agricultural services including provision by producer organizations, cooperatives, extension service, etc. (disaggregated by gender).	TBD during needs assessment mission	N/A	TBD during needs assessment mission
3. Number of client days of training provided including scientists, extension agents, agrodealers, farmers, community members, etc. (disaggregated by gender).	TBD during needs assessment mission	N/A	TBD during needs assessment mission
27. Number of policies, strategies, frameworks or	TBD during initial needs	N/A	TBD during needs

investment plans drafted or contributed to	assessment mission		assessment mission
30 Number of participants in M&E workshops, training events, seminars, conferences, etc. (disaggregated by gender).	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
32. Number of entities receiving advisory services.	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
33. Number of reports (assessments, surveys, manuals) completed.	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
38. Number of trained additional civil servants dedicated to sectoral planning and strategy.	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
Project Specific Indicators (top five)			
<ul style="list-style-type: none"> Percentage of trained government staff reporting that they are applying new learning/experience/skills in livestock feed production and management. 	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
<ul style="list-style-type: none"> Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms. 	TBD during initial needs assessment mission	N/A	TBD during needs assessment mission
<ul style="list-style-type: none"> Formulated policies and strategies adopted by government. 			
<ul style="list-style-type: none"> Percentage adoption of best practice by farmer cooperatives and associations. 			