



Agricultural Transformation Agency

ANNUAL REPORT

2016-17

Ethiopian ATA
 Agricultural Transformation Agency
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FOREWORD

I am pleased to present to you the first stand-alone Annual Report for the Ethiopian Agricultural Transformation Agency's (ATA's) performance during the 2009 Ethiopian financial year (July 2016 - June 2017). This is different from the Transformation Agenda Annual Reports that we have produced in the past, which covered developments across the Transformation Agenda, including the work of the ATA. From 2009 EC onwards, we will publish separate annual reports on the Transformation Agenda overall and on the ATA specifically. This reflects our desire to share more specific information about the role and performance of the ATA with our partners and the public.

We are producing an ATA-specific report this year, halfway through the second Growth and Transformation Plan (GTP), recognizing that in the seven years since we began, the ATA has grown significantly in response to the changing needs of Ethiopia's agriculture sector. Given the changes to our role and structure, we want to share a report that details our activities and ensures transparency about how we work. It is my belief that this publication will offer greater clarity with respect to the role played by the ATA in helping to transform Ethiopia's agriculture sector.

The dynamism of the agricultural transformation process requires the ATA to remain an agile institution that can accommodate new and shifting demands. Accordingly, 2009 EC was a big year for the organization. We have gone through significant restructuring to improve our support of other actors in the agricultural sector (launching new Delivery Units), designed some important new interventions, and begun to conclude some long-standing flagship initiatives. As the sector's priorities have shifted to place a greater emphasis on livestock, horticulture, irrigation, and mechanization, so too have ours. Details about all of this, and more, are provided in the pages to follow.

As always, we are grateful for the collaboration and support of our colleagues across the public sector and our partners in the NGO, development, and private sectors. We remain committed to ensuring that the end goal of everything we do is to improve the lives and livelihoods of Ethiopia's smallholder farmers.

Khalid Bomba
Chief Executive Officer
Agricultural Transformation Agency



ORIGIN OF THE ATA

The journey that led to the ATA’s establishment began in 2009, when the Government of Ethiopia requested the Gates Foundation for technical support in order to identify what would be required not just to grow, but also to transform, Ethiopia’s agriculture sector. The sector was already recognized as critical to Ethiopia’s development efforts and the backbone on which industrialization and food security gains would rest. As the country prepared to design its first Growth and Transformation Plan (GTP), the Prime Minister wanted a robust and carefully

considered diagnostic report to contribute to the overall national agriculture sector plans.

In the two years that followed, the Gates Foundation facilitated a process, led by the then Ministry of Agriculture (now Ministry of Agriculture and Natural Resources), to produce eight different diagnostics and a series of recommendations for transforming the sector. The recommendations were based on learnings from other rapid growth and transformation initiatives around the

world, drawing on 11 specific case studies, particularly the experiences of Taiwan, Malaysia, and South Korea. Key to the efforts of these countries was a dedicated unit that contributed strategic guidance and design of transformative interventions in pursuing sustainable change. A similar set-up, emphasizing strong management and cross-sector coordination, was recommended for Ethiopia.

Based on these recommendations, in December 2010 the Council of Ministers in Ethiopia passed Regulation 198/2010, which established the ATA as the Secretariat of an Agricultural Transformation Council chaired by the Prime Minister. This Regulation was then further refined by Regulation Amendment 380/2016 in March 2016.

Combined, the two regulations outline four key mandate areas for the ATA:

To identify systemic constraints of agricultural development through conducting studies and, based on these studies, recommend solutions in order to ensure sustainability and structural transformation of the sector

To support implementation of prioritized interventions designed to address those constraints

To support the establishment of strong linkages and coordination among agricultural and related institutions and projects in order to ensure the effectiveness of agricultural development activities

To manage and lead specific prioritized interventions where requested by the Transformation Council

In meeting these goals, the ATA has worked with sector partners to develop and agree on a prioritized list of interventions needed to catalyze

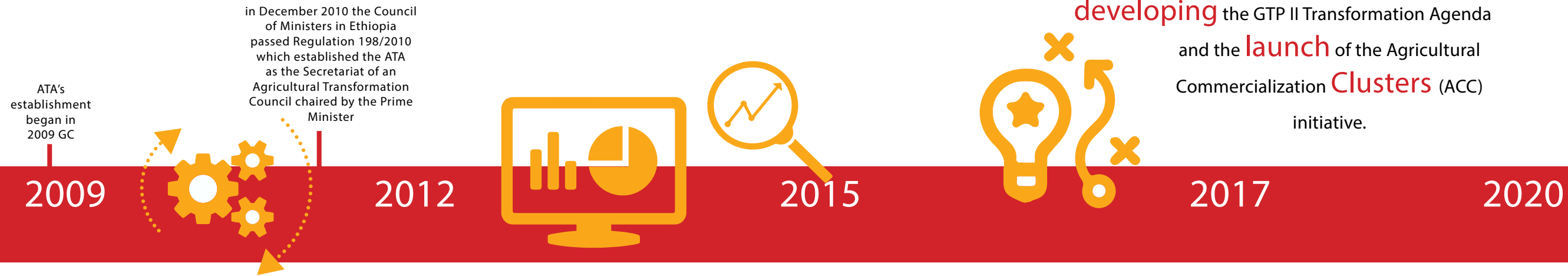
agricultural transformation. This list of interventions, known as the Agricultural Transformation Agenda, stems from the GTP agriculture objectives. It is organized according to several Transformation Agenda Deliverables

and related Sub-Deliverables. These Deliverables provide the basis on which the work undertaken by ATA rests and offer a roadmap for all actors to understand how best to support agricultural transformation.

“the ATA has worked with sector partners to develop and agree on a prioritized list of interventions needed to catalyze agricultural transformation”

EVOLUTION OF THE ATA

As the organization has matured over the last seven years, the ATA has gone through several distinct phases in the way it carries out its duties.



In the ATA's first **18 months**, from launch through the middle of 2012, its **primary focus** was on setting up **operations**, turning its **mandate** into a specific set of **actions**, and providing **diagnostic** support to identify the key **bottlenecks** that constrained the **sector**.

Thereafter, and for the remainder of the **GTP I** period until the middle of **2015**, the ATA provided more comprehensive **planning**, **tracking**, and **reporting** for transformative **interventions**, built out its direct project **execution** capacity, and offered more **analytical** support to prioritized **interventions**.

As Ethiopia launched **GTP II**, the ATA continued to **grow** its capacity to execute its main functions, **focusing** increasingly on its role in providing **coordination** and **linkages** to the sector, particularly through the **planning** that went into **developing** the GTP II Transformation Agenda and the **launch** of the Agricultural Commercialization **Clusters** (ACC) initiative.

Over the **last year**, the ATA has entered a **new** phase. Following the cabinet reshuffle in October **2016**, the ATA invested significant time **aligning** its **goals** with the new Minister of Agriculture & Natural Resources and Minister of Livestock & Fisheries. This led to a **refinement** of the Transformation Agenda and **introduction** of a new **approach** in how the ATA provides implementation **support** to its partners.

Throughout all these phases, the ATA aims always to have an adaptive and flexible approach to its work. This allows the ATA to respond quickly to emerging needs, accommodate changing priorities in the sector, and adjust as gains are made in some areas while others may be delayed.

Ultimately, all of the ATA's efforts depend on its partnerships, and the engagement and interaction the organization has on a routine basis with its Ministry counterparts, other public sector partners at the federal and regional levels, as well as development partners, international NGOs, and private sector stakeholders. Most importantly, none of what the ATA does would be possible without the support and dedication of Ethiopia's smallholder farmers.



HOW WE WORK

The ATA organizes its technical expertise into programmatic pillars that correspond to the Transformation Agenda. This allows the organization to effectively provide targeted support to the different areas of priority for the sector's transformation efforts. This means that, as the Transformation Agenda is reorganized, so too are the ATA's teams. For the first half

of the GTP II period, the ATA's technical teams were organized according to the Transformation Agenda structure at the time:

1. Production & Productivity
2. Environmentally Sustainable & Inclusive Growth
3. Agri-business & Markets

4. Enhanced Implementation Capacity

Following a review of the Transformation Agenda in March 2017, and based on guidance from the Transformation Council, the structure of the pillars was reorganized to increase focus on the livestock sector. To continue providing targeted support to the Transformation Agenda, the ATA similarly reorganized its structure and now maintains four revised thematic pillars.

1. Crops & Natural Resources
2. Livestock
3. Agri-business & Markets
4. Crosscutting Initiatives

Under these thematic pillars, the ATA supports partners across the Transformation Agenda's 30 program areas, 56 Deliverables and 181 Sub-Deliverables. During 2017, the Agency redefined how its technical experts should provide diagnostic versus implementation support to the sector. This led to the development of new Knowledge Centers focused on key sub-sectors and Delivery Units focused on implementation support in key institutions (see pages 15 and 17).

When the Agricultural Commercialization Clusters (ACC) initiative was rolled out in 2016, the ATA also set-up an ACC pillar to help integrate the solutions from the Transformation Agenda that address systemic bottlenecks within targeted geographies. This ensures that a holistic set of solutions reaches farmers. Regional offices in Amhara, Oromia, SNNP, and Tigray ensure that the ACC initiative is effectively coordinated with partners at the regional and local levels.

In addition to its agricultural expertise, the ATA has built several teams into its overall structure that provide critical support in achieving the organization's objectives. Introduced in 2013, the Analytics team provides high-caliber strategy, policy, analytical, and project design support to the ATA and the Transformation Agenda. A new Strategic Services pillar was also introduced in 2017 to pull together a variety of functions and bring global best practices in areas related to Project Management, Knowledge Management, Performance Management and Communications.



IDENTIFYING SYSTEMIC CONSTRAINTS

Critical to the ATA's ability to support sector transformation is the analytic support the Agency is able to offer in identifying and developing solutions to systemic bottlenecks that are prohibiting transformation. The Analytics team works closely with the ATA's programmatic teams to provide this kind of support and makes sure that the ATA is driven both by evidence of what has worked elsewhere and a deep knowledge of the local context.

The ATA has done considerable work towards this goal in the past year, much of which has focused on a number of

policy areas that are critical for developing Ethiopia's markets, with an emphasis on opening up export potential and increasing foreign investment.

For example, analysis conducted by the ATA contributed to developing a national foot-and-mouth disease (FMD) prevention strategy, critical to improving opportunities for Ethiopian beef to reach export markets. The analysis conducted by the ATA helped to highlight priority geographic zones and strains that warrant prioritized attention for FMD prevention and control efforts, and will be an important step in developing the country's livestock potential.

At the same time, concerted investments were made to analyze agricultural markets, (from primary to terminal) leading to strong recommendations about how to improve the infrastructure, services, and management of markets across the country. This coincided with the design of a potential National Market Information System (NMIS) that, when launched, could help create greater traceability, transparency, and dependability of information on the origin, quality, and prices of different commodities.

A number of additional studies have been conducted to understand impediments to foreign investment. This has resulted in recommendations about how to support actors to navigate Ethiopia's incentive

regime through a one-stop-shop support office, as well as make it easier to access and repatriate foreign currency. In parallel, recommendations for creating tax incentives to encourage domestic and foreign investments, in priority areas such as mechanization and irrigation, have also been a key component of the ATA's analytical work over the last year.

To better improve and focus its goal of identifying system constraints, the ATA spent the latter half of 2017 designing a model of Knowledge Centers, focused on top priority program areas, which will be created within the ATA to more effectively support the sector on strategic thinking around systemic issues.

Twelve Knowledge Centers were designed this past year, focusing on those agricultural development issues prioritized for GTP II. The Knowledge Centers will have three key focus areas: providing strategic thought partnership to the sector in the prioritization and design of initiatives; undertaking studies with tangible impact on enhancing implementation of Transformation Agenda Deliverables; and providing technical support to the work of ATA project teams or ACC implementation efforts.



SUPPORTING IMPLEMENTATION

The ATA recognizes that transformation of the sector cannot happen simply by identifying bottlenecks and designing interventions to address them. Efforts need to go beyond this to enhance the implementation capacity of those actors vested with the responsibility to take transformative interventions forward. To respond to this challenge, the ATA provides tailored support to partners in the sector who have taken on the responsibility to drive specific interventions articulated in the Transformation Agenda.

Much of this support has focused on helping other sector actors establish the structures, policies, or regulatory materials required to advance their Deliverables. For example, the ATA has supported the Ministry of Agriculture & Natural Resources (MoANR) to set up a seed unit and seed advisory council in order to better address many of the limitations that prevent improved seeds from reaching farmers. The new bodies are meant to improve Ethiopia's early generation seed development and address bottlenecks to more efficient seed distribution channels.

Likewise, the ATA will act as the Secretary of a new national fertilizer steering committee that is being established by the MoANR for similar purposes. The ATA has also contributed substantially to the design and drafting of key policy initiatives of the its main Ministry partners, including draft strategies or policies related to output marketing, storage, cereal price monitoring, FMD prevention and control, rural savings and credit cooperatives, sustainable agricultural practices, inclusion of women and youth in agricultural transformation, and promotion of nutrition-sensitive agriculture. During the past year, the ATA has also been closely involved in regulatory efforts around food and safety concerns, contract farming requirements, and the relaxation of export restrictions for key crops.

In working towards its goal of supporting implementation of Deliverables, the ATA spent the latter half of 2017 working with the MoANR and Ministry of Livestock & Fisheries (MoLF) to design and launch the first of a series of Delivery Units. The Delivery Units place technical experts, project managers, and reporting and monitoring staff in discrete teams situated inside the Ministries in order to provide more targeted and focused support in meeting Transformation Agenda commitments. This builds on the experiences of over 20 similar units established in a number of countries,

including Malaysia, India, Tanzania, the UK, and the US. This also reflects the Government of Ethiopia's (GoE's) strategy of setting up Delivery Units as a primary path to accelerating development. The GoE has also set up Delivery Units in the Prime Minister's Office, the Ethiopian Revenue and Customs Authority, the Ministry of Education, and mandated introduction of Delivery Units across federal ministries by the end of GTP II.

The Delivery Unit teams, with the support of senior leadership, are expected to align partners around targets and plans in the GoE's priority areas, facilitate robust performance monitoring routines, and help unblock performance obstacles through problem-solving and coordination. These units will also alleviate any silo effects across Ministries and between departments, support culture change to focus on delivery, build ownership internally of public sector actors, generate buy-in from key staff, and change the nature of what people do day-to-day to achieve results.

The first Delivery Unit at the MoANR was launched to coincide with the start of 2010 EC (September 2017), and the second is being planned for the MoLF during 2010 EC.



LINKAGES AND COORDINATION

One of the key challenges the ATA is mandated to address is the relative lack of coordination between the range of actors working to spur agricultural transformation. This recognizes that a narrow approach to sectoral change limits the impact of multiple disconnected and

uncoordinated interventions, regardless of the quality of project design or implementation.

For this reason, the ATA works to ensure that all relevant actors are able to come together to form appropriate linkages and coordination between their areas of

work. This is done at two levels: a) high-level coordination on key strategic issues between senior policymakers and b) on-the-ground coordination of interventions. At the senior level, ATA plays a critical role first and foremost in bringing together policymakers to develop the Transformation Agenda. In 2017, the ATA led a process to review the GTP II Transformation Agenda, recognizing that the country is halfway through the GTP II

period and acknowledging that a change of leadership at the Ministerial level required renewed efforts at alignment. This led to some minor adjustments to the GTP II Transformation Agenda, focusing primarily on enhancing the support to livestock-related Deliverables and encouraging a greater emphasis on horticulture, irrigation, and mechanization.

At the level of implementation, the ATA plays several coordination functions. Primary among these, the ATA works with the Transformation Council to make sure progress against the Transformation Agenda is appropriately tracked and reviewed and to flag important issues as they emerge for the sector. At the regional level, the ATA does the same thing with Regional Transformation Councils, established in the four main agricultural regions over the last two years to help guide and support the work of integrating Deliverables at the local level through the ACC initiative. Likewise, the ACC teams play a critical function in bringing together actors across the range of prioritized value chains to ensure that key challenges are quickly identified and resolved in working to commercialize the chains. The establishment of over 18 value chain alliances across the regions has been an important part of this work.



PROJECT EXECUTION

Where important piloting and testing of new innovations is needed, or where critical interventions are needed but may not have a natural owner in the sector, the ATA is also mandated by the Transformation Council to lead project execution. Such projects are initiated by specific request from the Transformation Council, always with the intention of being handed over to a longer-term sector partner in the future.

Many of the projects undertaken by the ATA are pilots, designed to understand how best to adapt a new innovation to

the Ethiopian context before being taken to scale by other GoE counterparts. For example, the ATA's pilot to build and improve cooperative storage capacity will be handed over to the Federal Cooperative Agency by the end of 2010 EC. However, in some cases the ATA remains involved in projects to support scale-up, such as its work on an Input Voucher Sales (IVS) system. The IVS system, which helps farmers purchase inputs using a voucher system, while expanding access to credit, has been scaled by the ATA in the past two years in partnership with regional financial institutions in the four main

agricultural regions. Complete coverage is already available in Amhara, nearly so in Tigray, and scheduled for Oromia and SNNP in 2011/2012 EC.

The ATA's projects are at various stages of completion, with approximately one-third concluding during 2010 EC. This includes one of the ATA's flagship projects, the Ethiopian Soil Information Systems (EthioSIS), which the ATA has run for the last six years. As the ATA transitions its existing projects to long-term owners, this allows the Agency to consider taking on additional projects that have been requested by the Transformation Council, such as a Mechanization Services Center pilot scheduled to begin in 2010 EC.

Performance Overview

During the 2009 Ethiopian Financial Year (July 2016 to June 2017), the ATA undertook implementation responsibility for 15 Transformation Agenda Sub-deliverables as 14 projects (two are implemented as a combined project) as well as six special assignments that were implemented as projects. The majority of the ATA's projects relate either to Crops & Natural Resources or to Agri-business & Markets. As the ATA builds out its Livestock pillar, the organization expects to add more projects from this pillar, while the focus of the ATA's Crosscutting Initiatives will continue to be on supporting counterparts in mainstreaming crosscutting issues.

Of the 14 Transformation Agenda Sub-deliverable-linked projects, nine (64%) are on-track, five (36%) are slightly delayed, and none are significantly delayed. Of the six Special Projects implemented by the ATA, three (50%) are on-track, two (33%) are slightly delayed, and one (17%) is significantly delayed.



Highlighted Projects

Cooperative Storage

As the entities that work most closely with farmers, primary cooperatives (PCs) and farmers' cooperative unions (FCUs) were identified by the GTP II Agricultural Cooperative Sector Development Strategy as the preferred vehicle for smallholder commercialization. Nonetheless, they retain a predominant focus on livelihood support, and offer a limited range of commercial activities such as output marketing. In particular, they face the challenge of a lack of adequate aggregation and storage facilities for smallholder output.

To address this, the ATA, Federal Cooperative Agency (FCA), and Regional Cooperative Promotion Agencies (RCPAs) developed the cooperative storage building project. The project's primary aim is to rapidly expand cooperative storage facilities, and it entails creating physical infrastructure and improving soft skills for FCUs and PCs to become successful marketers of smallholders' produce. Expanding the availability of high-quality agricultural storage is critical for the commercialization of smallholder agriculture, food security, and price stabilization.

The pilot phase of the project has constructed prefabricated warehouses at one FCU and 11 PCs in each of Ethiopia's four major regions. Warehouses were built on a cost-sharing basis, whereby PCs contributed 10% and FCUs 30% of the total cost of construction. In total, four FCU warehouses with the capacity to store 3,000 metric tons of grain each, and 44 PC warehouses with 500 metric tons of capacity each, have now been completed. Staff at the relevant PCs and FCUs have received management training, along with woreda, zonal, and federal cooperative experts.

Ultimately, the project's goal is for the storage facilities to be run as independent, profit-making businesses by the FCUs and PCs that have helped to build them. Official handover of all facilities is scheduled for early 2018.

EthioSIS

In 2012, the ATA and the Ministry of Agriculture and Natural Resources launched a soil fertility mapping project that would revolutionize the understanding of soil nutrients and use of fertilizers throughout the country. This Ethiopian Soil Information Systems (EthioSIS) project was developed to make accurate

soil fertility information accessible to all pertinent stakeholders, which is critical to developing smart policies regarding the preservation and rehabilitation of natural resources and increasing farmers' use of appropriate fertilizers.

EthioSIS has mapped the soil fertility status of 59 confluence points in 748 agricultural woredas throughout the country, utilizing remote sensing satellite technology to develop high-resolution soil fertility maps. Using state-of-the-art geostatistical modeling, woreda-specific atlases have been created for all of Ethiopia's nine regions and Dire Dawa special administration. Soil sampling for all regions was completed in June 2017, and final atlases are expected to be handed over by mid-2018. These atlases will contribute to the sustainability of agricultural production, by targeting the right fertilizer types and application rates to particular crops and geographies.

The project is also building national capacity in soil resource surveying, processing, interpretation and mapping. The National Soil Testing Center (NTSC) and five regional soil testing laboratories have been furnished with equipment necessary for this work, and staff are trained on equipment handling and soil analysis techniques. EthioSIS has contributed two major outcomes to Ethiopia's soil sector. Firstly,

it has led to the establishment of five fertilizer blending plants in the four main regions (one each in Amhara, SNNP, and Tigray, and two in Oromia) to produce customized fertilizers locally. Secondly, it has pushed for the establishment of an Ethiopian Soil Resources Institute, which was endorsed by the Council of Ministers in October 2017. The Institute will be the first in the country dedicated to the comprehensive study of soils.

IVR/SMS

Increasing production and productivity depends largely on farmers having access to accurate and timely information regarding agronomic practices. Unfortunately in Ethiopia, agricultural recommendations have typically taken a long time to cascade from research institutes and the agricultural extension system down to farmers.

To tackle this, the ATA, Ethiopian Institute of Agricultural Research (EIAR) and Ethio Telecom developed a toll-free "8028" agricultural hotline tailored to smallholder farmers. The hotline uses an interactive voice response/short message system (IVR/SMS) to provide farmers with the latest agronomic information and pertinent alerts. Available in five local languages, the information covers pre-planting, planting, post-harvest, and crop protection for

cereals, pulses, oilseeds, and horticulture crops.

Since February 2014, the system has received 26 million total calls and over three million unique registered callers. Although 71% of registered users identify as farmers, a considerable number of Development Agents (DAs) and experts also engage with the system to enhance and update their knowledge. Upon registration, users feed the system with geographic and demographic details that allows customized content to be "pushed" to them as the need arises. Based on this, 2.6 million early warning alerts have been sent out on wheat rust, maize lethal necrosis disease, and unseasonal rainfall, while a further 214,000 alerts have been sent out on improved seed.

The helpdesk feature introduced in 2016 provides a channel through which farmers can call in with questions not covered by the hotline's menu options, or requiring more elaborate responses. To date, DAs and experts have responded to over 1,600 questions recorded from farmers, all within 72 hours of receipt. A survey feature also allows hotline administrators to gather important data (such as seasonal concerns for crop production) from users all over the country.

In early 2018, hotline content will be expanded to include agro-meteorology advisories, moisture management, and blended fertilizer use.



Project Snapshots

Agricultural Commercialization Clusters (ACC) Initiative

The ACC initiative is, in effect, an umbrella project implemented by the ATA under which other relevant projects and Transformation Agenda Deliverables are integrated to appropriately meet the specific needs of each cluster. The ACC project enables a targeted approach to Deliverable implementation that recognizes the particular strengths, weaknesses, and needs of priority geographies with a focus on commercializing each cluster with reference to a particular set of high-value crop and livestock commodities.

In the past year, a comprehensive strategy for each of the 25 clusters (encompassing a total of 14 priority commodities) was developed to clearly articulate the specific targets for productivity and commercialization gains of each commodity. To govern and coordinate ACC implementation, Regional Transformation Councils (RTCs), chaired by the Regional Presidents, were supported to hold regularized meetings and effectively guide the cluster activities. Alongside the RTCs, this year a new structure, a Project Management Office, was also established to oversee the successful implementation

of prioritized interventions. This platform is expected to enhance information symmetry significantly while emphasizing accountability.

Efforts in six crop-focused clusters in full implementation during the past year emphasized building the capacity of smallholder farmers to focus their planting on the high-value commodities identified for their clusters. This involved distribution of improved seeds, improved fertilizers, and different types of demonstrations to showcase the benefits of the new approaches being promoted. Preliminary results from ACC implementation in all regions have been promising: all clusters reported increased production and productivity in their most recent harvests and clear productivity gains relative to non-cluster woredas in the same areas. Across the ACC clusters, 21.6 million quintals of overall marketable cereal surplus was produced in the 2016/17 harvest season. From this surplus, 3.5 million quintals were sold for 7.6 billion ETB in market linkage activities across the six commodities that connected producers and aggregators to more than 40 buyers, including the Ethiopian Trading Business Corporation, Guts Agro Industry, Heineken, and the World Food Program. Relative strengths in each region all

indicate the importance of local ownership and commitment in making the ACCs function effectively.

To make ACC interventions more sustainable, the next focus areas will be modernizing the traditional agricultural practices at the farmers' level, and improving upon the existing rain-dependent agriculture by developing

small scale irrigation schemes in ACC geographies. Scaling up of full package technologies at a larger scale will also be a focus area of the ACC in the coming three years.

Under the ACC initiative, Large Scale Demonstrations and a Farmer Business School project are both implemented as special projects.

Innovation & Large Scale Demonstrations	Start Date	Jun-15
	End Date	Jun-20
Innovation & Large Scale Demonstrations a component of the ACC initiative, and as such do not have a specific Deliverable to which they are attached.	2009 Expenditure	ETB 9,159,055
	Performance Status	
Key Accomplishments 2009 EC: <ul style="list-style-type: none"> As one of the 10 Integrated Delivery Scale up activities, Innovation & Large Scale Demonstrations supported 82 selected woredas via trainings 35 innovation demonstrations and nearly 6,000 large scale demonstrations were carried out in 35 woredas 		

Farmer Business School	Start Date	Jul-17
	End Date	Dec-18
The Farmer Business School is a component of the ACC initiative, and as such does not have a specific Deliverable to which the project is attached.	2009 Expenditure	N/A
	Performance Status	
Key Accomplishments 2009 EC: <ul style="list-style-type: none"> In collaboration with GIZ, an action plan for the implementation of the Farmer Business School (FBS) has been prepared and approved Preparatory work has been done, an induction workshop held, and training materials have all been designed 		

Key	
Color of title	Vertical
Orange	Livestock
Brown	Crops & Natural Resources
Yellow	Crops and Livestock
Green	Agri-business & Markets
Red	Crosscutting Initiatives

Transformation Agenda Deliverables Implemented as Projects by the ATA

The status of all projects reflects their performance as of the first quarter of 2010 EFY.

AgroMet		Start Date	2015
Crops & Livestock		End Date	Jun-18
Deliverable:	13.1: Institutional capacity building for tailored extension services to different types of situations and communities to make extension more market-oriented and inclusive	2009 Expenditure	ETB 13,964,131
Sub-Deliverable:	13.1.2: Promote improved and environmental friendly technologies in a manner that integrates climate information (agro-meteorology) with a focus on specialization and diversification	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Installation of 50 automatic weather stations (AWS) with training on how to interpret and disseminate weather forecasts Several platforms established for developing and downscaling regular advisories, including seasonal, monthly, and 10-daily forecasts. 			

Commercial Farm Services		Start Date	Jul-15
Crops & Natural Resources		End Date	Apr-18
Deliverable:	5.1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain that enhance climate change adaptation	2009 Expenditure	ETB 8,746,450
Sub-Deliverable:	5.1.7: Environmentally sustainable and commercially viable farm service centers established and become operational	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> 15 out of the 20 planned Farm Service Centers opened and operating to generate more than 65 million ETB of sales and serving approximately 56,000 farmers 			

Cooperative-Based Seed Production (CBSP)		Start Date	Jul-16
Crops & Natural Resources		End Date	Jun-20
Deliverable:	5.1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain that enhance climate change adaptation	2009 Expenditure	ETB 58,350,418
Sub-Deliverable:	5.1.3: Build capacity and operating model for Cooperative Based Seed Production (CBSPs)	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> A draft CBSP directive was developed Construction was completed or nearly completed for seven union office buildings, 11 seed storage sites, and 3 seed laboratories Nine seed unions have signed contracts with research institutions to work on early generation seed. Combined, unions have produced 50,000 quintals of improved seed, 96% of which has been sold. 			

Cooperative Capacity Building		Start Date	Jul-15
Agri-business & Markets		End Date	Jun-17
Deliverable:	18.2: Enhance cooperative sector's human and institutional capacity	2009 Expenditure	ETB 1,883,107
Sub-Deliverable:	18.2.1: Expand targeted capacity building through effective and tested mechanisms	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Training was given to 2,265 cooperatives leaders 348 cooperatives leaders undertook exposure visits A terminal evaluation of the project was conducted 			

Cooperative Storage (Pilot)		Start Date	Jun-15
Agri-business & Markets		End Date	Dec-17
Deliverable:	15.4: Enhance Cooperatives' Infrastructure Capacity	2009 Expenditure	ETB 152,561,046
Sub-Deliverable:	15.4.1 Support the expansion of cooperatives warehousing capacities	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> 43 cooperative storage facilities and offices constructed and completed 22 completed cooperative storage facilities and offices handed over to respective primary cooperatives and unions Over ETB 7 million collected from the required ETB 20,454,406 in cost sharing mechanism. 			

Direct Seed Marketing (DSM) / Direct Input Marketing (DIM)		Start Date	Dec-14
Crops & Natural Resources		End Date	Jun-18
Deliverable:	5.1 Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain that enhance climate change adaptation	2009 Expenditure	ETB 5,101,105
Sub-Deliverable:	5.1.4. Build a competitive seed marketing system (e.g. scale up Direct Seed Marketing and other models, across geographies & crops) & 5.1.6. Build a comprehensive and integrated input supply system to improve access of smallholder farmers for inputs; pilot and scale up Direct Inputs Marketing (DIM).	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> 320 new agents were trained and 797 agents were kept active 35 woredas actively participated in seed distribution 37 seed sale agents are transforming into agricultural inputs sales agents 			

Ethiopian Agribusiness Acceleration Platform (EAAP)		Start Date	2017
Agri-business & Markets		End Date	2020
Deliverable:	21.1 : Improve the enabling policy and regulatory environment to increase flows of private sector investment into agriculture	2009 Expenditure	ETB 105,057
Sub-Deliverable:	21.1.2 Identify specific innovative financing tools and approaches to increase flows to agribusinesses	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Diagnostic study required to identify the project's "point of departure" was finalized Businesses that will participate in the accelerator were selected and on-boarding provided 			

Ethiopian Soil Information System (EthioSIS)		Start Date	2012
Crops & Natural Resources		End Date	2017
Deliverable:	8.1: Improve fertilizer use efficiency to, inter alia, enhance crop productivity, reduce GHG emissions, and improve nutrient value	2009 Expenditure	ETB 31,244,002
Sub-Deliverable:	8.1.5 Complete national soil fertility and soil resource map; develop national soil test based fertilizer recommendation atlas at woreda level	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Field surveying and soil samples collection finalized for a total of 748 woredas throughout the entire country Soil fertility and fertilizer recommendation atlases produced and handed over to three regions (Amhara, SNNP, and Harari) and Dire Dawa administration. 			

Sustainable Household Irrigation Value Chain		Start Date	2013
Crops & Natural Resources		End Date	2018
Deliverable:	10.2 : Strengthen services/systems for irrigation and drainage development and supply chains for related technologies, to enhance farmers' ability to expand irrigated agriculture With a particular focus on women and youth	2009 Expenditure	ETB 1,844,492
Sub-Deliverable:	10.2.5 Sustainable VC development for high value and nutrition dense household irrigation enabled products, particularly horticulture crops	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Defining high-value crops for 21 pilot woredas Capacity building of Development Agents, experts, and smallholder farmers Market linkage between smallholder farmers and potential buyers 			

Innovative Micro-insurance		Start Date	Jan-16
Agri-business & Markets		End Date	Jun-20
Deliverable:	19.2: Develop, design and launch innovative interventions to address immediate bottlenecks in the rural finance sector	2009 Expenditure	ETB 14,662
Sub-Deliverable:	19.2.3. Develop and implement innovative micro-insurance product to catalyse agricultural transformation	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Piloted in 11 woredas of Oromia and Tigray regions. 444 farming households enrolled for insurance products totaling ETB 1.5 million in coverage; premium payments of ETB 176,000 have been collected and ETB 357,000 paid in claims to insured farmers 			

Input Voucher Sales System (IVS)		Start Date	Feb-14
Agri-business & Markets		End Date	Jun-20
Deliverable:	19.2: Develop, design and launch innovative interventions to address immediate bottlenecks in the rural finance sector	2009 Expenditure	ETB21,970,134
Sub-Deliverable:	19.2.1: Increase smallholder farmers' access to input credit through the Implementation and scale up of the Input Voucher Sales system (IVS)	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> The system reached more than 4.8 million smallholder farmers in four regions, who purchased 6 million quintals of inputs worth ETB 7.2 billion. 			

IVR/SMS (8028 Hotline)		Start Date	Feb-14
Agri-business & Markets		End Date	Jun-20
Deliverable:	20.1: Develop and implement ICT solutions that enhance the delivery of agricultural extension and other essential information to smallholder farmers	2009 Expenditure	ETB 13,286,207
Sub-Deliverable:	20.1.1: Refine and expand the IVR/SMS platform to enhance the delivery of agricultural information to DAs and smallholder farmers	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> The toll-free hotline, 8028, has received 26 million total calls and over three million unique registered callers. A helpdesk module for the system was introduced and piloted in 39 woredas, generating more than 3,500 questions to date. 			

Integrated Shallow Ground Water, Irrigation, and Drainage (ISGWID)		Start Date	2015
Crops & Natural Resources		End Date	2020
Deliverable:	10.1: Identify water resources potential and promote sustainable irrigation development	2009 Expenditure	ETB 2,572,221.62
Sub-Deliverable:	10.1.1 Identification of water resources and their potential for irrigation	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Since 2009, 66,457 square kilometers have been mapped, identifying potential shallow ground water reserves of over 5.3 billion cubic meters. This can irrigate nearly 1.8 million hectares, serving nearly 235,000 households. 			

Model Farmer Training Center (FTC) Capacitation		Start Date	Mar-16
Crops & Livestock		End Date	Mar-18
Deliverable:	13.1 Institutional capacity building for tailored extension services to different types of situations and communities to make extension more market-oriented and inclusive	2009 Expenditure	ETB 16,648,553
Sub-Deliverable:	13.1.1: Build the human, physical and organizational capacity of the extension system at all levels: Model FTC Capacitation Project	Performance Status	
Key Accomplishments 2009 EC:			
<ul style="list-style-type: none"> Renovation and construction of various FTC facilities with 75% of the civic works completed in over 24 FTCs and several also connected to electric and water utilities Training provided to nearly 300 Development Agents and woreda experts on climate smart agriculture (CSA) technologies, climate change, FTC demonstration management and community mobilization Training provided directly to over 10,000 farmers on community mobilization, financial literacy and planning, and CSA technologies 			



ATA FUNDERS AND PARTNERS

Thanks

A special thanks to all of our funders and partners, whose technical and financial support is critical to our success in transforming the livelihoods of smallholder farmers. The ATA would not be able to do this work without the close cooperation and collaboration of our partners across the public, development, and private sectors.

Special Projects Implemented by the ATA

Tef Improvement Project (TIP) Agri-business & Markets	Start Date	Jun-15
	End Date	Mar-18
Key Accomplishments 2009 EC <ul style="list-style-type: none"> Land selection, land preparation, and sowing tef experiments performed with crops harvested and threshed, including for breeder and pre-basic seed multiplication sites. Follow-up and supervision of construction of a seed laboratory office complex in Bishoftu 	2009 Expenditure	ETB 18,575,446
	Performance Status	
Tef International Market Access (TIMA) Agri-business & Markets	Start Date	Mar-14
	End Date	Jun-18
Key Accomplishments 2009 EC <ul style="list-style-type: none"> 6,459 quintals of tef contracted for export to US, UK, and Switzerland of which 2,740 quintals of tef grain has been shipped ~\$1.8 million market linkages pledged at the annual Gulfood show in Dubai 	2009 Expenditure	ETB 418,885
	Performance Status	
Tef Row Planter Project Crops & Livestock	Start Date	Sep-17
	End Date	TBD
Key Accomplishments 2009 EC: <ul style="list-style-type: none"> 13 locally available planter producers identified, of which 5 are private and 8 are companies Among the 3 planters which were feasible 1 was successful, hence, 5,000 row planters were manufactured and distributed 	2009 Expenditure	ETB \$771,282
	Performance Status	

Alliance for a Green Revolution in Africa (AGRA)	Ethiopian Trading Business Corporation (ETBC)
African Development Bank (AfDB)	European Commission (EC)
Agriculture Growth Program (AGP)	European Union (EU)
Bill and Melinda Gates Foundation (BMGF)	FARM Africa
Czech Development Agency (Czechaid)	Federal Cooperative Agency (FCA)
Danish International Development Agency (DANIDA)	Food and Agriculture Organization (FAO)
Democratic System Building Coordination Center	German Corporation for International Cooperation (GIZ)
Department for International Development (DfID)	Global Affairs Canada (GAC)
Disaster Relief and Recovery Commission	Government Communication Affairs Office
Ethiopian Institute for Agricultural Research (EIAR)	House of People's Representatives
Ethiopian Investment Commission (EIC)	International Finance Corporation (IFC)
Ethiopian Revenues & Customs Authority (ERCA)	International Livestock Research institute (ILRI)
Ethiopian Strategic Food Reserve Agency (SFRA)	Irish Aid
	Ministry of Agriculture & Natural Resources
	Ministry of Communication & Information Technology
	Ministry of Construction
	Ministry of Culture & Tourism

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Ministry of Youth & Sports
National Bank of Ethiopia
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National Planning Commission
International Maize and Wheat Improvement
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